

Assessment Of Employee Satisfaction in A Public Hospital (Results of the 2019-2021 Internal Customer Satisfaction Survey)

By

Mastutik*

1Master in Hospital Administration, Postgraduate Program, University of Muhammadiyah Yogyakarta; 2nd Floor Postgraduate Building, UMY Integrated Campus, Jl. Brawijaya, Kasihan, Bantul, Yogyakarta 55183; 0274-387656

Orcid Id: <https://orcid.org/0000-0002-5940-5497>

Phone number: +61857-2776-1823

Email: mastutik.psc21@mail.umy.ac.id

Qurratul Aini

2Master in Hospital Administration, Postgraduate Program, University of Muhammadiyah Yogyakarta; 2nd Floor Postgraduate Building, UMY Integrated Campus, Jl. Brawijaya, Kasihan, Bantul, Yogyakarta 55183; 0274-387656

Orcid ID: <https://orcid.org/0000-0001-5720-9399>

<https://scholar.google.co.id/citations?hl=id&user=X4iIBuYAAAAJ>

Phone number: +62817-5761-009

Email: q.ainiumy@gmail.com

Abstract

The Type B Soewondo Kendal Public Hospital is owned by the Central Java Kendal Regency Government. They prioritize medical and non-medical hospital staff happiness. Employee job satisfaction and performance are directly influenced by leadership style, supervision, salary, work environment, promotion, and supervision. This study aimed to determine if internal customer expectations and satisfaction are compatible. The technique incorporated a descriptive survey and quantitative-qualitative methodology. The time technique adopted is cross-sectional. The report revealed that employee satisfaction with 2019 compensation was 67.77%. In 2020, it climbed by 79.5%, then declined to 72.7% in 2021. In 2019, 75.33 percent of employees were satisfied with their access to promotions. 2020 saw an increase to 86%, while 2021 saw a decline to 75%. Importance-Performance Analysis was utilized for the years 2019, 2020, and 2021. Because it had been in quadrant I for three years, the compensation and promotion opportunities variables of the satisfaction index were the top priorities for improvement. In quadrant II, the variable that must be maintained is the supervision by the superior. This study suggests that the employee satisfaction survey indicates that most internal customer expectations and satisfaction have been met but that salary and advancement possibilities must be enhanced. In contrast, supervision needs to be maintained.

Keywords: employee satisfaction; hospital; job satisfaction

Introduction

Internal customer satisfaction assessment is one component of organizational performance assessment. Performance indicators can be used to evaluate companies and hospitals. Assessment of customer satisfaction is one of the Balanced Scorecard (BSC) elements. BSC is a performance measurement system consisting of financial and non-financial perspectives. Non-financial perspectives are the customer, internal business process, and

learning and growth perspectives (Edda Weimann, 2017).

(Rahaman, 2022) stated that the success of an industry depends on employee job satisfaction. Satisfied employees tend to be more productive and positively improve the efficiency of the company's business operations. Employees are a priority because they are an asset to the company. If management improves employee satisfaction, the company's performance will also increase. Furthermore, (Son et al., 2021) mentioned that rapidly growing business competition encourages business actors who want to maximize their profits to provide quality services to their customers, increasing the value and satisfaction could felt by customers. Several studies say that increasing employee satisfaction ensures excellent service and increases customer satisfaction and loyalty.

The Job Descriptive Index (JDI) is a job satisfaction survey that covers various job dimensions that affect job satisfaction. These dimensions include compensation, the manner of supervision, the people who supervise, promotion opportunities, the behavior and personalities of coworkers, including the feelings of workers about their colleagues (Theodosis Tasios, 2017). Transactional leadership has a positive and significant direct effect on employee job satisfaction and performance. Positive job satisfaction is very influential on employee performance. Indirectly, rewards and job satisfaction also significantly positively affect employees' performance (Nurlina, 2022). (SÜRÜCÜ & SaĖBaŞ, 2020) states that the hospital industry emphasizes the need to apply the right leadership style to maximize employee job satisfaction.

(Norbu & Wetpravit, 2020) stated that Transformational Leadership with employee satisfaction in the hospital and tourism industry results in rewards, recognition, and a work environment influencing employee job satisfaction. (Rahaman, 2022) study in the SME sector in Bangladesh on the effect of job promotion and training on employee job satisfaction shows that job satisfaction and promotion positively impact employee job satisfaction. Suggests that SME managers maintain job satisfaction by providing employees with training and promotion programs at the right time and as needed. Research shows that effective promotion and training can provide employee job satisfaction. (Yafiz et al., 2022) found that the religiosity of Muslim teachers had a significant impact on their personal and professional satisfaction.

The second most significant marker of work unhappiness was technical supervision by supervisors. Supervisors' communication, management, and decision-making abilities may all be improved with regular training. These are the most important signs of work unhappiness in this situation. That aspect may be an effective means of easing frustration (Ann & Blum, 2020; Koleosho et al., 2022; Kuria, 2021).

Dr. H. Soewondo Kendal Hospital is a Type B General Hospital owned by the Kendal Regency Government. We strive to improve the quality of medical services and provide professional and comprehensive medical services. One of the ways is to pay attention to the satisfaction of hospital staff, both medical and non-medical staff. The results of this study can provide data and reference management considerations to develop policies and management

systems in managing human resources so that hospitals can improve the quality of service to their patients. The survey is also to fulfil the obligations contained in the Regulation of Ministry of State Apparatus Empowerment and Bureaucratic Reform Number 14 of 2017 concerning guidelines for Compiling a Community Satisfaction Survey for Public Service Providers (MENPANRB, 2017).

Research Method

Study design

The survey is conducted annually using primary data with questionnaires distributed to respondents. The population of the survey was Dr. H. Soewondo Kendal Hospitalstaff. The Slovin formula calculates the minimum number of samples. The number of respondents in 2019 was 300 employees. Respondents in 2021 amounted to 200, and in 2021 amounted to 100. The number of samples was reduced due to pandemic conditions but met the minimum sample size requirements. Sampling using a simple random sampling method. Data collection techniques were obtained from questionnaires and Focus Group Discussion (FGD).

Data collection

The survey serves to collect data about the satisfaction and expectations of employees within the hospital. The questionnaire consists of 46 questions, with 10 questions assessing leadership indicators, 10 questions assessing compensation, 10 questions assessing the work environment, 8 questions assessing promotion opportunities, and 8 questions assessing supervision by direct supervisors. Respondents were collected in one room and took approximately 1 hour to complete the questionnaire.

Data analysis

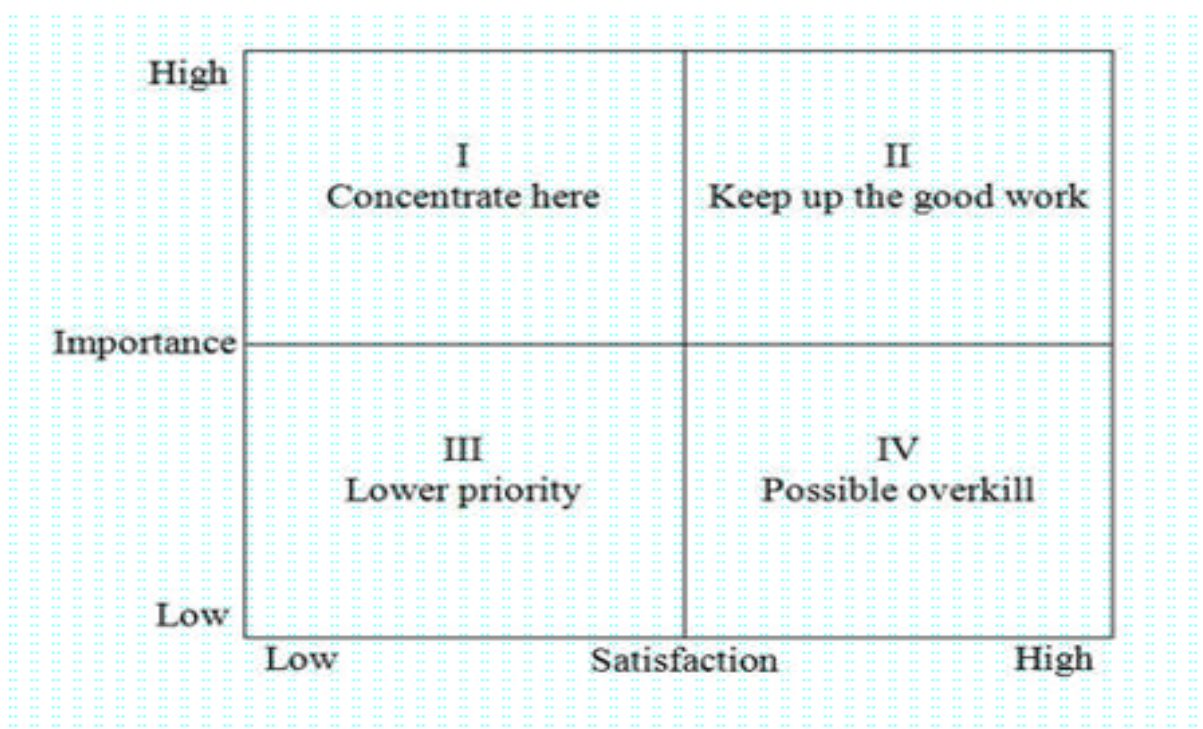


Figure 1. Importance - Performance Matrix (Martilla, 1977).

Study data were analyzed using the quantitative descriptive method. The question of whether employee expectations are being met is formulated. Levels of these elements are divided into four parts in a Cartesian diagram. Importance performance analysis or analysis of expected levels of customer satisfaction (Martilla, 1977).

Information

- a. Quadrant I shows the factors considered very important, but the hospital has not implemented them according to the wishes/expectations of internal customers (employees).
- b. Quadrant II shows the factors considered very important have been successfully implemented according to the wishes/expectations of internal customers (employees) and are very satisfying, so they must be maintained.
- c. Quadrant III shows the factors that are considered less important by internal customers (employees), whether the implementation is carried out fairly or mediocre.
- d. Quadrant IV shows less important factors, but their implementation is excessive.

Conclusions are drawn from the quantitative assessment results after a focus group discussion (FGD) with Structural Employees. The results of the FGD then become the basis for conclusions and suggestions by the results of the internal customer (employee) satisfaction survey.

Results

Respondents' Analysis Results and descriptions

Characteristics of respondents analyzed among others, the parts of respondents based on gender, education, employment status, length of employment, and profession (Table 1). The frequency distribution of respondents' characteristics was shown in table 1. The characteristics of respondents by gender showed that there were more female respondents than male respondents, namely in 2019, 71%, in 2020, 67%, and in 2021, 77%. While the number of male respondents in 2019 was 29%, in 2020, 33% and in 2021, 23%. Characteristics based on the level of education show that most respondents are educated S1, with a percentage in 2019 of 46.3%, in 2020, 48% and in 2021, 59%. The second highest diploma 3 education is 39.7% in 2019, 38% in 2020 and 27% in 2021. The least respondents are with junior high school education levels and the equivalent, namely in 2019 2%, 2020 0.5% and 2021 0%. Characteristics of respondents based on employment status in 2019 more respondents with BLUD employment status there are 63% respondents, while civil servant employment status there are 36.3% respondents. This characteristic changed in 2020 and 2021, where the number of PNS respondents was more than BLUD respondents at 57% and in 2021, is 79%. Characteristics of respondents by working year, more respondents with years of service > 5 consecutive years in 2019, 77.3%, in 2020, 78% and in 2021, 84%. The characteristics of respondents based on the type of work are mostly nurses in 2019, 57%, in 2020, 45% and in 2021, 51%. The second most respondents were supporting health workers in 2019, 13%, in 2020, 28.5% and in 2021, 17%. The least respondents are Engineering, with 1.3% in 2019,

2% in 2020 and 0% in 2022 (Table 2).

Table 1. Frequency Distribution of Respondents' Gender

Gender	2019 (%)	2020 (%)	2021 (%)
Man	29	33	23
Woman	71	67	77
Education			
Junior high school/equivalent	2	0.5	0
high school	9.3	5	3
Diplomat/ D3	39.7	38	27
S1	46.3	48	58
S2	2.7	8.5	12
Employment Status			
BLUD/APBD	63.7	43	21
Civil servant	36.3	57	79
Working Period/ Year			
< 5 years	22.7	21.5	16,
> 5 years	77.3	78.5	84
Work Frequency			
Doctor	4.7	8.5	12
Nurse/paramedic	57	45	51
Support / IPRS	13	28.5	17
Administration	5.7	2	3
Technique	1.3	2	0
Other	18.3	13	17

Table 2. Table of Internal Customer Satisfaction Index (Employees) Factors Affecting Job Satisfaction at Dr. H. Soewondo Kendal Hospital, Kendal Regency

Job Satisfaction Variable	2019		2020		2021	
Satisfaction Index	Satisfied (%)	Not (%)	Satisfied (%)	Not (%)	Satisfied (%)	Not (%)
Leadership	88.5	11.5	83	17	81.2	18.8
Compensation	67.77	32.23	79.5	20.5	72.7	27.3
Work environment	80.47	19.5	82.5	17.5	83.6	16.4
promotion opportunity	75.33	24.67	86	14	76.25	23.75
Supervision	77.25	22.75	86.5	13.5	77.25	22.5
Average	77.86	22.13	83.5	16.5	78.2	21.75

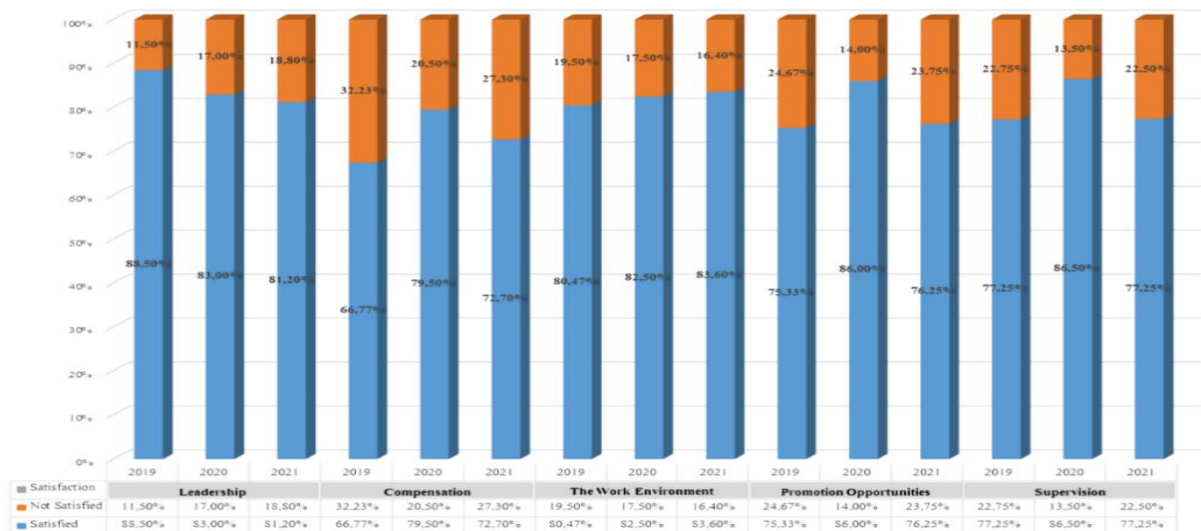


Figure 2. Bar Diagram of Internal Customer Satisfaction Index (Employee) on Factors Affecting Job Satisfaction at Dr. H. Soewondo Kendal Hospitalin 2019, 2020, 2021.

We compared the results of the Employee Satisfaction Index on Job Satisfaction Factors in 2019, the employee satisfaction index at Dr. H. Soewondo Kendal Hospitalin 2020 has increased from 77.86% to 83.5%, and in 2021 it decreased to 78.2% (Figure 2).

Comparison Importance Performance Analysis (IPA) Hospital Employee Satisfaction Dr. H. Soewondo Kendal Year 2019 2020 with the Year 2021

Table 3. Average Internal Customer Satisfaction Index (Employee) on Factors Affecting Job Satisfaction at Dr. H. Soewondo Kendal HospitalRegency in 2019, 2020, 2021

Valuation Variables	2019		2020		2021	
	Level of Interest (Expectation) Approval Rate (Performance)		Level of Interest (Expectation) Approval Rate (Performance)		Level of Interest (Expectation) Approval Rate (Performance)	
	X	Y	X	Y	X	Y
A. Leadership	4.08	4.48	3.85	4.36	4.03	4.43
B. Compensation	3.62	4.51	3.68	4.59	3.97	4.66
C. Working Environment	3.95	4.33	3.84	4.6	4.21	4.64
D. Promotional Opportunities	3.8	4.51	3.72	4.64	4.02	4.67
E. Supervision	3.78	4.47	3.71	4.51	4.05	4.59
Average	3.85	4.46	3.75	4.54	4.02	4.54

Furthermore, Importance Performance Analysis uses a Cartesian diagram to see the level of conformity which is the result of comparing the satisfaction score with the expected score of the existing variables. The following is a Cartesian diagram of the internal customer satisfaction index (employees) on the Factors Affecting Job Satisfaction at Dr. H. Soewondo Kendal HospitalRegency Year 2019, 2020, 2021.

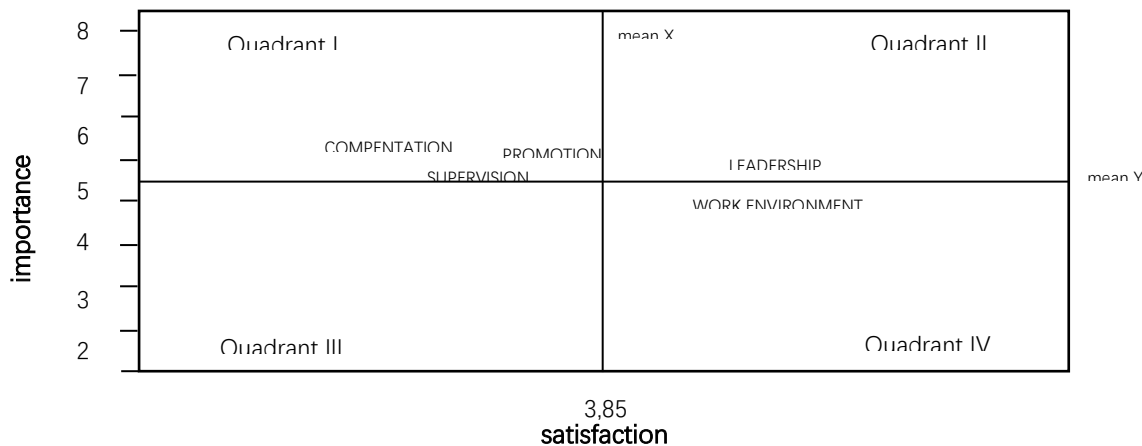


Figure 3. Cartesian Diagram Internal customer (employee) satisfaction index on the factors

that influence job satisfaction at Dr. H. Soewondo Kendal HospitalRegency in 2019.

Figure 3 shows in 2019 that the majority of service variables are distributed in quadrant I (there are 3 variables), namely compensation, promotion and supervision, which means that the factors that are considered important by customers are internal customers but, in reality, are not in line with their expectations.

There is 1 variable in Quadrant II, namely leadership, indicating the factors considered very important have been successfully implemented according to the wishes/expectations of internal customers (employees) and are very satisfying so that they must be maintained.

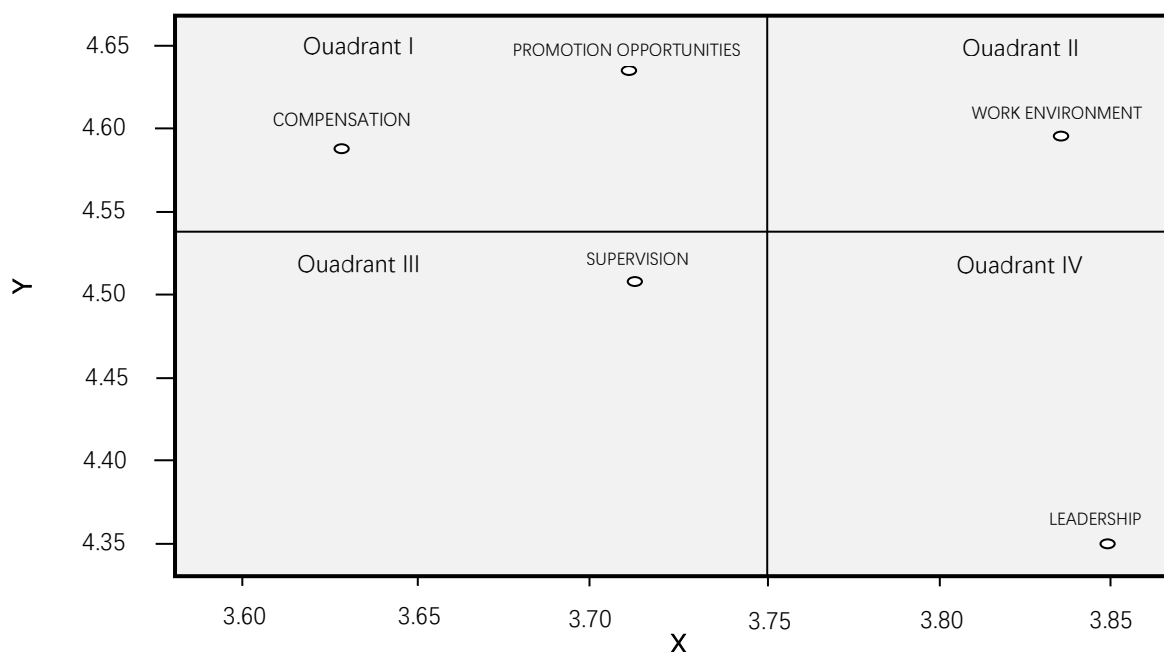
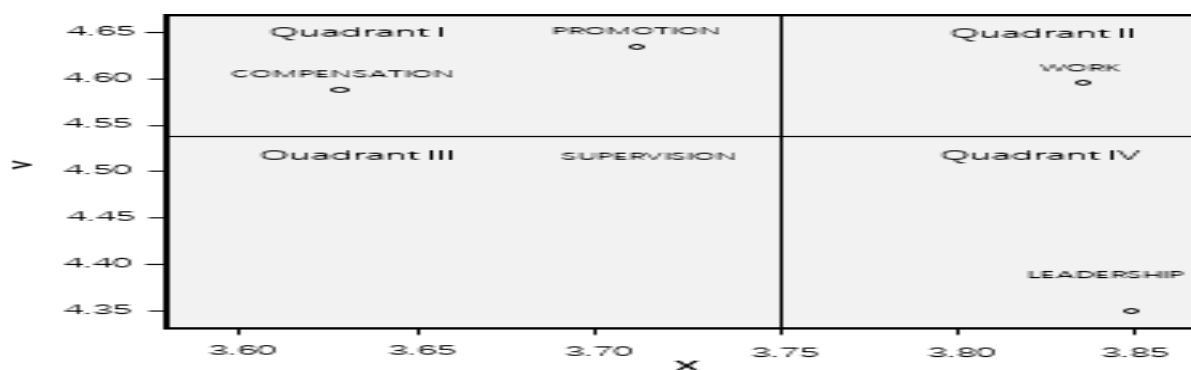


Figure 4. Cartesian Diagram Internal customer (employee) satisfaction index on the factors that influence job satisfaction at Dr. H. Soewondo Kendal HospitalRegency in 2020.

Figure 4 shows that in 2020, most service variables are distributed in quadrant I (there are 2 variables), namely promotional opportunities and compensation, which means that the factors considered important by customers are internal customers but have not met their expectations. There is 1 variable in Quadrant II, namely the work environment, which shows the factors considered very important have been successfully implemented according to the wishes/expectations of internal customers (employees) and are very satisfying, so they must be



maintained.

Figure 5. Cartesian Diagram Internal customer (employee) satisfaction index on the factors that influence job satisfaction at Dr. H. Soewondo Kendal HospitalRegency in 2021.

Figure 5 shows that in 2021 most service variables are distributed in quadrant I (there are 2 variables), namely promotional opportunities and Compensation, which means that the factors that are considered important by customers are internal customers but, in reality, are not in line with their expectations. There is 1 variable in Quadrant II, namely the work environment, showing the factors that are considered very important have been successfully implemented according to the wishes/expectations of internal customers (employees) and are very satisfying so that they must be maintained.

Discussion

The questionnaire was distributed to measure the level of patient satisfaction based on the JDI, which consists of 5 dimensions: leadership, compensation, work environment, promotion, and supervision. Furthermore, the results of the Importance Performance Analysis (IPA) provide results with the following analysis:

Leadership

Table 6 shows the assessment of employee satisfaction with leadership in Dr. H. Soewondo Kendal HospitalRegency was mostly satisfied in 2019 at 88.5%. In 2020, it decreased to 83%, and in 2021, it decreased again by 81.2%. Respondents who are dissatisfied with the leadership at Dr. H. Soewondo Kendal HospitalRegency in 2019 11.5%, in 2020 17% and in 2021 18.8%.

The results of the FGD stated that employee satisfaction with leadership decreased in 2020 and 2021. In 2020, there was a pandemic, and in 2021 there was a change in officials and leadership at Dr. H. Soewondo Kendal HospitalRegency. According to the author, the decrease in satisfaction occurs because the leader who replaces comes from outside the hospital and is considered not to know the technical condition of the hospital.

In a study by (SÜRÜCÜ & SaĖBaŞ, 2020) this condition should be a concern because the hospital industry emphasizes the need to apply the right leadership style to maximize employee job satisfaction. (Nurlina, 2022) mentioned that leadership styles that affect employee satisfaction include transactional leadership. Transactional leadership has a significant and positive direct effect on employee job satisfaction, and transactional leadership has a significant direct effect on employee performance. Indirectly, transactional leadership through job satisfaction positively has a large impact on employee performance.

(SÜRÜCÜ & SaĖBaŞ, 2020) stated that transformational leaders work intensely to achieve organizational goals by communicating and interacting with hospital staff so that the motivation of hospital staff increases when they feel their leader is working for them. In addition, the trustworthy and supportive environment provided by the leader contributes to

improving the job satisfaction of hospital employees. The results obtained in this study indicate that hospital managers who want to succeed in a rapidly changing and globalizing work environment must exhibit transformable leadership behaviors.

Manager performance is influenced by commitment, leadership, and motivation related to model hypotheses. Leaders must be able to understand each individual in an organization in order to support common goals. Relational learning, testing administrative skills is not part of EI but is the ability of a successful leader (Aini, 2018, 2021) Based on the literature review and the results of this study, ethical leadership can motivate Muslim citizens to participate in decision-making processes and even allows them to express their creative ideas in organisations and society (Zulham et al., 2022).

Compensation

Table 6 shows that the assessment of employee satisfaction with the compensation provided by the hospital in 2019 was 67.77%, while in 2020, it increased by 79.5 % and in 2021, it decreased to 72.7%. Respondents who are dissatisfied with the compensation provided by the hospital in 2019 were 32.23%, in 2020, 30.5% and 2021, 27.3%

Understanding compensation according to (Omotehinse & De Tomi, 2020) who cite the theory of remuneration according to Drucker. This theory asserts that compensation activities are remuneration based on achieving work results. The greater the compensation obtained, the greater the remuneration received based on the work obtained. (Nurlina, 2022) stated that for an employee who works hard and shows more loyalty to the company, the company rewards employee performance by providing compensation. Compensation is one way for management to improve work performance and motivate and improve employee performance through providing compensation. Compensation has a significant effect on employee job satisfaction and employee performance.

Work environment

Table 6 shows that employee satisfaction with the work environment increased from 2019 - 2021 respectively by 80 %, 47%, 82.5%, and 83, 6%. However, some respondents are still dissatisfied with the work environment at Dr. H. Soewondo Kendal Hospital in 2019 by 19.5 %, in 2020 by 17.5% and in 2021 by 16.4%.

According to (Gilles, 1996), a nurse's job assessment is carried out to identify the needs of nurses. One of the nurse's needs is a good physical work environment. A comfortable or good physical work environment can create high nurse performance. (Rina Apulina br Ginting, 2022) states a unique, accommodating and desirable work environment that will make everyone enjoy and feel fulfilled by their work. The findings of this study can further assist management in creating a desirable work environment that employees like and appreciate for their job satisfaction.

Research on factors that affect the job satisfaction of medical record officers in hospitals proves that the work environment and work stress have a significant effect on job

satisfaction (Deharja et al., 2020). A study at an Islamic hospital in Kediri, East Java, Indonesia, reported that low levels of nurse burnout were influenced by spiritual leadership, emotional and spiritual intelligence of nurses (Ardhani MA, 2022).

Although leadership satisfaction has declined, the author claims that factors are directly related to employees. The factors such as those in one room with them and the head of the room impact satisfaction with the workplace's environmental conditions. However, this needs to be further investigated.

Promotion

The employee satisfaction survey also shows the opportunity for a promotion at Dr. H. Soewondo Kendal HospitalRegency is satisfactory at 75, 33% in 2019, 86% in 2020 and 76, 25% in 2021. Respondents who say they are unsatisfied are 24.67% in 2019, 14% in 2020 and 23.75% in 2021. This condition needs attention considering that many respondents said they were not satisfied with the promotion opportunity at Dr. H. Soewondo Kendal HospitalRegency.

(Rahaman, 2022) examined the effect of job training and promotion on the satisfaction and fulfillment of current job positions of SME employees, finding that job training and promotions have a positive impact on the job profiles of current SME employees and their overall satisfaction while working in the SME business sector. Better promotion opportunities are needed to satisfy employees in their workplace. These finding also means that entrepreneurs in the SME business sector today should pay more attention to timely promotions to their workers so that SME workers can feel motivated and satisfied with their workplace conditions. Timely promotions will ultimately lead to greater job satisfaction and satisfaction for SME employees and workers in the SME sector

(Bhardwaj et al., 2021) stated that career advancement is necessary to meet material needs and individual psychological needs; and always leads to higher productivity and builds a positive and progressive relationship between promotion and productivity. Promotion is an important component of job satisfaction which affects it significantly. Promotion not only gives responsibility, but it is a strategic process in which proper rewards and recognition should be given in proportion to the risks and responsibilities involved in it.

Supervision

The research on Supervision by direct supervisor that affects employee satisfaction showed 77.25% satisfaction. In 2020 it increased to 86.5%, and in 2021 it is 77.25%. Still, quite a few expressed dissatisfaction with the direct supervisor's supervision in 2019, 22.75%, in 2020, 13.5% and in 2021 by 22%.

The key factor in employee satisfaction is that leaders provide opportunities for employees to express their thoughts and make them enthusiastic about their work. Career advancement is necessary to meet material needs and individual psychological needs; and always leads to higher productivity and builds a positive and progressive relationship between

promotion and productivity. Promotion is an important component of job satisfaction which affects it significantly (Ann & Blum, 2020).

Comparison Importance Performance Analysis (IPA) Hospital Employee Satisfaction dr. H. Soewondo Kendal Year 2019 2020 with the Year 2021

The survey reveals the most important priorities for Dr. H. Soewondo Kendal Hospital works in promotion and Compensation to increase customer satisfaction within the company. A focus group discussion (FGD) showed that the reward variable was in quadrant I for 2019. This finding was due to delays in incentive payments to employees in August, September, and October 2019 due to imbalances in the balance sheet at the time (cash flow). In 2019 there were problems with paying BPJS claims. This delay affects employee satisfaction related to Compensation which only reached 67.77%.

In 2020 and 2021, Compensation is a priority in quadrant I; the FGD showed in 2020 coincided with the Covid-19 pandemic when healthcare worker incentives were given to employees directly responsible for the care of Covid-19 patients. In 2021, the Covid 19 pandemic entered its second year. Incentive services are given to health workers who serve Covid 19 and employees who do not serve Covid 19. Compensation for employees who do not serve Covid -19 is not as large as for employees who serve Covid 19. This condition has not been in line with expectations because patients who are not Covid 19 have decreased.

Promotion variables in 2019, 2020 and 2021 are in quadrant I. The FGD found that promotion opportunities were influenced by employee activity, so socialization was needed from the Head of Installation and Unit to motivate their subordinates. Promotions in available positions can be fulfilled and adjusted to the credit numbers compiled by each employee (employment performance). Socialization also needs to be conveyed that the opportunity for promotion of structural positions depends on regional government policies. Assignment of duties as head of the working group so that it can be used to provide promotions to employees.

In 2019 Supervision is in Quadrant I and is a priority that must be improved, but in 2020 and 2021, it is in Quadrant III, which is a factor that must be maintained. FGD Results states that the supervisory function is also strengthened not only on the function of superiors but also on the top manager or middle manager by the Head of Division or Section of Head of Sub-Division or Head of Sub-Division or Head of Unit or Head of Room, which is carried out in a friendly manner and the results of supervision can be used as guidelines for improving existing policies.

Limitation Of the Study

This study does not explain the relationship between employee characteristics and employee satisfaction. Because the main purpose of this research is to analyze the suitability between expectations and internal customer satisfaction, this research looks at descriptive descriptions of respondents' characteristics without bivariate or multivariate test analysis. In addition, the characteristics of the respondents are difficult to intervene in, so this study focuses

on the intervention of other variables that are not attached to employees. Several factors that become indicators of employee satisfaction are not statistically examined in the level of correlation. The author hopes that another research will investigate these factors more comprehensively with further statistical analysis.

Conclusion

Employee satisfaction surveys show that most employees are satisfied with their leadership, Compensation, work environment, promotion opportunities and supervisors. However, there are still employees who are dissatisfied with the leadership, Compensation, work environment, promotion opportunities and supervision from superiors. These findings should get attention because of employee dissatisfaction and reduced employee performance. Satisfied must still be improved, especially compensation and promotion opportunities, while supervision needs to be maintained.

Acknowledgement

The author would like to thank those who have supported the writing of this manuscript. To the Director of Dr. H. Soewondo Kendal Hospital which has allowed me to raise the results of this employee satisfaction survey into a manuscript. Thanks to Mrs. Dr. Qurratul Aini. SKG., M.Kes as Advisor for the guidance, direction and time used to discuss this manuscript.

References

- Aini, Q. (2018). Motivation, Commitment and Leadership skill in Affecting Performance Hospital Managers. *The Journal of Social Sciences Research*(12). <https://doi.org/10.32861/jssr.412-707-710>
- Aini, Q. (2021). Emotional Intelligence and Leadership: A Literature Review. *Philosophical Readings, XIII.4*.
- Ann, S., & Blum, S. C. (2020). Motivating senior employees in the hospitality industry. *International Journal of Contemporary Hospitality Management, 32*(1), 324-346. <https://doi.org/10.1108/ijchm-08-2018-0685>
- Ardhani MA, A. Q. (2022). The Effect of Spiritual Leadership and Spiritual Intelligence on Low Nurse Burnout in A Hospital During The COVID-19 Pandemic. *AVFT Archivos venezolznos de Farmacology Terrapeutics 41* (2), 85-95. <https://doi.org/10.5281/zenodo.6571128>
- Bhardwaj, A., Mishra, S., & Kumar Jain, T. (2021). An analysis to understanding the job satisfaction of employees in banking industry. *Materials Today: Proceedings, 37*, 170-174. <https://doi.org/10.1016/j.matpr.2020.04.783>
- Deharja, A., Rohman, N. A., & Wijayanti, R. A. (2020). Impact of Work Environment and Work Stressing on The Job Satisfaction of Medical Record Officers. *Jurnal Medicoeticolegal dan Manajemen Rumah Sakit, 9*(2). <https://doi.org/10.18196/jmmr.92123>
- Edda Weimann, P. W. (2017). *High Performance in Hospital Management* Springer Nature.
- Gilles, S. G. (1996). On Educating Children_ A Parentalist Manifesto. *The University of Law Review, 63*:937.

- Greece. *Archives of Assessment Psychology*, 7.
- Yafiz, M., Yousif Oudah Al-Muttar, M., Ahmed Shihab, S., Aini, Q., Gustina Zainal, A., A. Baker El-Ebiary, Y., Abed Hussein, R., Rasol Allahibi, T., & Ketut Acwin Dwijendra, N. (2022). Islamic religiosity and job satisfaction among Muslim teachers in Malaysia. *HTS Teologiese Studies / Theological Studies*, 78(4).
<https://doi.org/10.4102/hts.v78i4.7569>
- Koleosho, A. O., Akintoye, I. R., & Ajibade, A. T. (2022). The Effect of Dividend Policy on Share Price Volatility of Some Selected Companies on the Nigerian Exchange. *Journal of Accounting, Business and Finance Research*, 15(1), 10-20.
<https://doi.org/https://doi.org/10.55217/102.v15i1.525>
- Kuria, V. (2021). Influence of Socio-Cultural Factors on Gender Participation in Basic Adult Literacy Development Programme in Nakuru West Sub-County, Nakuru County, Kenya. *American Journal of Education and Learning*, 6(1), 1-15.
<https://doi.org/https://doi.org/10.20448/804.6.1.1.15>
- Martilla, J. A., & James, J. C. . (1977). Importance-performance analysis. *Journal of Marketing*, 10, 13-22.
- MENPANRB. (2017). *PEDOMAN PENYUSUNAN SURVEI KEPUASAN MASYARAKAT UNIT PENYELENGGARA PELAYANAN PUBLIK*. Jakarta
- Norbu, J., & Wetprasit, P. (2020). The Study of Job Motivational Factors and Its Influence on Job Satisfaction for Hotel Employees of Thimphu, Bhutan. *Journal of Quality Assurance in Hospitality & Tourism*, 22(2), 245-266.
<https://doi.org/10.1080/1528008x.2020.1769524>
- Nurlina, N. (2022). Examining Linkage Between Transactional Leadership, Organizational Culture, Commitment and Compensation on Work Satisfaction and Performance. *Golden Ratio of Human Resource Management*, 2(2), 108-122.
<https://doi.org/10.52970/grhrm.v2i2.182>
- Omotehinse, A. O., & De Tomi, G. (2020). Managing the challenges of obtaining a social license to operate in the pre-mining phase: A focus on the oil sands communities in Ondo State, Nigeria. *World Development Perspectives*, 18.
<https://doi.org/10.1016/j.wdp.2020.100200>
- Rahaman, M. S. U. (2022). The Effect of Promotion and Job Training on Job Satisfaction of Employees: An Empirical Study of the SME Sector in Bangladesh. *Jurnal of Asian Fiance, Economics and Business*, 9, 255.
<https://doi.org/10.13106/jafeb.2022.vol9.no2.0255>
- Rina Apulina br Ginting, W. S., Reza Hilmy. (2022). PENGARUH MOTIVASI KERJA, LINGKUNGAN KERJA FISIK, EMPLOYEE ENGAGEMENT TERHADAP KINERJA PERAWAT DI RUMAH SAKIT TAMAN HARAPAN BARU. *Jurnal Health Sains:Jurnal Health Sains:*, 3, 672;679.
<https://doi.org/10.46799/jhs.v3i5.487>
- Son, J. H., Kim, J. H., & Kim, G. J. (2021). Does employee satisfaction influence customer satisfaction? Assessing coffee shops through the service profit chain model. *International Journal of Hospitality Management*, 94.
<https://doi.org/10.1016/j.ijhm.2021.102866>
- SÜRÜCÜ, L., & SaGBaş, M. (2020). The Impact of Leadership Styles on Job Satisfaction: A Study of the Hospitality Industry. *Yönetim Bilimleri Dergisi*.
<https://doi.org/10.35408/comuybd.787432>
- Theodosis Tasios, M. S., and Vaitza Giannouli, Ph.D. (2017). Job Descriptive Index (JDI): Reliability and validity study in
- Zulham, Z., Aini, Q., Mehmood, N., Sharma, S., Heri Iswanto, A., Suardi Wekke, I., Gustina

Zainal, A., Pavlovna Panova, E., & Fedorova, N. (2022). Analysing the relationship between ethical leadership and the voice of Malaysian Muslim employees. *HTS Teologiese Studies / Theological Studies*, 78(4). <https://doi.org/10.4102/hts.v78i4.7340>