

The Influence of HR Practices on Job Satisfaction in the Delivery of Decentralized Health Services (Case Study at Sawerigading General Hospital, Palopo City

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Abstract

The progress of the service sector, especially in the health sector, is dependent on how good job satisfaction is felt by employees. Good job satisfaction brings a good impact on every service that occurs. The purpose of this study is to determine how the relationship and influence of human resource practices which are categorized into job training, human resource development, work environment and competence on job satisfaction. The results showed that job training, human resource development, work environment and competence had a positive and significant effect on job satisfaction.

Keywords

job training; human resource development; work environment; competence; job satisfaction



I. Introduction

Competition in the health sector is currently very competitive from one hospital to another. The competition is not only about accreditation, but also about the services provided. The process of establishing good services requires human resources who have competence in certain fields. Human resources are seen as the main support for the sustainability of a company or institution. The company's sustainability depends on how the company utilizes and optimizes its human resources. Optimization of human resources needs to be done because it is limited (Maulana et al., 2016). In fact, there are many resources owned by the company, but these resources cannot be utilized if the human resources do not have good competence.

As In building a company, competent human resources (HR) are needed who are able to carry out the company's strategies well to achieve the stated goals (Lamangida et al., 2017; Nasrullah et al., 2017; Niswaty et al., 2016; M. S. Saggaf et al., 2018; S. Saggaf et al., 2014; Sunarsi, 2017). Humans are important resources in industry and organizations, therefore human resource management includes providing qualified labor, maintaining quality and controlling labor costs. (Sutrisno and Sunarsi, 2019)

Ownership of good competence certainly does not just happen, some special treatment is needed so that the competence of an employee can be achieved. This requires training and development in the management of a resource. The quality of good human resources can be a smooth path in providing job satisfaction in the delivery of services to consumers. In addition to competence, the work environment is also categorized as a factor that can affect job satisfaction. Many studies have been conducted on human resources in relation to job satisfaction with the results that job satisfaction is strongly influenced by human resource factors.

Sawerigading General Hospital or also known as the Palopo City Regional General Hospital is one of several hospitals in the city of Palopo. In the context of hospitals, of course the main thing to consider is how the quality of health services provided by employees to consumers. Providing excellent service to consumers is a separate point for consumers in assessing how well Sawerigading General Hospital provides services. Referring to the description above, it is necessary to conduct further observations and research on what and how human resource practices can affect job satisfaction in the delivery of decentralized health services.

II. Review of Literature

2.1. Job Satisfaction

Indirectly, job satisfaction is multidimensional and complex (Panagiotopoulos & Karanikola, 2017). Economic, social, cultural, attitudes, opinions, income and psychological factors so that job satisfaction becomes multidimensional (Panagiotopoulos & Karanikola, 2017). Oluwatayo (2015) Employment is an attitude that describes the feelings of an employee in enjoying his work. Another opinion says job satisfaction is a person's attitude towards his job how far they feel about the suitability of their job (Spagnoli & Caetano, 2012). In terms of measuring employee job satisfaction are salary, duties, working conditions, work management, organizational climate and career support (Brunetto, Y. and Farr-Wharton, 2005; Steijn, 2004)

2.2. Human Resource Management

In facing global challenges, efforts are needed to create quality human resources by utilizing good human resource management. Human Resource Management (HR) relies on various policies involved in human resource practices praktek (Mohammed et al., 2010). Human resource practice includes planning, selection, orientation, training, development, assessment and working relations (Dessler, 2007). Human resource practice consists of a series of systems that can influence employee policies, behavior, attitudes and performance (Noe et al., 2007).

2.3. Work Training

The practice of human resources actually requires a series of training and education in order to provide good service to consumers. Training in human resource practice is assumed to be very closely related to job satisfaction (Mohammed et al., 2010). Training as a learning process outside the formal education system with the aim of improving skills (Supatmi, 2016). Job training is a series of activities carried out by combining concepts, rules with the aim of increasing one's skills, experience and knowledge. Mangkunegara (2011:57) describe the dimensions of the training, namely instructors, participants, materials, methods and objectives.

2.4. Human Resource Development

Human resource development is very necessary in meeting consumer needs or to develop quality and capabilities (Fakhrudin, 2019). The development of human resources is often associated with changes that occur in a person in the scope of attitudes, knowledge, skills, the ability to control emotions and other things that show progress in a person. Human resource development is needed so that every existing human resource can assist the organization in achieving its goals. Shaputra & Hendriani (2015) dividing human resource development into several indicators including fair treatment, superior care, career opportunities, and job satisfaction.

2.5. Work Environment

A good and attractive work environment is very important in supporting the formation of job satisfaction (Agbozo, 2017). A good work environment can affect a person's physical and mental health (Leshabari et al., 2008). A good work environment will make an employee able to carry out and carry out work effectively. The indicators in measuring the work environment are supporting facilities in doing work, a clean and comfortable work environment, security at work, a peaceful and quiet workplace. (Hanaysha, 2016).

2.6. Competence

Competence is a set of abilities of a person in designing, reviewing, planning and carrying out the duties and responsibilities they carry out (Yang et al., 2016). Nurhadian (2019) said competence is the ability to carry out duties and responsibilities on the basis of knowledge and skills so that it characterizes a professionalism. Palan (2003) describe indicators to measure competence, namely knowledge, skills, self-concept, personal characteristics and motives.

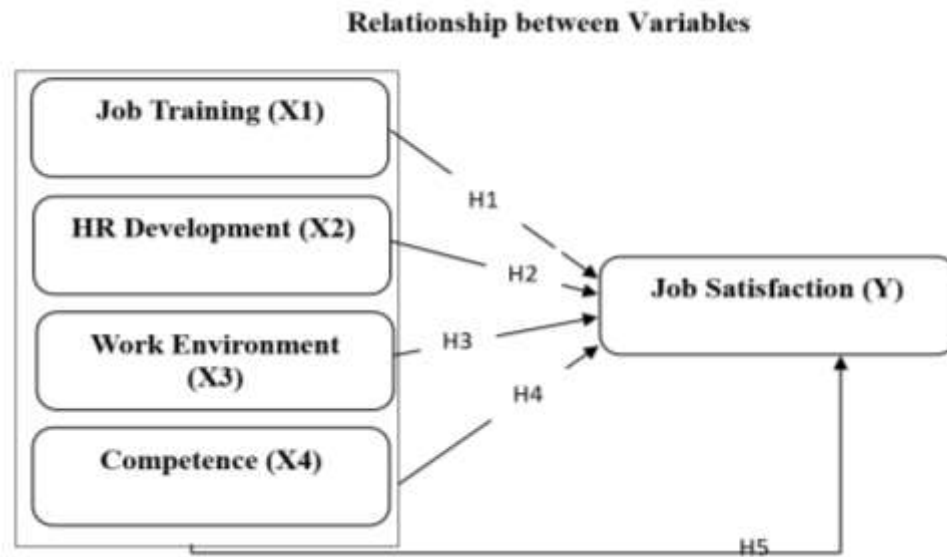


Figure 1. Conceptual Framework

2.7. Research Hypothesis

1. It is suspected that job training has a partial effect on employee job satisfaction in the delivery of decentralized health services at Sawarigading Hospital, Palopo City.
2. It is suspected that human resource development has a partial effect on employee job satisfaction in the delivery of decentralized health services at Sawarigading Hospital, Palopo City.
3. It is suspected that the work environment has a partial effect on employee job satisfaction in the delivery of decentralized health services at Sawarigading Hospital, Palopo City.
4. It is suspected that competence has a partial effect on employee job satisfaction in the delivery of decentralized health services at Sawarigading Hospital, Palopo City.
5. It is suspected that simultaneously job training, human resource development, work environment and competence affect employee job satisfaction in the delivery of decentralized health services at Sawarigading Hospital, Palopo City.

III. Research Methods

This research adopts descriptive quantitative method with multiple regression analysis approach. The object of this research is the employees of Sawerigading General Hospital, Palopo City with a total sample of 107 samples. With the saturated sample method. Distributing a questionnaire for the data collection process with a Likert scale weighting 1 to 5. Several instrument tests carried out in this study were validity, reliability, classical assumptions (except autocorrelation), t test and f test. SPSS 21 software as a data processing tool.

IV. Results and Discussion

4.1 Validity Test

Research with valid questions can be used as a reference in conducting further instrument testing. Validity in research is needed so that the results obtained in the study have strong accuracy.

Table 1. Validity Test

Variable	No. Question Items	r Table	r Count	Information
Work training	1	0.190	0.245	Valid
	2	0.190	0.217	Valid
	3	0.190	0.365	Valid
	4	0.190	0.467	Valid
	5	0.190	0.327	Valid
	6	0.190	0.258	Valid
	7	0.190	0.515	Valid
HR Development	1	0.190	0.507	Valid
	2	0.190	0.469	Valid
	3	0.190	0.386	Valid
	4	0.190	0.465	Valid
	5	0.190	0.367	Valid
	6	0.190	0.553	Valid
Work environment	1	0.190	0.624	Valid
	2	0.190	0.549	Valid
	3	0.190	0.449	Valid
	4	0.190	0.637	Valid
	5	0.190	0.431	Valid
	6	0.190	0.696	Valid
Competence	1	0.190	0.478	Valid
	2	0.190	0.462	Valid
	3	0.190	0.401	Valid
	4	0.190	0.465	Valid
	5	0.190	0.415	Valid
	6	0.190	0.592	Valid
Job satisfaction	1	0.190	0.231	Valid
	2	0.190	0.193	Valid
	3	0.190	0.395	Valid
	4	0.190	0.297	Valid
	5	0.190	0.362	Valid
	6	0.190	0.439	Valid
	7	0.190	0.397	Valid

8	0.190	0.486	Valid
9	0.190	0.566	Valid

Source: primary data processed, 2021

The results shown by the table above is a test of the validity of each question on all the variables used in the study. Seeing these results, it can be concluded that each question in this study is valid. This is evidenced by the value of r arithmetic greater than r table for the whole question.

4.2 Reliability Test

In a research question measuring instrument used reliability test. Reliability test as a benchmark to measure whether the measuring instrument is feasible or not to be used. If the measuring instrument is used more than once and gives the same result, then the measuring instrument is reliable.

Table 2. Reliability Test Results

Variable	Cronchbach Alpha	Information
Work training	0.818	Reliable
HR Development	0.756	Reliable
Work environment	0.782	Reliable
Competence	0.695	Reliable
Job satisfaction	0.729	Reliable

Source: primary data processed, 2021

The results above are the results of the reliability test for each variable in this study. The results in the Cronchbach Alpha column of each variable are at values above 0.6 or 60% of course this explains that each variable is feasible to be used in this study.

4.3 Classic Assumption Test

a. Normality Test

The importance of the normality test used in research is to see how the distribution of the data used in the study is whether normally distributed or not.

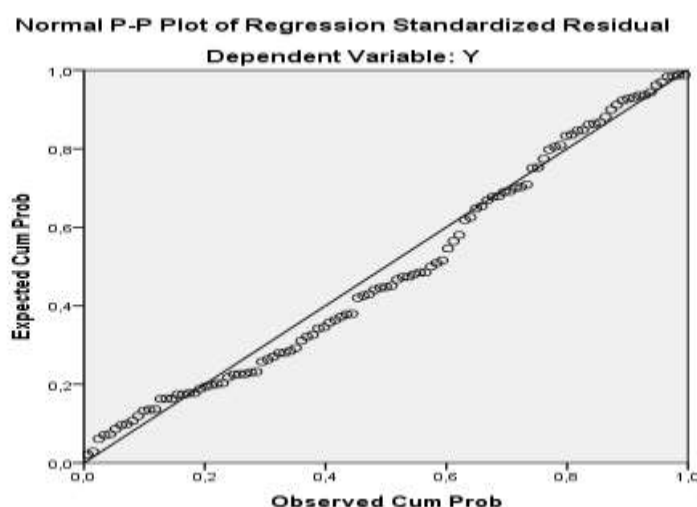


Figure 2. Normality Test Results
Source: Primary data processed, 2021

b. Multicollinearity Test

As part of the requirements for processing data in research, multicollinearity tests need to be carried out. The basis for making a decision to see whether multicollinearity occurs is if the VIF value is less than 10.

Table 3. Multicollinearity Test

Model	Collinearity Statistics	
	Tolerance	VIF
Work training	,944	1.059
HR Development	,784	1,276
Work Environment	,767	1.304
Competence	,993	1.007

The results of the multicollinearity test in the table above show that each variable has a VIF value below 10 or a tolerance value greater than the alpha level. Where the work palette with a VIF value of 1,059, HR Development with a VIF value of 1,276, Work Environment with a VIF value of 1,304, and Competence of 1,007. So it was concluded that there were no symptoms of multicollinearity.

c. Heteroscedasticity Test

To see and find out whether in a research model there is an inequality of variance from the observation of other observational data, the heteroscedasticity test is used. There are several methods that can be used to test heteroscedasticity in research, one of which is the Sprearman's rho method. Where this method is the basis for making decisions by looking at the significance value greater than the 0.05 alpha level.

Table 4. Heteroscedasticity Test Results

			Work training	HR Development	Work environment	Competence	Unstandardized Residual
Spearman's rho	Work training	Correlation	1,000	0.014	,158	,092	0.027
		Coefficient					
		Sig. (2-tailed)	.	,888	,105	,344	,780
	HR Development	N	107	107	107	107	107
		Correlation	0.014	1,000	,407**	0.035	0.012
		Coefficient					
		Sig. (2-tailed)	,888	.	,000	,724	,901
	Work environment	N	107	107	107	107	107
		Correlation	,158	,407**	1,000	,041	,005
		Coefficient					
		Sig. (2-tailed)	,105	,000	.	,678	,955
	Competence	N	107	107	107	107	107
		Correlation	,092	0.035	,041	1,000	,008
		Coefficient					
		Sig. (2-tailed)	,344	,724	,678	.	,933
	Unstandardized Residual	N	107	107	107	107	107
		Correlation	0.027	0.012	,005	,008	1,000
		Coefficient					
		Sig. (2-tailed)	,780	,901	,955	,933	.
		N	107	107	107	107	107

Source: Primary data processed, 2021

The test results in the table above can be explained that the symptoms of heteroscedasticity did not occur in this study. This can be confirmed by looking at the significance value (2-tailed) in the table above. Where the overall significance value for each variable is above the 0.05 alpha level. For job training with a significance value of 0.780, HR development 0.901, work environment 0.955 and competence 0.933.

d. Multiple Regression Analysis

The multiple regression analysis method used in this research is because the independent variable in this study is more than one and also to see how much influence the independent variable has on the dependent variable.

Table 5. Results of Multiple Regression Analysis
Regression Coefficient, f-test, t-test

Model	Unstandardized coefficients (B)	t Count	Sig. t
Work training	0.337	2.164	0.033
HR Development	0.379	3.043	0.003
Work environment	0.190	2,093	0.039
Competence	0.236	2,404	0.018
Constant = 34,802		f Count = 4,537	
Adjusted R Square = 0.118		sig. f = 0.002	
Multiple R = 0.389			

Source: Primary data processed, 2021

From the table above, it is found that the equation $Y = 34,802 + 0.337X_1 + 0.379X_2 + 0.190X_3 + 0.236X_4$. The regression coefficient on each variable has a positive value. This indicates that each independent variable (job training, human resource development, work environment, competence) has a positive influence on the dependent variable. The value for the job training variable is 0.337, the HR development variable is 0.379, the work environment is 0.190 and the competence is 0.236.

The value of the correlation coefficient or multiple R is 0.389 or 38.9%. This means that the independent variables (job training, human resource development, work environment, competence) correlated with the dependent variable by 38.9%. The regression coefficient with a value of 0.118 or 11.8%. means that all independent variables (job training, human resource development, work environment, competence) affect job satisfaction variables by 11.8% and the rest is influenced by other variables by 88.2%.

4.4 Hypothesis Test

a. f Test Results (Simultaneous)

Simultaneous test is used to see how the influence of independent variables (job training, human resource development, work environment, competence) together on the dependent variable (job satisfaction). The results in table 5 above show that the significance value of the f test is 0.002. This means that simultaneously the independent variables (job training, human resource development, work environment, competence) affect the dependent variable (job satisfaction) together because the significance value is below the alpha level of 0.05.

b. T-Test Results (Partial)

The partial test in this study was used to see how the influence of the independent variables (job training, human resource development, work environment, competence) on the dependent variable (job satisfaction). Partial test was conducted by testing each independent variable (job training, human resource development, work environment, competence) on the dependent variable. The results in table 5 above show that the significance value of the t-test for the job training variable is 0.033, the t-test for the HR development variable is 0.003, the t-test for the work environment variable is 0.039, and the t-test for the competency variable is 0.018. Thus, it is concluded that each independent variable in this study has a significant effect on job satisfaction with the significance value of all being below the alpha level of 0.05.

4.5 The Effect of Job Training on Job Satisfaction

The regression coefficient for the job training variable is 0.337, while the significance value is 0.033. Thus this condition is able to explain that job training variables affect job satisfaction positively and significantly in the delivery of decentralized health services at Sawarigading Hospital, Palopo City. Panagiotopoulos & Karanikola (2017) in his research "Training Of Human Resources and Job Satisfaction" said that the very large contribution of training to job satisfaction. This was revealed based on the answers from the majority of teachers who were sampled in the study as many as 278 teachers. Other research Simaremare & Isyandi (2015) revealed in his research that training has a significant and positive effect on job satisfaction.

4.6 The Effect of HR Development on Job Satisfaction

The regression coefficient for the HR development variable is 0.379, while the significance value is 0.003. Thus, this condition is able to explain that the HR development variable affects job satisfaction positively and significantly in the delivery of decentralized health services at Sawarigading Hospital, Palopo City. Research Kurniawan (2012) with the title "The influence of leadership and human resource development on job satisfaction, work motivation, and employee performance of Bank SulSel-Bar" provides the same results with this study that human resource development has a positive and significant effect on job satisfaction. Other research that is in line with this research Maulana et al., (2016) said that career development or human resource development has a positive and significant impact on job satisfaction. Supatmi, (2016) said the same thing that training had a positive and significant effect on job satisfaction.

4.7 The Effect of Work Environment on Job Satisfaction

The regression coefficient for the work environment variable is 0.190 while the significance value is 0.039. Thus this condition is able to explain that the work environment variable affects job satisfaction positively and significantly in the delivery of decentralized health services at Sawarigading Hospital, Palopo City. Simaremare & Isyandi (2015) revealed in his research that the work environment has a significant and positive effect on job satisfaction. Other research (Wibowo, 2014) said that the physical and physical work environment had a significant and positive effect on job satisfaction.

4.8 The Effect of Competence on Job Satisfaction

The regression coefficient for the competency variable is 0.236, while the significance value is 0.018. Thus this condition is able to explain that the competence variable affects job satisfaction positively and significantly in the delivery of decentralized health services at Sawarigading Hospital, Palopo City. Supiyanto (2015) revealed the same thing that competence has a significant effect on job satisfaction. The title of the research is "The influence of compensation, competence, and organizational commitment to job satisfaction and performance.

V. Conclusion

The best combination of increasing employee job satisfaction is to pay attention to all the possibilities that can be a contributing factor to increasing job satisfaction. Job training, human resource development, work environment, and competence are a series of variables of human resource practice to increase employee job satisfaction. Some suggestions that can be given to increase job satisfaction:

1. New and challenging challenges for employees.
2. The suitability of the tasks assigned to the employee's expertise
3. Always ask employees to think positively and do positive things
4. Give recognition and appreciation to employees.

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