



# Analysis of Satisfaction of Health Service Providers in an Effort to Improve the Quality of Health Services in the Inpatient Room of Kendari City Hospital, Southeast Sulawesi Province, Indonesia, 2023

Rahman<sup>1</sup>, Jumakil<sup>2\*</sup>, Yesli Meyra Helvani<sup>3</sup>

<sup>1,2,3</sup>Public Health Department, Public Health Faculty, Halu Oleo University, Indonesia.

## ABSTRACT

**Background:** Job satisfaction is one of the important factors for organizations to pay attention to. This is because the satisfaction felt by employees in their work will have an impact on the quality of health services and can increase employee productivity and loyalty to the organization. The purpose of this study is to determine the satisfaction of health service providers in an effort to improve the quality of health services in the Inpatient Room of Kendari City Hospital.

**Methods:** This type of research is a quantitative research using an analytical survey approach. This study uses *a cross-sectional design*. The sample used as a respondent in this study, as many as 101 people who worked in the inpatient room of Kendari City Hospital using *the proportionate stratified random sampling technique*.

**Results:** The results showed that salary (*p value* = 0.001 < 0.05), recognition (*p value* = 0.001 < 0.05), organizational policy (*p value* = 0.001 < 0.05), responsibility (*p value* = 0.001 < 0.05), type of job (*p value* = 0.001 < 0.05), job security (*p value* = 0.001 < 0.05) and working conditions (*p value* = 0.001 < 0.05) = 0.001 < 0.05) has a meaningful relationship with the satisfaction of health care providers.

**Conclusion:** So the management of Kendari City Hospital should evaluate the applicable payroll system by providing salaries in accordance with employee responsibility factors. In addition, the Kendari City Hospital should further develop the existing award system both in material and non-material form, improve a more targeted career development system, provide the type of work that suits the interests and talents of employees, develop welfare factors that are given to employees and create working conditions that can increase employee morale.

**Keywords:** Job satisfaction, salary, recognition of organizational policies, responsibility, type of job, job security, working conditions.

## Introduction

Health development aims to increase awareness, willingness and ability to live a healthy life, for everyone to realize the maximum degree of public health as an effort to create socially and economically productive human resource development. Along with the increase in human knowledge and awareness to improve the degree of health, a means of health administration is required to always provide the best service to its patients (Law of the Republic of Indonesia No. 39 of 2009) (1).

Hospitals have various types of health services that can be excelled in maintaining patient loyalty. One type of health service in hospitals is inpatient services. Inpatient services today are the main concern of hospital management, because the number of inpatients is more than other treatments (2).

To be able to carry out good health services, hospitals need human resources to carry out health services professionally (Raziansyah, Pertiwi, Irfansyah, & Hasaini, 2021) (3). Human resources in an organization are a very important factor. This is because the element of human resources is the key to the success of the organization. Hospitals as complex institutions with products produced in the form of services make the quality of service in hospitals greatly influenced by the quality of service providers (4).

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. So, problems related to job satisfaction need to be paid attention to and handled seriously. This is an effort to avoid the negative impact that the hospital may face due to these problems (5).

In Indonesia, service providers in the health sector have not produced improvements in several aspects to improve the quality of quality services, health services in Indonesia are still not running well. Siagian (2002) explained that this is due to the dissatisfaction felt by various health workers such as unsatisfactory working conditions, low income, incompatible relationships between superiors and colleagues, administrative policies, organizational

policies and other factors (6). Herzberg in Umar (2008) mentions that the factors that play a role in dissatisfaction with individuals are policies and management, salary, relationships with partners, personal life, relationships with subordinates, status, and a sense of security. This can be proven by several studies.

Vaundika (2020) research on "Factors Related to the Satisfaction of Non-Civil Servant Employees in the Field of Medical Support Services to Compensation Received at Pasar Rebo Hospital" shows that there is a significant relationship between age, position, education, work unit, length of service, working conditions, compensation and salary determination policies. Of all these variables, the variables that have a strong relationship with job satisfaction are the variables of work units and working conditions. The results of the study showed that 28.6% of employees were satisfied with the unit where they worked and 71.4% stated that they were dissatisfied with the unit where they worked. Meanwhile, for the variable of working conditions, there were 37.3% who were satisfied with the working conditions and 62.7% who were dissatisfied with the conditions where they worked.

The Kendari City Regional General Hospital (RSUD) is one of the hospitals that provides health services consisting of medical services, medical and non-medical support services, care and nursing services, education, and training, administration and finance, as well as research and development in order to provide services to the community. With the number of workers at the Kendari City Hospital in 2022 as many as 702 consisting of 284 civil servants, 400 non-civil servants, and 18 part-time. Including: medical personnel, health workers with various professions, and general administration personnel (7).

Service Quality affects the number of visits to a hospital. Based on data from Kendari City Hospital, the number of inpatients in 2022 is 10,203 patients. The most visits in December were 1033 patients and the most widely used type of payment in 2022 was JKN with 8,853 patients (8).

Based on the initial survey conducted by the previous researcher through interviews with the families of patients at the Kendari City Regional General Hospital (RSUD), especially in the Lavender inpatient room, there are still complaints from patients' families about the services provided by nurses, for example, nurses are not disciplined (late for work and nurses only do their work as a routine, the rest is delegated to students who are practicing without guidance), There are still cases of infusions running out, and there is still a lack of response from nurses to patients' families who are asking for help. Furthermore, regarding the BOR (Bed Occupancy Ratio) or the utilization of beds in the Lavender inpatient room, it is ideal, it is shown by the number of bed utilization ratios per month, which is 82.1% by referring to the value of the BOR parameter according to the Ministry of Health of the Republic of Indonesia in 2005, ideally is 60-85% (9).

Another study presented by Pritami (2020) titled "The Relationship between the Quality of Leader Member Exchange and Organizational Support for the Job Satisfaction of Nurses at Kendari City Hospital" shows that awards and favorable working conditions are also still not felt and accepted by the organization. This is reflected in several statements of respondents about their contributions that are not assessed and appreciated by the organization, either by distributing incentives that are unfair and not in accordance with the workload and risks of nurses, as well as rewards that are never given either in the form of praise or gratitude for nurses' achievements and contributions in serving customers. In addition, development opportunities through participation in training are distributed unfairly (10).

## Methods

This type of research is quantitative research using the Analytical Survey approach. This study uses *a cross-sectional design*. The sample used as a respondent in this study was 101 people who were nurses in the inpatient room of Kendari City Hospital using *the proportionate stratified random sampling technique*.

## RESULTS AND DISCUSSION

### 1. Salary

**Table 1. Distribution of salary frequency of nurses in the Inpatient Room of the City Hospital, Kendari City**

Salary	Number (n)	Percentage (%)
Not Suitable	49	48,5
Appropriate	52	51,5
<b>Total</b>	<b>101</b>	<b>100</b>

Source : Primary Data, Year 2024

Based on the table above, it is known that the most respondents have the desired salary, namely 52 respondents (51.5%), and the respondents who have the desired salary are 49 respondents (48.5%).

## 2. Recognition

**Table 2. Distribution of the frequency of nurse recognition in the Inpatient Room of the City Hospital, Kendari city**

Confession	Number (n)	Percentage (%)
Never	51	50,5
Ever	50	49,5
<b>Total</b>	<b>101</b>	<b>100</b>

Source : Primary Data, Year 2024

Based on the table above, it is known that the most respondents have received recognition from the hospital, namely 50 respondents (49.5%), and respondents who have never received recognition from the hospital are 51 respondents (50.5%).

## 3. Organizational policies

**Table 3. Frequency distribution of Nurse organization policies in the Inpatient Room**

### Kendari City Hospital

Organizational Policies	Number (n)	Percentage (%)
Not Suitable	51	50,5
Appropriate	50	49,5
<b>Total</b>	<b>101</b>	<b>100</b>

Source : Primary Data, Year 2023

Based on the table above, it is known that the most respondents have felt that the organizational policy provided by the hospital is in accordance with their wishes, namely 50 respondents (49.5%), and respondents who feel that the organizational policy provided by the hospital is not appropriate, namely 51 respondents (50.5%).

## 4. Responsibility

**Table 4. Frequency Distribution of Nurse Responsibilities in Hospital Inpatient Rooms**

### Kendari City

Responsibility	Number (n)	Percentage (%)
Small	36	35,6
Big	65	64,4
<b>Total</b>	<b>101</b>	<b>100</b>

Source : Primary Data, Year 2023

Based on the table above, the most respondents had big responsibilities, namely 65 respondents (64.4%), and respondents who had small responsibilities, namely 36 respondents (35.6%).

## 5. Type of Work

**Table 5. Distribution of Job Types of Nurse Organizations in Inpatient Rooms**

**Kendari City Hospital**

Type of work	Number (n)	Percentage (%)
Not Suitable	37	36,6
Appropriate	64	63,4
<b>Total</b>	<b>101</b>	<b>100</b>

Source : Primary Data, Year 2023

Based on the table above, it is known that the most respondents have the type of work according to their wishes, namely 64 respondents (63.4%), and respondents who have the type of work that is not according to their wishes, namely 37 respondents (36.6%).

## 6. Job Guarantee

**Table 6. Frequency distribution of Nurse Job Guarantee in Inpatient Wards**

**Kendari City Hospital**

Job Security	Number (n)	Percentage (%)
Not Suitable	41	40,6
Appropriate	60	59,4
<b>Total</b>	<b>101</b>	<b>100</b>

Source : Primary Data, Year 2023

Based on the table above, the most respondents stated that the job guarantee provided by the hospital was in line with their wishes, namely 60 respondents (59.4%), and respondents who stated that the job guarantee provided by the hospital was not in accordance with their wishes, namely 41 respondents (40.6%).

## 7. Working Conditions

**Table 7. Frequency distribution of working conditions of nurses in the inpatient room**

**Kendari City Hospital**

Working Conditions	Number (n)	Percentage (%)
Not Supporting	52	51,5
Support	49	48,5
<b>Total</b>	<b>101</b>	<b>100</b>

Source : Primary Data, 2024

Based on the table above, it is known that the most respondents think that working conditions in hospitals can support the implementation of their work, namely 49 respondents (48.5%), and respondents who think that working conditions in hospitals do not support the implementation of their work, namely 52 respondents (51.5%).

### 8. Satisfaction of Health Service Providers (Providers)

**Table 8. Frequency distribution of Satisfaction of Healthcare Providers in the Space**

**Kendari City Hospital Hospitalization**

Service Provider Satisfaction	Number (n)	Percentage (%)
<b>Health (Provider)</b>		
Dissatisfied	43	42,6
Satisfied	58	57,4
<b>Total</b>	<b>101</b>	<b>100</b>

Source : Primary Data, 2024

Based on the table above, it is known that of the 101 respondents who provide health services at Kendari City Hospital , 58 respondents (57.4%) said they were satisfied with the services provided by the organization or Kendari City Hospital, while 43 respondents (42.6%) said they were not satisfied with the services provided by the organization or Kendari City Hospital.

### 9. The Relationship between Salary and Satisfaction of Health Service Providers (Providers)

**Table 9. The Relationship Between Salary and Satisfaction of In-Room Health Service Providers**

**Kendari City Hospital Hospitalization**

Salary	Frequency				Total		P value
	Dissatisfied		Satisfied				
	N	%	N	%	n	%	
Not Suitable	35	71,4	14	29,6	49	100	P = 0.001
Appropriate	8	15,4	44	84,6	52	100	
<b>Total</b>	<b>43</b>	<b>42,6</b>	<b>58</b>	<b>57,4</b>	<b>101</b>	<b>100</b>	

Source : Primary Data, 2024

Based on table 9 above, it is known that of the 49 respondents who received an inappropriate salary and felt dissatisfied with working at the Kendari City Hospital, 35 people (71.4%), and 14 respondents who received an inappropriate salary and felt satisfied with working at the Kendari City Hospital were 14 (29.6%). Meanwhile, 52 respondents who received a suitable salary and were dissatisfied with working at the Kendari City Hospital were 9 people (15.4%), and respondents who received a suitable salary and felt satisfied with working at the Kendari City Hospital were 44 Orang (48.6%).

Based on the *chi-square test*, there is a meaningful relationship between salary and satisfaction of health service providers at Kendari City Hospital. Based on the results of the observation of researchers in the field, there were 71.4% of respondents who had inappropriate salaries and were not satisfied, the employees said that the salaries given by the Kendari City Hospital were not in accordance with the work they were doing. Where, in this case, the employee hopes that the hospital can provide a salary that is in accordance with his responsibilities and workload.

The results of this study are in accordance with the research of Nurhayani (2022) and Yulita (2018) which shows that there is a meaningful relationship between salary variables and job satisfaction of specialist doctors. Another researcher, Sutejo (2020) also stated the same thing where his research showed that there was a meaningful relationship between salary variables and job satisfaction of nurses in the inpatient unit of Dr. H. Abdul Moeloek Hospital, Lampung Province.

### 10. The Relationship between Recognition and Satisfaction of Health Service Providers (Providers)

**Table 10. The Relationship of Recognition to Health Provider Satisfaction**

**In the Inpatient Room of Kendari City Hospital**

Confession	Frequency				Total		P value
	Dissatisfied		Satisfied				
	N	%	N	%	n	%	
Never	36	70,6	15	29,4	51	100	P = 0.001
Ever	7	14,0	43	86,0	50	100	
<b>Total</b>	<b>43</b>	<b>42,6</b>	<b>58</b>	<b>57,4</b>	<b>101</b>	<b>100</b>	

Source : Primary Data, 2024

Based on table 10 above, it is known that of the 51 respondents who have never received recognition from the hospital for the results of their work and feel dissatisfied with their work at the Kendari City Hospital are 36 people (70.6%), and the respondents who do not get recognition and feel satisfied working at the Kendari City Hospital are 15 people (29.4%). Meanwhile, 50 respondents who received recognition and felt dissatisfied working at Kendari City Hospital were 7 people (14%), and respondents who received recognition and felt satisfied working at Kendari City Hospital were 43 Orang (86%).

Based on the *chi-square* test, there is a meaningful relationship between recognition and satisfaction of health service providers at Kendari City Hospital. Based on the results of the observations made, there are 70.6% of employees who have never received recognition and are not satisfied are employees from the lower class. The employees also said that they rarely received recognition in the form of material or non-material from the work achievements they had done. So in overcoming these problems, the hospital management is advised to pay more attention to this factor. Recognition given to all employees needs to be followed up with concrete actions in the form of recognition that can be felt directly by employees, both material and non-material recognition.

The results of this study are in accordance with the research of Pancaputra (2017) which shows that the recognition variable has a meaningful relationship with employee job satisfaction at the FK UKI General Hospital. Another researcher, Hariyati (2022) stated that there is a relationship between the recognition received and the job satisfaction of nurses in the inpatient and outpatient units of the Agung Hospital Jakarta.

#### 11. Relationship between Organizational Policy and Satisfaction of Health Service Providers (Providers)

Table 11. The Relationship of Organizational Policies to Service Provider Satisfaction

##### Health in the Inpatient Room of Kendari City Hospital

Organizational Policies	Frequency				Total		P value
	Dissatisfied		Satisfied				
	N	%	N	%	n	%	
Not Suitable	35	68,6	16	31,4	51	100	P = 0.001
Appropriate	8	16,0	42	84,0	50	100	
<b>Total</b>	<b>43</b>	<b>42,6</b>	<b>58</b>	<b>57,4</b>	<b>101</b>	<b>100</b>	

Source : Primary Data, 2024

Based on table 11 above, it is known that of the 51 respondents who felt that the organizational policies provided were not in accordance with expectations and felt dissatisfied with working at the Kendari City Hospital were 35 people (68.6%), and the respondents who felt that the organizational policies provided were not appropriate and felt satisfied with working at the Kendari City Hospital were 16 people (31.4%). Meanwhile, 50 respondents who felt that the organizational policies provided were appropriate and felt dissatisfied with working at the Kendari City Hospital were 8 people (16%), and there were 42 respondents (84%) who felt that the organizational policies provided were appropriate and felt satisfied with working at the Kendari City Hospital.

Based on the *chi-square* test, there is a meaningful relationship between organizational policies and the satisfaction of health service providers at Kendari City Hospital. Based on the results of research in the field, there were 68.6% who said that the organizational policies provided by the hospital were not in accordance with expectations, many employees also complained about the sense of unfairness of the hospital management in providing organizational policies to their employees, such as policies in providing education and training activities and policies related to career promotion.

The results of this study are in accordance with the theory put forward by Baron and Byrne (2005) which states that organizational policies are one of the positive factors that influence job satisfaction. In addition, another study, Yulita (2018) stated that there was a difference in proportion between organizational policies and job satisfaction of specialist doctors at OMNI Alam Sutra Hospital.

#### 12. Relationship of Responsibility with Satisfaction of Health Service Providers

Table 12. Relationship of Responsibility to Service Provider Satisfaction

**Health in the Inpatient Room of Kendari City Hospital**

Responsibility	Frequency				Total		P value
	Dissatisfied		Satisfied				
	N	%	N	%	n	%	
Small	32	88,9	4	11,1	36	100	P = 0.001
Big	11	16,9	54	83,1	65	100	
<b>Total</b>	<b>43</b>	<b>42,6</b>	<b>58</b>	<b>57,4</b>	<b>101</b>	<b>100</b>	

Source : Primary Data, Year 2024

Based on table 12 above, it is known that of the 36 respondents who have small responsibilities and feel dissatisfied with working at the Kendari City Hospital, there are 32 people (88.9%), and the respondents who have small responsibilities and feel satisfied with working at the Kendari City Hospital are 4 people (11.1%). Meanwhile, 65 respondents who have great responsibilities and feel dissatisfied with working at Kendari City Hospital are 11 people (16.9%), and respondents who have great responsibilities and feel satisfied with working at Kendari City Hospital are 53 people (83.1%).

Based on the *chi-square* test, there is a meaningful relationship between responsibility and satisfaction of health service providers at Kendari City Hospital. Based on the results of observations in the field, 88.9% received small responsibilities and felt dissatisfied, this was because respondents felt untrusted to carry out great responsibilities. Meraka said employees who have great responsibilities tend to be employees who have a long working period. In addition, an employee who has great responsibility is an employee who has a high position. So, the hospital management pays more attention to the responsibility factor given to employees without looking at the working period and position of the employee in an effort to make employees with great responsibilities feel more job satisfaction.

The results of this study are in line with the results of Hamzah's (2022) and Sutejo's (2020) research which show that responsibility is meaningfully related to job satisfaction.

**13. The Relationship between Job Type and Satisfaction of Health Service Providers (Providers)****Table 13. The Relationship Between Job Type and Service Provider Satisfaction****Health in the Inpatient Room of Kendari City Hospital**

Job Type	Frequency				Total		P value
	Dissatisfied		Satisfied				
	N	%	N	%	n	%	
Not Suitable	30	81,1	7	18,9	37	100	P = 0.001
Appropriate	13	20,3	51	79,7	64	100	
<b>Total</b>	<b>43</b>	<b>42,6</b>	<b>58</b>	<b>57,4</b>	<b>101</b>	<b>100</b>	

Source : Primary Data, Year 2024

Based on table 13 above, it is known that of the 37 respondents who have a type of job that does not match their interests and feel dissatisfied with working at the Kendari City Hospital is 30 people (81.1%), and there are 7 respondents (18.9%) who have a type of job that does not match and feel satisfied with working at the Kendari City Hospital. Meanwhile, 64 respondents who had the right type of work and felt dissatisfied with working at the Kendari City Hospital were 13 people (20.3%), and the respondents who had the right type of work and felt satisfied with working at the Kendari City Hospital were 51 Orang (79.7%).

Based on the *chi-square test*, there is a meaningful relationship between the type of job and the job satisfaction of permanent employees at the Kendari City Hospital. Based on the results of observations made by researchers in the field, 81.1% of respondents had inappropriate types of work and felt dissatisfied, respondents tended to like interesting jobs. In addition, employees in the organization will feel satisfied if there is a suitability of the tasks given by the organization to their employees. Therefore, the hospital management is advised to pay more attention to the suitability of the work given to the interests, talents, knowledge and skills possessed by the employees. Where, this is an effort so that employees can provide work results that are in accordance with the expectations of the organization.

The results of this study are also in accordance with the research of Tauhid (2018) which states that the variable of job type has an influence on employee job satisfaction at the Metro City Health Office. In addition, the results of this study are also supported by a study conducted by Samy (2021) which shows a meaningful relationship between the type of work and the level of job satisfaction of employees at the Palembang Health Laboratory Center.

#### 14. The Relationship between Job Security and Satisfaction of Health Service Providers (Providers)

**Table 14. The Relationship Between Job Security and Service Provider Satisfaction**

##### Health in the Inpatient Room of Kendari City Hospital

Job Security	Frequency				Total		P value
	Dissatisfied		Satisfied				
	N	%	N	%	n	%	
Not Suitable	31	75,6	10	24,4	41	100	P = 0.001
Appropriate	12	20,0	39	80,0	60	100	
<b>Total</b>	<b>43</b>	<b>42,6</b>	<b>58</b>	<b>57,4</b>	<b>101</b>	<b>100</b>	

Source : Primary Data, Year 2024

Based on table 14 above, it is known that of the 41 respondents who felt that the job security provided was not in accordance with expectations and felt dissatisfied with working at the Kendari City Hospital was 31 people (75.6%), and the respondents who felt that the organizational policies provided were not appropriate and felt satisfied with working at the Kendari City Hospital were 10 people (24.4%). Meanwhile, 60 respondents who felt that the job security provided was appropriate and felt dissatisfied with working at the Kendari City Hospital were 12 people (20%), and the respondents who felt that the job security provided was appropriate and felt satisfied with working at the Kendari City Hospital were 39 Orang (80%).

Based on the *chi-square test*, there is a meaningful relationship between job security and job satisfaction for permanent employees at Kendari City Hospital. According to Ghiselli and Brown (1950) in As'ad (2020), job security is one of the factors that is believed to affect job satisfaction. Based on the results of research in the field, there are 75.6% of respondents who get job guarantees that are not suitable and feel dissatisfied, Job guarantees provided by the organization are intended to provide a sense of comfort to employees. So, this makes employees feel that they are getting attention from the organization's management.

The results of this study can be adjusted to the theory put forward by Ghiselli and Brown (1950) in As'ad (2020) which states that job security is believed to affect employee job satisfaction. In addition, the theory put forward by As'ad (2020) also states that the job guarantee provided by the organization to its employees is one of the factors that can provide a sense of job satisfaction for employees in working in an institution.

#### 15. Relationship between Working Conditions and Satisfaction of Health Service Providers (Providers)

**Table 15. The Relationship between Work Conditions and Service Provider Satisfaction**

##### Health in the Inpatient Room of Kendari City Hospital

Working Conditions	Frequency				Total		P value
	Dissatisfied		Satisfied				
	N	%	N	%	n	%	
Not supporting	32	61,5	20	38,5	52	100	P = 0.001
Support	11	22,4	38	77,6	49	100	
<b>Total</b>	<b>43</b>	<b>42,6</b>	<b>58</b>	<b>57,4</b>	<b>101</b>	<b>100</b>	

Source : Primary Data, Year 2024

Based on table 15 above, it is known that of the 52 respondents who feel that the working conditions in the Kendari City Hospital cannot support the implementation of work and feel dissatisfied with working at the Kendari City Hospital are 32 people (61.5%), and the respondents who feel that the working conditions in the Kendari City Hospital cannot support the implementation of work and feel satisfied with working at the Kendari City Hospital 20 people (38.5%). Meanwhile, 49 respondents who felt that the working conditions in the Kendari City Hospital could support the implementation of work and felt dissatisfied with working at the Kendari City Hospital were 11 people (22.4%), and the respondents who felt that the working conditions in the Kendari City Hospital could support the implementation of work and felt satisfied with working at the Kendari City Hospital were 38 people (77.6%).

From the results of the *chi-square test*, there is a meaningful relationship between working conditions and job satisfaction of permanent employees at Kendari City Hospital. The results of observations in the field showed that 61.5% of respondents felt that the working conditions at the Kendari City Hospital did not support the work of employees, they also said they were dissatisfied with the working conditions. Researchers concluded that employees prefer the physical conditions around them that are not troublesome and dangerous, and that temperature, lighting, noise and other factors should not be extreme. In addition, most employees complained about the limited canteen, and the clean and relatively modern facilities and adequate equipment.



The results of this study are in accordance with the research of Tauhid (2019) and Yulita (2018) which show that there is a meaningful relationship between the variables of working conditions and employee job satisfaction. Another study, Samy (2021) showed that there was a relationship between working conditions and job satisfaction of employees at the Palembang Health Laboratory Center. In addition, the results of this study are also supported by Suharto's (2018) research which states that working conditions are related to job satisfaction of military doctors at Gatot Subroto Hospital.

---

## CONCLUSION

Based on the results of the study, it can be concluded that:

1. There is a relationship between salary and satisfaction of health service providers in an effort to improve the quality of health services in the inpatient room of Kendari City Hospital.
2. There is a relationship between recognition and satisfaction of health service providers in efforts to improve the quality of health services in the inpatient room of Kendari City Hospital.
3. There is a relationship between organizational policies and the satisfaction of health service providers in an effort to improve the quality of health services in the inpatient room of Kendari City Hospital.
4. There is a relationship of responsibility with the satisfaction of health service providers in an effort to improve the quality of health services in the inpatient room of Kendari City Hospital.
5. There is a relationship between the type of work and the satisfaction of health service providers in an effort to improve the quality of health services in the inpatient room of Kendari City Hospital.
6. There is a relationship between job security and the satisfaction of health service providers in an effort to improve the quality of health services in the inpatient room of Kendari City Hospital.
7. There is a relationship between working conditions and satisfaction of health service providers in an effort to improve the quality of health services in the inpatient room of Kendari City Hospital.

---

## RECOMMENDATIONS

Based on the conclusions obtained, suggestions or recommendations can be submitted as follows:

1. The management of Kendari City Hospital should further increase employee job satisfaction by evaluating the current payroll system by paying attention to factors and elements of feasibility and fairness in providing appropriate salaries to all employees
2. The management of Kendari City Hospital should further develop the existing award system both in material and non-material form, provide the widest possible opportunity fairly to all employees in education and training activities, improve a more targeted career development system, improve communication between management and employees, adjust the type of work given to employees, develop welfare provided beyond the basic salary, as well as create working conditions that are able to increase employee morale.
3. Conduct periodic re-submissions related to organizational policies to ensure policies support the welfare of providers, including leave, work flexibility, and training.
4. Increase providers' sense of security towards the sustainability of their work through clear employment agreements and contractual guarantees and strengthen communication regarding career opportunities in hospitals to build long-term trust.

---

## REFERENCE

1. Suwuh MK, Maramis FRR, Wowor RE, Health F, University M, Ratulangi S, et al. Relationship between Service Quality and Patient Satisfaction at Walantakan Health Center, North Langowan District. *Kesmas*. 2018; 7(3):1–8.
2. Lubis YH, Saragih FA, Mareta b. The Effect of Burden, Satisfaction, and Work Stress on Nurses' Work Motivation: (A Systematic Review). *J Masy's Health*. 2022; 10(3):372–8.
3. Tanjung IM, Nadapdap T, Muhammad I. Evaluation of Health Service Quality on Patient Satisfaction at the Inpatient Installation of Imelda Indonesian Worker Hospital Medan. *Inov Ris Health Sciences [Internet]*. 2023; 1(4):121–34. Available from: <https://ejurnal.politeknikpratama.ac.id/>
4. Sulistyarini N. Factors Related to Job Satisfaction of Permanent Employees at Jakarta Hajj Hospital [Internet]. Vol. 2, Slideshare.Net. 2019. Available from: <https://www.slideshare.net/ALBICEE/lembar-observasi-siswa-50178674>
5. Nisak UK. Statistics textbooks in health care facilities. *Statistics textbooks in health care facilities*. 2020.

6. Zumria, Narmi, Tahiruddin. Differences in the level of satisfaction of BPJS and non-BPJS patients with the quality of service in the inpatient room of Kendari City Hospital. *J Ilm Karya Kesehatan*. 2020; 1(1):76–83.
7. Kendari City Hospital Profile Data. 2022.
8. Astuti NPEW. Analysis of SOP Implementers, Facilities and Infrastructure, and Availability of Personnel Handling Complaints for Jkn Patient Health Services at Kendari City Hospital in 2023. 2023; 5(November):1–14. Available from: <https://www.ncbi.nlm.nih.gov/books/NBK558907/>
9. Suhadi S, Maidin A, Palutturi S, Bahar B, Nurmaladewi N, Astuty E. Effectiveness of Handling Health Service Patient Complaints at Bahteramas Hospital, Southeast Sulawesi. *Masy Indones Health Media*. 2019; 15(4):400.
10. Farida PU, Hadi I, Usman RD. Overview of Patients' Family Perceptions of the Quality of Nursing Services in the Lavender Inpatient Room of General Hospital..... 2019; Available from: <http://repository.poltekkes-kdi.ac.id/396/>