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Penulis : Berlian Yuli Saputri, Nursalam, Yanis Kartini

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MODEL OF *REWARD SYSTEM* DEVELOPMENT BASED ON PERFORMANCE OF NURSE WORKING SATISFACTION

Berlian Yuli Saputri[1], Nursalam[2], Yanis Kartini[3]

[1]Master student of Nursing faculty, Airlangga University, Surabaya, Indonesia
[2]Lecturer of Nursing Faculty, Airlangga University, Surabaya, Indonesia
[3]Lecturer of Nursing Faculty, Nahdlatul Ulama University, Surabaya, Indonesia
berlian.ysaputri@gmail.com, nursalam@fkp.unair.ac.id, yanis_youarenice@unusa.ac.id

Abstract: The growing era of globalization demands quality improvement in all sectors including the healthcare sector. Nurses are professionals who have an important role in determining the quality of health services. Nursing job satisfaction is believed to be the determinant of quality of health service. One source of motivation for nurses which is often ignored by the health service provider manager is a *reward system*. This study aims to determine the effect of reward system on nurse job satisfaction. This research uses systematic review research design. The literature used in this study is published in ProQuest, and EBSCO in 2013- 2018 with selected keywords. The Quality of the literatures are analyzed by using the *Critical Appraisal Skills Program* (CASP). Based on the literature, the reward system includes giving incentives, praise and appreciation can increase job satisfaction (p value: 0,011). Opportunities for promotion (p value: 0,041), and self-development opportunities (p value: 0,041) also improve job satisfaction. Working relationship is the most dominant factor in determining nurse job satisfaction than other factors. A good working relationship provides a comfortable climate and a sense of togetherness in working. Reward system proved to have an effect on nurse job satisfaction in health service.

1   INTRODUCTION

In the developing of globalization era require a high quality in every sectors, including in the health care sector. Hospital as an institutions that provide health services to the community as well are required to improve services (Gibson, 2005). Improving the quality of healthcare services cannot be separated from various roles discipline of health personnel in the hospital including nurses roles.

Nurses are professionals who have an important role in the providing health services to patients because nurses have a 24-hour time with patient. (Kusnanto, et.al., 2009). Nursing job satisfaction is believed to be a factor that determines the quality of nursing service that affects patient satisfaction, but not all hospitals are able to create an atmosphere that motivates and improves the productivity of the nurse (Bustami, 2011). Some of problems faced by nurses are less condusive environment, lack of feedback or supervision, lack of *reward system* or rewards and lack of promotion to be placed in higher position (Rosemary, 1999 in Widiastuti, 2005).

From the results of nursing residency activity conducted by Reni (2012) in the inpatient room of RSI Ibnu Sina Yarsi Bukittinggi November 2011, data obtained 57% of nurses expressed not satisfied with the provision of incentives from hospitals, other than that incentives not yet based on the assessment of nurse performance. Another data that is 74.9% of nurses say less rewards appropriate to their work, as much as 68.5% stated hospitals has not been considered welfare to nurse. The results of collecting data by interview show that there are no focused regulation in the developing of nursing skill personnel such as continuing education, placement after completion of education, career trajectory system and selection of nurses who attend the training.

One source of motivation that managers can use to create motivation and improve productivity, but often neglected or underused is *reward system* (Wibowo, 2012). According to Hasibuan (2007), *reward* is a service reward given by the

agency to the workforce, *reward is* not just a right and a duty but the most important is the thrust and spirit to work. *Reward system* is important for achieving job satisfaction, although the views on individual job satisfaction is different depending on individual circumstances and characteristics (Salazer et al., 2006). By giving *rewards* , employees feel getting attention and appreciation so the *self of belonging* to the company or institution where the employee is working higher. (Hoffman and Woehr, 2006)

Many research results have proven that the reward system has an effect on job satisfaction. This is held as an effort to improve the quality of nursing service to patients. Based on that background , the author try to make a study compare on some research journals to know more deeply about the influence of *reward system* on job satisfaction and relationship between education position, education, work experience, workplace and performancee with *reward system* . This study aims to synthesize research 2 ournals empirically so that they can identify the effect of *reward system* on job satisfaction .

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2   METHOD

This research uses *systematic review* research design. The literature for this research is to search journal and scientific research articles published by ProQuest, and EBSCO with selected keywords. Articles that match the keywords are then analyzed for quality. The literature search is limited to the 2009-2018 publications that are full text accessible in pdf format.

Method of study of research article quality using *Critical Appraisal Skills Program* (CASP). The data of the analyzed findings were extracted and synthesized to reach the research objectives. Based on the review of the article obtained 15 articles that match the research objectives and desired quality.

3   RESULTS AND DISCUSSION

Of the 15 articles selected, the study was conducted in Portugal, China, Indonesia, South Africa, and Ghana. Most of the articles use

quantitative research method with cross sectional research approach (n = 13), and others use systematic review method (n = 1) and qualitative design (n = 1) . Articles reviewed are articles published in the 2009-2018 range. All samples used were nurses and health staff working in health care providers such as public hospitals, private hospitals and health clinics.

All articles in this study stated that reward system has a close relationship with nurse satisfaction level. Although some other factors also affect the nurse's satisfaction such as demographic factor (age, education, etc.) but reward system is an important factor that significantly affect the nurse's job satisfaction in providing nursing service.

Research conducted by Isesreni (2012) show that job satisfaction is strongly influenced by the financial system. A good financial system can include adequate salaries, praise and appreciation of superiors can improve nurse satisfaction (p value: 0,011). Zheng (2017) expressed job satisfaction of staff in getting bigger at work place which have strong economic system which can give bigger reward by salary, and a good administration of job. Job satisfaction also increases in staff who feel their work is valuable due to rewards being awarded for their achievements after reaching one targets.

Israreni also explained that the opportunity for promotion (p value: 0,041) and the opportunity to get training or education to improve the skill and knowledge of the staff (p value: 0,041) also has contribution in determining the nurse's job satisfaction. Dhurup (2014) in his research show that the nurse's satisfaction level is strongly influenced by opportunities to develop careers within the institution .

According to Israreni a conducive working environment and a good working relationship among health staff is the most important in achieving work pleasant that impact on job satisfaction. Nurses whose job satisfaction is low is strongly influenced by unfavorable work environment, excessive workload and execution of tasks that are not his responsibility.

Research conducted by Boafo (2018) in Ghana states that nurses are health workers who often get verbal abuse and sexual abuse. This is a significant statistical predictor in determining the level of nurse satisfaction. The nurse's satisfaction level is low because nurses are not given a protection. Award which form in safe working environment against verbal violence and sexual harassment is a non-financial reward that is needed

by the nurse who impact on the nurse job satisfaction.

Lin (2014) in a study conducted in China on residency nurses stated other variables that influence the nurse's satisfaction is the holiday, job scheduling system, and interaction between health workers. Rationing in accordance with work load and holiday with fair job scheduling will increase the nurse's satisfaction to work. In addition, well-established interactions between health staff also helped improve the quality of the nurse's work.

Ozden (2013), in his study describes nurses who have received training ethical and handled fewer patients with higher levels of satisfaction. In addition, nurses who have achievements also have a higher level of satisfaction.

Another interesting finding was described by Ferreira (2017) in his research in Portugal show that young nurses with little work experience despite having a lower remuneration appeared to have a higher job satisfaction. This is because of the national context that the nurse is still young, the work experience is low, and the pleasure of having a contract work, considering the professional difficulties in Portugal.

4   CONCLUSION

Job satisfaction is closely related to the reward system received by the nurse. The rewards system can be form by adequate salary or wages, opportunities for promotion or career path, training and education opportunities to develop skills and knowledge, and rewards for achievement after achieving a specific target. In addition to other rewards in the form of good administrative systems for staff, a good work environment and conducive, protection and security, interaction and good relationships among staff is also an influential factor although demographic factors are also inseparable in determining the level of satisfaction. In addition, fair job scheduling and adequate nurse holiday planning, as well as appropriate workload and job responsibilities also determine the nurse's job satisfaction in providing nursing services at health institutions.

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