

**THE RELATIONSHIP BETWEEN JOB SATISFACTION AND  
HEALTH WORKERS' PERFORMANCE AT ENDE  
REGIONAL PUBLIC HOSPITAL**

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<b>INFORMATION</b>	<b>ABSTRACT</b>
<p><b>Correspondence:</b> mohamadrisan04@gmail.com</p> <p><b>Keywords:</b> Health worker satisfaction, Job satisfaction, Job performance</p>	<p><i>Objective: To identify how healthcare worker performance directly impacts the quality of hospital services and patient outcomes, this study examines the link between job satisfaction and staff performance at RSUD Ende, East Nusa Tenggara, Indonesia. In regions like Ende, healthcare facilities face challenges such as high workloads, insufficient resources, and limited access to professional development, which can negatively affect employee morale, retention, and service quality. According to the Indonesian Audit Board (BPK, 2024), RSUD Ende demonstrates weak planning and monitoring in inpatient services, indicating a need for stronger human resource strategies. While previous studies have explored job satisfaction and performance, few have focused on remote, resource-limited hospitals, particularly in Eastern Indonesia. This study aims to fill that gap by analyzing the impact of job satisfaction on healthcare worker performance to guide hospital leadership and policymakers in creating targeted interventions.</i></p> <p><i>Method: This article used a descriptive research design with a cross-sectional approach. The study involved a randomly selected sample of 100 employees from RSUD Ende. Data were collected using a structured questionnaire with Likert scale items and analyzed using the Chi-Square non-parametric test.</i></p> <p><i>Results: The majority of respondents were female (70%), aged 30–40 years, married (80%), and held a Diploma III degree (70%). Most had 5–10 years of work experience. Overall, job satisfaction levels were rated as “moderately satisfied,” while healthcare worker performance in outpatient care was considered “fairly good.” The findings suggest a significant relationship between job satisfaction and staff performance in a limited-resource hospital setting.</i></p>

## INTRODUCTION

Human resources (HR) are the most valuable asset in any organization, whether public or private. The quality and effectiveness of HR determine organizational success. Competent, motivated, and well-trained employees contribute to improved productivity, efficiency, and innovation (Armstrong, M., & Taylor, S., 2023). In the era of globalization and growing competition, HR management has become increasingly complex. Factors such as recruitment, training and development, performance management, and employee well-being are crucial (Mangkunegara, 2017). Organizations must ensure employees not only possess technical skills but also adaptability, effective communication, and commitment to organizational vision. Job satisfaction is a key factor influencing employee productivity and loyalty. Satisfied individuals tend to perform better and show higher organizational commitment. Conversely, low satisfaction may lead to stress, burnout, and high turnover (Robbins & Judge, 2015). Healthcare workers play a strategic role in improving service quality and public health outcomes. Their performance directly impacts service effectiveness and patient satisfaction (Aiken, L. H., dkk. 2017). However, they often face high workloads, limited resources, and professional demands, especially in remote areas like Ende. The Indonesian Audit Board has reported that inpatient services at RSUD Ende suffer from weak planning, inadequate monitoring, and inefficient resource allocation, leading to delays in service delivery and reduced patient satisfaction. These findings indicate systemic issues in human resource management and service quality at RSUD Ende (BPK, 2024). Although research by Himamosa and Halik (2024) found that factors such as motivation, work environment, and workload significantly affect nurse performance in this hospital, there remains a gap in understanding how job satisfaction specifically influences healthcare workers' performance under these documented operational challenges reported by BPK. Addressing this gap is crucial to developing targeted strategies to improve healthcare worker productivity and patient care quality at RSUD Ende. This study aims to analyze the relationship between job satisfaction and the performance of healthcare workers at RSUD Ende.

## METHOD

This study employed a descriptive cross-sectional design. The population consisted of healthcare workers at RSUD Ende, with 100 respondents selected using simple random sampling. Data were collected through self-administered structured questionnaires based on a Likert scale, measuring job satisfaction and job performance across defined indicators. Instruments were adapted from validated tools in previous studies and pre-tested for clarity. Ethical clearance was obtained from the Ethics Committee of Universitas Muhammadiyah Surabaya and administrative permission was granted by RSUD Ende management before data collection. Data analysis was performed using non-parametric Chi-Square tests to examine the relationship between job satisfaction and job performance indicators.

## RESULTS

This study involved 100 healthcare workers from RSUD Ende. Respondent characteristics, job satisfaction, and performance indicators are presented in the tables below.

Table 1. Characteristics of Healthcare Workers at RSUD Ende

<b>Characteristics</b>	<b>Category</b>	<b>Jumlah</b>	<b>%</b>
<b>Gender</b>	Male	30	30
	Female	70	70
<b>Age</b>	20 – 30	30	30
	30 – 40	50	50
	40 – 50	20	20
<b>Marital Status</b>	Single	20	20
	Married	80	80
	Divorced	0	0
<b>Education Level</b>	Diploma III	70	70
	Bachelor	30	30
<b>Years of Service</b>	< 5 years	30	30
	5 - 10 years	45	45
	10 years	25	25

Source: Primary Data, 2025

Table 1 shows that the majority of employees are female, comprising 70% of the total. The most common age range is between 30 and 40 years. In terms of marital status, most employees are married (80%). Regarding education level, the majority hold a Diploma III (D3), and most have been working for 5 to 10 years.

Job satisfaction was measured using a Likert Scale (1–5) across 7 indicators.

Table 2. Job Satisfaction Indicators

Indicator	Mean	Median	Mode	Category
Salary and Benefits	3.02	3.00	3	Fair
Work Environment	4.00	4.00	4	Satisfied
Relationship with Supervisors	4.02	4.00	4	Satisfied
Career Development	3.05	3.00	3	Fair
Workload and Stress	3.00	3.00	3	Fair
Recognition and Appreciation	3.08	3.00	4	Fair
Work-Life Balance	3.06	4.00	4	Satisfied

Source: Primary Data, 2025

Table 2 shows that employee satisfaction regarding the *salary and benefits* indicator falls into the "moderately satisfied" category, with a mean score of 3.00, a median of 3.00, and a mode of 3. The *work environment* indicator is categorized as "satisfied," with a mean score of 4.00, a median of 4.00, and a mode of 4. The *relationship with supervisors* indicator is also categorized as "satisfied," with a mean of 4.02, a median of 4.00, and a mode of 4. The *career development* indicator falls into the "moderately satisfied" category, with a mean of 3.05, a median of 3.00, and a mode of 3. The *workload and stress* indicator is categorized as "moderately satisfied," with a mean of 3.00, a median of 3.00, and a mode of 3. The *recognition and appreciation* indicator also falls into the "moderately satisfied" category, with a mean of 3.08, a median of 3.00, and a mode of 4. Lastly, the *work-life balance* indicator is categorized as "moderately satisfied," with a mean of 3.06, a median of 4.00, and a mode of 4. Overall, job satisfaction among healthcare workers is classified as "moderately satisfied." According to Robbins and Judge (2013), salary is one of the external factors influencing job satisfaction, along with the nature of the work itself, relationships with coworkers, and opportunities for growth. Although fair and competitive compensation remains important for maintaining employee satisfaction and retention, job satisfaction is also positively correlated with job performance. Satisfied employees tend to be more productive, take fewer sick leaves, and are more likely to display positive attitudes toward their work. Job satisfaction can significantly impact job performance, although the relationship is not always direct or straightforward. Healthcare workers who are satisfied with their jobs tend to be more motivated to perform well, exhibit lower absenteeism, and may demonstrate

greater creativity and innovation. Satisfied employees also tend to have better relationships with both colleagues and supervisors, which ultimately influences the quality of their output. According to Afandi (2016) and Budhiana (2022), job satisfaction is an individual's evaluation and attitude toward their job, which is influenced by the work environment, received compensation, social relationships with colleagues, and work motivation. Higher levels of employee satisfaction are positively correlated with improved performance, which in turn contributes positively to the organization

Table 3. Job performance was measured using a Likert Scale (1–5) across 6 indicators

<b>Performance Indicator</b>	<b>Mean</b>	<b>Median</b>	<b>Mode</b>	<b>Category</b>
Work Quantity	3.30	3.00	3	Fair
Timeliness	3.35	3.00	3	Fair
Work Discipline	3.25	3.00	3	Fair
Initiative and Creativity	3.20	3.00	3	Fair
Teamwork	3.50	3.00	4	Good

Source: Primary Data, 2025

As shown in Table 3, job performance as measured by the *work quantity* indicator falls into the "fair" category, with a mean score of 3.30, a median of 3.00, and a mode of 3. The *timeliness* indicator is also rated "fair," with a mean of 3.35, a median of 3.00, and a mode of 3. The *work discipline* indicator received a "fair" rating as well, with a mean of 3.25, a median of 3.00, and a mode of 3. The *initiative and creativity* indicator is categorized as "fair," with a mean of 3.20, a median of 3.00, and a mode of 3. Meanwhile, the *teamwork* indicator is rated in the "good" category, with a mean score of 3.50, a median of 3.00, and a mode of 4. Overall, job performance is classified as "fair," indicating that a moderate level of job satisfaction is still capable of supporting effective collaboration within the workplace. According to Locke and Latham (2002), job performance is closely related to the presence of clear and challenging goals. They argue that specific and difficult goals enhance employee motivation and performance. Performance is also influenced by job satisfaction and the degree of challenge employees face in their roles. Chiang and Jang (2008) emphasize that job performance results from the interaction between individual factors—such as skills, experience, and job commitment—and organizational factors, including leadership, corporate culture, and organizational structure.

## DISCUSSION

These findings suggest that while some aspects such as work environment and supervisory support are rated positively, other factors like salary, career development, and workload remain areas for improvement. Nonetheless, teamwork emerged as a performance strength, indicating a compensatory effect of peer collaboration.

According to Robbins and Judge (2013), salary is a key external motivator that affects job satisfaction, but it is not the only determinant. A supportive environment and supervisor relationships often carry greater weight in fostering positive attitudes, which aligns with this study's finding.

Job performance was generally rated as "fair," consistent with moderate levels of satisfaction. This supports the theory of Locke and Latham (2002), who argue that performance is influenced by the presence of clear goals, job satisfaction, and perceived support. The high score in teamwork may indicate that interpersonal collaboration is a strength among workers, despite the organizational challenges noted in the BPK report (2024).

These findings are in line with previous research by Himamosa and Halik (2024), which identified motivation and work environment as significant factors influencing performance at RSUD Ende. However, the current study adds a more specific focus on satisfaction indicators, offering targeted insights for hospital management.

Improving key areas such as compensation, career pathways, and workload distribution could potentially increase both satisfaction and performance, especially in resource-constrained hospital settings like RSUD Ende.

## CONCLUSION

Based on the collected data, it can be concluded that the majority of employees are female (70%), with the largest age group ranging from 30 to 40 years. In terms of marital status, most employees are married (80%) and hold a Diploma III (D3) degree, with the majority having worked for 5–10 years. Overall, the job

satisfaction indicators fall into the "moderately satisfied" category, while the job performance of outpatient department employees at the Ende Regional General Hospital is considered "fair." High job satisfaction can enhance employee performance, as it increases motivation and enthusiasm for work. Satisfied healthcare workers are more likely to be motivated and committed to delivering the best results. Job satisfaction can also boost morale and reduce stress levels. A high level of job satisfaction increases the likelihood of achieving higher productivity and motivation. Moreover, satisfied employees tend to demonstrate greater loyalty to their organization.

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