

## RELATIONSHIP OF DOCTOR'S PERCEPTION ABOUT THE DISTRIBUTION OF BPJS PATIENT MEDICAL SERVICES TO DOCTOR'S JOB SATISFACTION AT IMELDA HOSPITAL

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### Abstract

Medical services salary received by doctors at Imelda General Hospital were considered to be lacking, which resulted in the doctor's dissatisfaction. The less perception about the distribution of BPJS patient medical services seen from the results of the doctor's performance evaluation in December 2017 decreased from 80% to 76.3%. The study aimed to examine the relationship between perceptions about the distribution of the amount of medical services and job satisfaction. The cross-sectional study design was applied in this study. The study conducted at the Imelda Workers' Hospital. Sixty-two samples consisted of 48 specialists, and 14 general practitioners were involved in this study. We use total sampling to take 62 samples, analysis using chi-square by collecting data through questionnaires. The results showed there was a relationship between the distribution of the number of medical services ( $p = 0.025$ ) and the timeliness of receiving medical services BPJS patients ( $p = 0.015$ ) with doctor job satisfaction ( $p < 0.05$ ). Perceptions about the distribution of the amount of medical services and the timeliness of receiving medical services from BPJS patient services that are not by the doctor's perception will decrease the performance of doctors as is done periodically by the Imelda Hospital medical committee team. Doctor's job satisfaction can be increased by the management's efforts to be more open to doctors regarding doctor's medical services, allowing doctors to improve their career paths, and conducting periodic evaluations of doctor satisfaction through questionnaires.

Keywords: job satisfaction, doctors, medical services

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### Introduction

Doctors have represented hospital has an important role in the healthcare services. Job satisfaction among medical doctors is one of the factors in improving Hospital performance (1). Five dimensions were associated with job satisfaction, including 1). Wages/salaries (pay), 2) the work itself, 3) promotion, 4). Supervisor, and 5). Co-workers (2).

In the health care system, medical doctors have essential roles due to the skills and competencies of them and their role in combining and incurring health costs. The recent issues of principal approval, fixed allowances, and medical doctors' non-permanent

benefits were not worth their risk, particularly specialist doctors from government hospitals (3-4). In Indonesia, before the National Health Insurance system launched through the Health Insurance Administration Agency, the salary of specialist doctors who conducted a practice at government hospitals by regulations of government (5-6).

This INA-CBGs system has a philosophy of transferring risk to a health facility where the doctor bears the risk of costs if he provides services not under established procedures. This will encourage changes in behavior and the way doctors carry out medical practice (7-8). According to Diliiana, doctors as professionals greatly influence hospital services. Usually, these professionals tend to be autonomous and stand-alone, not infrequently even their mission is not in line with hospital management (9).

A study mentioned that to improve the work performance of healthcare services, motivation, and job satisfaction is through compensation. Compensation is essential for employees as individuals because the amount of payment reflects the value of their work among the employees themselves, their families, and the community (10). Wrong regulation could adversely affect public health services and dissatisfaction due to the amount of income by workload (11). The weakness of practice regulation would also lead to the rejection of underprivileged patients. According to Ferrinho et al., Dual Practice can meet the needs of doctors following what they expect, provide services according to the perception of doctors about excellent health services, and this can increase the doctor's job satisfaction (12).

The implementation of national health coverage as health insurance still has several problems. The INA CBGs tariff was considered as one of problem due to the cost required in accordance with a salary in providing the medical services (13). It could impact on job satisfaction. A previous study also confirmed that medical doctors' felt dissatisfaction with perceiving salary, inadequate medical equipment supplies, and medical equipment (14).

The preliminary of this study showed that the dissatisfaction of medical doctor can be found from medical administration team's assessment in August 2017. The findings showed that decreasing the medical doctor visite from 80% to be 76.3% in the year of 2017. Some doctor comes late to the hospital and reducing of outpatients services at the hospital. The interview results found that some of the medical doctors expressed dissatisfied with the amount of salary from medical services. Based on this issue, the researcher would like to determine the relationship between a doctor's perception of the distribution of the amount of medical assistance and doctors' job satisfaction. The benefits of this study provided valuable information on job satisfaction among medical doctors to improve health care services.

### **The objective of the Study**

This study aimed to examine the relationship between the doctor's perception of the distribution of the amount of medical service and doctors' job satisfaction.

### **Method**

The cross-sectional study design was applied in this study. We recruited 62 samples consisted of 48 specialists and 14 general practitioners from a doctor of Imelda Hospital Medan. Before conducting data collection, researchers provide information about the research objectives, implementation procedures, time, and research benefits clearly,

then ask for the willingness of the doctor to become respondents by signing informed consent. Data retrieval is done directly from respondents based on research instruments using questionnaires given about the characteristics, doctor's medical service, doctor's perception about the number of medical facilities, and doctor's perception about timeliness. Data analysis used univariate analysis, bivariate analysis with a chi-square statistical test.

## Results

### Frequency of medical Doctors' perception of the amount of medical services.

Table 1 described the frequency of medical Doctors' perception of the number of medical services received. The findings showed that 75% of medical doctor mentioned that disagree regarding the amount of medical services received is by the amount specified. Details of explanation were summarized in table 1.

Table 1 Frequency of medical Doctors' perception of the amount of medical services at Imelda Indonesian Workers' Hospital Medan

Statement	Strongly Agree		Agree		Disagree		Strongly Disagree	
	n	%	n	%	n	%	n	%
The amount of medical services received is based on the amount specified	0	0	12	25	36	75	0	0

### Frequency of medical Doctors' perception of the amount of medical services per items

Table 2. described the frequency of medical Doctors' perception of the amount of medical services per item. The findings showed that 47.9% of the medical doctor was disagreed to receive medical services as expected every year. About 47.9% of the medical doctor was also disagreed amount of medical services as working of done. Regarding the estimation of receiving the number of medical services, 47.9% agreed. More than half (54.2%) of the medical doctors have disagreed from the statement regarding the item of management staff explained the calculation of the medical services. Details of explanation were summarized in table 2.

Table 2. Frequency of medical Doctors' perception of the amount of medical services per items at Imelda Indonesian Workers' Hospital Medan

Statement	Strongly Agree		Agree		Disagree		Strongly Disagree	
	n	%	n	%	n	%	n	%
The amount of the increase in medical services that I receive every year is as I expected	6	12,5	15	31,3	23	47,9	4	8,3
The amount of medical services that I receive matches the amount of work that I do	8	16,7	15	31,3	23	47,9	2	4,2
I can estimate the amount of medical services that I receive	2	4,2	23	47,9	20	41,7	3	6,3
The management told me how to calculate the medical services I received.	1	2,1	18	37,5	26	54,2	3	6,3

### Level of medical doctors' perception of the amount of medical services

Table 3 described the level of medical doctors' perception of the amount of medical services. The findings showed 60.4% of medical doctor has less level of medical doctors' perception of the amount of medical services. While 39.6% has the right level of medical doctors' perception of the amount of medical services. Details of explanation were summarized in table 3.

Table 3. Level of medical doctors' perception of the amount of medical services

Level of medical doctors' perception of the amount of medical services	Total	%
Good	19	39.6
Less	29	60.4

### Frequency of medical doctors' perception of receiving medical services in time per item

Table 4 described the medical doctors' perception of receiving medical services in time per item. The findings showed most of the medical doctors were disagree on receiving medical services in time with the specified date (60.4%). About 35.4% of the medical doctor have disagreed on medical services received in routine. Details of explanation were summarized in table 4.

Table 4. Frequency of medical doctors' perception of receiving medical services in time per item

Statement	Strongly Agree		Agree		Disagree		Strongly Disagree	
	n	%	n	%	n	%	n	%
Medical services received are always on time according to the date specified	0	0	19	39,6	29	60,4	0	0
Medical services are routinely received	0	0	16	33,3	17	35,4	15	31,3
The management notifies if the medical services provided are not by the specified time	0	0	16	33,3	14	29,2	18	37,5

### Level of medical doctors' perception of receiving medical services on time

Table 5 described the level of medical doctors' perception of receiving medical services on time. The findings showed 58.3% of medical doctors were less level of medical doctors' perception of receiving medical services on time. While 41.7% of medical doctors were good level perception. Details of explanation were summarized in table 5.

Table 5. Level of medical doctors' perception of receiving medical services on time

Perception of timeliness	Total	%
Good	20	41,7
Less	28	58,3

Information n = 48 (100%)

### Relationship between medical doctors' Perception of the amount of medical services and medical services perceived on time with job satisfaction among medical doctor

Table 6 described the Relationship between medical doctors' Perception of the amount of medical services and medical services perceived on time with job satisfaction among medical doctors. The findings showed there is a positive correlation between medical doctors' Perception of the amount of medical services (p-value <0.05) and medical services perceived on time (p-value <0.05) with job satisfaction among medical doctors. Details of explanation were summarized in table 6.

Table 6. Relationship between medical doctors' Perception of the amount of medical services and medical services perceived on time with job satisfaction among medical doctor

Variable	Job Satisfaction				Total		p-value
	Satisfied		Not Satisfied		n	%	
	n	%	n	%			
Total Medical Services							
Good	9	47,4	10	52,6	19	100	0.025
Less	5	17,2	24	82,8	29	100	
Timeliness							
Good	7	35	13	65	20	100	0.015

## **Discussion**

### **The Relationship between Number of Medical Services with Doctor Job Satisfaction at Imelda Indonesian Workers' Hospital Medan**

The relationship between the perception of the amount of medical services with doctor job satisfaction. The distribution of medical services based on what the respondent has done. The logistic regression test results showed that the medical service was significant influence on the doctors' job satisfaction at Imelda General Hospital Medan.

The results of the study based on interviews with respondents showed that some doctors said that there was something unknown about the distribution of medical services, namely the transparency of the distribution of medical services, meaning that the hospital had not fully provided clear information to all respondents about how the distribution and calculation of medical services that will be received by respondents to each of these respondents. Respondents still do not understand how the delivery of medical services performed by the hospital, so that there is often a difference between the number of medical services received by respondents with those calculated themselves. Respondents said that the distribution system carried out by the hospital at this time was not yet proportional to the amount of work as well as the responsibilities and risks that the respondent faced from work carried out by the respondent. Respondents hope that management reassesses the work the respondent is doing to determine the way the medical distribution system is fair to the respondent.

Respondents also said that they felt the current medical service distribution system was different from the distribution system that was notified to the respondent when the respondent was initially admitted to the hospital. There was no notification from the hospital regarding changes in the medical service distribution system to respondents from the hospital. Respondents said that they had high expectations that the hospital notify them about the distribution of medical services in the hospital to them. The results of this study are in line with research conducted by Rosmita and herawati that the medical service distribution system is a dominant factor influencing job satisfaction (16)

Moekijad (2009), in his book Salary and Wage Administration, states that the distribution of wages must be fair, meaning that the size of the salary depends on the severity of the obligations and responsibilities charged to the employee concerned. The size of the wage must follow developments in market prices. Because the important thing for employees is not the amount of money but how much goods or services can be obtained with these wages. Wage distribution systems must be easy to understand and implement so that they can be done in a relatively short time (17)

Differences in wage rates must be based on actual performance. Wage structures must be reviewed and may have to be corrected if conditions change. A feeling of satisfaction with incentives/wages affects the employee's decision about how hard he will work (18)

Some specific guidelines for developing an effective incentive program are to ensure that salaries and rewards are directly related, the rewards available must be valuable to employees, careful review of methods and procedures, incentive programs must be understood and can be easily calculated by employees, set standards useful, and guarantee the standards set (19).

## **The Relationship between Timeliness of Acceptance of Medical Services with Doctor Job Satisfaction at Imelda Indonesian Workers' Hospital Medan**

Timeliness of receiving medical services is the time the respondent receives medical services from the hospital, where the respondent's perception of the timeliness of receiving medical services is every month to mid-month. The logistic regression test results show that the timeliness variable does not have a significant effect on job satisfaction as a doctor at the Imelda Indonesian Workers Hospital in Medan.

The results of the study based on interviews with respondents showed that some respondents said the respondent was accustomed to the inaccuracy in receiving medical services and medical services were not routinely received every month by respondents because they were related to the payment system of BPJS which was experiencing delays and the possibility of frequent policy changes. Respondents also said that the management did not notify in advance if there was a delay in receiving medical services, but the respondents were accustomed so that this did not affect the respondents' job satisfaction at the hospital. Respondents said that being late to receive medical services was not a problem as long as medical services would still be received and fixed salaries were received every month. In this case, the management can make an approach with the parties-determinants so that medical services can be obtained in a timely manner and can be transparent in the calculation of medical services received by doctors so that all parties can accept and can understand well.

The results of this study are not in line with the research of Fitria, which states that there is a relationship between the timeliness of receiving medical services with doctor job satisfaction, where doctors will feel satisfied if medical services are received on time and routinely. The results of this study are also not in line with the research of Rosmita which states that the consistency of the distribution of medical services affects job satisfaction (16)

Moekijad, in his book Salary and Wage Administration, states that wages received by employees must be on time; late payments can result in employee anger and dissatisfaction, which in turn can reduce worker productivity. Proportional incentives will motivate and satisfy employees, and conversely, incentives that are not proportional will lead to complaints, decreased performance, job satisfaction, and reduced work morale. The hospital must develop an adequate incentive system and can be borne by its functional acceptance (20). The hospital also needs to reach an agreement with doctors about the arrangement of payment for services (medical services) / remuneration that satisfies all parties including doctors, other staff and hospital management (20)

### **Conclusion**

The results showed there was a relationship between the distribution of the amount of medical services and the timeliness of receiving medical services for BPJS patients with the doctor's job satisfaction, which is carried out periodically by the medical committee team of RSU Imelda Workers Indonesia. Doctor's job satisfaction can be improved by management's efforts to be more open to doctors regarding doctor's medical services, allowing doctors to improve their career paths, and to conduct regular evaluations of doctor satisfaction through questionnaires.



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