

# CHAPTER I

## INTRODUCTION

### 1.1 Background of the Study

In facing the current of globalization, the success or failure of a company in achieving its goals is very dependent on the ability of human resources to carry out the tasks assigned by the company (Rahmawati, 2019). Therefore, companies must create an atmosphere that can encourage each employee to create work performance. Human Resource is the main driver of a company's organization.

Human resource development efforts are part of the process in national development to achieve the expected goals. The quality of the nation can be seen from the development of superior human resources, which is defined as human resources that have good quality physically and mentally (Rostini et al, 2022: 20).

Human resources in the health sector are considered very pending to carry out the next 5-year health development strategy 2020-2024 in the community. Law no. 36 of 2009 article 21 on health explains that the government plans, procures, empowers and fosters and supervises the quality of health human resources in SKN, the development and empowerment of health human resources in the 4 main points. Health human resources in current conditions are sought to be fulfilled with the following 4 things: competence / quality of health human resources, availability of health human resources, performance of health human resources, and equitable distribution of health human resources. However, in current conditions there are still problems related to these 4 things, so there needs to be a focus on accelerating

the fulfillment of health human resources to facilitate public access to receive health HR services (Ministry of Health of the Republic of Indonesia, 2020: 10).

Syifa Medan Clinic which is an excellent and quality health service business, as its motto "Your health is our priority", which always strives to provide services that are in accordance with patients. Chaerudin et al (2020: 83) an employee's loyalty is reflected in the attitude given by employees in devoting their skills and abilities in carrying out duties and responsibilities, which are created when employees are fulfilled as needed by the company where they work. However, the researcher find out that some employees at the clinic also have other jobs outside the company.

**Table 1.1 List Yearly of In and Out Employees of Syifa Medan Clinic**

<b>Year</b>	<b>Out</b>	<b>In</b>	<b>Total Employees</b>
2020	3 people	3 people	39 employees
2021	2 people	2 people	39 employees
2022	3 people	1 people	37 employees
2023	0 people	0 people	37 employees

Source: Syifa Medan Clinic (2021)

Based on the table 1.1 above, it can be seen that the employees of Syifa Medan Clinic in 2020 and 2021 amounted 39 employees, but in 2022, employees at Syifa Medan Clinic decreased to 37 employees, then in the following year 2023, the company has similar in employees by 37 employees. Employees who leave, on average, only work a maximum of 10 months. None of the new employees who entered lasted more than 10 months.

According to Bui Nhat Vuong, etc. (2021) Loyalty basically belongs to the emotional category. Loyal people are those who always stand shoulder to shoulder with the organization even in times of absolute difficulty and they are not those who

ignore or flee in distress. Loyalty helps to build trust between people and is an essential element in creating values of life. From table 1.1 we can see that many employees change every year. New employees never work for more than 10 months, which shows a lack of employee loyalty to the company. The reason the employee resign is, some employee said in this company, employees are not noticed. In less than 1 year, employees felt that there were no greater career opportunities and no opportunities for further development. Because in the company employees who leave are seen, employees are not really paid attention to by superiors. Only a few old employees are benefited by the company. There are also those who say that working at the Syifa Medan Clinic is just a career stepping stone, to fill free time before getting a new job.

According to Davis (2017), job satisfaction is a feeling of support or unsupportive that employees experience at work. In Syifa Medan Clinic has the ownership of employees by each particular polyclinic in the clinic. It causes other employees feel that they are not supported as well as employees in other polyclinics. So, there are some employees who feel they are not cared about at all. Employees in polyclinics, for example dental clinics, are given more attention than others because their superiors only care about the polyclinic's employees. Employees at the polyclinic are treated differently, they are compensated for late entry time, and can wear different uniforms to others. thus, causing jealousy among other employees. (HRD Klinik Syifa Medan, 2023).

According to Kasaya, et al (2018), participation is the process of creating an environment that allows individuals to have an impact on actions and decisions that

affect their work. One example is the coordination meeting held every month between directors, management, and all employees to find out what problems are happening at Syifa Medan Clinic. But when the employee included, their suggestions are rarely listened to. Management only imposes problems on employees and solves the problems in their own way without listening to employee suggestions, so that employees feel they are still not participating. 1(HRD Klinik Syifa Medan, 2023).

Employees need Training for developing the skills and knowledge to fit job requirements (Koteswari et al., 2020). At the Syifa clinic, new employees do not receive training. The only lessons given to new employees are those taught to them by senior employees. The learning provided is only a short lesson, so employees must understand more about their own work by themselves. (HRD Syifa Medan Clinic, 2023).

Wirawan et al. (2018) stated that reward is an important element to motivate employees to contribute to pouring innovative ideas that are best for better business functions and improve the company's performance both financially and non-financially. Rewards are usually given by companies to employees as a sign of gratitude for all the hard work given by employees to achieve company goals. At Syifa Medan Clinic, the rewards given are not commensurate with the responsibilities and job descriptions that employees have. For example, the overtime pay given does not match the workload they have to carry out during the overtime hours they work. Some employees decline overtime due to inadequate pay. (HRD Klinik Syifa Medan, 2022).

Hatta, Musnadi & Mahadani (2017) stated that teamwork in groups lead to improved efficiency and effectiveness, and these are very different from the work done separately. Teamwork is also an important factor in producing good employee job satisfaction. The form of cooperation carried out by Syifa Medan Clinic can be seen from the collaboration between doctors and nurses during the patient examination. However, because there is too frequent employee turnover, the collaboration between nurses and doctors is not good because of the lack of chemistry they have. Sometimes the employee misunderstands the instructions given by the doctor because they do not understand the meaning of the instructions (HRD Syifa Medan Clinic, 2023).

According to Indrasari (2017), the work environment is an important factor in supporting the performance of an organization because indirectly a conducive work environment will trigger job passion, job satisfaction and support efforts to increase employee job satisfaction. The working conditions at Syifa Medan Clinic can be seen in buildings, rooms, cleanliness to good and comfortable ventilation accompanied by adequate facilities for all employees. However, even though the work environment is supportive for employees to do good work, in reality many employees are still not good at completing their work. Employees are given old electronic devices that do not support their work operations. Employees do not have their own rooms, which means they have to gather in the same place, causing them to lack focus in doing their work (HRD Klinik Syifa Medan, 2023).

Based on the description above, the writer is interested in conducting research on Participation, Training, Rewards, Teamwork, Working Conditions, Job

Satisfaction, and Job Loyalty through writing a thesis entitled “The Effect of Participation, Working Conditions, Reward, Teamwork and Training on Job Satisfaction and Job Loyalty of the Employee At Syifa Medan Clinic”.

## **1.2 Problem Limitation**

Based on the background of study described above, the writer needs to limit the problem with the aim that the discussion of the problem is not too broad.

This research will focus on:

1. Participation, Training, Reward, Teamwork, Working Conditions on Satisfaction and Loyalty of the Employee.
2. Employee internal factors consist of personal data such as the set of population characteristics of respondent as male and female, aged 18-60 years, domiciled in the city of Medan, has 1 year of work experience.
3. Subjects of the research on all employees who work at Syifa Medan Clinic from all parts or work units.

## **1.3 Problem Formulation**

Based on the background of the study, the problems formulation is:

1. Does Participation have a significant effect on Job Satisfaction at Syifa Medan Clinic?
2. Does Training have a significant effect on Job Satisfaction at Syifa Medan Clinic?

3. Does Reward have a significant effect on Job Satisfaction at Syifa Medan Clinic?
4. Does Teamwork have a significant effect on Job Satisfaction at Syifa Medan Clinic?
5. Does Working Conditions have a significant effect on Job Satisfaction at Syifa Medan Clinic?
6. Does Job Satisfaction have a significant effect on Job Loyalty at Syifa Medan Clinic?

#### **1.4 Objective of the Research**

Based on the formulation of the problem above, the objective of this study is:

1. To determine the effect of Participation on job satisfaction at Syifa Medan Clinic
2. To determine the impact of training on job satisfaction at Syifa Medan Clinic
3. To determine the impact of reward on job satisfaction at Syifa Medan Clinic
4. To determine the effect of Teamwork on job satisfaction at Syifa Medan Clinic
5. To determine the effect of working conditions on job satisfaction at Syifa Medan Clinic
6. To determine the effect of Job Satisfaction on job loyalty at Syifa Medan Clinic

## **1.5 Benefit of the Research**

### **1.5.1 Theoretical Benefit**

The theoretical benefits derived from the results of this study can be used as additional information and as a reference for carrying out further research related to Participation, training, reward, Teamwork, working conditions on job satisfaction and job loyalty.

### **1.5.2 Practical Benefit**

The results of this study are expected to be useful for:

1. Syifa Medan Clinic is expected to provide additional information and considerations in making decisions related to human resources and performance evaluation of Job Satisfaction and loyalty, so that in the future the results of this research can help Syifa Medan Clinic, especially in the HRD Section to become a company that has employees with high levels of satisfaction and loyalty.
2. It is expected that the writer will be able to increase the knowledge of human resources with the aim that it will be useful later in the business world by applying the knowledge of human resources acquired in college.
3. For the Faculty of Management, Pelita Harapan University, Medan, the results of this study can be used as library material and add references for students and younger generations at the Faculty of Economics, Pelita Harapan University.