

## **EURASIAN JOURNAL OF SOCIAL SCIENCES**

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### **EFFECTS OF INDIVIDUAL CHARACTERISTICS AND COMPENSATION ON DOCTORS' SATISFACTION OF PRIVATE HOSPITAL IN PALEMBANG, INDONESIA**

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#### **Abstract**

The purpose of this study is to analyze the influence of individual characteristics and compensation on the satisfaction of doctors at the private hospital in Palembang, Indonesia. The data used are primary data with respondents of specialist doctors, general practitioners and dentists who completed a questionnaire survey. A Questionnaire was designed and distributed among 300 doctors of private hospital in Palembang. 90 questionnaire were returned and 70 of them were used for data analysis. A multiple regression technique is used to analyze the data which resulted that individual characteristic and compensation have a positive and significant effect to doctors' job satisfaction. It is expected that doctors would provide more optimal services to patients and society by increasing the facility and infrastructure of the hospitals.

**Keywords:** Individual Characteristics, Compensation, Doctor's Job Satisfaction

**JEL Classifications:** M2, O1, O15

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#### **1. Introduction**

Indonesia is a developing country who are trying to improve health services, one of which is a health organization in the form of a hospital. According to Muttaqillah *et al.* (2015) and Sudian (2012), the hospital is a health service facility that organizes activities in the form of medical services, medical support, care services, rehabilitation services, prevention and health

improvement services. In addition, the hospital also serves as a place of education and training of medical personnel, research and development of science and technology in the field of health and as a place of administration of general administration and finance.

In order to improve the quality of the hospital, the government issued a policy by continuously assessing the quality of hospital services in the form of an accreditation. Accreditation activities are self-assessment conducted by hospitals and external peer review processes to assess the quality of services associated with standards and how they are implemented (Kusbaryanto, 2010; Komara and Nelliwati, 2014; Tsumoto and Hirano, 2015). One of the improvements to health services is the number of health workers, especially doctors. According to Soeroso (2002) and Aditama (2009), although doctors cannot work alone for the job, they are recognized to have a central role in shaping the image and performance of hospitals. Doctors as human resources have a very important role in the hospital, so it needs management attention to manage or foster them so they can carry out their work well and contribute to the performance or progress of the hospital.

Human as an individual is the most important factor in an organization. Without a human role, the organization will not be able to carry out activities for the achievement of the goals of the organization itself, of course, organizational goals will be easily achieved if they are driven by increased human resource's potentials. The increase is influenced by several factors, one of which is individual characteristics, where individual characteristics have a very important role in improving job performance (Moses, 2012).

Individual characteristics are not fully capable of encouraging employees in performing tasks because of the differences in individual characteristics of each employee, which becomes a difficulty in itself with the application of the same work standards (Sari, 2006). One of the individual characteristics of a doctor is to have good communication. The bond between the doctor and a patient who is treated will occur with good communication. Good communication is consumer education, in this case, the doctor gives clear information about the disease, the action will be given as well as the prognosis of his illness.

One factor related to compensation is the policy of rewarding or compensating by the organization or the company to its employees. If adequate compensation is given, then the management of the company will be satisfied that it has been able to do something by granting what the workers are entitled to. Conversely, if compensation is inadequate or improper, it can lead to workers' dissatisfaction and this is very influential for the survival of the company (Okatini, Purwana, & Djaja 2007; Ahmad and Schroeder, 2003; Weinert, 2016). Thus, the company that is always right to compensate the workers will create a sense of mutual need and mutual respect between the two. Bernardin and Russel (1993) explain that compensation can be categorized into direct compensation and indirect compensation.

Hendrartini, (2008) and Hughes *et al.* (2004) stated that most doctors revenues still come from general patients who pay the fee for service, while income from capitation is still considered as a side income. This means that doctor's compensation with capitation applied by the government is not sufficient. A number of doctors complained about the cheap rates of medical services, their assumption that the government has not been able to think about their fate in the program because the pay is lower than the merits and workload. The capitation payment model, considered as financially insufficient for doctors, who are primarily non-Civil Service Employees, is in concern of quite a disruptive financial burden. This indirectly has the potential to cause a decrease in the quality of service and may harm patients (Alhamidah *et al.* 2013).

A study conducted by Rood and Holdnak (2013) found that compensation pattern was influenced by satisfaction, while Nazir *et al.* (2013) stated that compensation affects satisfaction. According to Djamaludin (2009), job competence as one of the individual characteristics does not affect job satisfaction. However, Jalal (2015) stated that individual characteristics have a positive effect on satisfaction.

The various issues reviewed above are relevant to the phenomenon that occurs in existing hospitals in Palembang City, especially those related to job satisfaction. This is important because a study of the phenomenon will be seen in the development of an empirical research model (Sekaran and Bougie, 2013), by varying or modifying the variables such as individual characteristics and compensation for doctor's satisfaction.

The phenomenon of this issue is quite unique and interesting to investigate for several reasons. Firstly, the research attempts to study the relation of human resource management and job satisfaction using doctors as respondents. Secondly, it discusses how individual characteristics and compensation affects doctor's job satisfaction. Thirdly we study about payment system for compensation and satisfaction of doctors. The system conducted by Social Security Administering Agency (BPJS) issued by the government using capitation system based on the number of registered participants regardless of the type and amount of health services provided. It is assumed that the doctor's income would be reduced (Putri *et al.* 2017).

Considering the phenomenon above factor, the needs to study individual characteristic and compensation to doctor's work satisfaction becomes interesting, factual and very challenging to be studied in detail in a research. Therefore, the purpose of this research is to know the influence of individual characteristic and compensation on the doctor's job satisfaction at the hospital in Palembang, Indonesia, either partially or jointly.

## **2. Literature Review and Hypothesis Development**

### **2.1. Individual Characteristics**

Hurriyati (2010) provides a definition of individual characteristics as follows: Individual characteristics are psychological processes that affects individuals in obtaining, consuming and receiving goods and services as well as experience. Individual characteristics are internal (interpersonal) factors that move and influence individual behavior. Individual characteristics include a number of basic attributes attached to a particular individual. According to Muttaqillah *et al.* (2015), individual characteristics include skills and skills; family, social, and experience background, age, nation, gender and others that reflect certain demographic characteristics; as well as psychological characteristics consisting of perception, attitude, personality, learning, and motivation. Furthermore, the scope of these traits forms a particular cultural nuance that characterizes the basic features of a particular organization. According to Gibson (2004), the inherent variables in individuals can be grouped into 3 (three) namely: a) ability and skills both mental and physical, b) demographic such as age, origin, gender and 3) background which includes family, social and experience as well as individual psychological variables that include perceptions, attitudes and personality, learning, and motivation. Individual characteristics are individual variables consisting of abilities and skills, background and demographics. Humans as individuals will behave differently from one another, and their behavior is determined by their different environments.

### **2.2. Compensation**

The term compensation can be defined as all forms of remuneration or rewards for tangible services and benefits that workers receive as part of an industrial relationship. So, basically, compensation is the entire reward given by the company to its employees for services or work done in a working relationship.

The opinions of some experts on compensation are as follows: 1) compensation refers to all forms of financial returns and tangible services and benefits of employees as part of employment relationship (Newman *et al.* 1999) and 2) compensation is what employees receive in exchange for their contribution to the organization (Werther and Davis, 1996).

Compensation is divided into two, namely direct compensation, in which the compensation is given directly to the employee in the form of money and indirect compensation, in which the employee receives no compensation in the form of money. The difference of how the compensation is used is shown in Table 1.

**Table 1. Components of Compensation Program**

Direct	Indirect
Base Pay	Benefits
Wages	Medical/life insurance
Salaries	Paid time off
Variable Pay	Retirement pensions
Bonuses	Workers' compensation
Incentives	Others
Stock options	

Source: Mathis and Jackson (2012)

Direct compensation consists of basic salary and variable salary. The basic compensation received by the employee, usually as salary or wage, is called the base salary. Many organizations use two basic salary, daily or fixed salary categories, which are identified by the way in which the salary is paid and the nature of the work. While the variable salary is compensation that is associated with individual, group or organizational performance. The indirect compensation in the form of benefits, such as health insurance, leave money, or pension is given to an employee or group of employees as part of its membership in the organization. The purpose of providing compensation is to attract employees from outside the company and retain well-qualified employees, motivate employees, and efforts to comply with government regulations (Bhawuk *et al.* 2002). Compensation may be provided by the company in a fast time period (immediate), may also be granted in the next few years (deferred). Monthly salary is an example of compensation given in the fast period. While the pension fund is an example of compensation given in the next few years.

### 2.3. Job Satisfaction

Job satisfaction refers to the general attitude of employees to their work. According to Sutrisno (2017), job satisfaction has two definitions. Firstly, the notion that sees job satisfaction as a complex emotional reaction. This emotional reaction is the result of employees' drives, desires, demands and expectations on the work associated with employees' perceived realities, resulting in a form of emotional reaction in the form of feelings of pleasure, contentment or dissatisfaction. Secondly, the sense that job satisfaction is an employee's attitude toward work related to the work situation, cooperation among employees, rewards received in work, and matters involving physical and psychological factors. Attitudes toward this work are the result of a number of individual attitudes toward factors in work, individual adjustment, and the social relations of the individual outside of the work, thus generating an individual's general attitude toward the work he or she faces.

Job satisfaction theory that discusses the dimensions of job satisfaction such as equity theory (Wagstaff and Van Doorslaer, 2000; Pritchard, 1969), discretionary theory (Lawler and Porter, 1967), need fulfillment theory of the Schaffer group view theory (social reference group theory) Guterman and Alderfer (1974), the expectancy theory Vroom (1964) and the two-factor theory (Herzberg *et al.* 1959).

Job satisfaction in this study used the dimension of job satisfaction proposed by Herzberg *et al.* (1959) with his theory of job satisfaction states that job satisfaction is related to Hygiene-Motivator factor (Kreitner and Kinicki, 2007). Motivational factors relate to jobs that offer achievement, recognition, challenging work, responsibility and progress prospects. Hygiene factors are related to company policy, supervision, salary, working relationship and working conditions. Hygiene factors can only eliminate dissatisfaction alone, unable to increase job satisfaction, while motivator factors will be able to increase job satisfaction if this factor exists. Based on theories and previous studies the following hypothesis are proposed:

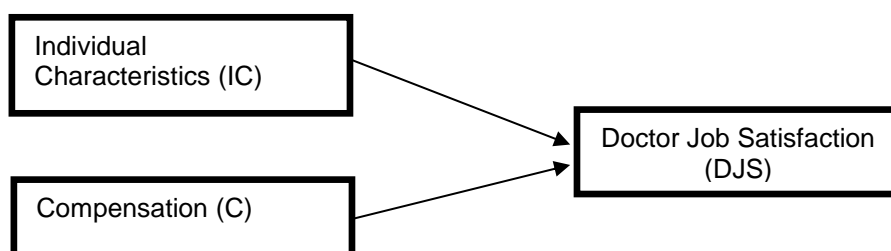
$H_0$ : There is no significant influence between individual characteristics and compensation on the doctor's job satisfaction at the Hospital in Palembang, Indonesia.

$H_1$ : There is a significant influence between individual characteristics and compensation on the doctor's job satisfaction at the Hospital in Palembang, Indonesia.

### 3. Research Method, Data and Sample Selection

The research method used in this study is an explanatory research that explains the causal relationship between variables (Cooper and Schindler, 2014). The respondents of this research are health practitioners at the hospital in Palembang consisting of specialist doctors, general practitioners, and dentist. The number of doctors are 1207 persons. Based on slovin formula, then we used a sample of 300 persons from three categories with proportion of 217 specialists, 66 general practitioners, and 16 dentists. A total of 90 questionnaires are returned and 70 of them were used for data analysis in a survey performed at the beginning of 2018. A Likert scale are used in the questionnaires. Data is tested for validity and reliability test and multiple regression analysis is used as an analysis.

Variables in this study consisted of two independent variables (individual characteristics, and compensation) and a dependent variable (job satisfaction) presented in Figure 1.



**Figure 1. Independent Variable Relationship to Dependent**

Based on the above model, the regression equation in this study is:

$$DJS = f(IC, C) \quad (1)$$

This function will produce the DJS equation model for the  $H_1$  (Rood and Holdnak, 2013; Nazir *et al.* 2013),

$$DJS = \alpha + \beta_1 IC + C + \varepsilon \quad (2)$$

then for  $H_2$  ( Djamaludin 2009 and Jalal 2015).

$$DJS = \alpha + \beta_2 C + \varepsilon \quad (3)$$

For  $H_3$  is the combination from the study of (Rood and Holdnaki 2013; Nazir *et al.* 2013; Djamaludin, 2009; Jalal, 2015) with equation model

$$DJS = \alpha + \beta_1 IC + \beta_2 C + \varepsilon \quad (4)$$

Where DJS is Individual Working Satisfaction, IC is Individual Characteristics, C is Compensation,  $\alpha$  is constants,  $\beta$  is Regression coefficients, and  $\varepsilon$  is other factors affecting DJS.

#### 4. Results

Questionnaires were distributed to 300 people. In total 90 questionnaires were returned with 20 incomplete questionnaires, giving a total of 70 questionnaires that are used for analysis. Prior to the analysis of ordinal scale data is converted into intervals data and then tested for validity and reliability. Criteria for validity test  $r_{value} > r_{table}$ . While the validity criteria is calculated based on comparison of  $r_{value}$  and  $r_{table}$ . If  $r_{value} < r_{table}$  question then the data is invalid and significant  $> 0.05$ . For the number of respondents 70 with significance of 0.05 then  $r_{table}$  value equal to 0.235. The validity test results for individual characteristics compensation and job satisfaction are all valid because the value of  $r_{value} > r_{table}$  and significance  $> 0.05$ . The reliability test according to Nunnally (1960) using Cronbach's Alpha based on standardized  $> 60$  percent to be categorized as reliable. The results of the reliability tests of these three variables are: individual characteristics is 90.02 percent, compensation is 80 percent and job satisfaction is 79.70 percent. So all the variables are reliable.

##### 4.1. Descriptive Statistics

The respondents consist of 51% female and 49% male. The majority of respondents has working experience of 1-2 years, while the minority has over 6 years. From those respondents, 63% are specialist doctors, 25% general practitioners and 1% dentists. Hospitals in Palembang are dominated by female doctors because of the current composition of medical graduates is also dominated by female more than male. While work experience is around 1-2 years due to the fact that the hospitals in Palembang are generally newly established ones. The number of specialist doctors is the highest due to the high motivation to develop knowledge as well as to increase income due to high demand of specialist doctors.

##### 4.2. Regression Analyst

Before performing hypothesis test with multiple linear regression, assumption tests are performed consisting of normality, autocorrelation, multicollinearity and heteroscedasticity tests. The data passed all assumption tests. Result of multiple linear regression analysis is shown in Table. 2

**Table 2. Results of Multiple Linear Regression Analysis**

Model	B
Constant	0.642*** (0.007)
IC	0.501*** (0.000)
Compensation	0.316*** (0.009)

**Note:** t-values are in parentheses. \*, \*\* and \*\*\* represent 10%, 5% and 1% significance level respectively

Results of multiple linear regression analysis with a constant value of 0.642 means that if individual characteristics and compensation are equal to zero then the physician's job satisfaction will have a value of 0.642. Individual characteristics (IC) variable has a regression coefficient of 0.501 and positive, which indicates that if individual characteristics variable increases by 1 point, then it will increase job satisfaction by 0.501 assuming that the other independent variable is constant.  $H_0$  is rejected and  $H_1$  is accepted so that there is a significant influence of individual characteristics on job satisfaction of doctors.

Compensation (C) variable has a coefficient of 0.316 and positive, which indicates that 1 point increases of compensation will increase doctors' job satisfaction of 0.316 with the assumption that the other independent variable is constant.  $H_0$  rejected  $H_1$  accepted so that there is a significant influence compensation on the job satisfaction of doctors. For F test or simultaneous test where  $F_{value}$  is 76.498, for  $F_{table}$  3.133, that  $H_0$  is  $H_1$ , it means there is joint

influence between individual characteristic and compensation on doctors' job satisfaction at the hospitals in Palembang. Value of coefficient of determination  $R^2$  is equal to 0.695, which means that 69.5% of variance in doctors' job satisfaction variable can be explained by both independent variables that consist of individual characteristics and compensation.

The influence of individual characteristics on job satisfaction in this research is supported by Jalal (2015) study which stated that the dominant individual characteristics of doctors in Palembang hospitals is very active in communicating with patient and patient's family to explain the prognosis of the illness without patient or patient family fears of the illness suffered. Then at any time the patient's family can consult via cell phone. The doctors respond to what the patient complained, and always smile and greet the patient which can help reduce the patients' and their family's suffering. They also have a good and open communication with the hospitals where they serve. For example, if facilities and infrastructure provided by the hospital are not adequate, then the doctors still deliver their services in a good ethics and always provide the best solution. This condition makes the doctors feel satisfied when the patient is happy and the hospital is comfortable with the attitude of the doctor so that the future expectation of hospital services and doctors provide excellent service for the community can be reached.

The compensation effect on the physician's job satisfaction in this research is supported by the studies of Okatini, Purwana, & Djaja (2007), Ahmad & Schroeder (2003) and Weinert (2016) who pointed out that some doctors in terms of compensation obtained from the hospitals in Palembang feel satisfied. The doctors' assumption that the compensation earned in the established capitation system is considered to provide them with a certainty on how much income in one period. Also, another thing to secure the income of the doctor is in the form of patients' satisfaction with the service so they will not go to another doctor. Then the hospitals, especially private hospitals in the city of Palembang is very concerned about the compensation of doctors such as adding incentives other than those obtained from BPJS and indirect benefits such as allowances for *Hari Raya* either in the form of financial and non-financial compensations.

## 5. Conclusion and Suggestion

It can be concluded that individual characteristic and compensation have positive and significant effect to job satisfaction, which means if the doctor have higher individual characteristic, then the job satisfaction of the doctor will increase. The same is also shown with the compensation variable that has a positive and significant effect on doctor's satisfaction which means more and more compensation given to the doctor, the doctor's job satisfaction is increasing. Among the individual characteristic variables and compensation that have the most positive and significant influence and also dominant on doctor's satisfaction is individual characteristics variable. Along with that the influence of individual characteristics and compensation has a positive and significant effect on physician work satisfaction with a value of 69.5 percent.

A suggestion for doctors is to be more optimal in serving the community and not picky in choosing patients, which mean to be fair in serving patients from all level of economy. The doctors also have to improve communications skills such as learning to hear the patient's complaints properly, provide sufficient time for patients, and ensure all patient questions answered before returning home. For the hospital is, the ideal advice would be to keep on improving facilities and infrastructures of doctors and patients to feel safe and comfortable in the hospital. For future research, other variables such as institutional characteristics, leadership commitment, and motivation have potentials to be investigated, as well as extending this study by comparing between hospitals.

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