

CHAPTER I

INTRODUCTION

1.1 Background

According to the World Health Organization (WHO) in 2017, hospitals are fundamental to the formation of a healthcare system. In many regions of the world, external pressures, health-care system defects, and hospital-sector deficits are currently driving a new vision for hospitals. In this view, they play a crucial role in assisting other healthcare providers, as well as in community outreach and home-based services, and are essential to a well-functioning referral network. In addition to reflecting the needs and values of the communities they serve, hospitals must be robust and capable of maintaining and expanding services during emergency situations. Effective hospitals are created with certain groups in mind, such as children and the elderly. A well-designed hospital environment optimizes the efficacy of clinical care delivery while enhancing the health of patients and hospital employees. Depending on the healthcare delivery organization and the hospital's place within the system, the functions and organization of hospitals may vary. Good management structures should ensure coordination between people, services, infrastructure, and supply chains in order to provide high-quality care.

Hospital is a health service institution that provides complete individual health services that provide inpatient, outpatient, and emergency services. Plenary health services are health services that include promotive, preventive, curative, and rehabilitative so the main role in hospitals is health workers, such as doctors, nurses, midwives, and so on. The purpose of holding a hospital is to facilitate public access to health services, provide protection for patients, the community, and the hospital environment, also the main goal is to improve the quality and maintain the hospital services (*Undang-Undang Republik Indonesia No 44 Tahun 2009*).

The administration of a hospital aspires for excellence in patient care by delivering high-quality services given by highly motivated personnel. Frequently, hospitals struggle to retain highly trained personnel. In such situations, hospital administrators generally view healthcare workers as essential capital assets and

adopt a range of techniques to recruit and retain them. Empirical research reveals that a higher level of job satisfaction is associated with a decrease in employee turnover, which is correlated with improved patient care quality and hospital performance (WHO, 2017).

The inner thoughts and attitudes of health workers toward their job and other work-related factors, such as the work environment, which represent their subjective sense of job satisfaction, constitute their job satisfaction. A cross-sectional survey of primary care critical public health practitioners revealed only modest work satisfaction among health professionals (Chen, Liu, Liu, Ruan, Yuan & Xiong, 2020). Patients are more likely to receive high-quality care from health professionals who are fulfilled in their employment. A low degree of job satisfaction, on the other hand, may be indicative of decision-making and hospital management concerns, negatively influencing the quality and efficiency of health services, damaging doctor-patient relationships, and decreasing patient satisfaction (Zhang, Feng, Jiang, Shen, Pu, and Gan, 2021). Investigating the elements that influence the job satisfaction of health professionals can therefore contribute to the development of sound healthcare policy and provide valuable insights for enhancing their job satisfaction.

The "two-factor theory" of Herzberg is one of the most well-known theories to study and comprehend job happiness. This theory is also known as the motivation-hygiene theory or dual-factor theory since it presents a collection of motivation and hygiene components that effect job satisfaction and discontent. According to this idea, job happiness is determined by a set of "motivational variables" inherent to the position, such as the possibility for personal improvement, acknowledgment for one's achievements, and career advancement. In contrast, "hygiene variables" are external to the job and include organizational policies, interactions with others, personal life, salary, and job security. Despite the fact that the two-factor theory was first established in 1966, many scholars believe it is still relevant and have utilized it to better comprehend and analyze the job satisfaction of health care professionals (Chen et.al., 2020).

Moreover, the two most significant components of a person's life are employment and family. A lack of equilibrium between the two can lead to undesirable results such as psychological anguish, low morale, and damage to one's health. Family life has a substantial impact on personal life, which is a hygiene component that contributes to job unhappiness, according to the two-factor hypothesis. In contrast, work-family conflict is a cause of stress for many individuals. It is defined as work interfering with a person's home life, and it is a sort of inter-role conflict that happens when it is difficult to manage the demands of work and family.

Table 1.1 Previous Research Related to The Research Variables

Research Topic	Variable	Gap	Source
Job satisfaction and associated factors among medical staff in tertiary public hospitals: Results from a national cross-sectional survey in China	Job related factors and job satisfaction	Job related factors such as professional degrees, work hours, income, workload, doctor-patient relationship, and practice settings were found to influence job satisfaction, and some of these factors may receive intervention.	(Zhou et al., 2018)
Doctors' Job Satisfaction and Its Relationships with Doctor-Patient Relationship and Work-Family Conflict in China: A Structural Equation Modeling	Work family conflicts, doctor-patient relationship, and job satisfaction.	Work-family conflict have a negative impact while doctor-patient relationship have a positive impact on doctors' job satisfaction.	(Deng et al., 2018)
Job Satisfaction and Hospital Performance Rated by Physicians in China: A Moderated Mediation Analysis on the Role of Income and Person-Organization Fit	Job satisfaction and hospital performance	High job satisfaction of hospital doctors is associated with their high ratings on hospital performance.	(Chen et al., 2020)
Career Calling as the Mediator and Moderator of Job Demands and Job Resources for Job Satisfaction in Health Workers: A Cross-Sectional Study	Work autonomy, social support, performance feedback, career development opportunities, working conditions, work operation demands, work-	Social support, performance feedback, and working conditions have a positive impact on job satisfaction while job demands showed a negative effect on job satisfaction, which decreased with an increase in scores for	(Huang et al., 2022)

Research Topic	Variable	Gap	Source
	family conflict, job emotional demands, career calling, and job satisfaction	work-family conflict and emotional requirements for work.	
Effect of work to family conflict on services and individuals in healthcare professionals	Work-family conflict and job satisfaction	There is a negative relationship between work-family conflict and job satisfaction.	(Ekici et al., 2020)
Job satisfaction and associated factors among health professionals working at Public and Private Hospitals in Bahir Dar City, Northwest Ethiopia: A Comparative Cross-Sectional Study	Work autonomy and job satisfaction	Work autonomy has a positive relationship with job satisfaction. Job description, nature of work, and work autonomy are significant variables on job satisfaction in hospitals.	(Geta et al., 2021)

XYZ Hospital is one of the largest private hospitals located in Jember Regency, East Java. This hospital is located east of the Jember city square. It has been operating since 1957 until now. The purpose of establishing this hospital is to provide high quality and humane health services to the community. In addition, to provide health services based on professional ethics, customer satisfaction and reflect an independent socio-economic unit.

XYZ Hospital has the ambition to become the best private hospital in the eastern region of East Java. In line with this, improving the quality of hospital services is one of the main focuses of XYZ Hospital at this time. Based on a survey taken from 30 health workers at XYZ Hospital, it was found that 22 health workers felt that the hospital's performance was not optimal. The factors that underlie their opinion at the time of the exploratory study are as in figure 1.1.

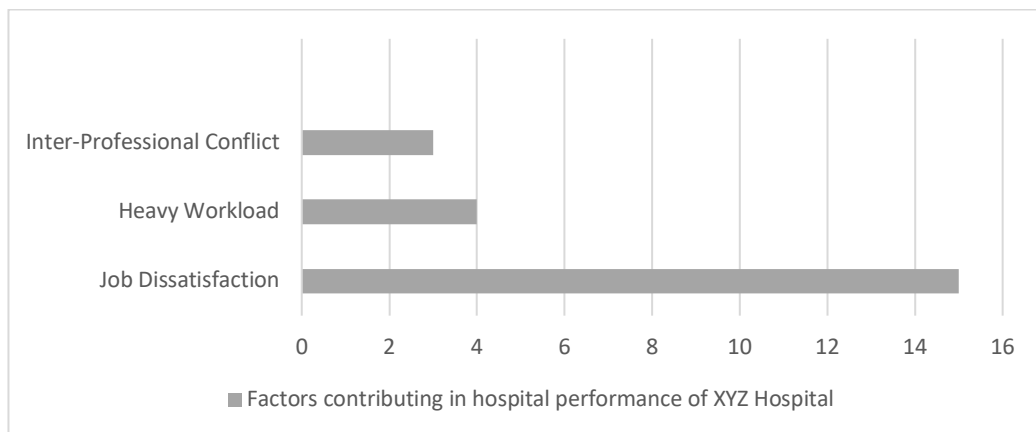


Figure 1.1 Factors Contributing in Hospital Performance Based On Healthcare Professionals’ Perspective in XYZ Hospital

Source: Internal Data Processing of XYZ Hospital

The graph above shows that the factors that influence the hospital performance of XYZ Hospital according to the perspective of health workers are job dissatisfaction, heavy workload, and interprofessional conflict. XYZ Hospital health workers chose job dissatisfaction as the main factor causing the decline in hospital performance. The second cause is heavy workload and the third cause is interprofessional conflict. Fifteen respondents who experienced job dissatisfaction were then conducted a follow-up survey. Then, more in-depth questions were asked to the respondents to be able to explain the causes of their job dissatisfaction. The following is an explanation from XYZ Hospital health workers regarding the job dissatisfaction experienced.

Table 1.2 Factors Contributing in Job Dissatisfaction in XYZ Hospital

Things that trigger job dissatisfaction in XYZ Hospital's healthcare professionals	
1	Busy schedule with long working hours
2	Patients overload
3	Inadequate facilities and infrastructure that cause high mobility of health workers
4	The responsibilities of work at home that must be completed
5	Sub-optimal inter-professional communication
6	Salary that doesn't match the workload
7	Supporting examination tools that are not available for 24 hours
8	The patients and their families who are less cooperative
9	Lack of opportunity to develop knowledge and skills
10	Unscheduled medical procedures

Source: Internal Data Processing of XYZ Hospital

This study proposes a new research model based on the modification of several previous research models concerning the antecedents of job satisfaction, namely social support, work operation requirements, healthcare professional-patient relationship, work-family conflict, and working conditions, and their influence on hospital performance as perceived by healthcare professionals at XYZ Hospital. This research is anticipated to yield knowledge and progress toward enhancing hospital performance, with the ultimate aim of yielding managerial implications that are advantageous to all parties.

1.2 Research Questions

Based on the description of the background regarding the proposed model and the phenomenon of the problems that form the basis of the research, the research questions can be formulated as follows:

- 1) Does social support have a positive impact on job satisfaction?
- 2) Do work operation requirements have a positive impact on job satisfaction?
- 3) Does healthcare professional-patient relationship have a positive impact on job satisfaction?
- 4) Does work-family conflict have a negative impact on job satisfaction?
- 5) Do working conditions have a positive impact on job satisfaction?
- 6) Does job satisfaction have a positive impact on hospital performance?

1.3 Research Aims

The aim of this study, based on the research questions in the previous sub-chapter, is as follows:

- 1) To analyze the positive impact of social support on job satisfaction.
- 2) To analyze the positive impact of work operation requirement on job satisfaction.
- 3) To analyze the positive impact of healthcare professional-patient relationship on job satisfaction.
- 4) To analyze the negative impact of work-family conflict on job satisfaction.
- 5) To analyze the positive impact of working conditions on job satisfaction.

- 6) To analyze the positive impact of job satisfaction on hospital performance.

1.4 Research Benefits

The benefits that are expected to be obtained through this research are to be able to provide insight from academic aspects as well as practical management aspects. As for the academic aspect, the benefit is to gain new knowledge related to the antecedents of job satisfaction and its impact on hospital performance. Meanwhile, from the practical management aspect, it is expected to provide benefits, especially to health service providers, in improving hospital performance.

1.5 Research Scope

This research will discuss about the antecedents of job satisfaction and its impact on hospital performance from the perspectives of healthcare professionals. Factors contributing in job satisfaction include social support, work operation requirement, healthcare professional-patient relationship, work-family conflict, and working conditions. The targeted subjects in this research will be healthcare professionals working on XYZ Hospital on 2022.

1.6 Research Systematics

This research consists of five main chapters. Each chapter has several sub-chapters in which one chapter is linked to another so that this research becomes complete. The following is an explanation of the systematics of this research.

CHAPTER I: INTRODUCTION

This chapter describes the background of the problems that underlie the research topic. This is where this research will explain related to the phenomena that occur and briefly explain the variables used. This chapter also explains the research questions, objectives, and benefits.

CHAPTER II: LITERATURE REVIEW

This chapter explains the basic theory and concepts of each variable used. This includes explaining the previous research on these variables. The variables used in this study are hospital performance, job satisfaction, social support, work operation requirement, healthcare professional-patient relationship, work-family conflict, and working conditions.

CHAPTER III: RESEARCH METHODS

This chapter describes the research object, unit of analysis, type of research, measurement of research variables, conceptual and operational definitions, population and sample, determination of the number of samples, data collection methods, and data analysis methods.

CHAPTER IV: RESULTS AND DISCUSSION

In this chapter, we will explain the results of data processing obtained by questionnaires. This is where this research will explain the profile and behavior of respondents, analysis of the measurement models, and analysis of structural models. Hence, in this chapter, this research will prove and answer the problem formulation of the research.

CHAPTER V: CONCLUSIONS AND SUGGESTIONS

This chapter is the last chapter which will explain the conclusions from the results of the analysis described in the previous chapter. It also explains the managerial implications, limitations of the research, and suggestions that the researcher hopes will help improve future research.