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The job satisfaction and incentive relation of hospital employees in South Sulawesi Province[☆]



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Abstract

Objective: The study explored the job satisfaction and incentive relation of hospital employees in South Sulawesi Province. The objectives of this study determined the relationship of financial incentives with job satisfaction and to determine the relationship of non-financial incentives with job satisfaction of hospital employees in South Sulawesi Province.

Methods: The study utilized a quantitative research design, and 2389 employees were medical employees and non-medical employees in all hospitals of South Sulawesi Province using the data from the Laboratory of Indonesian Ministry of Health. The data were analyzed randomly and using chi-square analysis.

Result: The study revealed that financial incentives and non-financial incentives had a relation with the job satisfaction of employees in South Sulawesi Province.

Conclusion: Hospitals must consider the incentive financial and non-financial fulfillment of employees to achieve work and organizational goals effectively and efficiently to service quality health care for patients.

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Introduction

The development of organizations is currently undergoing high significance. Every organization not only needs machines, raw materials, furniture, and money but also requires people to run their organizations effectively and efficiently. The importance of this job satisfaction problem first emerged during the Hawthorne experiments conducted

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at the Philadelphia factory at the Western Electric Supply Company in the 1920s. The investigation made the organization believe that promoting job satisfaction would increase productivity. But this then causes problems in the job satisfaction of employees who experience setbacks. According to that, there is no conclusive evidence that job satisfaction affects work productivity because it depends on the variables.¹

Job satisfaction refers to the feeling of satisfaction of someone at work that is the motivation for work. Job satisfaction becomes very important because most people spend their lives at work. Besides, job satisfaction has an impact on the general life of employees to be satisfied and happy which then impacts their physical and mental well-being. Kreitner et al. (2007) stated that job satisfaction will lead to competitive position and organizational survival, which is largely influenced by incentives received by employees.² So we need a way to manage processes and systems, tasks, and improve management procedures that exist today.¹³

The concept of incentives has become the foundation for attracting, encouraging, and retaining efficient employees in the organization. Every worker receives a payment or reward in return for the work they do. Traditionally, organizations often believe that salary is the most significant driving factor for the higher performance of employees. Economically, humans work and make money which is then used more directly to make ends meet, usually physiologically to buy food, shelter, and clothing as well as to obtain other good things in life.³

Benneth and Minty (2005) suggest that incentives can be seen from two different perspectives, namely financial incentives and non-financial incentives.⁴ A finding from Kreitner and Kinicki (2001) revealed that financial incentives have short-term results in encouraging and stimulating workers to be higher.²

The application references of incentive schemes in health care are almost universal in recognizing that financial incentives alone are not enough to sustain and motivate staff. Various empirical research projects involving staff surveys and qualitative focus group discussions have confirmed that non-financial incentives play an equally important role. This is the case in countries with good resources where staff can maintain high standards of living, as well as in countries where resources are relatively poor.⁵

On different types of countries, non-financial incentives are assessed not only giving direct benefits that provided to individual health professionals but as a way for employers hiring associations to recognize and admit employee contributions and commitments, as well as challenges faced by employees in their daily lives.⁵

It is suggested in the human resource management references and organizational behavior that non-financial incentives effectively in motivating employees.⁶ The essence of incentives is to create relationships with desired behaviors and outcomes that make employees feel valued.⁷ Therefore, the purpose of this study is to analyze the relationship between financial and non-financial incentives with job satisfaction of hospital employees in South Sulawesi.

Method

This research is quantitative research with cross-sectional study design. This study uses data from the Ministry of Health's Republic of Indonesia Research in Health (Risnakes) conducted in 2017. The sample in this study were all hospitals in South Sulawesi Province, as many as 83 hospitals with 30 respondents each, which was divided by type of occupations in the hospital. All samples collected in this study were 2389 respondents. Furthermore, the data were analyzed randomly and using chi-square analysis.

Hypotheses were formulated to test the relationship between non-financial incentives and job satisfaction of hospital employees in South Sulawesi, there is a relation between financial incentives and job satisfaction of hospital employees in South Sulawesi, and there is an Incentive relation with the job satisfaction of hospital employees in South Sulawesi.

Result

This study used a sample of 2389 respondents who were employees in 83 hospitals in South Sulawesi. The age of the respondents is mostly of 20–30 years (47.5%) range, for the sex of the respondents most of them are women (82.8%) and men (17.2%), for the highest level of education the majority constituted S1/D4 (44.3%), for marital status most of the marriages (67.4%). Besides, in terms of position, most of the respondents were health staff in the hospital (81.7%) and at least was the president director (16.5%).

This research consists of incentive variables as independent variables which include financial incentives and non-financial incentives. The non-financial incentives consist of dimensions of further education opportunities, training opportunities, ownership of health insurance and ownership of old-age insurance. The financial incentives consist of the dimensions of the sufficiency needs, fluency of acceptance, and total income. Questions on each dimension are given a score of 1 for the answer yes and a score of 0 for the answer no. So based on these scores can be grouped into the following Table 1.

The non-financial incentive variable of hospital employees in South Sulawesi shows that the majority of hospital employees in South Sulawesi do not get the opportunity for further education (92.8%). For the chance to attend training, most hospital employees have the opportunity to participate in training (55%). For health insurance ownership, most hospital employees in South Sulawesi Province already have health insurance (87.7%). For old-age insurance, most hospital employees in South Sulawesi have insurance for old-age (53.2%). The reference of respondents' answers to the financial incentive variable shows that on the dimension of sufficiency needs of some hospital employees said yes (65.8%), on the dimension of fluency acceptance most of the respondents said yes (89.3%) and on the dimension of total income most of the respondents were in a low category (74.7%). Table 1 shows the reference of respondents' answers in each hospital employee research variable in South Sulawesi in 2017. In the combined incentive

Table 1 Classification of respondents answers in research variables and results for the relationship between incentives and hospital employee satisfaction research in South Sulawesi.

Answer	n	%	Result
<i>Incentive</i>			
Low	970	40.6	Sig = 0.003*
High	1419	59.4	
<i>Non-financial incentive</i>			
Low	1507	63.1	Sig = 0.022*
High	882	36.9	
<i>Financial incentive</i>			
Low	784	32.8	Sig = 0.000*
High	1605	67.2	
<i>Job satisfaction</i>			
Low	120	5.0	Sig = 0.000*
High	2269	95.0	
Total	2389	100.0	

* Correlation is significant at the 0.05 level (2-tailed).

variable most of the respondents were in the high category (59.4%), in the non-financial incentive variable most of the respondents were in a low category (63.1%), in the financial incentive variable most of the respondents were in the high category (67.2%), and in the job satisfaction variable most of the respondents were in the high category (95.0%).

Based on the table above, it is known that the value of Sig. for each variable below 0.05, it is concluded that there is a relationship between incentives and job satisfaction of hospital employees in South Sulawesi, both in financial incentives and non-financial incentives.

Discussion

The relation of financial incentives with job satisfaction

The results of the study indicate that there is a relationship between financial incentives and job satisfaction. This is related to research conducted by Oni-Ojo et al. (2015) that the use of monetary prizes in the form of financial incentives is indispensable in stimulating employees. In each organization, the use of salaries, bonuses, compensation, profit sharing, and others. Has played a significant role in motivating and retaining workers for higher performance and satisfaction.⁸

Studies have shown that when workers' salaries are paid consistently, it motivates them to work voluntarily without resorting to compulsion, while the absence of this leads to workers' intention to leave, absenteeism, employee turnover, theft, lower commitment, and morale. Financial incentives are mostly used for competent people to join and remain in the organization and to motivate employees to achieve high levels of performance.⁸ People work for organizations to get a salary to meet their immediate needs. The salary that comes in return for work done giving employees satisfaction at work.³

The relation of non-financial incentives with job satisfaction

The results showed that there was a relationship between non-financial incentives and job satisfaction of hospital employees in South Sulawesi. This is related to research conducted by Osibanjo et al. (2014) who found that non-financial incentives play an indispensable role in encouraging employees physically, emotionally, and psychologically. Non-financial incentives are rewards that individuals get and are directly related to the work itself.^{2,8}

Greenberg and Baron (2003) and Friedman (2005) also argue that organizations with adequate provisions from non-financial variables create responsive centers and attention that helps in maintaining competent, knowledgeable, experienced and trained personnel.⁹ Training comes when some employees are found to be deficient in their job performance.^{10,11} Several studies (Rothwell and Kazanas, 2004; Salau et al., 2014) it show that employees are often motivated and satisfied with the work only when they were given the freedom and opportunity to use their skills and abilities without any arbitrary of compulsion.³

One of the reasons for using non-financial incentives in organizations is to motivate employees toward job performance. Nonfinancial rewards are seen as "non-cash rewards given in recognition of high-level achievements or performance such as customer service or support to colleagues, which do not depend on achieving predetermined targets".¹² The importance of non-financial incentives and job satisfaction in improving job performance among employees cannot be underestimated which related to the relevance of non-financial incentives and job satisfaction in improving employee job performance.⁶

Research conducted by Greenberg and Baron (2003) also shows that some employees seem to be satisfied with their job not because they get pleasure from the work itself but because there are no other alternatives; so they prefer to remain in the available jobs.⁹ Respondents also stressed that they are satisfied with their current job because it gives them the opportunity to apply their skills, abilities, and freedom as well as adequate training and seminars that create avenues for their self-improvement and development. Kreitner and Kinicki (2007) observed that older workers tended to be more satisfied with their work than younger workers. Incentives to a large extent affect employee satisfaction and retention in the manufacturing sector thus leading to the competitive position and survival of the organization.²

Conclusion

There is a relationship between incentives and job satisfaction of hospital employees in South Sulawesi, both financial incentives and non-financial incentives. These results are related to previous research which states that incentives play an important role in achieving employee satisfaction which is ultimately related to organizational performance. Therefore, it is hoped that the hospital will give attention to the work satisfaction of its employees that is specialized in incentive financial and non-financial fulfillment of employees in South Sulawesi Hospitals.

Conflict of interest

The authors declare no conflict of interest.

Acknowledgments

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