



# MEASURING EMPLOYEE JOB SATISFACTION AT HOSPITALS: A LITERATURE REVIEW

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## ARTICLE INFO

### Keywords:

Job Satisfaction  
Hospital Employee  
Literature Review

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## ABSTRACT

**Background:** A hospital as a healthcare facility consists of various people with various background, competence, and job description. The method to measure job satisfaction at a hospital might be different from in other organizations.

**Purpose:** This paper aimed to compare the advantages and disadvantages of the methods and instruments to develop a suggestion for more suitable instrument at hospitals in Indonesia.

**Method:** This was a literature review focusing on the comparison of instruments and measurement of employee satisfaction at hospitals.

**Result:** The results showed that there were several instruments with similar variables used to measure job satisfaction in general institutions and at hospitals. However, several variables need to be added in the instruments to measure job satisfaction of hospital employees related to patients, work safety, and else.

**Conclusion:** Based on the literature review, it can be concluded that several indicators need to be included in every questioner to measure job satisfaction of hospital employees, such as supervisor, salary and workload, relationship with co-workers, and opportunity for promotion.

## 1. INTRODUCTION

A hospital as an organization that sells services. Human resources is the back bone for the provision of quality health care in hospital services. Hospital commodity always depends on the service quality, patient satisfaction and employee satisfaction. Employee satisfaction affects not only work performance, but also service quality and patient satisfaction. Research showed that understanding and increasing employee satisfaction in healthcare facilities directly affects patient satisfaction. [1, 2]

Employee satisfaction needs to be measured periodically. There are several benefits from measuring employee satisfaction, such as the decrease of turnover, absenteeism avoidance, evaluation of employee performance towards consumer, identification of training needs, the increase of understanding and beliefs of the employees towards goals, vision, and mission of the organization. [3]

There were several and various methods and instruments to measure employee satisfaction in an organization. A hospital as a healthcare facility consists of various people with various background, competence, and job description. The method to measure job satisfaction at a hospital might be different from that in other organizations. This paper aimed to compare the advantages and disadvantages of the methods and instruments to develop a suggestion for more suitable instruments at hospitals in Indonesia.

## 2. METHOD

This was literature review by comparing several instruments and research to measure employee satisfaction at hospitals. This article compared the measurements method, advantages, disadvantages, and variables measured in each theory. Journals and literature reviews in this article were published from 1977 to 2017.

## 3. RESULT AND ANALYSIS

There were several instruments with similar variables used to measure job satisfaction in general institutions and at hospitals. However, there are several important variables added in the instruments to measure job satisfaction of hospital employees, such as services for patient, work safety, and else. In addition, it is vital to develop different specific questions for specific job characteristics at hospitals. Different indicators in relation to the employees in managerial areas of the hospital can measure the health professionals' satisfaction.

Table 1: Theories of Measuring Job Satisfaction



No	Theory / Research	Measurements	Advantages	Disadvantages
1	Minnesota Satisfaction Questionnaire (MSQ) [4]	Satisfaction scale	The questions and the choices were easy to understand.	It used odd scale, so respondents were likely to choose neutral (middle scale). There were 2 types of questionnaires, which are a long form with too many questions and a short form with no many details.
2	Job Descriptive Index (JDI) [5]	Yes / No Question. Every variable was measured by several adjectives. Respondents could answer with yes, no or question mark (?) in every adjective that described each variable.	It was easy to answer because the options were simple and not too difficult.	The variable was not detailed, and it was hard to measure using a quantitative method because every variable had different answer options.
3	Job Satisfaction at a Hospital. [6]	various methods, such as open question scales (fully agree - fully disagree), Yes/No Question, etc.	It could obtain a lot of detailed information because of the detailed options.	There was possibility that the respondents refused to answer because the questionnaires consist of 7 pages. The questions were a little bit confusing, so the respondents may need a lot of time.
4	Healthcare Employee Satisfaction Survey. [7]	Scale 1 (fully agree) - 6 (fully disagree)	The options were even scales, so it was easier to conclude the measurement result. The questions focused on employee satisfaction at a hospital for different health professionals.	The questions should be detailed for every variable and every health professional according to their condition at a hospital
5	Job satisfaction among health workers in Jimma University Specialized Hospital. [1]	Respondents would be asked about their satisfaction for each variable and had to answer with Yes, No, I don't know, or Don't want to answer and explain the reasons for their answers.	The questions were different for each health professional at a hospital. The questions could be a source to get a lot of detailed information from respondents.	Most of the respondents answered with "I don't know", and not every respondent was willing to explain about the reasons of their answers.

There are several methods and theories to measure job satisfaction illustrated in Table 1. Based on Table 2, it can be seen which variables are measured in most of the theories, such as supervisor, salary, workload, and relationship with co-workers. MSQ or JDI is the most frequent method or instrument used to measure job satisfaction. However, Kaarna (2007) had a different approach. A hospital consists of various people with different professions. Each profession at a hospital has a different workload, responsibility, risk, and work environment. Therefore, there is possibility that each profession has different aspects which affect their job satisfaction. [6]

Table 2: Variable comparison of Measuring Job Satisfaction Theory

No	Variables	Theory				
		MSQ (1977)	JDI (2017)	Job satisfaction in Hospital (2007)	Health employee satisfaction survey (2010)	Job satisfaction among health workers (2011)
1	Work routine					



# Indonesian Journal of Health Care Management (IJOHCM)

journal homepage: <https://ehealth.stikeskepanjen-pemkabmalang.ac.id/index.php/path/index>

No	Variables	Theory				
		MSQ (1977)	JDI (2017)	Job satisfaction in Hospital (2007)	Health employee satisfaction survey (2010)	Job satisfaction among health workers (2011)
2	Authority					
3	Recognition from community					
4	Supervisor					
5	Organization Regulation					
6	Salary and Workload					
7	Opportunity for involvement					
8	Freedom to speak					
9	Workplace environment					
10	Relationship with co-workers					
11	Rewards					
12	Work in general					
13	Promotion opportunity					
14	Job specification and expertise					
15	Infrastructure					
16	Justice					
17	Communication with patients					
18	Job definition					
19	Job description					
20	Impact to personal life					
21	Transportation to healthcare					
22	Extra workload					
23	Opportunity to take vacation					
24	Time availability for leisure					
25	Job safety at a hospital					
26	Trust in organization goals					
27	Pride as a part of the organization					
28	Fulfillment of employee's rights					
29	Justice for employees' and patients' rights					
30	Intention to leave					
31	Planning					
32	Knowledge on work environment					
33	Work stress					
34	Unfulfilled wish					
35	Sense of belonging towards organization					
36	Training					

Based on Table 2, there are several variables which measured in most of the theories, such as supervisor, salary, work load, and relationship with co-workers. This It showed shows that those variables are important to measure employee satisfaction as in general. However, in several theory which theories that specified on job satisfaction in at hospitals or health care facilities, most variables measured are supervisor, salary, workload, relationship with co-workers, promotion opportunity, justice, job definition, and job safety. These might be varied compared to another theories related to job satisfaction of healthcare employee.

A hospital is one of healthcare facilities with several employee characteristics and jobs. The employees consist of doctors, nurses, technicians, and other supporting staffs. The hospital quality is seen from its services and patient satisfaction. Both of indicators are evaluated from work performance of employees. Measuring job satisfaction is one of methods to periodically evaluate work performance for each employee. Based on the results, there were several most correlated aspects to job satisfaction, such as supervisor, salary, workload, and relationship with co-workers. One of studies at a government hospital in India showed that the highest aspects that had positive correlation to job satisfaction were communication, benefit, working condition, and co-workers. This study invited 200 staffs including doctors, nurses, technicians, and supporting staffs in Ram Manohar Lohia Hospital, New Delhi. These findings were not similar to several other studies because supervision system, workload, rewards, pay/salary, and career prospect were inversely associated to job satisfaction.[8] The instrument used scoring from 1 – 5 (strongly disagree – strongly agree) relatively similar to one of theories so-called Healthcare Employee Satisfaction Survey. [7]

Several job positions at hospital shave different qualifications. The indicators of basic qualification are determined by educational level and major. For example, in nursing section at a hospital, educational level of the section must be higher than operators' level because each level has different job description. In line with a study at a hospital situated in the Northern part of Kyunggi province, it showed that educational level was positively related to job position and job satisfaction [3]. One of indications for employee job satisfaction is the decrease of turnover because the leadership culture made them not seek actively for another job. Leaders of the hospital affect employee performance and working culture as well as job satisfaction.

Intention to leave a job, turnover, absenteeism, withdrawal, and reduced commitment are all signs of employee burnout and have a significantly negative effect on the overall morale of a company as well as productivity. Maslach, Schaufeli and Leiter noted that a number of job characteristics contribute to burnout, among which are lack of social support from supervisors and co-workers, lack of ability to participate in decision-making, and lack of feedback.[9] The leaders' responsibility in organizations is to assure the conducive culture for employee satisfaction and to modify the culture if necessary.[10] Linking specific leadership styles to cultural issues and job satisfaction may help to reduce turnover and increase productivity and morale.



#### 4. CONCLUSION

Measurement of employee job satisfaction in a health facility like a hospital is important. Therefore, it could be concluded that it is vital to develop an instrument to capture and identify job satisfaction of health professionals and managerial staffs at the hospital. Based on the literature review, it can be seen that there are several indicators to be included in every questioner to measure job satisfaction of employee at a hospital, such as supervisor, salary and workload, relationship with co-workers, and opportunity to promotion. However, it is recommended to develop a questionnaire according to the needs and situation in the health facility.

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