



## ANALYSIS OF FACTORS AFFECTING JOB SATISFACTION AND PERFORMANCE OF SPECIALIST DOCTORS

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### ABSTRACT

There are many patient complaints regarding the performance of specialists at Kudungga Hospital. This is shown in accordance with the results of patient satisfaction surveys conducted in 2020 and 2021. From the satisfaction survey, it was concluded that the patient's complaint was the behavior of doctors who often arrived late so that the polyclinic schedule was not on time. The purpose of this study is to analyze factors related to job satisfaction and performance of specialist doctors at Kudungga Regional Hospital, East Kutai Regency. The type of research used is observational with a cross sectional design, namely a study that explores information about the phenomenon of work dissatisfaction of Specialist Doctors at Kudungga Sangatta Hospital and then analyzes the dynamics of the correlation between phenomena, between the independent variable and the dependent variable can be how far the influence between the independent variable on the dependent variable. The population and sample in this study were 30 specialist doctors who actively worked at the Kudungga Sangatta Regional General Hospital. Data collection was carried out by distributing questionnaires and collecting secondary data in the form of OPPE specialist doctors and And data analysis was carried out using univariate and bivariate analysis using the Spearman Rank test. There is a relationship between work environment conditions and promotion opportunities with job satisfaction of Specialist Doctors. Based on the results of data analysis and discussion, it can be concluded that factors related to specialist doctor job satisfaction consist of work environment conditions and promotion opportunities. The variable most closely related to specialist doctor job satisfaction is work environment conditions, which has an R value of 0.689 (a strong correlation).

Keywords: job satisfaction; leadership; medical services; promotion opportunities; specialist performance; working environment conditions

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### INTRODUCTION

Kudungga Regional General Hospital of East Kutai Regency which in its development was able to achieve plenary accreditation. Where the urgency of implementing accreditation in hospitals is to ensure good service quality and patient safety must be proven through accreditation because during accreditation an assessment is carried out whether the service elements are met according to standards or not. Based on data from the Provincial Health Office, Kudungga Regional General Hospital is one of the hospitals that has been accredited with Plenary out of 58 regional general hospitals and private hospitals in East Kalimantan, therefore it is expected to be able to provide quality health services in accordance with applicable regulations. Kudungga Regional General Hospital has a doctor resource of 61 doctors who are actively carrying out their duties consisting of (37 specialist doctors, 21 general practitioners and 3 dentists).

Based on the data from the medical records above regarding the number of patient visits, data on outpatient installation patient visits in 2020 amounted to 26,668 visits then decreased in

2021 by 23,448 visits and increased again in 2022 to 25,821. For inpatient installation patient visits in 2020 amounted to 4,522 visits then decreased in 2021 by 3,456 visits and increased again in 2022 to 4,249 and patient visits at the emergency department were experiencing a downward trend from 2020 of 7,322 visits to 6,491 visits in 2021 and decreased again in 2022 to 5,640 visits. For this reason, it is necessary to prepare leaders and employees to try to increase the number of patient visits through changes in the field of management and comprehensive professional abilities of employees.

In fact, there are still many patient complaints regarding the performance of specialists at Kudungga Hospital. This is shown according to the results of patient satisfaction surveys conducted in 2020 and 2021. Based on the 2020 data, the data obtained on outpatient patient satisfaction with doctor services is 32.3% where patients are dissatisfied because the polyclinic examination schedule is not on time where doctors often arrive late. And in 2021 based on the data obtained, the data on outpatient patient satisfaction with doctor services is 31.3% where patients are dissatisfied because the polyclinic examination schedule is not on time where doctors often arrive late. From this satisfaction survey, it can be concluded that what patients complain about is the behavior of doctors who often arrive late so that the polyclinic schedule is not on time. And based on the assessment of quality indicators carried out at Kudungga Hospital, data based on hospital quality indicators on the assessment of specialist doctors is the completeness of filling out medical record data for the completeness of filling out outpatient and inpatient medical records.

Based on the data obtained in 2021, it was obtained that the completeness of filling out medical records for outpatients was 87.98% and the completeness of filling out medical records for inpatients was 90.33% and in 2022 it was obtained that the completeness of filling out medical records for outpatients was 92.01% and the completeness of filling out medical record data for inpatients was 90.76%. The percentage of achievement value has not yet reached the target where for the indicator of completeness of filling out medical records for inpatients and outpatients must reach a target of 100%. The purpose of this study is to analyze factors related to job satisfaction and the performance of specialist doctors at Kudungga Regional Hospital, East Kutai Regency.

## **METHOD**

This research was conducted at the Kudungga Sangatta Regional General Hospital. This research was conducted to study the dynamics of the correlation between phenomena, between the independent variable and the dependent variable by collecting data at one time. The research was conducted in the fourth quarter of 2023. The type of research used is observational with a cross sectional design, namely a study that explores information about the phenomenon of work dissatisfaction of Specialist Doctors at Kudungga Sangatta Hospital and then analyzes the dynamics of the correlation between phenomena, between the independent variable and the dependent variable can be how far the influence between the independent variable on the dependent variable. The population in this study were specialist doctors who were actively working at the Kudungga Sangatta Regional General Hospital as many as 30 specialist doctors. The sampling technique in this study is to use the total sampling technique, namely taking the entire population. Data collection was carried out by distributing questionnaires and collecting secondary data in the form of OPPE specialist doctors and And data analysis was carried out using univariate and bivariate analysis using the Spearman Rank test .

## **RESULT**

Based on the table 1, it can be seen that the characteristics of respondents based on gender at Kudungga Sangatta Hospital are 18 people (60%) are male and 12 people (40%) are female. The age of the Specialist Doctors at Kudungga Hospital is mostly those aged > 40 years, namely as many as 25

people (83.3%) and those aged 31-40 years as many as 5 people (16.7%) and for the status of the length of work the most are those whose work period is above 3 years, namely 30 people (100%).

Table 1.

Characteristics of Specialist Doctors

Characteristics	f	%
Gender		
Male	18	60
Female	12	40
Age		
25-30 Year	0	0
31-40 Year	5	16,7
>40 Year	25	83,3
Length Of Service		
1 Year	0	0
1-2 Year	0	
>2 Year	30	100

Table 2.

Frequency Distribution of Specialist Doctor Responses to Medical Services

Variable	Category	f	%
Medical Services	Not Good	16	53.3
	Good	14	46.7

In the table above, it can be seen that the frequency distribution of Specialist Doctors' responses to medical services at Kudungga Sangatta Hospital is that of the 30 Specialist Doctors who were respondents, 16 people (53.3%) categorized as poor medical services and 14 people (46.7%) categorized as good medical services.

Table 3.

Frequency Distribution of Specialist Doctor Responses to Leadership

Variable	Category	f	%
Leadership	Not Good	18	60
	Good	12	40

In the table 3, it can be seen that the frequency distribution of Specialist Doctors' responses to leadership at Kudungga Sangatta Hospital is that of the 30 Specialist Doctors who were respondents, the responses to leadership were categorized as less good as 18 people (60%) and good as 12 people (40.7%).

Table 4.

Frequency Distribution of Specialist Doctor Responses to Work Environment Conditions

Variable	Category	f	%
Work Environment Conditions	Not Good	15	50
	Good	15	50

In the table 4, it can be seen that the frequency distribution of specialist doctors' responses to work environment conditions at Kudungga Hospital in Sangatta is that of the 30 specialist doctors who were respondents, the responses to work environment conditions were categorized as less good as 15 people (50%) and good as 15 people (50%).

Table 5.

Frequency Distribution of Specialist Doctor Responses to Promotion Opportunities

Variable	Category	f	%
Promotion Oppurtunity	Not Good	18	60%
	Good	12	40%

In the table 5, it can be seen that the frequency distribution of Specialist Doctors' responses to promotional oppourtunities is that of the 30 Specialist Doctors who were respondents, responses to Promotional Oppourtunities were categorized as less good as 18 people (60%) and good as 15 people (40%).

Table 6.  
Frequency Distribution of Specialist Doctor Responses to Job Satisfaction

Variable	Category	f	%
Job Satisfaction	Not Good	18	60
	Good	12	40

In the table, it can be seen that the frequency distribution of Specialist Doctors on job satisfaction is that of the 30 Specialist Doctors who were respondents, responses to job satisfaction were categorized as unfavorable as many as 18 people (60%) and good as many as 12 people (40%).

Table 7.  
Frequency Distribution of Specialist Doctor Performance

Variable	Category	f	%
Specialist Doctor Performance	Not Good	16	53,3
	Good	14	46,7

In the table above, it can be seen that the frequency distribution of the performance of Specialist Doctors is that out of 30 Specialist Doctors who were sampled, the performance of Doctors was categorized as poor as 16 people (53.3%) and good as many as 12 people (46.7%).

Table 8.  
Frequency Distribution of Factors Related to Job Satisfaction of Specialist Doctors

N	Variable Relationship	P -Value	Conclusion	R	Conclusion
	Medical Services - Job Satisfaction	0,119	There is no relationship between medical services and job satisfaction	-	-
	Work Environment Conditions - Job Satisfaction	0,000	There is a relationship between the working environment conditions and the job satisfaction of specialist doctors.	0,689	Strong Relationship Level
3	Leadership - Job Satisfaction	0	There is no relationship between leadership and job satisfaction of specialist doctors.	-	-
4	Promotion Opportunity -Job Satisfaction	0,001	There is a relationship between promotion opportunities and job satisfaction of specialist doctors	0,563	Fair Relationship Level

The table 8 shows the results of the data analysis of variables related to job satisfaction, namely the work environment condition variable with a significance value of 0.000 and an R value of 0.689 (strong relationship level) and the promotion opportunity variable with a significance value of 0.001 and an R value of 0.563 (sufficient relationship level).

Table 9.  
Frequency Distribution of Data Analysis on the Relationship between Specialist Doctors' Job Satisfaction and Specialist Doctors' Performance

Variable Relationship	P -Value	Conclusion	R	Conclusion
Job Satisfaction – Doctor Performance	0,556	There is no relationship between the job satisfaction of specialist doctors and the performance of specialist doctors	-	-

The table above shows the results of data analysis on the relationship between job satisfaction and the performance of specialist doctors, showing a significance value of 0.556, which indicates that there is no relationship between job satisfaction and the performance of specialist doctors.

## **DISCUSSION**

### **Characteristics of Respondents**

In this study conducted at Kudungga Sangatta Hospital, the characteristics of respondents based on gender at Kudungga Sangatta Hospital were 18 people (60%) were male and 12 people (40%) were female. The age of the Specialist Doctors at Kudungga Hospital is mostly those aged > 40 years, namely 25 people (83.3%) and those aged 31-40 years as many as 5 people (16.7%) and for the status of the length of work the most are those whose tenure is above 3 years, namely 30 people (100%).

### **Bivariate Analysis**

This bivariate analysis aims to determine the relationship between the independent and dependent variables using the Spearman Rank correlation test. The results of the study indicate that Job satisfaction is a person's attitude toward their job. In other words, job satisfaction is a person's affective response to work. The view of job satisfaction is that individuals assess the extent to which their work produces valued outcomes. It is assumed that individuals have a number of judgments about how much they value certain outcomes, including salary, working conditions, and promotions. For Medical Services Based on the results of this study, specialist doctors at Kudungga Regional Hospital were dissatisfied with the medical services they received. This indicates that medical services have no relationship with specialist doctors' job satisfaction. This can be seen in the Spearman Rank test, where the significance value of medical services was 0.119, indicating no relationship between medical services and specialist doctors' job satisfaction.

For Leadership the results of the Spearman Rank test stated a significance test value of 0, which means that there is no significant relationship between leadership and job satisfaction of specialist doctors. For Working Environment Conditions The Spearman Rank test results showed a significance value of 0.000 and an R value of 0.563, indicating a significant relationship between work environment conditions and job satisfaction among specialist doctors at Kudungga Regional Hospital, Sangatta. A harmonious work environment is not only the hope of management but also of all employees at Kudungga Regional Hospital. A harmonious work environment will bring benefits to an institution, including fostering good morale and work discipline among employees and healthcare resources within the hospital.

For Promotional Opportunities the Spearman Rank test results showed a significance value of 0.001 with an R value of 0.563, indicating a significant relationship between promotion opportunities and job satisfaction among specialist doctors at Kudungga Sangatta Regional Hospital. This concludes that, in the view of specialist doctors, promotion opportunities provided by their superiors do not contribute to career change and development, and they tend to view them as merely a token of appreciation from their superiors. Promotion opportunities for specialist doctors include opportunities to participate in education and training, as well as fellowship or subspecialty training. This can motivate specialist doctors to continuously increase their commitment to working at the hospital. Promotions provide opportunities for personal growth, increased responsibility, and enhanced social status, and promotion opportunities are provided to each individual, leading to job satisfaction. And for Doctor's Performance Based on the Spearman Rank Analysis, a significance value of 0.556 indicates no relationship between specialist physician job satisfaction and performance. This indicates that specialist physician job satisfaction does not affect their performance at Kudungga Sangatta Regional General Hospital. Physician performance is a crucial factor in hospitals because they are the spearheads in providing services to the public in need of healthcare. Physician performance is also a crucial component of the medical profession, as it is a crucial component in the hospital.

## CONCLUSION

Based on the results of data analysis and discussion, it can be concluded that factors related to specialist doctor job satisfaction consist of work environment conditions and promotion opportunities. Where the variable most related to specialist doctor job satisfaction is the work environment conditions variable with an R value of 0.689 (a strong level of relationship). And factors that are not related to specialist doctor job satisfaction are medical services and leadership factors. And shows no relationship between job satisfaction and specialist doctor performance.

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