

THE INFLUENCE OF ORGANIZATIONAL SUPPORT, REWARDS, EMPOWERMENT AND TRAINING ON JOB SATISFACTION OF EMPLOYEES AT RSU CUT MEUTIA LHOKSEUMAWE

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Abstract

This research was conducted to examine the extent of the direct influence of Organizational Support, Rewards, Empowerment and Training on Employee Job Satisfaction in a hospital. The purpose of this research is to determine the level of job satisfaction of employees who work at RSU Cut Meutia Lhokseumawe. Therefore, research was conducted using data that had been collected through direct or manual surveys with a sample size of 100 employees. To analyze the collected data, SPSS and multiple linear regression were used. The research results show that the Organizational Support variable has no effect on Employee Job Satisfaction. Meanwhile, the Reward variable has a positive and significant effect on Employee Job Satisfaction. It was also found that the Empowerment variable had a positive and significant effect on Employee Job Satisfaction. Furthermore, the Training variable has a positive and significant effect on Employee Job Satisfaction. These findings provide useful implications for policy makers to determine strategies related to human resource factors to increase employee job satisfaction.

Keywords: *Organizational Support, Rewards, Empowerment, Training, Employees Job Satisfaction.*

1. INTRODUCTION

Hospitals are providers of health services which are the place and foundation of people's hopes for realizing health services. Hospitals must be able to provide adequate assistance and care, in the form of comfortable, appropriate, useful and professional services. For this reason, hospitals are required to provide good quality services and provide facilities equipped with adequate and modern facilities with quality and professional human resources capable of producing high work productivity (Indonesian Ministry of Health, 2008). Human Resources (HR) in hospitals are valuable assets consisting of medical personnel, paramedics and administrative staff who work together to provide health services. Human resources in hospitals have a very important role in maintaining the quality of patient care. There is also a team in HR management responsible for training, empowering and evaluating the performance of hospital staff. By achieving skilled, trained and committed human resources, this will be the key to providing quality health care and services in hospitals. So, RSU Cut Meutia Lhokseumawe should provide everything the employees want so that the agency can achieve this easily.

The success or failure of an organization depends on the satisfaction of its employees, so organizations must always improve the performance of their employees. The employee's feeling of satisfaction or sense of accomplishment at work causes employees to carry out their work with pleasure and enthusiasm in achieving organizational goals. Handoko (2016) defines job satisfaction as whether employees are happy with their work or not, this feeling can be seen from the employee's good behavior towards work and everything they experience in the work environment. One of the important factors that management can do in creating job satisfaction for its employees is to support the creation of employee welfare, so that organizational goals can be achieved more optimally and employees will also be more enthusiastic in completing their work, one of which is by realizing organizational support. According to Syarif, et al., (2018), organizational support is a way in which organizations can treat employees or members of their organization appropriately for what they have done, employees who receive support from their organization are less likely to look for other work or will not accept job offers from other companies.

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Achieving a level of job satisfaction is determined by various factors, and what is interesting to pay attention to is the provision of rewards or appreciation to employees which directly or indirectly determine the achievement of job satisfaction. Astuti et al., (2018) awards are rewards for services provided by the company to its workers, because these workers have contributed energy and thoughts for the progress of the company in order to achieve the goals that have been set. Employee job satisfaction is not only related to appreciation but also empowerment, because empowerment is also a very important factor so that what the company has planned runs smoothly according to the company's goals. Aryee, et.al., (2020) said employee empowerment is the process of giving employees greater authority and responsibility in making decisions related to their work. This creates a greater sense of involvement and increases their sense of ownership over their work. In the business world where competition is increasingly sharp, companies need to manage their training programs so that the company can survive or even develop. Good training can improve and increase a person's work abilities in relation to economic activities which can help employees understand practical knowledge and apply it in order to gain satisfaction. Work. According to Anggereni (2019) Training is a field of education that is related to the learning process in increasing employee skills outside of formal education procedures, where the period used is relatively short and the method prioritizes improving skills.

Based on initial observations, there have been problems regarding employees at the Cut Meutia General Hospital (RSUCM), it is known that there is low job satisfaction among employees. This can be seen from the hospital's lack of support for employees, as reported by the mass media Kompas.com on October 10 2022, stating that the hospital bureaucracy is unclear regarding the provision of SKs (decision letters) for workers, and also demanding salary determination according to the provincial minimum wage (UMP). This then caused the workers to want to go on strike and resulted in Cut Meutia hospital services being almost paralyzed. During the observation and interview opportunity on October 9 2023, the author asked several questions to one of the RSU Cut Meutia employees, whose questions have been attached in the attachment list. From the results of the interview, the employee revealed that currently there has never been any award given by the hospital to nurses or other health workers, whether in the form of certificates or the like. Bosses or management should give appreciation to employees or staff who work well and carry out their duties in accordance with what has been determined. Having a reward system means it is also a sign that bosses and management care and appreciate what they have done. employee while on duty at RSU Cut Meutia. During the same observation and interview, the employee also said that the employees also wanted training or additional learning to be held. So these employees will not only work but will also gain insight so they know better how to solve a problem or be responsible for their patients. He also added that employees are still not given enough confidence to carry out their duties, especially new employees and hospitals sometimes prefer employees who have worked longer. Therefore, employees who have just started work feel that they have not been empowered optimally since the start of work. So, things like this are very important to pay attention to considering that the various problems that occur at Cut Meutia RSU will make the hospital's image worse in the eyes of the public.

RESEARCH METHOD**Location and Object of Research**

The object of this research is RSU Cut Meutia Lhokseumawe which is located on Jl Medan - Banda Aceh Buket Rata, Lhokseumawe City, Aceh.

Population and Sample

According to Arikunto (2017) the population is the entire research subject. If the researcher wants to examine all the elements in the research area then the research is population research. The population used in this research were employees who worked at RSU Cut Meutia Lhokseumawe. The population in this study were all employees of RSU Cut Meutia Lhokseumawe, numbering

1,352 people. According to Sugiyono (2018) the sample is part of the number and characteristics of the population. The sample taken from the population must be truly representative or representative of the population being studied. In this research, to determine the sample, researchers used probability sampling, namely the stratified random sampling technique, which gives the population an equal opportunity to be sampled. Meanwhile, according to Arikunto (2019), if the population is less than 100 people, the entire sample should be taken. But if the population is larger than 100 people, then a sample of 10-15%, 20-25% or 30-35% of the total population is usually taken. According to Sugiyono (2018), sample determination uses the Slovin formula, this is because in sampling the number must be representative so that the research results can be generalized and the calculation does not require a sample number table, but is done using simple formulas and calculations. Slovin's formula for determining samples is as follows.

$$n = \frac{N}{1 + N (e)^2}$$

Information:

n = Sample size/number of respondents

N = Population size

E = Percentage of allowance for sampling accuracy that can still be tolerated; e = 0.1

In the Slovin formula there are the following provisions:

The value of e = 0.1 (10%) for large populations

The value of e = 0.02 (20%) for a small population

There are 1,352 Cut Meutia RSU employees. Based on this theory, the sample used in this research is as follows:

$$n = \frac{N}{1 + N (e)^2}$$

$$n = \frac{1.352}{(1+1.352 (0,1)^2)}$$

$$n = \frac{1.352}{13,53}$$

$$= 100$$

So the sample used in this research was 100 employees of RSU Cut Meutia Lhokseumawe.

Validity Test

The validity test is used to measure whether a questionnaire is valid or not. A questionnaire is said to be valid if the questionnaire statement is able to reveal something that the questionnaire will measure (Ghozali, 2018). Validity in research states the degree of accuracy of research measuring instruments to the actual content or meaning being measured. This validity test calculation uses SPSS assistance. Each item of the statement is tested for validity. We compare the calculated r results with the r table where df = (N-2). Sig 5%, if r table < r than calculated then it is said to be valid.

Reliability Test

Reliability is a tool for measuring a questionnaire which is an indicator of a variable or construct. A questionnaire is said to be reliable or reliable if a person's answers to statements are in line or stable over time (Ghozali, 2018). The reliability of a measuring instrument shows the extent to which the measurement results using that instrument can be trusted. Reliability in this research

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uses the Cronbach Alpha test, which is the method used to test the suitability of the consistency of all scales used in the research. Reliability testing at this stage, the researcher determines the reliability measurement technique using the Cronbach technique. It is said to be reliable if the Cronbach Alpha value is > 0.6 .

Multiple Linear Regression Analysis

This study uses multiple linear regression with the following equation model:

$$Y = b_0 + b_1X_1 + b_2X_2 + b_3X_3 + b_4X_4 + e$$

Y = Job satisfaction
 B_0 = Constant Coefficient
 b_1, b_2, b_3, b_4 = Regression Coefficients
 X_1 = Organizational Support
 X_2 = Rewards
 X_3 = Empowerment
 X_4 = Training
 E = Error

Coefficient of determination (R²)

Ghozali, (2016) The determination test (R²) is used to determine how far the model's ability is to explain variations in the dependent variable. The R² value ranges from $0\% < R^2$.

Hypothesis Partial Test (t Test)

According to Ghozali (2016), the t test is to make conclusions regarding the influence of each independent variable (X) on the dependent variable (Y). The t test has a significant value of $\alpha = 5\%$. Hypothesis testing criteria use the t statistical test with the condition that if the t count is greater than the t table or the significant value is smaller than the alpha value then organizational support, appreciation, empowerment and training have an effect on employee satisfaction and vice versa if the t count is smaller than the t table or the value is significantly greater than alpha, then organizational support, appreciation, empowerment and training have no effect on employee satisfaction.

1. If the significant value is > 0.05 then the hypothesis is rejected. This means that the independent variable does not have a significant influence on the dependent variable.
2. If the significant value is < 0.05 then the hypothesis is accepted. This means that the independent variable partially has a significant influence on the dependent variable.

RESULTS AND DISCUSSION

Validity Test

We compare the calculated r results with the r table where $df = n(100)-2$ with r table 0.196. sig 5%, if r table $< r$ than calculated then it is said to be valid. The following is a table of validity test results in research:

Tabel 1. Validity Test

Variable	Pernyataan	r_{hitung}	r_{tabel}	Validitas
Organizational Support (X1)	X1.1	0,700	0,196	Valid
	X1.2	0,787	0,196	Valid
	X1.3	0,756	0,196	Valid
	X1.4	0,800	0,196	Valid
Rewards (X2)	X2.1	0,722	0,196	Valid
	X2.2	0,737	0,196	Valid

	X2.3	0,671	0,196	Valid
	X2.4	0,772	0,196	Valid
	X2.5	0,660	0,196	Valid
Empowerment (X3)	X3.1	0,802	0,196	Valid
	X3.2	0,739	0,196	Valid
	X3.3	0,785	0,196	Valid
	X3.4	0,769	0,196	Valid
	X3.5	0,730	0,196	Valid
Training (X4)	X4.1	0,571	0,196	Valid
	X4.2	0,700	0,196	Valid
	X4.3	0,744	0,196	Valid
	X4.4	0,678	0,196	Valid
	X4.5	0,730	0,196	Valid
Employees Job Satisfaction (Y)	Y1.1	0,549	0,196	Valid
	Y1.2	0,627	0,196	Valid
	Y1.3	0,638	0,196	Valid
	Y1.4	0,713	0,196	Valid
	Y1.5	0,766	0,196	Valid

Source: Primary Data (2023)

From the results of the validity testing shown in the table above, it can be seen that all statements on the independent variable and dependent variable are declared valid. This is declared valid because it produces a calculated r value $> r$ table. So it can be concluded that all statements from each variable are declared valid or accurate.

Reliability Test

Reliability testing at this stage, the researcher determines the reliability measurement technique using the Cronbach technique. It is said to be reliable if the Cronbach Alpha value is > 0.6 . The following are the results of the reliability test in this research:

Tabel 2. Reliability Test

Indicators	Cronbach Alpha	Tolerance Value	Information
Organizational Support (X1)	0,758	0,6	Reliabel
Rewards (X2)	0,759	0,6	Reliabel
Empowerment (X3)	0,822	0,6	Reliabel
Training (X4)	0,719	0,6	Reliabel
Employees Job Satisfaction (Y)	0,678	0,6	Reliabel

Source: Primary Data (2023)

Based on the table above, the reliability test uses Cronbach Alpha, all variables, both independent and dependent, in the research are reliable/reliable. because the Cronbach Alpha value is greater than 0.6, the results of this study indicate that the measurement tool in this study has met the reliability test (consistent and measurable).

Multiple Linear Regression Analysis

Multiple linear regression analysis was used to determine the magnitude of the influence of the dependent variable, namely Employee Job Satisfaction (Y), with the independent variables, namely Organizational Support (X1), Rewards (X2), Empowerment (X3) and Training (X4). With data processing calculations using IBM SPSS statistics 25 with a total of 100 respondents, shown in the following table:

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Tabel 3. Multiple Linear Regression Analysis

		Coefficients^a			t	Sig
Model		Unstandardized Coefficients		Standardized Coefficients		
		B	Std. Error	Beta		
1	(Constant)	5.874	1.584	-	3.709	0,000
	Organizational Support	0,023	0,096	0,024	0,244	0,807
	Rewards	0,249	0,087	0,291	2.868	0,005
	Empowerment	0,186	0,077	0,244	2.434	0,017
	Training	0,274	0,092	0,291	2.984	0,004

a. Dependent Variable: Employees Job Satisfaction

Source: Primary Data (2023)

Based on the table above, the results of multiple linear regression can be as follows:

$$Y = 5.874 + 0,023 X_1 + 0,249 X_2 + 0,186 X_3 + 0,274 X_4 + e$$

The description of the multiple linear regression equation above is as follows:

1. The regression coefficient for the Organizational Support variable (X1) is 0.023, meaning that if it is increased by 1 Likert scale unit, Employee Job Satisfaction (Y) will increase by 0.023.
2. The regression coefficient for the Reward variable (X2) is 0.249, meaning that if it is increased by 1 Likert scale unit, Employee Job Satisfaction (Y) will increase by 0.249.
3. The regression coefficient for the Empowerment variable (X3) is 0.186, meaning that if it is increased by 1 Likert scale unit, Employee Job Satisfaction (Y) will increase by 0.186.
4. The regression coefficient for the Training variable (X4) is 0.274, meaning that if it is increased by 1 Likert scale unit, Employee Job Satisfaction (Y) will increase by 0.274.

Coefficient of determination (R2)

Ghozali, (2016) The determination test (R2) is used to determine how far the model's ability is to explain variations in the dependent variable. The R2 value ranges from 0% < R2.

Tabel 4. Coefficient of determination (R2)

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	0,716	0,513	0,493	1.649

a. Predictors: (Constant), Organizational Support, Rewards, Empowerment, Training.

Source: Primary Data (2023)

Based on the above table, it is known that the R Square value is 0.513. This indicates that the influence of X1 (Organizational Support), X2 (Recognition), X3 (Empowerment), and X4 (Training) on Y (Employee Job Satisfaction) is 49.3%, while the remaining portion (100% - 49.3% = 50.7%) is explained by other variables not examined in this research.

Hypothesis Partial Test (t Test)

Tabel 5. Hypothesis Partial Test (t Test)

		<i>Coefficients^a</i>			t	Sig
		<i>Unstandardized Coefficients</i>		<i>Standardized Coefficients</i>		
Model		B	Std. Error	Beta		
1	(Constant)	5.874	1.584	-	3.709	0,000
	Organizational Support	0,023	0,096	0,024	0,244	0,807
	Rewards	0,249	0,087	0,291	2.868	0,005
	Empowerment	0,186	0,077	0,244	2.434	0,017
	Training	0,274	0,092	0,291	2.984	0,004
a. Dependent Variable: Employees Job Satisfaction						

Source: Primary Data (2023)

Based on the table above, the test results (t statistical test) can be explained as follows:

1. The significance value of variable X1 is 0.807, > 0.05 . Additionally, the calculated t-value is 0.244, < 1.661 . Therefore, it can be concluded that Organizational Support (X1) does not have a significant effect on Employee Job Satisfaction (Y). This means that H1 (the research hypothesis asserting a significant relationship) is not accepted.
2. The obtained value, the significance level of variable X2 is 0.005, < 0.05 . Additionally, the calculated t-value is 2.868, > 1.661 . Therefore, it can be concluded that Recognition (X2) has a significant effect on Employee Job Satisfaction (Y). This means that H2 (the research hypothesis asserting a significant relationship) is accepted.
3. The obtained value, the significance level of variable X3 is 0.017, < 0.05 . Additionally, the calculated t-value is 2.434, > 1.661 . Therefore, it can be concluded that Empowerment (X3) has a significant effect on Employee Job Satisfaction (Y). This means that H3 (the research hypothesis asserting a significant relationship) is accepted.
4. The obtained value, the significance level of variable X4 is 0.004, which is less than 0.05. Additionally, the calculated t-value is 2.984, which is greater than the critical t-table value of 1.661. Therefore, it can be concluded that Training (X4) has a significant effect on Employee Job Satisfaction (Y). This means that H4 (the research hypothesis asserting a significant relationship) is accepted.

CONCLUSION

Conclusion

Based on the results of research testing that has been carried out with the title The Effect of Organizational Support, Rewards, Empowerment and Training on Job Satisfaction of Employees at Cut Meutia Lhokseumawe Hospital, the following conclusions can be drawn:

1. Organizational support has no effect on employee job satisfaction, which means that organizational support has no effect on employee job satisfaction at RSU Cut Meutia Lhokseumawe.
2. Rewards influence employee job satisfaction, which means awards have a positive and significant influence on employee job satisfaction at RSU Cut Meutia Lhokseumawe.
3. Empowerment has an effect on employee job satisfaction, which means that empowerment has a positive and significant effect on employee job satisfaction at RSU Cut Meutia Lhokseumawe.
4. Training has an effect on employee job satisfaction, which means that training has a positive and significant effect on employee job satisfaction at RSU Cut Meutia Lhokseumawe.

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