

## ***Impact of Policies and Supervision on Health Worker Satisfaction at Bahteramas Hospital***

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### **ABSTRACT**

*Providing quality services is inseparable from human resources that produce good performance and achievement. One of the factors related to the performance or work performance of nurses is the low satisfaction of a person with their job. Currently, it is known that the main problem that often arises in human resource management is how to find the best way to achieve employee job satisfaction. Employee complaints about supervision that is very rarely carried out. This makes employees feel that their work is not supervised. This study aims to study the relationship between organizational policies and supervision with the satisfaction of health workers in the BLUD inpatient room of Bahteramas Hospital. This research is a quantitative study with a cross-sectional study approach, and research was conducted on February 2023 in the inpatient room of Bahteramas Hospital. The population in this study were all health workers who worked in the BLUD inpatient room of Bahteramas Hospital, totaling 213 people with a sample of 139 respondents. Data analysis was carried out computerized using the SPSS version 25.0 program, to analyze the relationship between the independent and dependent variables together, the Logistic Regression test was used. Results of the analysis show that all variables that have a probability value (p-value) <0.05 include organizational policies (p=0.141), and supervision (p=0.032). These results indicate that the supervision variable has a significant relationship. Meanwhile, the organizational policy variable does not have a significant relationship with the satisfaction of health workers in the BLUD Inpatient Room of Bahteramas Hospital. There is a moderate relationship between organizational policies and supervision with the satisfaction of health workers in the BLUD Inpatient Room of Bahteramas Hospital.*

**Keywords:** Organizational Policies, Supervision, Workers Satisfaction

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## **INTRODUCTION**

The current era of globalization suggests that market mechanisms will be increasingly dominated by business organizations that provide services or produce superior products that have good competitiveness and take advantage of market opportunities<sup>1</sup>. Providing quality services is inseparable from human resources that produce good performance and achievement<sup>2,3</sup>. One of the factors related to nurses' performance or work performance is the low satisfaction of a

person with their job<sup>4</sup>.

Currently, it is known that the main problem that often arises in human resource management is how to find the best way to achieve employee job satisfaction<sup>5,6</sup>. Thus, problems related to job satisfaction need to receive attention and be handled seriously. This is an effort to avoid negative impacts that the hospital may face due to these problems<sup>7</sup>.

The existence of job dissatisfaction of health workers is influenced by unfavorable working conditions such as employee complaints of boredom and discomfort in the

work environment<sup>8</sup>. Where, in this case there is disharmony in interpersonal relationships between employees<sup>9</sup>.

Employee complaints about supervision that is very rarely carried out. This makes employees feel that their work is not supervised. Thus, no matter how good the work they do, they will not receive rewards, which can actually increase their desire to work better<sup>10</sup>.

Research conducted by Nasution I, Rosanti R. 2020 at RSU dr. Piringadi Medan that more nurses performed poorly in care actions for post-surgical patients, namely 45.5%<sup>11</sup>. This is because nurses have not attended training held by the hospital.

Another study by Suspahariati S, Susilawati R. 2020 shows that 28.6% of employees are satisfied with the unit where they work and 71.4% are dissatisfied with the unit where they work. Meanwhile, for the working conditions variable, 37.3% were satisfied with the working conditions and 62.7% were dissatisfied with the conditions in which they worked<sup>12</sup>.

Based on the above background, the authors are interested in conducting research on "the relationship between organizational policies and supervision with the satisfaction of health workers in the BLUD inpatient room of Bahteramas Hospital."

The purpose of this study is to study the relationship between organizational policies and supervision with the satisfaction of health workers in the BLUD inpatient room of Bahteramas Hospital.

## METHOD

This research is a quantitative study with a cross sectional study approach. The design is intended to determine the relationship between organizational policies, supervision and job satisfaction of health workers in improving the quality of health services at BLUD Bahteramas Hospital. This research was conducted on February 2023 in the inpatient room of Bahteramas Hospital.

The population in this study were all health workers who worked in the BLUD inpatient room of Bahteramas Hospital, totaling 213 people.

The sample in this study were some of the health workers who worked in the BLUD inpatient room of Bahteramas Hospital. How to

determine the number of samples the author uses the formula proposed by Slovin so that 139 respondents are obtained, as for the sample in this study, the author uses the Cluster Random Sampling technique, this technique is used because the population is not homogeneous.

The inclusion criteria for sample selection in this study are: 1) Health workers who work in the inpatient room of BLUD Bahteramas Hospital, 2) Civil servants or permanent employees, 3) Working period  $\geq 2$  years, 4) Willing to be interviewed, 5) Able to communicate well: 1) Status of honorary or non-permanent employees (contract), 2) Not willing to be interviewed.

Data were obtained directly from respondents by utilizing questionnaires and data from agencies related to the study. Data obtained from direct interviews in the field using questionnaires and measurement results were processed using a computer through the stages of editing, coding, scoring, tabulating, and presenting data.

Data analysis was carried out computerized using the SPSS version 25.0 program, to analyze the relationship between the independent and dependent variables together, the Logistic Regression test was used<sup>13</sup>. Decision making on whether there is an influence of the independent variable on the dependent variable, determined by the following criteria: 1) If  $p > 0.05$ : there is no influence of the independent variable on the dependent variable, 2) If  $p \leq 0.05$ : there is an influence of the independent variable on the dependent.

## RESULTS

Table 1 shows that of the 37 respondents who had appropriate organizational policies, 20 respondents (53.1%) had satisfied job satisfaction. Meanwhile, out of 102 respondents who have inappropriate organizational policies, there are 29 respondents (28.4%) with dissatisfied job satisfaction. This shows that more respondents with appropriate organizational policies have satisfied job satisfaction.

The results of the chi square statistical test at the 95% confidence level ( $\alpha = 0.05$ ) show that the p value = 0.005 because  $H_0$  is rejected or  $H_a$  is accepted, which means that there is a relationship between organizational policies and health worker satisfaction in the

Bahteramas Hospital BLUD Inpatient Room.

Based on the analysis of the relationship closeness test, the p-value =0.237 was obtained. This figure shows a moderate relationship. Thus, it can be interpreted that organizational policies have a moderate relationship with the satisfaction of health workers in the BLUD Inpatient Room of Bahteramas Hospital

**Table 1. Organizational Policy and Health Worker Satisfaction**

Policy	Worker satisfaction				Total	
	Satisfied		Less Satisfied			
	n	%	n	%	n	%
As per	20	53,1	17	45,9	37	26,6
Not quite right	29	28,4	73	71,6	102	73,4
Total	49	35,3	90	64,7	139	100

Table 2 shows that of the 52 respondents who had good supervision, 28 respondents (53.8%) had satisfied job satisfaction. Meanwhile, out of 87 respondents who had poor supervision, there were 21 respondents (24.1%) with dissatisfied job satisfaction. This shows that more respondents with good supervision have satisfied job satisfaction.

The results of the chi square statistical test at the 95% confidence level ( $\alpha = 0.05$ ) show that the p value = 0.001 because  $H_0$  is rejected or  $H_a$  is accepted, which means that there is a relationship between supervision and health worker satisfaction in the Bahteramas Hospital BLUD Inpatient Room.

Based on the analysis of the relationship closeness test, the value p =0.301 was obtained. This figure shows a moderate relationship. Thus, it can be interpreted that supervision has a moderate relationship with the satisfaction of health workers in the BLUD Inpatient Room of Bahteramas Hospital.

**Table 2. Supervision with Health Worker Satisfaction in the BLUD Inpatient Room of Bahteramas Hospital**

Surveillance	Worker satisfaction				Total	
	Satisfied		Less Satisfied			
Good	8	3,8	4	6,2	2	37,4
Not so good	1	4,1	6	5,9	7	62,6
Total	9	35,3	0	4,7	39	100

The results of logistic regression analysis of factors related to health worker

satisfaction in the BLUD Inpatient Room of Bahteramas Hospital are presented in the following table.

**Table 3. Factors Associated with Health Worker Satisfaction in the BLUD Inpatient Room of Bahteramas Hospital**

Independent Variable	B	p-value	Exp.B	CI (95%)	
				Lower	Upper
Organization Policy	.877	.141	2.404	.749	7.719
Surveillance	1.133	.032	3.105	.105	8.724

Table 3 shows that based on the results of the analysis, it can be seen that all variables that have a probability value (p-value) <0.05 include, organizational policies (p=0.141), supervision (p=0.032).

These results indicate that the supervision variable has a significant relationship. Meanwhile, the organizational policy variable does not have a significant relationship with the satisfaction of health workers in the BLUD Inpatient Room of Bahteramas Hospital

## DISCUSSION

### 1. Organization Policy

The data clearly demonstrate a substantial difference in job satisfaction between health workers with appropriate and inappropriate organizational policies. Among those with appropriate policies, 53.1% expressed job satisfaction, whereas only 28.4% of those with inappropriate policies reported satisfaction. The statistical test, utilizing a chi-square analysis, supported the observed disparities, yielding a p-value of 0.005 at a 95% confidence level. The rejection of the null hypothesis ( $H_0$ ) and acceptance of the alternative hypothesis ( $H_a$ ) underscores the presence of a statistically significant relationship between organizational policies and health worker job satisfaction. These results align with existing research that has consistently shown a strong link between organizational policies and employee satisfaction, with the current findings reinforcing this association within the context of a hospital setting<sup>14</sup>. Based on the problems that occur in the field, it is known that there are employees who complain about the injustice of hospital management in providing organizational policies to their employees, such as policies in providing education and training

activities and policies related to career promotion<sup>15</sup>.

Factors outside of organizational policies, such as interpersonal relationships, workload, and personal preferences, may also influence job satisfaction. Thus, the strength of this relationship implies that improvements in organizational policies can contribute significantly to enhancing job satisfaction but may need to be complemented by other measures for a comprehensive approach to improving employee well-being<sup>16</sup>.

The findings of this study have practical implications for healthcare institutions, including Bahteramas Hospital, and can inform human resource management and policy decisions. Recognizing the impact of organizational policies on health worker job satisfaction, hospital administrators and policymakers should prioritize the development and implementation of policies that promote a supportive and conducive work environment<sup>17,18</sup>. Regular evaluations and adjustments to policies may be necessary to meet the evolving needs and expectations of the workforce<sup>19,20</sup>. Moreover, this study highlights the importance of continuous monitoring of employee satisfaction and making data-driven decisions to address concerns and improve the overall work experience.

## 2. Surveillance

The data reveal a substantial difference in job satisfaction between health workers who receive good supervision and those who experience poor supervision. These findings corroborate prior research emphasizing the pivotal role of supervision in shaping job satisfaction and overall employee well-being<sup>21,22</sup>.

Moderate relationship, indicating that the quality of supervision has a noticeable impact on job satisfaction but does not account for all the variations in job satisfaction. Other factors, such as organizational policies, workload, and personal attributes, may also contribute to health worker job satisfaction<sup>23,24</sup>. Therefore, while supervision is an important factor, it should be considered within the broader context of work-related determinants<sup>25</sup>.

## CONCLUSION

Based on the research and discussion that has been proposed in this study on factors

related to the satisfaction of health workers in the Bahteramas Hospital, it can be concluded that there is a moderate relationship between organizational policies and the satisfaction of health workers in Bahteramas Hospital, and there is a moderate relationship between supervision and the satisfaction of health workers in Bahteramas.

The data underscore the importance of effective supervision in fostering job satisfaction among health workers. According to several studies it is critical for healthcare organizations to prioritize training and development programs for supervisors, emphasizing their role in employee engagement and well-being. role in employee engagement and well-being<sup>26,27,28,29</sup>. Regular feedback mechanisms and evaluations should be implemented to ensure that supervisors maintain a high level of competence and can adapt to the evolving needs of their teams<sup>30,31</sup>. The study also highlights the importance of communication, support, and mentorship in the supervisory relationship

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## CONFLICTS OF INTEREST

The authors declared that there is no conflict of interest for this article.

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