Correlation Between Incentives and Nurses' Job Satisfaction in Indonesia: A Cross Sectional Study in Surabaya Husada Utama Hospital

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Nurses' job satisfaction is one of the factors that determine nurses' productivity and nursing service quality in a hospital. However, nurses' job satisfaction is still a problem experienced by most hospitals in Indonesia. The purpose of this study is to explain the correlation between incentives given and nurses' job satisfaction at the main hospital' inpatient wards in Surabaya, Indonesia. This study used a cross-sectional study design. The study used a large sample of 53 nurses, with inclusion criteria of nursing job in inpatient wards, employee staffing status and nursing actions. The sampling technique used is simple random sampling. The data collection technique used questionnaire is and interviews. The results showed statistics test of Spearman's rho that found correlation between incentive and nursing job satisfaction with the value of $p = 0.001$ and value of contingency coefficient $= 0.440$. Based on the results of research it is found that giving sufficient incentives gives impact to nurses' job satisfaction at sufficient level. Therefore, the provision of incentives will be able to increase the productivity of nurses and the quality of nursing services in the inpatient wards.

Keywords: Job Satisfaction, Incentive, Nursing, Productivity.

1. INTRODUCTION

Job satisfaction is one important element in the organization, because low job satisfaction can affect job behavior, leading to decreasing performance. One of the causes of satisfaction problems is lack of opportunities to develop, not getting enough appreciation in the job, the job is considered too heavy and excessive, discomfort in job, incompatibility with the boss, and dislike career and the job that the nurses do. Sutrisno[1] states that job satisfaction is closely related to the attitude of employees towards their own job, job situation, cooperation between leaders and fellow nurses.[1]

The results of research in one private hospital in Indonesia show that 62% of nurses who work there felt less satisfied in their job because the incentives and bonuses they got in the job place did not meet their expectations. If such dissatisfaction is left unsolved, it will be able to cause the less quality of health services, that is, less than the maximum.

This can be seen that the presence of nurses who are not on time, the appearance of nurses who are not tidy can give impact to patients' satisfaction, which eventually can decrease the patients' visits.

There are several studies that support the findings of this study, for example Rahayu and Dewi[2] state that there is a correlation between System of Rewards with nurses' performance in implementing nursing care; Zenah[3] states that there is a correlation between incentive-giving and the motivation of nurses in the inpatient wards. Badi'ah[4] states that there is a relationship between nurses' motivation and nurses' performance in Inpatient Wards in hospital.[2–4]

One of the efforts to overcome the problem of job dissatisfaction is by giving incentives, which are given in the form of compensation. Incentives are part of compensation for achievement beyond payment (payment for performance) or payment for job performance.[5] Compensation is closely related to one's financial needs. If what is obtained by someone turns out to be larger than the desired, then people will be more satisfied. Conversely, if the fact that the nurses feel that they get below the minimum standard of incentives, the dissatisfaction level will be greater in their job.[6] Hence, hospital can increase employees' job satisfaction by providing fair salaries, incentives, and allowances to its employees. Therefore, with the greater income, the greater level of service quality given by nurses to clients in particular and the society in general in accordance with the wishes of the community. The purpose of this study is to explain the relationship between incentives given and nurses' job satisfaction in Husada Utama Hospital, Surabaya, Indonesia.

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2. METHODS

2.1. Design

This study used a cross-sectional design with one time data collection.

2.2. Participants

In this study the number of participants was 53 (all are nurses). The samples were chosen using simple random sampling. The sample criteria included: nurses in inpatient wards, permanent employees and the executing nurses. In this study the data were collected by interviewing and filling out the questionnaire. Prior to data collection, the nurse participants were given informed consent.

2.3. Instrument

The instrument used in this study was a job satisfaction questionnaire with 6 indicators, including: job content, rewards, job promotion, job conditions, performance records, supervision and assessment. The number of questions is 19 questions with 5 choices of answers (very dissatisfied, satisfied, quite satisfied, satisfied and very satisfied). While the questions of incentives are measured by 3 categories (less incentives if the additional compensation is in the amount of Rp 150,000, sufficient incentives if the additional compensation is in the amount of Rp 150,000–300,000, and good incentives if the additional compensation is to the amount of Rp > 300,000).

2.4. Data Analysis

The analysis in this study used descriptive analysis to calculate the characteristics of nurse respondents with distribution frequency and percentage. Furthermore, to analyze the correlation between incentives and job satisfaction, the study used statistical test of Spearman' Rho correlation with significant value of $\alpha < 0.05$. Correlation value is used to interpret correlation coefficient as follows: 0.00–0.199 = very weak, 0.20–0.399 = Low, 0.40—0.599 = medium, 0.60–0.799 = strong, 0.80–1.000 = very strong. All statistical analyzes used SPSS 22.0 version software (SPSS, Inc., Armonk, NY).

3. RESULTS AND DISCUSSION

Table I shows the demographic characteristics of the respondents, including: female respondents is 100%, age of respondents is 28–29 years old (26.4%), most education of respondents is nursing diploma (69.8%), Most are 6–7 years (30.2%).

Table II shows that most of the incentives for nurses are in sufficient category while the level of job satisfaction is largely satisfied, with 6 indicators including: job content, rewards, job promotion, job conditions, performance records, supervision and assessment.

Based on statistical test of Spearman Rho correlation, $p = 0.001$ with correlation coefficient = 0.440. Then there was a correlation between the provisions of incentives with nurses' job satisfaction in inpatient wards of Husada Utama hospital of Surabaya Indonesia, with correlation coefficient category.

The results showed that most of the nursing actions get sufficient incentives; this can also be influenced by various factors, one of which is the performance or productivity of nurses as well as hospital management policy. According to Handoko,[7] one of

Table I. Demographic characteristics of respondents ($n = 53$).

Variable	Frequency	Percentage
Gender		
—Females	53	100
—Males	0	0
Age (years)		
—24–25	11	20.8
—26–27	11	20.8
—28–29	14	26.4
—30–31	6	11.3
—32–33	5	9.4
—34–35	5	9.4
—36–37	1	1.9
Education		
—Diploma	37	69.8
—Bachelor	16	30.2
Job (years)		
—2–3	11	20.8
—4–5	11	20.8
—6–7	16	30.2
—8–9	12	22.6
—10–11	3	5.7

the factors that affect the incentives is the length of time the employees performing or completing a job.[7] Incentives can be interpreted as a form of payment associated with performance or also as a benefit sharing for employees due to increasing productivity or cost savings.[8–10] Incentives are very important for workers because incentives are part of the income source for workers; the incentives are also the picture in the social status for the workers since the income level is very influential in determining the standard of life.

Meanwhile, the most level of satisfaction of all is sufficient satisfaction. This is because most nurses are given the opportunity to improve their job skills through training or education and the opportunity to obtain a higher ladder of career in accordance with one of the study results stating that one of the factors that affect job satisfaction is promotion. The opportunities to get promotion, supervision, and good colleagues have a positive effect on job satisfaction. The existence of a fair job promotion opportunity, good supervisory quality from superiors, and harmonious employee relationships within the company will increase employees' job satisfaction. This finding is also supported by Iswanti[13] study which states that there are correlations among leadership, co-worker, environmental condition, job, and promotion opportunity with satisfaction of medical personnel, including nursing. The results of study by Akustia[9] also show that there is influence of Nurses' Characteristics and Job Conditions such as job situation, promotion, incentive, supervision and co-worker to Nurses' Job Satisfaction.[9, 12, 13]

Job satisfaction is basically something that is individual. Each individual has different level of satisfaction in accordance with the value system that applies to that person. The higher the assessment of the perceived activity in accordance with the wishes of one individual, the higher this individual's satisfaction about the activity. Thus, satisfaction is an evaluation that describes a person's feeling whether happy or not happy, satisfied or not satisfied in the job.[14–16]

Therefore, nurses will feel satisfied if they are given the opportunity to improve job skills through training or education and the opportunity to gain a higher career. As a result, nurses will show

Table II. Correlation between incentives and nurses' job satisfaction levels at Surabaya Husada Utama Hospital in Indonesia, 2016 ($n = 53$).

Incentives	Level of satisfaction: Dissatisfied, quite satisfied, satisfied			Mean	Elementary	Correlation coefficient	p
	Dissatisfied	Quite satisfied	Satisfied				
Less	3 (60.0)	2 (40.0)	0 (00.0)	65.62	6.680	0.440	0.001
Sufficient	0 (00.0)	22 (81.5)	5 (18.5)				
More	0 (00.0)	12 (57.1)	9 (42.9)				

their satisfaction in their job, improve their job performance, productivity outcomes and service quality.[17–19]

According to Hezberg there are two factors that affect job satisfaction, satifiers factors (success of implementation, recognition, job itself, responsibility, the possibility to develop themselves, the opportunity to move forward) if the satifiers factor is fulfilled it will lead to satisfaction, but if this satifiers factor is not fulfilled it will always cause dissatisfaction. Un-satisfier factors are policy and administration, supervision, wages/incentives, relationships between colleagues, work conditions. If the un-satisfier factors are met it will be able to reduce dissatisfaction or eliminates job dissatisfaction.[20]

The incentives given to nurses in this case show that the executing nurses are highly influenced by the level of job satisfaction. Hospitals that determine the level of incentives to take into account with consideration on normal standards of life will allow workers to be satisfied with the incentives given so that the nurses are able to demonstrate a full show of motivation in improving their services since they are satisfied by the incentives. It is clear that the nurses' job satisfaction directly affect their work performance.

4. CONCLUSION

Giving incentives is one factor that has a role in determining nurses' job satisfaction. In the research done in Husada Utama Hospital in Surabaya, Indonesia, sufficient category of incentives will result sufficient levels of job satisfaction and highly satisfied nurses by a moderate level of correlations.

The suggestion that can be given in this research is the hospital should pay attention to the amount of incentives given to the nurses according to the work-load in determining the nurses' productivity. The incentives at the end can create job satisfaction.

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