

Effects Of Effort-Reward Imbalance (Eri) On The Job Satisfaction And Work Performance Among Healthcare Workers Of Maternal And Children Regional Hospital Of South Sulawesi In 2022

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Abstract

The low job satisfaction rate among healthcare workers in the hospital was found to affect the quality of health services for patients and profoundly impact the performance of employees in the hospital. This study aimed to analyze the effect of effort-reward imbalance (ERI) on job satisfaction and work performance, the effect of job satisfaction on work performance, and the direct and indirect effect of ERI on work performance through job satisfaction in the Mother and Child Regional Hospital of South Sulawesi. This research is quantitative research using an analytical observational study with a cross-study design. Respondents were 377 healthcare workers (medical, nurses, midwiferies, non-medical) taken in total sampling. Data were analyzed using the Chi-square test and path analysis. The result showed that ERI had a significant direct correlation with job satisfaction and work performance. The association between ERI and work performance was also correlated indirectly through job satisfaction. Therefore, the hospital is expected to improve the healthcare workers' quality by balancing the effort and reward to improve job satisfaction which can lead to higher work performance.

Keywords: Effort-Reward Imbalance (ERI), Job Satisfaction, Work Performance

Introduction

Human resources (HR) is one of the important components in the organization so that its existence needs to be managed properly [1]. Humans as workers or employees are the most important resource for the company, because they have the talent, energy and creativity that are needed by the company to achieve its goals. On the other hand, human resources also have various needs that they want to fulfill [2]. To improve the performance of employees, companies must understand what causes job satisfaction and job dissatisfaction of their employees, because employees who are satisfied with their work will work more productively and loyally with their organization. Workers who are dissatisfied with their jobs will work less productively and tend to have a desire to quit their jobs [3].

Employees who tend to feel that they do not get justice in their company at work will have a low level of job satisfaction which with a low level of

job satisfaction will make the employee take steps to leave the organization [4]. The perception of injustice that occurs due to the burden and reciprocity given by the company for all the work done and will then have an impact on employee stress levels, job satisfaction and employee leave intentions [5].

Job satisfaction is a person's general attitude towards his work which shows the difference between the number of awards received by workers and the amount they believe they should receive [6]. If employees are satisfied then their performance will increase. One form of the quality of human resources is reflected in the performance of employees. To be able to achieve this quality, the company must be able to improve employee performance. Therefore, human resources need to be managed properly to improve organizational performance. Performance is critical to the success or failure of an organization [7]. The higher the employee's performance, the greater the chances of an organization's success, and conversely, the lower the employee's performance, the greater the

probability of an organization's failure. The results of research conducted by [8] shows that job satisfaction has a significant effect on improving organizational performance.

The poor health of health workers can affect the quality of services provided. Research conducted by [9] stated that depression can affect decisions made at work and relationships with co-workers and patients. One of the models that is currently a contributor to the psychosocial health of health workers is the effort-reward imbalance (ERI). ERI is a model that is theoretically used in analyzing work stress by identifying the effort expended (effort/cost) and rewards obtained (reward) with two main indicators, namely extrinsic factors, effort-reward ratio (ERR) and excessive commitment (overcommitment). is a personal characteristic. The ERI model shows a relationship between high effort and low reward leading to an imbalance that evokes strong negative emotions [10]. A low ERR value (> 1) will cause an active distress status by triggering high negative emotions. A study has shown that ERI in the form of a combination of high effort and low reward can cause a decrease in health quality up to 4 times. Other studies have reported results that ERI can increase the risk of coronary heart disease, high blood pressure, dependence on alcohol, decreased quality of life to burnout [11].

Performance comes from the notion of performance as the result of work or work performance. Performance relates to doing work and the results achieved from a job [12]. Many factors affect employee performance, namely organizational culture, organizational commitment, work environment, job satisfaction and ERI.

The Regional Special Hospital (RSKD) for Mother and Child Siti Fatimah in South Sulawesi Province and RSKD for Mother and Child in South Sulawesi Province are hospitals belonging to the government of South Sulawesi Province class C. The achievement of performance on the number of patient visits in the Outpatient and Inpatient Installation of RSKD IA Siti Fatimah, South Sulawesi Province, experienced a decline in 2016-2018. In addition, there are still achievement of Job Satisfaction in RSKD Mother and Child Siti Fatimah respondents who expressed dissatisfaction with the dimensions of job characteristics 70%, rewards 80.53%, work environment 69.42% and management relationships 53.68% which can

affect performance. employee. Of the several factors that affect the performance of human resources, the researchers chose the variables ERI, job satisfaction and HR performance because based on previous research and the problem data obtained, namely the decrease in the number of visits and low job satisfaction at the Fatimah Mother and Child Special Hospital and the Mother and Child Mother Special Hospital. South Sulawesi Province.

Methods

Location And Design of the Study

This research has been carried out at RSKD IA Siti Fatimah and RSKD IA Pertiwi, South Sulawesi Province. The type of research used is analytic observational with cross sectional design.

Population and Sample

The population in this quantitative study were all human resources at the Siti Fatimah Mother and Child Hospital in South Sulawesi Province and the Mother and Child Hospital in South Sulawesi Province, namely 377 respondents. Sampling with total sampling, so that the sample in this study were 377 respondents who were divided into medical, nursing, midwifery and non-medical.

Method of Collecting Data

The instrument used in data collection is a questionnaire, regarding the independent variable in the form of effort-reward imbalance (ERI) while the dependent variable is job satisfaction and performance.

Data Analysis

Univariate analysis was conducted to obtain an overview of the research problem by describing each variable used in the study and the characteristics of the respondents. Univariate analysis consisted of descriptive analysis of respondents' characteristics, descriptive analysis of research variables and crosstabulation analysis between respondents' characteristics and research variables. Bivariate analysis was carried out to see the relationship between two variables, namely between the independent variable and the dependent variable. The statistical test used was the Chi Square test. Multi-personal analysis using path (path analysis).

Results and Discussion

Table 1. Characteristics of Respondents at RSKD IA Pertiwi and RSKD IA Fatimah, South Sulawesi Province in 2022

Characteristic	Research Samples	
	n	%
Hospital		
Pertiwi Hospital	139	36.9
Fatimah Hospital	238	63.1
Sum	377	100.0
Profession		
Doctor	27	7.2
Nursing	177	46.9
Midwifery	71	18.8
Non-Medical	102	27.1
Sum	377	100.0
Work Units		
ER	39	10.3
Outpatient	9	2.4
Hospitalization	106	28,1
ICU/ICCU/IMC	9	2.4
NICU/PICU	70	18.6
Radiology	11	7.9
Laboratory	5	1,3
Pharmacy	7	5.0
Nutrient	18	12.9
Other	100	26.5
Sum	377	100.0
Age		
20-35 Years	226	59.9
36-45 Years	119	31.6
>45 Years	32	8.5
Sum	377	100.0
Gender		
Male	25	6.6
Woman	352	93.4
Sum	377	100.0
Education		
High School/Equivalent	14	3.7
Diploma/Equivalent	0	0.0
Bachelor	107	28.4
Profession	133	35.3
S2	121	32.1
Specialist	2	0.5
Sum	377	100.0

Service Life		
1-2 years	172	45.6
3-5 Years	203	53.8
6-8 Years	0	0.0
>8 Years	2	0.5
Sum	377	100.0
Working Hours		
<20 hours a week	19	5.0
40 hours/more a week	221	58.6
20-39 hours a week	137	36.3
Sum	377	100.0
Working Status		
Civil servants	278	73.7
NON Civil servants	93	24.7
Other	6	1.6
Sum	377	100.0

Source: Primary Data, 2022.

Table 1 shows the frequency distribution based on the characteristics of the sample in the research location, showing that most of the respondents came from the nursing profession as much as 46.9%. Based on the most work units, namely hospitalization as much as 28.1%. In terms of age are in the age of 20-35 years. Based on gender, the majority of respondents were women as much as 93.4%. Based on the education level, most of the

respondents have professional education, 35.3%. Based on the respondent's working period, the longest working period is 3-5 years by 53.8%. Based on the working time of the respondents who have the most working time, namely 40 hours/more a week as much as 58.6%. Based on the work status, the most are civil servants as much as 73.7%.

Table 1. Variable Frequency Distribution of HR Research RSKD IA Pertiwi and RSKD IA Fatimah South Sulawesi Province in 2022

Variable	Research Samples	
	n	%
ERI		
Good	185	49.1
Not Good Enough	192	50.9
Sum	377	100.0
Job Satisfaction		
Satisfied	165	43.8
Less Satisfied	212	56.2
Sum	377	100.0
Performance		
Good	174	46.2
Not Good Enough	203	53.8
Sum	377	100.0

Source: Primary Data, 2022.

Table 2 describes the percentage of respondents' assessment of the research variables. The results of most of the respondents stated that they were in the good ERI category by 192 respondents (50.9%).

The category of satisfied satisfaction is 165 respondents (43.8%). Good performance category is 174 respondents (46.2%).

Table 2. Results of independent analysis of ERI variable t-test at RSKD IA Pertiwi and RSKD IA Fatimah, South Sulawesi Province in 2022

Hospital	n	Mean Rank	Sum of Ranks
RSKD IA Pertiwi	139	187.93	26122.00
RSKD IA Fatimah	238	189.63	45131.00
Total	377		

Source: Primary Data, 2022.

Results of the Independent T-Test Analysis of HR Performance Variables at RSKD IA Pertiwi and RSKD IA Fatimah, South Sulawesi Province in 2022

Hospital	n	Mean Rank	Sum of Ranks
RSKD IA Pertiwi	139	185.14	25734.50
RSKD IA Fatimah	238	191.25	45518.50
Total	377		

Source: Primary Data, 2022.

Table 3. The statistical test used is the Difference Test (Independent T-Test) using the Mann Whitney Test. Based on the results of the analysis, it can be seen that the mean rank value for RSKD IA Pertiwi is 195.56 and RSKD IA Fatimah is 185.17, which means there are differences in job satisfaction variables in the two hospitals. This means that job satisfaction at RSKD IA Pertiwi is more than at RSKD IA Fatimah, which has low job satisfaction, resulting in disruption of employee activities in achieving their goals,

because job satisfaction is one indicator of the effectiveness of one's performance. Based on the results of the analysis, it can be seen that the mean rank value for RSKD IA Pertiwi is 187.93 and RSKD IA Fatimah is 189.63, which means that there are differences in the ERI variables in the two hospitals. This means that the HR ERI at RSKD IA Fatimah is better than HR at RSKD IA Pertiwi because there is a relationship between high effort and low reward leading to an imbalance that evokes strong negative emotions for HR.

Table 3. The Effect of ERI on Satisfaction at RSKD IA Pertiwi and RSKD IA Fatimah, South Sulawesi Province in 2022

ERI	Job Satisfaction				Total		P
	Satisfied		Less Satisfied		N	%	
	n	%	n	%			
Good	113	61.1	72	38.9	185	100.0	0.001
Not Good Enough	52	27.1	140	72.9	192	100.0	
Total	165	43.8	212	56.2	377	100.0	

Source: Primary Data, 2022.

The Effect of ERI on Performance at RSKD IA Pertiwi and RSKD IA Fatimah, South Sulawesi Province in 2022

ERI	Performance				Total		P
	Good		Not Good Enough		N	%	
	n	%	n	%			
Good	101	54.6	84	45.4	185	100.0	0.002
Not Good Enough	73	38.0	119	62.0	192	100.0	
Total	174	46.2	203	53.8	377	100.0	

Source: Primary Data, 2022.

The Effect of Job Satisfaction on Performance at RSKD IA Pertiwi and RSKD IA Fatimah, South Sulawesi Province in 2022

Job Satisfaction	Performance		Total	P
	Good	Not Good Enough		

	n	%	n	%	N	%	0.001
Satisfied	94	57.0	71	43.0	165	100.0	
Less Satisfied	80	37.7	132	62.3	212	100.0	
Total	174	46.2	203	53.8	377	100.0	

Source: Primary Data, 2022.

Table 4 shows the relationship between the independent and dependent variables. Based on the results of the analysis, it can be seen the effect of the effort-reward imbalance (ERI) variable on job satisfaction and HR performance at the Special Hospital for Mothers and Children, South Sulawesi Province. The results of the bivariate analysis showed that based on the Independent T-Test analysis of the ERI Variables in RSKD IA Pertiwi and RSKD IA Fatimah, South Sulawesi Province, the mean rank value for RSKD IA Pertiwi was 195.56 and RSKD IA Fatimah was 185.17, which means there are differences in job satisfaction variables at Both hospitals and Independent T-Test

analysis of Performance Variables at RSKD IA Pertiwi and RSKD IA Fatimah, South Sulawesi Province, showed that the mean rank value for RSKD IA Pertiwi was 185.14 and RSKD IA Fatimah was 191.25, which means that there are differences in job satisfaction variables in the two hospitals. . While the bivariate analysis based on the effect shows that there is an effect of the ERI variable on job satisfaction with a value of $p = 0.000 < 0.05$, there is an effect of the ERI variable on performance with a value of $p = 0.002 < 0.05$ and there is an effect of the variable job satisfaction on performance with a p value = $0.001 < 0.05$.

Table 4. Results of the Analysis of the Effect of Effort-Reward Imbalance on Job Satisfaction of RSKD IA Pertiwi, South Sulawesi Province in 2022

Influence Between Variables	p	Estimate
$X_1 \longrightarrow Y_1$	0,000	7,570

Source: Primary Data, 2022.

The results of the Analysis of the Effect of Effort-Reward Imbalance on HR Performance at RSKD IA Pertiwi, South Sulawesi Province in 2022

Influence Between Variables	p	Estimate
$X_1 \longrightarrow Y_2$	0,000	4,103

Source: Primary Data, 2022.

The Results of the Analysis of the Effect of Job Satisfaction on The Work of Human Resources at RSKD IA Pertiwi, South Sulawesi Province in 2022

Influence Between Variables	p	Estimate
$Y_1 \longrightarrow Y_2$	0,000	7,563

Source: Primary Data, 2022.

The results of the Analysis of the Effect of Effort-Reward Imbalance on Performance through Job Satisfaction at RSKD IA Pertiwi, South Sulawesi Province in 2022

Influence Between Variables	p	Estimate
$X_1 \longrightarrow Y_1 \longrightarrow Y_2$	0,000	6,301

Source: Primary Data, 2022.

Results of the Analysis of the Effect of Effort-Reward Imbalance on Job Satisfaction at RSKD IA Fatimah, South Sulawesi Province in 2022

Influence Between Variables	p	Estimate
$X_1 \longrightarrow Y_1$	0,000	8,652

Source: Primary Data, 2022.

Results of the Analysis of the Effect of Effort-Reward Imbalance on HR Performance at RSKD IA Fatimah in 2022

Influence Between Variables	p	Estimate
$X_1 \longrightarrow Y_2$	0,011	2,546

Source: Primary Data, 2022.

Results of the Analysis of the Effect of Job Satisfaction on HR Performance at RSKD IA Fatimah in 2022

Influence Between Variables	p	Estimate
$Y_1 \longrightarrow Y_2$	0,000	6,972

Source: Primary Data, 2022.

Results of the Analysis of the Effect of Effort-Reward Imbalance on HR Performance Through Job Satisfaction

Influence Between Variables	p	Estimate
$X_1 \longrightarrow Y_1 \longrightarrow Y_2$	0,000	6,131

Source: Primary Data, 2022.

Table 5 shows the path analysis between variables based on the hypothesis. Direct influence in RSKD IA Pertiwi, South Sulawesi Province for the Effort-Reward Imbalance variable on Job Satisfaction with a p value (0.000) <0.05, which means the p value is less than the 0.05 significance level so that there is a direct effect of Effort-Reward Imbalance on Job Satisfaction. The direct effect of the Effort-Reward Imbalance variable on Performance with a p-value (0.000) <0.05, which means the p-value is less than the 0.05 significance level, so there is a direct effect of Effort-Reward Imbalance on Performance. The direct effect of the job satisfaction variable on performance with a p value (0.000) <0.05, which means the p value is less than a significance level of 0.05 so that there is a direct effect of job satisfaction on performance. Meanwhile, the direct and indirect effect in RSKD IA Pertiwi, South Sulawesi Province for the Effort-Reward Rewards variable on Performance through Job Satisfaction with a p value (0.000) <0.05, which means the p value is less than the 0.05 significance level, so there is an indirect effect. Effort-Reward Reward for performance through job satisfaction. The direct influence in RSKD IA Fatimah, South Sulawesi Province for the Effort-Reward Imbalance variable on Job Satisfaction with p (0.000) <0.05, which means the p value is less than the 0.05 significance level, so there is a direct effect of Effort-Reward Reward on Job Satisfaction. The direct effect of the Effort-Reward Imbalance variable on Performance with p (0.011) <0.05, which means the p value is less than the 0.05 significance level, so there is a direct effect of Effort-Reward Imbalance on Performance. The direct effect of job satisfaction on performance with p (0.000) <0.05, which means the p value is less than the 0.05 significance level, so there is a

direct effect of job satisfaction on performance. Meanwhile, the direct and indirect effect at RSKD IA Fatimah Pertiwi, South Sulawesi Province for the Effort-Reward Imbalance variable on performance through job satisfaction with a p value (0.000) <0.05, which means that the p-value is less than the 0.05 significance level so that there is no significant effect. direct Effort-Reward Rewards for performance through job satisfaction.

Research hypothesis 1 (H1) states that there are differences in Effort-Reward Rewards (ERI), job satisfaction levels, and HR performance at RSKD IA Pertiwi and RSKD IA Fatimah. Based on the statistical analysis, it can be seen that the mean rank value for RSKD IA Pertiwi for the ERI variable is 190.09 and RSKD IA Fatimah is 188.36, which means that there are differences in the ERI variables in the two hospitals. Statistical analysis carried out can be seen that the mean rank value for RSKD IA Pertiwi for the satisfaction variable is 184.96 and RSKD IA Fatimah is 191.36, which means there are differences in the satisfaction variables in the two hospitals. Statistical analysis carried out can be seen that the mean rank value for RSKD IA Pertiwi for performance variables is 184.56 and RSKD IA Fatimah is 191.59 which means there are differences in performance variables in the two hospitals.

ERI is also related to the job satisfaction of an HR at work. Job satisfaction is defined as a person's general attitude towards his work or it can also be interpreted as the difference between the amount of rewards / awards received by employees and the amount they should get [3]. Job satisfaction is a positive and pleasant emotional state resulting from job appraisal or work experience [13].

According to George and Jones in Desiana and Soetjipto, job satisfaction is the feeling that employees have about their current workplace conditions [14].

Research hypothesis 2 (H2) states that there is an effect of ERI on job satisfaction at RSKD IA Pertiwi and RSKD IA Fatimah. Based on the statistical analysis conducted, it is known that the ERI job satisfaction in RSKD IA Pertiwi and RSKD IA Fatimah has a significant effect, indicated by a significance value of 0.001 so that in this case research hypothesis 2 (H2) is accepted. The research results that support this research are research conducted by [15]. The results show that job dissatisfaction has a very strong effect on the ERI ratio on health levels in China. According to research [16]. The results showed that ERI had a significant negative correlation with job satisfaction.

Research hypothesis 3 (H3) states that there is an effect of ERI on performance at RSKD IA Pertiwi and RSKD IA Fatimah. Based on the statistical analysis conducted, it is known that the performance ERI in RSKD IA Pertiwi and RSKD IA Fatimah has a significant effect, indicated by a significance value of 0.002, so in this case research hypothesis 3 (H3) is accepted.

The performance measure of a job plays an important role in research and practice [17]. The success or failure of the organization depends on the performance of the employees in the organization. The higher the employee's performance, the greater the chances of an organization's success, and vice versa, the lower the employee's performance, the greater the probability of an organization's failure. The results of research that support this research conducted by [18] Our results show that ERI is positively associated with emotional exhaustion and negatively associated with work with supervisor ratings.

Research hypothesis 4 (H4) states that there is an effect of job satisfaction on performance at RSKD IA Pertiwi and RSKD IA Fatimah. Based on the statistical analysis carried out, it is known that satisfaction with performance at RSKD IA Pertiwi and RSKD IA Fatimah has a significant effect, indicated by a significance value of 0.001 so that in this case research hypothesis 4 (H4) is accepted.

This research is in line with research conducted by [19]. The results show that job satisfaction improves the performance of hospital doctors in Pakistan. The results showed that the performance of nurses was directly influenced by work motivation, job satisfaction, and attitudes towards

the profession [20]. According to research [21] The results showed that there was a positive and significant effect of job satisfaction on the performance of nurses.

Hypothesis 5 (H5) in this study is to see how the direct and indirect effects of ERI through job satisfaction in RSKD IA Pertiwi and RSKD IA Fatimah. The results of the analysis at RSKD IA Pertiwi showed the effect of Effort-Reward Imbalance (X1) on Performance (Y2) through Job Satisfaction (Y1), where from the results of statistical tests obtained the results of p-value (0.000) <0.05, which means the p-value is less than a significance level of 0.05 so that there is an indirect effect of Effort-Reward Reward on Performance through Job Satisfaction. The amount of the contribution can also be seen in the estimate value, which is 6.301, this figure means that the indirect effect of the Effort-Reward Imbalance variable on Performance through Job Satisfaction is 6.301 and the remainder is influenced by other variables outside the Effort-Reward Imbalance indicator. It can be concluded that the alternative hypothesis (Ha) is accepted and the null hypothesis (Ho) is rejected, in other words, there is an indirect effect of Effort-Reward Reward on Performance through Job Satisfaction.

The results of the analysis at RSKD IA Fatimah showed the effect of Effort-Reward Imbalance (X1) on Performance (Y2) through Job Satisfaction (Y1), where from the results of statistical tests obtained the results of p-value (0.000) <0.05, which means the p-value is less than a significance level of 0.05 so that there is an indirect effect of Effort-Reward Reward on Performance through Job Satisfaction. The amount of the contribution can also be seen in the estimate value, which is 6.131, this figure means that the indirect effect of the Effort-Reward Imbalance variable on Performance through Job Satisfaction is 6.131 and the remainder is influenced by other variables outside the Effort-Reward Imbalance indicator. It can be concluded that the alternative hypothesis (Ha) is accepted and the null hypothesis (Ho) is rejected, in other words, there is an indirect effect of Effort-Reward Reward on Performance through Job Satisfaction.

The results of this study are in line with research conducted by [22] the results show that ERI is positively and negatively related to job satisfaction. The results of research conducted by [23], the results of the study show that ERI has a direct and indirect effect through job satisfaction on performance.

Conclusion

The results showed that there were differences in Effort-Reward Reward (ERI), job satisfaction levels, and HR performance at RSKD IA Pertiwi and RSKD IA Fatimah, South Sulawesi. Effort-Reward Imbalance (ERI) problems can lead to job satisfaction levels and thus affect a favorable or unpleasant emotional state in which employees view their work. The impact of job dissatisfaction is the decline in HR performance. Effort-Reward Imbalance (ERI) has a direct effect on the level of job satisfaction in HR at the Fatimah Mother and Child Special Hospital in South Sulawesi Province and the Mother and Child Special Hospital in South Sulawesi Province, the lower the Effort-Reward Imbalance (ERI) value, the job satisfaction there will be low human resources in the Fatimah Special Hospital for Mother and Child, South Sulawesi Province and the Mother and Child Special Hospital in South Sulawesi Province. Effort-Reward Imbalance (ERI) has a direct effect on the level of performance of human resources at the Fatimah Mother and Child Special Hospital in South Sulawesi Province and the Mother and Child Special Hospital in South Sulawesi Province, the lower the Effort-Reward Imbalance (ERI) value, the lower the performance. HR at the Fatimah Mother and Child Special Hospital in South Sulawesi Province and the Mother and Child Special Hospital in South Sulawesi Province. Job satisfaction directly affects the performance of human resources at the Fatimah Mother and Child Special Hospital in South Sulawesi Province and the Mother and Child Special Hospital in South Sulawesi Province. and the Mother and Child Special Hospital of the Motherland of South Sulawesi Province. Effort-Reward Reward (ERI) through job satisfaction has an indirect effect on HR performance through job satisfaction at the Fatimah Mother and Child Special Hospital in South Sulawesi Province and the Mother and Child Special Hospital in South Sulawesi Province.

It is hoped that the results of this study can be used as a reference that contributes, especially in hospital HRM. For hospital management, it is recommended that performance assessments be carried out regularly, provide training and further studies in accordance with the scientific field of HR and adjust Effort-Reward Rewards with HR work so that they are satisfied in their work. The more aspects in the work there are in accordance with the wishes and expectations of HR, the higher the level of perceived job satisfaction so that it can improve HR performance in doing their jobs.

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