

## Analysis Of Managerial Factor Perception Of Nurse Job Satisfaction In Inpatient Installation Of Dr. Pirngadi Hospital Medan City

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### ABSTRACT

Job satisfaction is a common attitude toward a person's job that shows the difference between the amount of rewards workers receive and the amount they believe they should receive. Factors that can affect job satisfaction include motivation, environment, the role of the manager. The purpose of this study was to determine the influence of managerial factors on nurses' job satisfaction in the inpatient room of Dr. Pirngadi Hospital Medan City. The type of research used in this study is an analytical survey with a *crosssectional design*. The total population is 469 people. The sampling technique uses *Systematic Random Sampling* with a sample of 83 people. Data collection using questionnaires. Univariate analysis with frequency distribution techniques, bivariate analysis with *chi square* formula and multivariate analysis with multiple logistic regression tests. The results of this study showed that there were five variables that had a significant relationship with job satisfaction, namely leadership variables ( $p = 0.000$ ), decision making ( $p = 0.003$ ), personality ( $p = 0.015$ ), communication ( $p = 0.000$ ), negotiation ( $p = 0.007$ ), one variable that did not have a significant relationship, namely self-development ( $p = 0.739$ ). The results of the multivariate analysis found that there were two variables that influenced the level of job satisfaction, namely leadership variables ( $OR=72.8$ ) and personality ( $OR=49.0$ ). Thus, it can be concluded that there is a significant influence on the perception of managerial factors on job satisfaction with the dominant influential variables being leadership variables and communication variables. By knowing several aspects that affect nurses' job satisfaction, nursing management is expected to maintain internal customer satisfaction so as to create good public services.

**Keywords:** managerial factors, job satisfaction, nurses

### 1. INTRODUCTION

Hospitals are an integral part of the overall healthcare system serving patients with various types of services. The Ministry of Health of the Republic of Indonesia has outlined that public hospitals have the task of carrying out health efforts effectively and successfully by prioritizing curative and rehabilitative efforts that are carried out harmoniously and integrated with promotive and preventive efforts and carry out referral efforts. Hospital services in Indonesia are already capital-intensive, labor-intensive and technology-intensive, which are relied upon to provide medical care for health service centers. To carry out these services is closely related to the professionalism of hospital staff. Nursing services are an integral part of health services in hospitals, which have a very strategic position in an effort to improve the quality of service and satisfy consumers who come to the hospital. The number of nursing personnel dominates the health workforce as a whole, as well as establishing the first and longest contact with customers (patients and their

families). Nursing is a form of professional service that is an integral part of health services based on nursing science and tips in the form of comprehensive biological, psychological, sociological and spiritual services addressed (Setiawati et al., 2023) to individuals,

families and communities either in health or illness that cover the entire process of human life that refers to nursing professional standards and uses nursing ethics as The main demands . (Ismainar, 2018)

Efforts to maintain the quality of health services in hospitals cannot be separated from the important role of the nursing profession. In the inpatient unit, nursing personnel are in the leading health care settings with the first and longest contact with patients, which is 24 hours per day and 7 days per week, hence nurses hold a key position in building the image of the hospital. Nursing services in hospitals are the largest producer of activity so that they reflect the quality of hospital services. Given the important position of nursing staff, a good relationship between hospital management and nursing staff is needed. Nurses in hospitals not only have the obligation to provide services to patients but also expect services from the hospital so that what is entitled to them can be well received. Nursing management is the management of nursing activities by nursing managers through managerial activities towards implementing nurses in the provision of nursing services to patients / families / communities professionally. Nursing managers are required to plan, organize, direct, control and evaluate the facilities and infrastructure available to be able to provide nursing care as effectively and efficiently as possible for individuals, families and communities in accordance with the code of ethics and standards of nursing practice. (Nursalam, 2014)

Job satisfaction is a pleasant emotional state or general attitude toward the difference in the award received and the one that should be received. Job satisfaction is influenced by several factors, namely fair and decent remuneration, placement in accordance with expertise, light weight of work, atmosphere and work environment, equipment that supports the implementation of work, attitude of leaders and leadership and the nature of work that is monotonous or not. Nurse job satisfaction needs serious attention from hospital management, because nurses are the largest employees and spearhead the implementation of nursing services and personnel who interact directly with patients and patients' families. (Hasibuan, 2016) Pirngadi Hospital was established on August 11, 1928 by the Dutch Colonial Government under the name "GEMENTA ZIEKEN HUIS" whose groundbreaking was carried out by a 10-year-old boy named Maria Constantia Macky, son of the Mayor of Medan at that time and appointed as Director Dr. W. Bays (Siallagan, & Ritonga, 2022)

Furthermore, with the entry of Japan into Indonesia this Hospital was taken and renamed "SYURITSU BYUSONO INCE" and as director entrusted to the son of Indonesia "Dr. RADEN PIRNGADI GONGGO PUTRO" which was finally crowned as the name of this Hospital After the Indonesian nation on August 17, 1945 declared its independence, Pirngadi General Hospital was immediately taken over and managed by the State Government of East Sumatra of the Republic of Indonesia Temporarily (RIS), with the rapid political upheaval at that time on August 17, 1950 all RIS states were abolished, replaced by the establishment of the Unitary State of the Republic of Indonesia (NKRI). Pirngadi General Hospital was taken over and managed by the Central Government/Ministry of Health in Jakarta (Siallagan & Ritonga, 2022 ) ( Siallagan & Ritonga, 2022 ) The motto of Dr.Pirngadi Hospital Medan City is "**Aegroti Salus Lex Suprema**" (**patient satisfaction comes first**). **The vision of this hospital is to become a referral center and flagship hospital in northern Sumatra by 2020. While the mission of this hospital is: Provide quality, professional, and affordable health services for all levels of society. Improve education, research and development of medical science and other health workers. Develop professional hospital management.** In achieving the vision and mission, it is hoped that the performance of nurses at Dr. Pirngadi Medan Hospital can continue to increase. However, in reality the performance of nurses at Dr. Pirngadi Medan Hospital has experienced ups and downs. Dr. Pirngadi Medan Regional General Hospital has human resources of 699 nurses consisting of 469 civil servants and 230 contract workers. All nurses are on duty in the Inpatient Installation, Outpatient Installation, ICU/HDU, ICCU, USC, Children's ICU, Perinatology, Central Surgical Installation, Emergency Surgery Room, Hemodialysis Room and ER ( Siallagan & Ritonga, 2022 )

The results of interviews with the inpatient room implementing nurses to the nursing manager and his team at RSUD Dr Pirngadi Medan are; Leadership; That the nursing field has not set the vision, mission, goals of patient nursing in nursing services, has not made a manpower plan needed for the treatment room, has not formed a clear nursing model, still overlaps between functional and team. Development / promotion opportunities for nursing personnel; There is no selection procedure for employees who will continue their education or placement for those who have carried out education, there is no clear career ladder system based only on seniority, there is no clear mechanism for appointing personnel who attend training, there has been no socialization of training results from nurses who participated in training to other room nurses. Nursing facilities / Infrastructure; There is still a shortage of equipment in some rooms, there are no systems and procedures for supervision and evaluation. Incentives: the provision of incentives through *the reward system* is still considered unsatisfactory to some nurses, the distribution of incentives is often less timely, the distribution system is unclear, assessments are not based on objective assessments of performance, rewards in other forms of benefits do not exist. Supervision: there is no supervision schedule from the nursing field of each inpatient room, only if there is a request from the room, there has not been an assessment of the achievement of nursing care standards optimally, there is no clear supervision format.

From the results of interviews with the head of the nursing room, it was found that there were still delays in the presence of nurses when operants had to be made, requests to move because they did not get positions in accordance with their competence after graduating from further education, there was still a lack of interest in completing nursing care documentation, existing SOPs had not been implemented optimally. The importance of internal customer satisfaction, in this case, nurses is a problem that must be considered by nursing management at Dr. Pirngadi Medan Hospital because the level of nurse satisfaction greatly affects nurse performance. The performance of nurses will affect the quality of service which will later impact public interest in using the inpatient facilities of RSUD Dr Pirngadi Medan. Therefore, it is necessary to know the managerial aspects in this case of nursing management that affect nurse satisfaction, especially in the inpatient installation of Dr. Pirngadi Medan Hospital.

## 2. Research Methods

This type of research is an observational study with survey research methods, where researchers will conduct research that tries to explore how and why phenomena occur. Then an analysis of the correlation dynamics between the independent variable and the dependent variable is carried out so that it can be known how much influence and contribution the free variable has on the dependent variable. This study uses a *cross sectional* approach, which is a study to study the dynamics of correlation between independent variables and tied to approaches, observations or data collection at once at a time (*Point time approach*). The population in the study was implementing nurses who worked to carry out their duties and functions as service providers in the inpatient installation of Dr. Pirngadi Hospital, Medan City, totaling 469 people. The sampling of this study was the implementing nurse on duty in the inpatient room of Dr. Pirngadi Medan Hospital, researchers used the *Systematic Random Sampling method*, which is a modification technique of random sampling samples. The sample is taken by randomly creating elements or members of the population between 1 and the number of members of the population ( Machmud,2008 ). The determination of the sample size in this study was taken based on the Slovin formula as many as 83 respondents.

### 2.1 Research Results

#### 2.1.1 Description of Respondent Characteristics

#### 2.1.2 Distribution of respondents by age group

**Table 1. Distribution of Respondent Groups by Age Group**

No	Age	f	%
1	25-35 years	65	78
2	36-45 years	18	22

	<b>Total</b>	<b>83</b>	<b>100</b>
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The average age of respondents was 31 years, with the lowest age being 26 years and the highest age being 45 years. From table 4.1 above, the age of respondents in the inpatient installation of Dr. Pirngadi Hospital Medan City based on age groups of (78%) ranges from 25 – 35 years and (22%) ranges from 36 – 45 years

### 2.1.3 Distribution of respondents by Gender

**Table 2. Distribution of Respondent Groups by Gender**

<b>No</b>	<b>Gender</b>	<b>f</b>	<b>%</b>
1	Man	24	21,8
2	Woman	59	53,6
	<b>Total</b>	<b>83</b>	<b>100</b>

Based on table 2 above, the number of research respondents in the inpatient installation of Dr. Pirngadi Hospital Medan City based on gender was 53.6% female and 21.8% male.

### 2.1.4 Distribution of respondents based on recent education

**Table 3. Distribution of Respondent Groups by Education**

<b>No</b>	<b>Education</b>	<b>f</b>	<b>%</b>
1	Diploma-3 (D3)	46	55
2	Strata-I (S1)	37	45
	<b>Total</b>	<b>83</b>	<b>100</b>

Based on table 3. The above shows the number of research respondents in the inpatient installation of Dr. Pirngadi Hospital, Medan City based on the last education as many as 46 people with the last education D3 and 37 people with S1 education.

### 2.1.5 Distribution of respondents by Years of Service

**Table 4. Distribution of respondent groups by length of service**

<b>No</b>	<b>Gender</b>	<b>f</b>	<b>%</b>
1	High Working Period >7 <sup>th</sup>	20	24.1%
2	Low Working Period <7 <sup>th</sup>	63	75.9%
	<b>Total</b>	<b>93</b>	<b>100</b>

Based on table 4 above, the number of research respondents in the inpatient installation of Dr. Pirngadi Hospital Medan City based on working period was 20 people (24.1%) had high working time and as many as 63 people (75.9%) had low working time.

### 2.1.6 Description of Respondents based on Perceptions of leadership

**Table 5. Description of respondents based on leadership perceptions**

<b>No</b>	<b>statement</b>	<b>Disagree</b>	<b>Agree</b>
1	In my opinion, there is clarity in the work system to achieve the vision and mission that has been socialized by nursing management	45 (54.2%)	38 (45.8%)

2	In my opinion, there is a clear planning on the implementation of nursing management against the methods of nursing care activities	50 (60.2%)	33 (39.8%)
3	In my opinion, in the process of making operational procedures, management involves nurses	50 (60.2%)	33 (39.8%)
4	In my opinion, Management is always present at the time of conflict resolution	53 (63.9%)	30 (36,1%)

From the table above, it can be seen that the clarity of the work system to achieve the vision and mission that has been socialized by the nursing management was approved by respondents (38%), and for clear planning on the implementation of nursing management on nursing care activity methods by (39.8%), and the process of making management operational procedures involving nurses was approved as much as (39.8%) as well as perceptions of Management was always present at the time of approval of conflict resolution (36.1%).

### 2.1.7 Perception of decision making

**Table 6. Description of respondents based on decision making**

N o	statement	Disagree	Agree
1	In my opinion, the management always involves nurses in every decision making and nursing planning	51 (61.4%)	32 (38.6%)
2	I think Management responds quickly and appropriately when there are unwanted changes	51 (61.4%)	32 (38.6%)
3	I think Management anticipates planning budget changes	51 (61.4%)	32 (38.6%)
4	I think it provides guidance and direction on organizational decisions through knowledge from local, provincial, and national governments	51 (61.4%)	32 (38.6%)

From the table above, respondents can find answers about perceptions Management always involves nurses in every decision making and nursing planning is approved as much as (38.6%), and for Management to respond quickly and appropriately when there are unwanted changes approved as many as (38.6%), for Management to anticipate budget change planning approved as much (38.6%) and to provide guidance and direction on organizational decisions through knowledge from local, provincial, and national governments approved as much (38.6%).

### 2.1.8 Perception of communication

**Table 7. Description of Respondents Based on Communication Perception**

N o	statement	Disagree	Agree
1	In my opinion, Management creates a very conducive situation when communicating	50 (60.2%)	33 (39.8%)

2	In my opinion, Management develops good communication inside and outside official hours.	50 (60.2%)	33 (39.8%)
3	In my opinion, the management conducts affective communication through writing	50 (60.2%)	33 (39.8%)
4	In my opinion, the management shows confidence in terms of verbal / non-verbal communication in influencing others	50 (60.2%)	33 (39.8%)

Based on the table above, it can be found that the perception of Management creates a very conducive situation when communication is approved as much as (39.8%) and Management develops good communication inside and outside the approved Office hours (39.8%) and for management to carry out affective communication through approved writing as much as (39.8%) and Management showed confidence in verbal/non-verbal communication in influencing others ( 39.8%).

### 2.1.9 Perception of self-development

**Table 8. Description of respondents based on perceptions of self-development**

N o	statement	Disagree	Agree
1	In my opinion, the management always strives to maintain and develop professional relationships between staff.	49 (60.2%)	34 (39.8%)
2	In my opinion, the management uses a good reward system	49 (60.2%)	34 (39.8%)
3	In my opinion, in awarding, management still performs in accordance with the provisions of the reward system	49 (60.2%)	34 (39.8%)
4	In my opinion, the management applies the role of an affective mentor	49 (60.2%)	34 (39.8%)

Based on the table above, it is found that the perception of the management always strives to maintain and develop professional relationships between staff approved as much as (39.8%) and for the management to use a good reward system approved as much as (39.8%)), and for In awarding, management still performs in accordance with the provisions of the approved reward system as much as (39.8%) and Management implemented an affective mentor role (39.8%).

### 2.1.10 Perception of Personality

**Table 9. Description of respondents based on personality perception**

N o	statement	Disagree	Agree
1	In my opinion, the management does not confuse official affairs with personal matters	47 (56.6%)	36 (43.4%)
2	In my opinion, Management always has a solution in every problem that occurs	47 (56.6%)	36 (43.4%)



3	In my opinion, management can manage individual stress in problems that occur	47 (56.6%)	36 (43.4%)
4	I think Management can Focus on one or more than two events in a period	47 (56.6%)	36 (43.4%)

Based on the respondents' answer data in the table above, it was found that the perception of management does not confuse official affairs with personal affairs approved as much as (43.4%) and Management always has a solution in every problem that occurs approved as much as (43.4%) and for management to be able to manage individual stress in problems that occur approved as much as (43.4%) and Management can Focusing on one or more than two events in a single period was approved (43.4%).

### 2.1.11 Perception of negotiations

**Table 10. Description of respondents based on negotiation perceptions**

No	statement	Disagree	Agree
1	In my opinion, Management can manage and identify problems well	53(63.9%)	30 (36.1%)
2	In my opinion, the management always facilitates every change that occurs	50 (60.2%)	33 (39.8%)
3	In my opinion, Management clarifies with all staff if there are problems that occur	50 (60.2%)	33 (39.8%)
4	In my opinion, Management can be a good mediator in resolving conflicts between staff	41 (49.4%)	42 (50.6%)

Based on respondents' answers in the table above, it was found that Management can manage and identify problems well, approved as much as (36.1%) and Management always facilitates every change that occurs, approved as much as (39.8%) for Management to clarify with all staff if there are problems that occur, approved as much as (39.8%)and Management can be a good mediator in resolving conflicts between staff approved as much as (50.6%)

### 2.1.12 Perception of managerial

**Table 11. Perception of managerial factors**

No	Gender	f	%
1	Not Good	65	78
2	Good	18	22
	Total	83	100

Based on the data on the perception of managerial factors above, it can be grouped into two parts, namely the group with the perception of good managerial factors of 18 people and the group with poor managerial factors of 65 people.

### 2.1.13 Perception of job satisfaction

**Table 12. Perception of job satisfaction**

No	Gender	f	%
1	Not Satisfied	51	61,4
2	Satisfied	32	38,6
	Total	83	100

Based on the data on the perception of managerial factors above, it can be grouped into two parts, namely the group with a good job satisfaction perception of 32 people and the group with poor job satisfaction factors of 51 people.

### 2.1.14 Bivariate Analysis

After univariate analysis, the results of the study were carried out with bivariate analysis, namely by using the *chi square test*, the relationship between the independent variable and the dependent variable with the limit of meaning of the statistical calculation of *p-value* (0.05), the following results were obtained:

#### 2.1.15 The Relationship Between Leadership and Job Satisfaction

**Table 13. The relationship between leadership and job satisfaction**

No	Leadership	Job Satisfaction				Sum		<i>p-value</i>
		Satisfied		Not Satisfied				
		f	%	f	%	f	%	
1.	Good	11	34,4	2	3,9	13	100	0,000
2.	Not good	21	65,6	49	96,1	70	100	
	Total	32	100	51	100	83	100	

The results of the *Chi-Squares test* show  $p: 0.000$  ( $p < 0.05$ ), so it can be concluded that there is a relationship between leadership and the satisfaction of the implementing nurse in the inpatient installation room of Dr. Pirngadi Hospital Medan City.

#### 2.1.16 The relationship between decision making and job satisfaction

**Table 14. The relationship between decision making and job satisfaction**

No	Peng.Decision	Job Satisfaction				Sum		<i>p-value</i>
		Satisfied		Not Satisfied				
		f	%	f	%	f	%	
1.	Good	11	34	3	5,9	14	100	0,003
2.	Not good	21	66	48	94,1	69	100	
	Total	32	100	51	100	83	100	

The results of the *Chi-Squares test* show  $p: 0.003$  ( $p < 0.05$ ), so it can be concluded that there is a relationship between decision making and the satisfaction of the implementing nurse in the inpatient installation room of Dr. Pirngadi Hospital Medan City

#### 2.1.17 The relationship between communication and job satisfaction

**Table 15. The relationship between communication and job satisfaction**

No	Communication	Job Satisfaction				Sum		<i>p-value</i>
		Satisfied		Not Satisfied				
		f	%	f	%	f	%	
1.	Good	18	56	15	5,9	14	100	0,015
2.	Not good	14	44	36	94,1	69	100	
	Total	32	100	51	100	83	100	



The results of the *Chi-Squares test* show  $p: 0.015$  ( $p < 0.05$ ), so it can be concluded that there is a relationship between communication and the satisfaction of the implementing nurse in the inpatient installation room of Dr. Pirngadi Hospital Medan City

### 2.1.18 The relationship between self-development and job satisfaction

Table 16. The relationship between self-development and job satisfaction

No	Development	Job Satisfaction				Sum		<i>p-value</i>
		Satisfied		Not Satisfied				
		f	%	f	%	f	%	
1.	aik	20	62,5	21	41	41	100	0,739
2.	Not good	12	37,5	30	59	42	100	
	Total	32	100	51	100	83	100	

The results of the *Chi-Squares test* showed  $p: 0.739$  ( $p > 0.05$ ), so it can be concluded that there is no relationship between self-development and the satisfaction of the implementing nurse in the inpatient installation room of Dr. Pirngadi Hospital Meda City

### 2.1.19 The relationship between personality and job satisfaction

Table. 17. The relationship between personality and job satisfaction

No	personality	Job Satisfaction				Sum		<i>p-value</i>
		Satisfied		Not Satisfied				
		f	%	f	%	f	%	
1.	Good	23	72	13	25	36	100	0,000
2.	Not good	9	28	38	75	47	100	
	Total	32	100	51	100	83	100	

The results of the *Chi-Squares test* show  $p: 0.000$  ( $p < 0.05$ ), so it can be concluded that there is a relationship between personality and the satisfaction of the implementing nurse in the inpatient installation room of Dr. Pirngadi Hospital Medan City

### 2.1.20 The relationship between negotiation and job satisfaction

Table 18. The relationship between negotiation and job satisfaction

No	Communication	Job Satisfaction				Sum		<i>p-value</i>
		Satisfied		Not Satisfied				
		f	%	f	%	f	%	
1.	Good	11	34	4	7,8	15	100	0,007
2.	Not good	21	66	47	92,2	68	100	
	Total	32	100	51	100	83	100	

The results of the *Chi-Squares test* showed  $p: 0.007$  ( $p < 0.05$ ), so it can be concluded that there is a relationship between negotiation and the satisfaction of the implementing nurse in the inpatient installation room of Dr. Pirngadi

Hospital Medan City

### 2.1.21 Recapitulation of Bivariate Analysis Results between Variables

**Table 19. Recapitulation of Bivariate Analysis Results between Variables at Dr. Pirngadi Hospital Medan City**

No	Variable	P value	Relationship
1.	Leadership	0,000	Significant
2.	Decision	0,003	Significant
3.	Communication	0,015	Significant
4.	Personal Development	0,739	insignificant
5.	Communication	0,000	Significant
6.	Negotiation	0,007	Significant

### 3. Multivariate Analysis

Multivariate analysis was conducted to see the effect of each independent variable and together on the dependent variable, and find out which of the independent variables was the most influential using multiple logistic regression analysis tests at the level of significance of  $p \text{ value} < \alpha$  (0.05). Multivariate analysis is carried out with 2 stages, namely the *enter* stage and the forward stage. The multivariate analysis stage of the *enter* stage aims to select multivariate candidate variables which is carried out by entering all independent variables in the bivariate test into multivariate with the provision of an output  $p\text{-value}$  of  $< 0.25$ .

#### 3.1 Bivariate selection

**Table 20. Results of Bivariate Logistics Selection Analysis**

		B	S. E.	Wald	D f	Si g.	Exp (B)	95% C.I.for EXP(B)	
								Lo wer	Up per
	Leadership	- 2.552	.8 12	9.884	1	.0 02	.078	.01 6	.38 2
	'Decision Making	-.568	.4 62	1.509	1	.2 19	.567	.22 9	1.4 02
	Communicat ion	-.925	.4 55	4.133	1	.0 42	.397	.16 3	.96 7
	Self- development	.154	.4 63	.111	1	.7 39	1.16 7	.47 1	2.8 91
	Personality	- 2.011	.5 08	15.68 4	1	.0 00	.134	.04 9	.36 2
	Negotiation	- 1.817	.6 40	8.058	1	.0 05	.162	.04 6	.57 0

Based on the results of the table output above, it shows that of the 6 variables tested for *bivariate binary logistic regression*, there are two variables with a  $p \text{ value}$  of  $> 0.05$ , namely the type of decision making variable and the self-development variable so that it cannot be included in the *multivariate binary logistic regression* test.

#### 3.2 Multivariate Modeling

**Table 21. Multivariate Modeling Phase I**

		B	S. E.	Wald	Sig.	Exp(B)	95% C.I. for EXP(B)	
							Lower	Upper
	Leadership	-2,163	1,010	4,588	0,032	0,115	0,016	0,832
	Communication	-0,250	0,546	0,210	0,647	0,779	0,267	2,270
	Personality	-1,796	0,560	10,289	0,001	0,166	0,055	0,497
	Negotiation	0,171	0,905	0,036	0,850	1,187	0,201	6,999
	Constant	5,755	1,355	18,036	0,000	315,856		

From the stage I modeling table, it is found that P values that have values above 0.05 are negotiation and communication variables. Then stage 2 testing will be carried out by issuing variables that have the highest p value, namely negotiation variables.

**Table 22. Multivariate Modeling Phase II**

		B	Wald	Sig.	Exp(B)	95% C.I. for EXP(B)		Change OR
						Lower	Upper	
	Leadership	-2,076	5,352	0,021	0,125	0,022	0,728	9,1 %
	Communication	-0,232	0,186	0,666	0,793	0,277	2,274	1,8%
	Personality	-1,767	10,803	0,001	0,171	0,060	0,490	2,9 %
	Constant	5,787	18,411	0,000	326,060			

Based on stage II multivariate modeling testing, the OR change is no more than 10%. Negotiation variables are discontinued into multivariate analysis modeling and are permanently removed.

### 3.3 Multivariate Analysis enter method

**Table 2.3 Analysis of multivariate method enter**

Type		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	5.737	3	1.912	10.849	.000b
	Residuals	13.926	79	.176		
	Total	19.663	82			

Based on the table above, it can be seen that the calculation of *P Value* is 0.000 which means smaller than 0.005. Thus the independent factor has a significant influence on the dependent variable.

### 3.4 Multivariate Analysis summary method

**Table 24. Multivariate analysis method summary**

Step	-2 Log likelihood	Cox & Snell R Square	Nagelkerke R Square
1	92.999a	.192	.260
2	84.802b	.268	.364

Based on the table above shows the results of interpretation of the output of logistic regression analysis of the summary model, the value of *Pseudo R Square* explains the ability of the independent variable (leadership and personality) to explain the dependent variable (job satisfaction) using the values of *Cox & Snell R Square* and *Nagelkerke R Square*. The *Nagelkerke R Square* value of 0.268 and *Cox & Snell R Square* of 0.364 indicates that the ability of the independent variable (leadership and personality) in explaining the dependent variable (job satisfaction) is 0.268 or (26.8%) and there are (73.2%) other factors such as age, sex, length of service, compensation and others.

### 3.5 Confounding Variables Related to Job Satisfaction

**Table 25. The relationship between working time and job satisfaction**

No	Period of Service	Job Satisfaction				Sum		<i>p-value</i>
		Satisfied		Not Satisfied				
		f	%	f	%	f	%	
1.	>7 years	12	37,5	8	15,7	20	100	0,024
2.	<7 years	20	62,5	43	74,3	63	100	
	Total	32	100	51	100	83	100	

The results of the *Chi-Squares test* show  $p: 0.024$  ( $p < 0.05$ ), so it can be concluded that there is a relationship between the length of service and the satisfaction of the implementing nurse in the inpatient installation room of Dr. Pirngadi Hospital Medan City.

**Table 26. The relationship between sex and job satisfaction**

No	Communication	Job Satisfaction				Sum		<i>p-value</i>
		Satisfied		Not Satisfied				
		f	%	f	%	f	%	
1.	Man	5	15,6	19	37,3	24	100	0,034
2.	woman	27	74,4	32	52,7	59	100	
	Total	32	100	51	100	83	100	

The results of the *Chi-Squares test* show  $p: 0.034$  ( $p < 0.05$ ), so it can be concluded that there is a relationship between gender and the satisfaction of the implementing nurse in the inpatient installation room of Dr. Pirngadi Hospital Medan City

#### 4. Discussion

##### 4.1 The Relationship Between Leadership and Job Satisfaction

Based on bivariate analysis of the relationship between leadership and job satisfaction using the *Chi-Squares test* showing  $p: 0.000$  ( $p < 0.05$ ), it can be concluded that there is a relationship between leadership and the satisfaction of the implementing nurse in the inpatient installation room of Dr. Pirngadi Hospital Medan City. The results of this study are also in line with research conducted by Ovari Isna et al with the results of the study proving that there is a significant relationship between the implementation of the organizing function of the Head of the Room with the job satisfaction of the implementing nurse in the inpatient room of the Ibnu Sina Bukit Tinggi Islamic Hospital in 2014, ( $p = 0.037$ ,  $\alpha = 0.05$ ). The results of this study are also in line with the research conducted by the results of the study there is an influence of leadership style and compensation on performance. This is evident from the calculation of a correlation value of 0.456 between leadership style (X1), compensation (X2) and performance (Y2) which shows a moderate relationship, with an influence level of 20.10%, showing that job satisfaction of Contract Staff employees at Ciamis Regency Hospital is influenced by leadership style and compensation by 20.80%, while the remaining 79.20% ( $100 - 20.80$ ) is a non-determination coefficient showing other factors outside leadership style and compensation (Donabedian, 1989) (Simamora, & Kep, 2009). Nursing leaders should be able and have leadership skills, so that they are effective in managing nursing services and care in accordance with the development of science and technology and can meet the needs of the community. He must be able to inform, coordinate and interpret the philosophy of the institution and service of the nursing system. Leaders must be able to ensure that subordinates carry out their work based on the skills possessed and commitment to work to produce the best output. Therefore, leadership arises as a synergistic result of various skills ranging from administrative (planning, organizing, controlling and supervising), technical skills (management, marketing, and technical procedural), and interpersonal skills. A person's leadership style is the result of the perception of others who look at the leader's behavior in an effort to influence the activities of others. Therefore to know and measure the leadership style of a leader can be used perceptions of others. Leadership in nursing is the ability and skill of a nursing manager in influencing other nurses under his supervision to carry out duties and responsibilities in providing nursing services so that nursing goals are achieved. (Julianto, M., & Soelarto, 2016) The managerial ability of the head of space in the organizing function is the division of labor, unity of command, delegation and coordination, steps to establish, classify and organize various kinds of activities, assign the main tasks and authorities by the leader to staff in order to achieve organizational goals. The most important thing in the implementation of the organizing function of the head of space is the division of tasks. The managerial ability of the head of space in the organizing function is the division of labor, unity of command, delegation and coordination, steps to establish, classify and organize various kinds of activities, assign the main tasks and authorities by the leader (Simamora, & Kep, 2009) Forms of leadership that can support employee compliance include the figure of the leader and his leadership style. Explain some leadership principles, namely a leader must be able to To make clear rules so that they can direct employees in doing their work, must be able to check, assess and improve employee performance and be able to coordinate with employees (Sagala & Sos, 2018).

##### 4.2 The Relationship Between Decision Making and Job Satisfaction

The results of the *Chi-Squares test* show  $p: 0.003$  ( $p < 0.05$ ), so it can be concluded that there is a relationship between decision making and the satisfaction of the implementing nurse in the inpatient installation room of Dr. Pirngadi Hospital Medan City. The results of this study are in line with research conducted by Andika showing that the work environment has a significant effect on nurses' job satisfaction, meaning that the better the work environment at

Assenrempulu Enrekang Hospital, the higher the nurse's job satisfaction at Massenrempulu Enrekang Hospital (Holy et al., 2023). But the effort that comes from the leadership is not enough. The significance of the impact of providing these opportunities will also be influenced by the willingness of each employee to actively participate in the implementing nurse in high involvement strongly favors the type of work done and really cares about that type of work. The underlying theory is that by knowing the work involvement of employees so that employees will become more motivated, more committed to the organization or company, more productive, and more satisfied with their work (Borkowski & Meese, 2021) (Borkowski & Meese, 2021) decision making is the selection of two or more alternatives, while decision making is the selection of certain alternative behaviors (behaviors) from two or more existing alternatives. And according to Sondang P. Siagian, decision making is a systematic approach to the nature of the alternatives faced and taking action which according to calculations is the fastest action According to Johannes Supranto, decision making is to choose one of the best alternatives among many alternatives. Furthermore, decision making is the process used to choose a course of action as a way of solving problems. According to him, decision making (2) there are several alternatives that must be chosen one of the best, and (3) there are goals to be achieved and the decision is getting closer to that goal. Dee Ann Gullies explains that decision making is an unhurried cognitive process and consists of a series of stages that can be analyzed, refined, and combined to produce greater accuracy and accuracy in solving problems and initiating actions (Rozarie, 2017) (Rozarie & Indonesia, 2017) In a company or an organization, employee work involvement plays a big role. There are several theories from various sources that can explain what is meant by work engagement: *The degree to which a person identifies psychologically with his or her work and the importance of work to one's self image*. Where an employee is said to be involved in his work if the employee can identify psychologically with his work, and consider his performance important to him, in addition to the organization several studies conducted to find out how work involvement can arise in workers, which ultimately produce two points of view that are considered to cause work involvement are:

The first (The first: job involvement is occur when the possession of certain needs, value, or personal characteristics individuals to become more or less involved in their jobs) work involvement will be formed because of the desire of workers for certain needs, values or certain characteristics obtained from their work so that it will make the worker more involved or even not involved in his work.

The second is (The second: job involvement as a response to specific works situation characteristics. In other words, certain types of job or characteristics of the work situation, influence the degree to which an individual become involved in his jobs, work involvement arises in response to a particular job or situation in the work environment. In other words, a type of work or situation in the work environment will affect the person to be more involved or not in his work.

Employees in high engagement strongly side with the type of work being done and genuinely care about that type of work. The underlying theory is that by knowing the work involvement of employees so that employees will become more motivated, more committed to the organization or company, more productive, and more satisfied with their work. Decision making is carried out when critical or structured situations occur within the scope of nursing management. The role of functional nurses in participating in a manager's decision making is very important to create optimal job satisfaction. A manager must constantly, make decisions. Decisions are made in order to solve the problem. Decision making and problem solving is an ongoing process in terms of evaluating organizational conditions or problems that arise, considering alternatives, making choices, and actions needed as part of the decision.

#### **4.3 The Relationship Between Communication and Job Satisfaction**

The results of the *Chi-Squares test* show  $p: 0.015$  ( $p < 0.05$ ), so it can be concluded that there is a relationship between communication and the satisfaction of the implementing nurse in the inpatient installation room of Dr. Pirngadi Hospital Medan City. This is in line with research conducted by Sarinah with the results There is a very significant positive relationship between interpersonal communication and commitment to the organization with the job satisfaction of implementing employees. This is known by looking at the value or relationship coefficient  $r_{xy} = 14.021$



with a p value of 0.000 ( $p < 0.01$ ). One of the factors that affect communication is time. The study of the impact of time on the communication process is referred to as chronemics. The whole process of communication is influenced by time. For example, a message delivered at 03.00 WIB in the morning will be felt in a different response at 15:00 WIB. The amount of time spent communicating depends on the client's needs. Some clients will require more energy of nurse time than others. Nurses rush when interacting with clients, non-verbal messages of impatience can be transmitted (Noe et al., 2006). Communication is the process by which information flows from source to receiver and back again. We communicate because we want something to happen or we want to satisfy a need. No group can exist without communication. Only through the transfer of the meaning of one individual to another can information or ideas be transmitted. Communication performs four main functions in an organization or group, namely: control, motivation, emotional disclosure, and information. Interpersonal communication is based on openness, empathy, mutual support, positive attitude, and similarity between related parties, interpersonal communication is also largely formed by self-image (Winarni & Sugiyarso, 2006), *the image of the other*, the physical environment, and the social environment that ultimately gives rise to a person's attractiveness in communicating as well as a positive attitude and fondness for others to communicate which is better known as interpersonal attraction. Organizational communication includes verbal and nonverbal communication. Large organizations using communication channels include horizontal, vertical, and diagonal communication. Well-honed verbal skills are indispensable for leaders/managers. One of the most important verbal communication skills is assertive communication. Assertive behavior is a way of communication that allows people to express themselves in a direct, honest and appropriate way that does not violate the rights of others. Verbal communication skills, leaders in a multicultural workplace require cultural sensitivity. When facing staff who come from similar cultural backgrounds, management skills are needed to decide whether to face it directly, or send electronic or paper memos, telephone or completely incommunicado on that particular issue.

#### **4.4 The Relationship Between Self-Development and Job Satisfaction**

The results of the *Chi-Squares test* showed  $p: 0.739$  ( $p > 0.05$ ), so it can be concluded that there is no relationship between decision making and the satisfaction of the implementing nurse in the inpatient installation room of Dr. Pirngadi Hospital Medan City. This is also in line with research conducted by Susi Susanti with the results of career development partially having a significant effect on organizational commitment. In this case, career development has not been conditioned according to the expected standards and career development does not have a significant effect on job satisfaction. The absence of a relationship between self-development and job satisfaction is caused by several factors, one of which is the easier access to self-development through scientific activities such as seminars, workshops and training that are often held by agencies, professional organizations and other private training institutions. (Jones, 2013). Career development includes career planning and career management. Understanding career development requires an examination of two processes: how individuals plan and implement career goals (career planning) and how organizations design and implement career development programs (career management). Career planning is the process by which individuals can identify and take steps to achieve their career goals (Greene, 2017).

Career planning involves identifying career-related goals and developing plans to achieve those goals. While career management is a process by which organizations select, assess, assign, and develop employees to provide a weighty group of people to meet future needs. Career development is also an effort that must be made so that the career plan that has been made brings optimal results. Such efforts must be made by the individual concerned, because after all he is the one who has the most interest and who will enjoy the results. This is a very fundamental career development principle. Career development is a series of positions occupied by a person during the course of his age. Career development is a way for an organization to support or increase employee productivity and prepare them for a changing world. This career development is necessary for promotion, to ensure the right people will be available to meet changing staffing requirements and increase workforce diversity and give employees more realistic job



expectations ( Greene ,2017 ) ( Jones 2013 )Career development is very useful for companies so that the wheels of the company can run well because there is a rotation of positions that occur in it. In addition, with the career development program, companies can reduce the number of *employee resignation*.

#### **4.5 The Relationship Between Personality and Job Satisfaction**

The results of the *Chi-Squares test* show  $p: 0.000$  ( $p < 0.05$ ), so it can be concluded that there is a relationship between decision making and the satisfaction of the implementing nurse in the inpatient installation room of Dr. Pirngadi Hospital Medan City. This is in line with research conducted by Imran Ramdani with the results of personality having a positive effect on job satisfaction. Testing of this hypothesis is carried out through a path coefficient significance test. The effect of personality (X1) on job satisfaction (X2) has a path coefficient of 0.885 with  $p = 0.000$ . At the significance level of  $\alpha=5\%$  or 0.05, the value of  $p(0.000)$ . The relationship between behavior and personality is probably one of the most complex things managers must understand. When we talk about personality we refer to a relatively stable set of feelings and behaviors that have been significantly shaped by genetic factors and environmental factors. Although many aspects of personality formation, development, and expression are not perfectly understood, some of its principles are generally accepted as true. Personality is a combination of stable physical and mental characteristics that gives a person identity. These characteristics or traits include how a person's views, ways of thinking, activities and feelings arise as a result of the interaction of genetic factors and environmental influences. The holistic definition of personality is related to both affective variables and cognitive variables, behavioral and mental variables that distinguish one person from another Personality is viewed in two ways. First, based on external perspectives, personality creates an impression that distinguishes one individual from another. This is what personality means from the point of view of the observer (others), and functionally equivalent to the reputation of the individual. Second, based on internal perspectives, personality is a structure within an individual that explains why individuals have a certain impression of others. This is personality viewed from the perspective of the actor (the individual concerned), and equivalent to ( Purnaya ,2016 ) ( Rice ,2013 ) the identity of the individual Sigmund Freud proposed three specific structures of personality namely the Id, Ego and Superego. All three structures are believed to have formed fundamentally at the age of seven. These structures can be displayed diagrammatically in relation to accessibility to consciousness or the reach of consciousness of individuals. The id is pure libido or irrational psychic energy. The id is a desire that is guided by the principle of pleasure and seeks to satisfy this need ( Rice, 2013 ) ( Rice ,2013 ).

This id is part of the natural component of personality that is carried from the birth of an individual. The id is also a component of psychology that has a primitive and instinctive nature. According to Freud, the id is the source of all psychic energy, making it the main component of personality. The id will be driven by the pleasure principle, which seeks to obtain immediate satisfaction from all wants and needs. If this need is not met, then the result is anxiety or tension This type of ego personality principle is about things related to reality and reality. This ego also begins and is carried from birth, but develops along with the individual's relationship with the surrounding environment. To survive in a life, the individual cannot simply act merely following impulses or impulses, the individual must learn to face the reality. According to Freud, the ego is a personality structure that deals with the demands of reality, which contains proper reasoning and understanding. The ego tries to hold back until it has had a chance to understand reality accurately, understand what has happened in the past, and make realistic plans for the future. The purpose of the ego is to find a realistic way to satisfy the Id. This ego function is also useful for filtering the impulses that the Id wants to satisfy based on reality. Super Ego or sociological aspect is a personality system that contains values and rules that are evaluative (regarding things related to good - bad). The super ego is more perfection than pleasure, therefore the super ego can be considered a moral aspect rather than the personality itself. And it is also the aspect of personality that houses all the internalized standards of morals and ideals that we acquire from both parents as well as society. The superego provides guidelines for making judgments. Basically, the theory put forward by Sigmund Freud is also seen as an approach or method of therapy (guidance and counseling), so that it can be applied in the world of work where

every nurse has their own Id, Ego, and super ego. In the context of nurses, implementers, and management, it is very difficult to assess and determine existing personality problems and controls.

#### **4.6 The Relationship Between Negotiation and Job Satisfaction**

The results of the *Chi-Squares* test show  $p: 0.007$  ( $p < 0.05$ ), so it can be concluded that there is a relationship between decision making and the satisfaction of the implementing nurse in the inpatient installation room of Dr. Pirngadi Hospital Medan City. A manager must be able to portray himself as an entrepreneur who is honest, dynamic, tenacious, creative, innovative, responsive, responsible, risk-taking, and broad-minded. Another role is as the role of a negotiator, a manager must be able to play the role of a negotiator who is able to negotiate well. This ability is very necessary, especially in terms of determining project cooperation or internal interests to overcome employees, in this case nurses (Wijono, 2010). Negotiations can arise due to a struggle for resources, namely one party wants something that is controlled by the other party (and / or vice versa) or differences in perception, namely one party wants to harmonize views that were previously different on something, that may potentially lead to conflict or hinder the achievement of goals. A negotiator must be able to distinguish whether he is negotiating because of a struggle for resources or a difference in perception. Misjudging the situation will affect the error of planning the strategy used. Negotiations can be carried out if there are issues or topics that can be negotiated. In addition, the parties involved have a willingness to negotiate, readiness to negotiate, have the authority to make decisions and interdependence. Negotiators in this case must have the ability to identify the best alternative if an agreement can no longer be reached (BATNA) and doubts about the outcome of dispute resolution. Negotiation is necessary to open several possible contracts, the most fundamental interest for the client, approval (commitment), or disagreement that may arise. The combination of participants, interests, negotiated issues, possible resolutions to each issue, participant BATNA and dynamic behavior is fundamentally unique to each project. The more participants involved in the negotiation, the more complex the negotiation. Although every sales process and various forms of cooperation between companies basically have their own uniqueness, project negotiations have basic characteristics in general, which have three basic objectives that can be said to be almost present in every project, namely scope, time and cost. In addition to negotiations for the sustainability of an institution, managerial parties are required to be able to negotiate well with their employees to avoid misunderstandings and prolonged conflicts. In stage I modeling, it was found that P values that have values above 0.05 are negotiation and communication variables. Then stage 2 testing will be carried out by issuing variables that have the highest p value, namely negotiation variables. Based on stage II multivariate modeling testing, the OR change is no more than 10%. So with this the Negotiation variable is not continued into multivariate analysis modeling and is permanently deleted. Based on testing using the enter method, it can be known that the *calculation of P Value* is 0.000 which means smaller than 0.005. Thus the independent factor has a significant influence on the dependent variable. Based on calculations with the forward method showing the results of interpretation of the output of the summary model logistic regression analysis, the *Pseudo R Square* value explains the ability of the independent variable (Leadership and personality) to explain the dependent variable (job satisfaction) using the values of *Cox & Snell R Square* and *Nagelkerke R Square*. The value of *Nagelkerke R Square* is 0.192 and *Cox & Snell R Square* is 0.260.

#### **Conclusion**

Based on the results of research on the Perception Analysis of managerial factors with the level of job satisfaction in the inpatient installation of Dr. Pirngadi Hospital Medan City, it can be concluded: Based on the description of variable characteristics in nurses in the inpatient room of Dr. Pirngadi Hospital Medan City, a high percentage was obtained at a young age of 65 (78%), Female Gender 59 (53.6%), D3 Education 46 (55%), Low Working Period under 2 years 63 (75.9%). Based on the results of the study, the description of nurses' perceptions in the inpatient room on managerial factors; High percentage of perceptions about leadership 53 (63.9%), Decision making 51 (61.4%), communication 50 (60.2%), personality 47 (56.6%), negotiation 41 (49.4%), managerial factors 65 (78%), job satisfaction 51 (61.4%). From the analysis of the relationship between the perception of managerial factors to job satisfaction are as follows:

Leadership ; P value  $<0.05$  then there is a relationship between leadership and job satisfaction. Decision; P Value 0.003 ( $<0.05$ ) then there is a relationship between decision making and job satisfaction. Communication; P value 0.015 ( $<0.05$ ) then there is a relationship between communication and job satisfaction. Self-development ; P value 0.739 ( $>0.05$ ) then there is no relationship of self-development to job satisfaction. Personality; P value 0.000 ( $<0.05$ ) then there is a relationship between personality and job satisfaction. Negotiation; P value 0.007 ( $P<0.05$ ) then there is a relationship between negotiation and job satisfaction. From the results of *bivariate binary logistic regression* analysis, there are two variables that have a p value of  $> 0.05$ , namely decision making variables and self-development variables so that they cannot be included in the *multivariate binary logistics regression test*. Multivariate modeling analysis phase I found P values that have values above 0.05 are negotiation and communication variables. Then stage 2 testing will be carried out by issuing variables that have the highest p value, namely negotiation variables. Multivariate analysis phase II obtained OR not exceeding 10%, so negotiation variables were not included in the multivariate analysis stage. From the results of multivariate logistic regression analysis between independent variables and dependent variables, it was found that there was an influence between the perception of managerial factors on the level of nurse job satisfaction at the Inpatient Installation of Dr. Pirngadi Hospital, Medan City. Make efforts to increase job satisfaction through decision making based on deliberation and consensus. Make efforts to increase job satisfaction through the perception of managerial factors Provide feedback as expected with supervision.

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