

**THE RELATIONSHIP BETWEEN EMPLOYEE JOB SATISFACTION AND EMPLOYEE PERFORMANCE AT RSU X JOMBANG: A CROSS-SECTIONAL STUDY**

**Resi Lystianto Putra Perdana<sup>1</sup>, Mochamad Mochklas<sup>2</sup>, Musa Gufron<sup>3</sup>**

- 1) Master of Hospital Administration Program, Faculty of Medicine, University of Muhammadiyah Surabaya
- 2) Department of Management, Faculty of Economics and Business, University of Muhammadiyah Surabaya
- 3) Master of Hospital Administration Program, Faculty of Medicine, University of Muhammadiyah Surabaya

INFORMATION	ABSTRACT
<p><b>Correspondent:</b> dr.resilystianto@gmail.com</p> <p><b>Keywords:</b> Occupational satisfaction, Job Performance, Job Satisfaction, Employee Performance, Hospital Human Resource Management</p>	<p><i>Objective:</i> Human resources represent a fundamental strategic asset in healthcare organizations, where job satisfaction significantly influences employee performance and patient care quality. Despite its critical importance, many hospitals continue to report suboptimal job satisfaction levels, particularly regarding compensation, career development, and work environment conditions</p> <p><i>Method:</i> This research is a qualitative research with a cross-sectional approach. This study aimed to analyze the relationship between job satisfaction and employee performance at RSU X Jombang, East Java, Indonesia. This study utilized validated questionnaire instruments that had been previously ethically approved and published in prior research by subahtiyar at 2020. Written informed consent was obtained from all participants prior to data collection. Data was collected using a questionnaire based on a Likert scale, and analyzed using logistic regression.</p> <p><i>Result :</i> Respondents demonstrated moderate overall job satisfaction (58.70%) and good performance levels (61.83%). The highest satisfaction was observed in salary (61.30%) and promotion (60.20%) dimensions. Logistic regression revealed that only promotion opportunities significantly influenced employee performance (<math>p=0.043</math>; <math>OR=3.118</math>; 95% CI: 1.036-9.385), while other dimensions showed non-significant relationships.</p>

	<p><i>Conclusion:</i> <i>This study provides empirical evidence on the relationship between job satisfaction and employee performance within the context of regional public hospital settings in Indonesia, specifically at RSUD X Jombang..</i></p>
<b>INFORMASI</b>	<b>ABSTRAK</b>
<p><b>Korespondensi:</b> dr.resilystianto@gmail.com</p> <p><b>Kata kunci:</b> Kepuasan kerja, Kinerja Kerja, Kepuasan Kerja, Kinerja Karyawan, Manajemen Sumber Daya Manusia Rumah Sakit.</p>	<p><b>Tujuan:</b> Sumber daya manusia merupakan aset strategis fundamental dalam organisasi layanan kesehatan. Kepuasan kerja secara signifikan memengaruhi kinerja karyawan dan kualitas perawatan pasien. Terlepas dari pentingnya hal ini, banyak rumah sakit terus melaporkan tingkat kepuasan kerja yang suboptimal, terutama terkait kompensasi, pengembangan karier, dan kondisi lingkungan kerja.</p> <p><b>Metode:</b> Penelitian ini merupakan penelitian jenis kualitatif dengan pendekatan crossepsonal. Penelitian ini bertujuan untuk menganalisis hubungan antara kepuasan kerja dan kinerja karyawan di RSUD X Jombang, Jawa Timur, Indonesia. Populasi seluruh karyawan RSUD X Jombang. Penelitian ini menggunakan instrumen kuesioner yang telah divalidasi. Persetujuan tertulis diperoleh dari seluruh partisipan sebelum pengumpulan data. Data dikumpulkan menggunakan kuesioner berbasis skala Likert, dan dianalisis menggunakan regresi logistik.</p> <p><b>Hasil:</b> Para responden menunjukkan kepuasan kerja secara keseluruhan yang moderat (58,70%) dan tingkat kinerja yang baik (61,83%). Kepuasan tertinggi diamati pada dimensi gaji (61,30%) dan promosi (60,20%). Regresi logistik mengungkapkan bahwa hanya peluang promosi yang secara signifikan memengaruhi kinerja karyawan (<math>p=0,043</math>; <math>OR=3,118</math>; <math>95\% CI: 1,036-9,385</math>), sedangkan dimensi lainnya menunjukkan hubungan yang tidak signifikan.</p> <p><b>Kesimpulan:</b> Studi ini memberikan bukti empiris tentang hubungan antara kepuasan kerja dan kinerja karyawan dalam konteks rumah sakit umum daerah di Indonesia, khususnya di RSUD X Jombang.</p>

## **INTRODUCTION**

Hospitals, as healthcare service facilities, play a strategic role in improving public health status. In the era of digital health transformation and increasingly intense competition in healthcare services, a hospital's ability to deliver high-quality services has become a critical determinant in maintaining patient trust and loyalty. The quality of these services fundamentally depends on the performance of human resources working within the organization (Wahyuhadi et al., 2023; Yulce Howay et al., 2024). Empirical evidence shows that employee performance is strongly shaped by managerial practices related to motivation and rewards, even during crisis conditions such as the COVID-19 pandemic (Murpin et al., 2020; Novita & Mochklas, 2021).

Human resources represent the most valuable asset in hospital organizations. To optimize their contribution, hospital management must pay close attention to various human resource management aspects, one of which is employee job satisfaction. Job satisfaction is defined as a positive emotional state resulting from employees' evaluation of their work and work-related experiences. High levels of job satisfaction encourage employees to work more productively and contribute optimally toward achieving organizational goals (Aribowo et al., 2025; Pasaribu, 2024).

Numerous empirical studies conducted in Indonesian and international hospital settings have demonstrated a strong relationship between job satisfaction and employee performance. Employees who experience higher job satisfaction tend to exhibit better performance in terms of work quality, quantity, timeliness, and effectiveness. Furthermore, job satisfaction has been shown to foster positive extra-role behaviors, such as Organizational Citizenship Behavior (OCB), which plays a significant role in strengthening nurses' performance and overall service quality in hospital environments (Wibowo & Mochklas, 2020).

In addition, empirical evidence from Indonesian hospitals indicates that organizational policies particularly those related to compensation systems significantly influence employee motivation, which subsequently affects work attitudes and performance outcomes. Changes in compensation structures have

been found to significantly enhance nurses' motivation, thereby contributing to improved individual performance and service quality (Setyawati et al., 2025).

Nevertheless, field evidence reveals that employee job satisfaction levels in many hospitals remain suboptimal. Several hospitals report that employee job satisfaction falls below regulatory standards, especially in relation to compensation, career development opportunities, and work environment conditions (Yoelianita et al., 2025). Despite the growing body of literature, existing studies often conceptualize job satisfaction as a single construct and have not sufficiently examined how specific dimensions of job satisfaction differentially influence employee performance within hospital settings. Moreover, limited attention has been given to identifying which dimensions of job satisfaction are the most critical determinants of performance in regional hospitals characterized by high workloads and highly standardized operating procedures.

Therefore, this study seeks to address these gaps by systematically examining the influence of multiple job satisfaction dimensions namely the work itself, salary, promotion, supervision, and coworkers on employee performance in a hospital context. The findings are expected to provide more nuanced empirical evidence to support hospital management in formulating targeted human resource policies aimed at enhancing employee performance and improving healthcare service quality.

## **METHOD**

This study employed a quantitative analytical design with a cross-sectional approach. The study population comprised all hospital employees working in clinical and non-clinical units. A total of 93 employees (35 males and 58 females) who met the inclusion criteria minimum work tenure of six months and direct involvement in hospital operations were included using a total sampling technique.

Job satisfaction was examined as the independent variable, measured across five dimensions: the work itself, salary, promotion, supervision, and coworkers.

Employee performance served as the dependent variable and was assessed using four dimensions: quality, quantity, timeliness, and effectiveness.

Data were collected using a structured questionnaire adapted from a validated instrument developed by Subahtiyar (2020). Job satisfaction was measured using 20 items, while employee performance was assessed using 16 items. All items were rated on a 5-point Likert scale (1 = strongly disagree to 5 = strongly agree). Mean scores  $\geq 3.0$  indicated satisfaction or good performance, whereas scores  $< 3.0$  indicated dissatisfaction or poor performance. The instrument demonstrated acceptable validity (Pearson  $r > 0.30$ ) and reliability (Cronbach's alpha  $> 0.70$ ).

Data collection was conducted over a two-week period in January 2025. Questionnaires were distributed directly to respondents during non-peak working hours after obtaining written informed consent. Completed questionnaires were collected immediately to ensure data completeness.

Data analysis was performed using SPSS version 25.0. Descriptive statistics were used to summarize respondent characteristics, while binary logistic regression was applied to examine the effects of job satisfaction dimensions on employee performance, which was dichotomized into good and poor performance.

The study employed previously validated and ethically approved instruments therefore, separate ethical approval was not required. Ethical principles, including voluntary participation, confidentiality, and anonymity, were strictly maintained throughout the research process.

## RESULTS

The respondent characteristics in this study based on work unit distribution, participants were distributed across several service units.

Table 1. Results of Job Satisfaction Questionnaire Distribution

Work Unit	Number of Respondents (n)	Percentage (%)
Inpatient Nurse&MidWife	20	21.51%
General Unit	18	19.35%
Laboratorium&Radiology	7	7.53%
Intensive Care Unit (ICU)	6	6.45%
Pharmacy	6	6.45%
Administration	5	5.38%

<b>Work Unit</b>	<b>Number of Respondents (n)</b>	<b>Percentage (%)</b>
Operating Room (OR) & CSSD	5	5.38%
Pantry	5	5.38%
Emergency Department (ED)	4	4.30%
Outpatient Nurse	4	4.30%
Supervision	4	4.30%
Finance	3	3.23%
Claim Administration	3	3.23%
Physiotherapy	1	1.08%
Operational Manager	1	1.08%
Human Research Staff	1	1.08%
<b>Total</b>	<b>93</b>	<b>100.00%</b>

This distribution demonstrates that the majority of respondents originated from units with high service intensity, such as the inpatient ward and outpatient. Regarding age distribution, respondents were divided into two age groups: 20–30 years and 31–40 years. The 31–40 years age group constituted the largest cohort with 52 individuals (55.9%), while the 20–30 years age group numbered 41 individuals (44.1%).

Table 2. Results of Job Satisfaction Questionnaire Distribution

<b>Age Group</b>	<b>Number of Respondents (n)</b>	<b>Percentage (%)</b>
20-30 years	41	44.1
31-40 years	52	55.9
<b>Total</b>	<b>93</b>	<b>100</b>

This indicates that most respondents were of productive working age with relatively mature professional experience. Overall, respondent characteristics revealed diverse composition in terms of gender, work unit, and age, thereby providing a representative profile of the workforce population in the studied environment. The results of questionnaire distribution based on the job satisfaction variable were as follows:

Table 3. Results of Job Satisfaction Questionnaire Distribution

<b>Indicator</b>	<b>Satisfied (%)</b>	<b>Dissatisfied (%)</b>	<b>Total</b>
The Work Itself	54.80%	45.20%	100%
Salary	61.30%	38.70%	100%
Supervision	59.10%	40.90%	100%
Coworkers	58.10%	41.90%	100%
Promotion	60.20%	39.80%	100%
<b>Mean</b>	<b>58.70%</b>	<b>41.30%</b>	<b>100%</b>

Based on the distribution results of satisfaction levels presented in the table, it is evident that the majority of respondents fell within the satisfied category across the various indicators measured. The salary indicator demonstrated the highest satisfaction level, followed by the promotion indicator, suggesting that compensation and career development opportunities were perceived as reasonably adequate by respondents. Subsequently, the supervision indicator also achieved relatively high satisfaction levels, indicating that respondents felt the supervision and oversight provided were sufficiently appropriate.

Although the coworkers and work itself indicators showed comparatively lower satisfaction levels, they still revealed that the majority of respondents were satisfied with their work environment and the nature of their work. Overall, the mean satisfaction level was 58.70%, while the mean dissatisfaction level was 41.30%. This demonstrates that the majority of respondents expressed satisfaction with various measured aspects of their work.

Consequently, the organization can maintain aspects that have yielded high satisfaction, such as salary and promotion opportunities, while directing greater attention to dimensions with lower satisfaction levels, such as the work itself and collegial relationships, to ensure that overall employee job satisfaction can continue to be enhanced. The results of questionnaire distribution based on the employee performance variable are as follows:

Table 4. Questionnaire Distribution Results Based on Employee Performance Variable

<b>Indicator</b>	<b>Good Performance (%)</b>	<b>Poor Performance (%)</b>	<b>Total</b>
Work Quality	62.40%	37.60%	100%
Work Quantity	63.40%	36.60%	100%
Timeliness	57.00%	43.00%	100%
Effectiveness	64.50%	35.50%	100%
Mean	61.83%	38.17%	100%

Based on the assessment results in Table 4, it is evident that the majority of respondents rated performance across various indicators as good. The effectiveness indicator received the highest percentage of good ratings, demonstrating that respondents perceived the work processes implemented as

yielding optimal results aligned with organizational objectives. Meanwhile, the timeliness indicator received the lowest good rating. However, the fact that 43.0% of respondents rated this indicator as poor suggests that the timeliness aspect still requires particular attention for improvement. Overall, the mean ratings indicate that 61.83% of respondents provided good performance assessments, while 38.17% provided poor assessments. This reveals that organizational performance was generally perceived as good by the majority of respondents, though there remains room for improvement, particularly in the timeliness dimension, to enhance overall performance quality more comprehensively.

## **DISCUSSION**

Based on the research conducted among employees at RSU X Jombang, logistic regression analysis of the job satisfaction variable with the work itself indicator revealed a non-significant relationship. The work itself indicator encompasses the extent to which employees perceive their work as meaningful, aligned with their competencies, and providing healthy challenges. The positive coefficient ( $B = 0.803$ ) suggests that employees who are satisfied with their work tend to have a greater likelihood of demonstrating good performance. Theoretically, this aligns with the Job Characteristics Model (Hackman & Oldham), which posits that aspects such as task identity, task significance, and skill variety enhance intrinsic motivation, thereby improving performance. However, the p-value of 0.144 (non-significant) indicates that within this hospital context, satisfaction with the work itself is not a dominant factor in determining performance. In the hospital environment, tasks are frequently routine in nature, governed by strict standard operating procedures (SOPs), and characterized by high stress levels. Consequently, satisfaction with the work itself may not directly translate into performance outcomes, as performance standards are predominantly determined by procedural requirements rather than personal preferences.

Table 5. Logistic Regression Analysis of Job Satisfaction on Employee Performance

Variable	B	S.E.	Wald	df	Sig.	Exp(B)	95% C.I. for EXP(B)	
							Lower	Upper
The Work Itself	0.803	0.55	2.136	1	0.144	2.233	0.76	6.555
Salary	0.818	0.556	2.166	1	0.141	2.267	0.762	6.743
Supervision	-0.123	0.618	0.039	1	0.843	0.885	0.264	2.969
Coworkers	0.784	0.607	1.666	1	0.197	2.189	0.666	7.194
Promotion	1.137	0.562	4.092	1	0.043*	3.118	1.036	9.385
Constant	-0.937	0.444	4.465	1	0.035	0.392		

The results of the logistic regression analysis indicate that not all dimensions of job satisfaction significantly influence employee performance at RSU X Jombang. This finding supports the argument presented in the Introduction that the relationship between job satisfaction and employee performance in hospital settings is neither singular nor linear, but rather shaped by organizational characteristics such as high workload intensity and highly standardized operating procedures (Wahyuhadi et al., 2023; Yulce Howay et al., 2024).

The work itself dimension exhibited a positive coefficient ( $B = 0.803$ ), suggesting that employees who perceive their work as meaningful and aligned with their competencies are more likely to demonstrate good performance. Theoretically, this result is consistent with the *Job Characteristics Model* proposed by Hackman and Oldham, which posits that task significance, skill variety, and task identity enhance intrinsic motivation and performance. However, the relationship was not statistically significant ( $p = 0.144$ ), indicating that satisfaction with the work itself is not a dominant determinant of performance in this hospital context. In hospital environments, work tasks are largely routine, governed by strict standard operating procedures, and performed under high pressure. Consequently, performance outcomes are more strongly determined by procedural compliance than by individual perceptions of job meaningfulness (Wibowo & Mochklas, 2020).

The salary dimension also showed a positive coefficient ( $B = 0.818$ ) but did not have a statistically significant effect on employee performance. This finding aligns with Herzberg's *Two-Factor Theory*, which classifies salary as a hygiene

factor that prevents dissatisfaction but does not necessarily enhance performance. In regional hospitals such as RSU X Jombang, salary structures are typically regulated by governmental policies, resulting in relatively homogeneous compensation schemes. This limited variability in salary satisfaction may explain its weak influence on performance outcomes (Aribowo et al., 2025; Setyawati et al., 2025).

The supervision dimension demonstrated a negative and non-significant coefficient ( $B = -0.123$ ;  $p = 0.843$ ), making it the weakest predictor in the model. Although *Path-Goal Theory* suggests that supervisory support can enhance motivation and performance, hospital organizations tend to operate within rigid hierarchical structures and standardized medical protocols. As a result, employees are required to meet performance standards regardless of their perceptions of supervisory quality, thereby weakening the link between supervision satisfaction and performance (Pasaribu, 2024).

Similarly, satisfaction with coworkers showed a positive but non-significant association with performance. Consistent with *Social Support Theory*, collegial support contributes to psychological comfort and reduces work-related stress (Cohen & Wills). In hospital settings, teamwork among healthcare professionals is essential for service delivery. However, employee performance continues to be assessed based on formal and procedural indicators, which may limit the direct impact of interpersonal relationships on measurable performance outcomes (Yoelianita et al., 2025).

In contrast, promotion emerged as the only job satisfaction dimension that significantly influenced employee performance ( $B = 1.137$ ;  $p < 0.05$ ). This result indicates that employees who are satisfied with promotion opportunities are substantially more likely to demonstrate good performance. In high-pressure hospital environments, opportunities for career advancement, functional rank progression, and formal recognition serve as powerful motivational drivers.

According to the researchers' observations during the research process, the finding that only promotions significantly impact employee performance provides several important insights. First, it indicates that employees at RSU X Jombang view

promotion opportunities as concrete evidence of organizational recognition of their contributions. Unlike other dimensions, which tend to be supportive, promotions offer a clear and achievable career path. This is a very powerful motivator, especially for respondents aged 31-40 (55.9%) who are in the mid-career phase and need professional validation.

Researchers argue that non-significant results on other dimensions do not mean these dimensions are unimportant, but rather reflect the operational realities of regional hospitals in Indonesia. Salaries standardized by government regulations, supervision bound by a strict hierarchy, and work controlled by strict SOPs mean that variations in satisfaction with these aspects have little direct impact on performance, which is also measured procedurally. Meanwhile, promotions remain a space where individuals can distinguish themselves and gain recognition.

From a practical perspective, these findings suggest the need for hospital management to more seriously design transparent, fair, and competency-based promotion systems. Programs such as clinical ladders for healthcare workers or structured administrative career paths could be cost-effective strategic investments to improve performance without significantly increasing budgetary burdens. The researchers recommend further research with longitudinal designs to more deeply understand the causal mechanisms between promotion and performance.

This finding is consistent with motivational theories emphasizing career development and recognition as key determinants of performance, and it aligns with previous studies highlighting the importance of human resource management policies in improving healthcare employee performance (Aribowo et al., 2025; Wibowo & Mochklas, 2020).

Overall from the researchers opinion, the findings of this study confirm that while job satisfaction is related to employee performance, its effects are selective and highly contextual. In hospital organizations, promotion represents the most influential dimension in driving performance, whereas other dimensions such as the work itself, salary, supervision, and coworkers primarily function as supporting factors. These results underscore the importance for hospital management to prioritize transparent and equitable career development and

promotion systems as a strategic approach to enhancing employee performance and improving healthcare service quality.

## **CONCLUSION**

Based on the research findings regarding the influence of job satisfaction on employee performance at RSU X Jombang in 2025, the assessment of employee performance using four indicators quality, quantity, timeliness, and effectiveness revealed that employees demonstrated good performance on average. When examined across five specific dimension the work itself, salary, promotion, supervision, and coworkers satisfaction levels exhibited considerable variation. Overall, promotion emerged as the only job satisfaction indicator that significantly influenced employee performance. The work itself, salary, coworkers, and supervision demonstrated positive relationship directions (except supervision), though these effects were not statistically significant and therefore cannot be established as determinant factors.

These findings underscore the importance for healthcare organizations to prioritize employment policies, particularly those related to career advancement, in order to enhance employee performance. Consequently, emphasis on this aspect within human resource management becomes critical to ensuring optimal service quality and operational sustainability at RSU X Jombang.

## **REFERENCES**

- Aribowo, A. B., Djaali, N. A., & Jumhati, S. (2025). Pengaruh Pelatihan Pegawai, Kepuasan Kerja, Dan Kompensasi Terhadap Kinerja Pegawai Di Rumah Sakit. *Journal of Syntax Literate*, 10(10).
- Murpin, J., Sembiring, O., Fatihudin, D., Mochklas, M., & Holisin, I. (2020). *Banking Employee Performance During Pandemic Covid-19: Remuneration And Motivation*. 12, 64–71. <https://doi.org/10.37896/JXAT12.07/2304>
- Novita, D., & Mochklas, M. (2021). Performance of private universities lecturers during Covid-19 pandemic: Webinars and online training. *Turkish Online Journal of Qualitative Inquiry (TOJQI)*, 12(9), 3005–3017.
- Pasaribu, D. F. (2024). The Effect Of Job Satisfaction On Employee Performance Of Pt. Saraswanti Anugerah Makmur Medan Branch. *Maker: Jurnal Manajemen*, 10(2), 275–284.

- Setyawati, P. M., Wiliyanarti, P. F., & Mochklas, M. (2025). Pengaruh Perubahan Kompensasi Terhadap Motivasi Perawat di Rumah Sakit Islam Fatimah Banyuwangi. *Jurnal Manajemen Kesehatan Yayasan RS.Dr. Soetomo*, 11(1), 61. <https://doi.org/10.29241/jmk.v11i1.2120>
- Wahyuhadi, J., Hidayah, N., & Aini, Q. (2023). Remuneration, Job Satisfaction, and Performance of Health Workers During the COVID-19 Pandemic Period at the Dr. Soetomo Hospital Surabaya, Indonesia. *Psychology Research and Behavior Management*, 16, 701–711. <https://doi.org/10.2147/PRBM.S396717>
- Wibowo, T. S., & Mochklas, M. (2020). Urgency Of Organizational Citizenship Behavior Towards Performance Of Nurses Of Type C Hospitals In Surabaya. *International Journal of Scientific & Technology Research*, 9(2), 4534-4538.
- Yoelianita, B. E., Wirawati, W. A., & Roshanti, D. (2025). Analisis Kepuasan Kerja Karyawan Terhadap Kebijakan Manajemen Di Rsud Genteng Banyuwangi. *Jurnal Manajemen Kesehatan Indonesia*, 13(1), 1–13. <https://doi.org/10.14710/jmki.13.1.2025.1-13>
- Yulce Howay, Y., Uly, N., Muttaqien Al-Maidin, A. R., & Zamli, Z. (2024). Relationship Between Satisfaction and Employee Performance at Scholoo Keyen Hospital in 2024. *Media Publikasi Promosi Kesehatan Indonesia (MPPKI)*, 7(8), 2122–2127. <https://doi.org/10.56338/mppki.v7i8.5849>