

Studying Healthcare Workers' Satisfaction During COVID-19 Pandemic Using Factor Analysis

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ABSTRACT

Hospital services are inseparable from the role of healthcare workers. Their job satisfaction is really important because satisfied healthcare workers will provide excellent service for patients and the public in general, and eventually may increase the value of the hospital. The motivation to conduct a study on this subject is the lack of previous studies about the job satisfaction of healthcare workers other than doctors and nurses during the COVID-19 pandemic. This study is a quantitative study that aims to determine factors that form healthcare workers' job satisfaction. The respondents in this study include 157 healthcare workers in Aisyiyah General Hospital Ponorogo from January to February 2021. The test of factor analysis was conducted by using SPSS version 2.0. The results show that the factors which form healthcare workers' job satisfaction include: salary and benefit factor, work environment, leadership, the opportunity to grow, and the job itself.

Keywords: Factor Analysis, Job Satisfaction, Healthcare Workers, Pandemic Covid-19

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BACKGROUND

March 2021 marked exactly 1 year of the COVID-19 Pandemic in Indonesia. Quoted from <https://covid19.go.id/peta-sebaran> (2021) until the beginning of the fourth week of April 2021, the death toll had reached 45,334 people, confirmed exposure to COVID-19 patients recorded since the first case until today had reached 1,662,868 cases, and healed patients had reached a total of 1,517,432 people. Handling COVID-19 is inseparable from the role of Healthcare Workers (hereinafter abbreviated as HCWs) as the vanguard of care and healing for COVID-19 patients. HCWs have to face various physical, psychological, and social challenges amidst their professionalism to provide services to the public.

Aisyiyah General Hospital Ponorogo is a private hospital owned by the Muhammadiyah Central Association. Aisyiyah Hospital is a type C hospital with bed capacity of 152 items. During the COVID-19 pandemic, Aisyiyah General Hospital Ponorogo was appointed by the Governor of East Java as a referral hospital for handling COVID-19 based on the East Java Governor's Decree Number. 188/157 / KPTS / 013/2020. This hospital provides COVID-19 isolation rooms with a capacity of 20 beds, with an average BOR of 90%.

During the COVID-19 pandemic in Indonesia, healthcare workers face increased risk at work such as stress (Winurini, 2020), psychological stress (Handayani et al., 2020), burnout (Artisan and Chisan, 2020), and complex shift work are important determinants of healthcare workers' well-being (Humas FKUI, 2020) because it also influences their job satisfaction. This series of studies are more focused on certain professions, namely nurses or doctors. In a hospital, other professions are no less important in the handling of COVID-19, namely HCWs as referred to Law of The Republic of Indonesia Number 36 of 2014 which includes medical personnel, clinical psychology staffs, nursing staffs, midwifery workers, pharmaceutical workers, community health workers, environmental health workers, nutrition workers, physical trainers, medical technicians, biomedical technicians, traditional health workers and personnel, and any other health workers stipulated by The Ministry of Health of Republic Indonesia (<http://bppsdmk.kemkes.go.id>)

Another reason is due to research that focused on the determinants of HCWs job satisfaction in Indonesia using factor analysis conducted Nandita, et al (2014). The study included 84 HCW respondents consisting of nurses, midwives, pharmacists, laboratory analysts, radiographers, experts, nutritionists, medical recorders, and physiotherapists at a hospital in East Java. The results of their research proved that job satisfaction is formed from intrinsic (namely reward) and extrinsic factors (including hospital policy, salary and compensation, work environment, and relationships between superiors and subordinates). It was also discovered that problems in communication factors influence perceptions of job satisfaction. The striking difference between their study and ours is the underlying situation, where previous research was not conducted during a crisis such as the COVID-19 pandemic.

Riggio (2013) defines job satisfaction (and dissatisfaction) as a person's feelings and attitudes towards his/her job, and all things related to work whether it is good or bad, positive or negative, and it has an impact on the person's feelings of satisfaction and dissatisfaction. Someone with a high level of job satisfaction has positive feelings about their job, while someone with low job satisfaction has negative ones (Robbins & Judge, 2015). It can be interpreted that job satisfaction is subjective for every employee in the company.

A study conducted by Deriba, et al (2017) on 570 healthcare workers in Ethiopia related to factors that affect HCWs job satisfaction has discovered that salary and incentive,

acknowledgement from the management, opportunities to grow, and appreciation from patients are the predictors of job satisfaction. The results of the study was there was merely 41.46% of healthcare workers felt satisfied with their job. Salary is one of the strong predictors of job satisfaction, followed by acknowledgement or reward from the management in a form of appreciation for good performance and various achievement related to high job satisfaction. In addition, opportunities to grow such as trainings, education, and fair chance to get promoted are also become predictors of HCWs job satisfaction.

Singh (2017) has also conducted study on HCWs job satisfaction in General and Private Hospitals in India. The questionnaire includes five job satisfaction indicators namely autonomy, acknowledgement/awards, promotion, supervision and salary. The questionnaires were shared to 600 HCWs namely doctors, nurses, and paramedics. There was distinct results in HCWs from General and Private Hospitals in India. The job satisfaction level in private health facilities (68%) was higher than the public health facilities (59%). In public health facilities, the autonomy factors namely opportunity to grow, environmental control, and working condition seemed to form HCWs job satisfaction. Whilst, private health facilities had a higher level in acknowledgement, promotion, and supervision factors.

Previous studies about HCWs job satisfaction were mostly conducted before the COVID-19 pandemic. Therefore, this study specifically aims to fill a research gap on the factors that form job satisfaction in HCWs. The results of this study are expected to contribute to aid hospital managers in determining policies to increase HCWS job satisfaction.

METHODS

This type of research is descriptive quantitative. Intrinsic factors that form job satisfaction consist of the job itself and the opportunity to grow. Extrinsic factors consist of leadership, salary, benefits, work environment, supervision, and communication. Based on these two variables, 41 questions were developed in the questionnaire. The measurement scale used in this questionnaire was a Likert scale which provided five-choice answer options ranging from 'strongly disagree' to 'strongly agree'. Before the questionnaire was distributed, the validity and reliability were tested so that 41 questions on the questionnaire were determined as valid and reliable.

The population in this study consisted of all healthcare workers at Aisyiyah General Hospital Ponorogo that included 298 people. To limit interactions with external parties during the COVID-19 pandemic, the Hospital allowed approximately 40% of the population to be studied. In connection with this, the questionnaire was distributed via google form to all health workers who worked on all shifts in the first week of February 2021 and 157 responses were received.

The procedures taken in factor analysis in this study had passed the adequacy test of the sample with Matrix Sample Analysis (MSA), Correlation Matrix, Factor Extraction to obtain factor loading and factor rotation.

RESULTS

The characteristics of 157 nurses in Aisyiyah General Hospital Ponorogo include general characteristics namely gender, age, marital status, education, tenure, take-home pay which can be seen in Table 1 below:

Table 1. The Profile of Respondents

		Criteria	Percentage
1	Gender	Male	29.80%
		Female	70.20%
2	Age	19 – 22 years old	1.20%
		23 – 30 years old	24.80%
		31 – 35 years old	30.40%
		39 – 40 years old	8.10%
		More than 40 years old	35.40%
4	Marital Status	Married	90.70%
		Single	6.80%
5	Education	Senior High School	23.00%
		Vocational	51.60%
		Bachelor	24.20%
		Master	1.20%
6	Tenure	– 5 years	20.50%
		More than 5 – 10 years	28.00%
		More than 10 – 20 years	23.60%
		More than 20 – 25 years	19.90%
		More than 25 years	8.10%
7	Take Home Pay (on Rupiah)	1.000.000 – 2.999.000,-	78.90 %
		3.000.000 – 4.999.000,-	17.40%
		5.000.000 – 6.000.000,-	1.90%
		More than 7.000.000,-	1.90%
8	Level of Management	Officer	83.90%
		Supervisor	11.80%
		Head of Division	4.30%

Source: Data Processed by Researchers, 2021

Descriptive Analysis

Descriptions of respondents' answers were explained based on the frequency and results of calculating the mean value of each categorized variable. The interval used in categorization was obtained from the highest answer value (5) minus the lowest answer value (1) divided by the number of classes (5), so that the categorization interval distance is 0.8. After that, the variable categorization was carried out with the provision that the interval 1.00 - 1.80 was classified as very low, the interval 1.81 - 2.60 was classified as low, the interval 2.61 - 3.40 was classified as sufficient, the interval 3.41 - 4.20 was classified as high, and the interval 4.21 - 5.00 was classified as very high. Table 1 describes the mean value of the variables and their categories:

Table2. The Description of Question Items' Mean Value

	Question Items	Mean	Interpretation
1	Free to express ideas for the sake of the company's progress	3.82	High
2	To honestly express an opinion	3.78	High
3	Superiors ask for suggestions from subordinates before making a decision	3.75	High
4	To want a different boss	3.57	High
5	Workers are given ample opportunities for their career advancement	3.50	High
6	Health workers with lower education have fewer opportunities for career advancement	3.25	Sufficient
7	Compared to similar hospitals, the opportunities for health workers for career advancement are more limited	3.15	Sufficient
8	The hospital provides learning opportunities for those who want to develop specific skills	3.59	High
9	Health workers who please their boss have a greater chance to advance their career	3.17	Sufficient
10	Health workers have the opportunity to show their best potential	3.56	High
11	The hospital allows workers to show their potential	3.53	High
12	The hospital assigns health workers according to their educational background	3.97	High
13	The hospital assigns health workers according to their experience	4.02	High
14	The hospital assigns health workers in fun jobs	3.76	High
15	The hospital assigns health workers in challenging jobs	3.96	High
16	The hospital implements SI-IMAN for the sake of convenience of work	3.85	High
17	The hospital implements SI-MEDKO for the sake of convenience of working	4.08	High
18	The hospital provides salary/wage in accordance with the applicable minimum wage provisions	3.62	High
19	The hospital provides allowances in accordance with the sacrifice of health workers	3.46	High
20	The amount of salary/wages is sufficient to meet the needs of the family	3.46	High
21	Salaries/wages of health workers are higher than in other hospitals	3.45	High
22	Health worker allowances are higher than other hospitals	3.41	High
23	Hospitals emphasize obligations rather than rights of the health workers	3.46	High
24	The hospital provides adequate health insurance	3.76	High
25	The hospital provides adequate BPJS-TK health facilities	3.68	High
26	The hospital provides THR (Religious Holiday Allowance) according to government regulations	3.87	High
27	The hospital provides bonus according to applicable regulations	3.70	High
28	The hospital provides adequate work equipment	3.75	High
29	The hospital provides adequate PPE facilities	3.93	High
30	The hospital can create a comfortable & healthy workplace	3.80	High
31	The hospital provides good guidance to health workers	3.80	High
32	The hospital provides solutions to problems faced by health workers	3.77	High
33	The hospital is willing to listen to complaints from health workers	3.63	High
34	The hospital are wise and do not impose their will on health workers	3.61	High
35	Relationship with coworkers is good	4.05	High
36	There is openness and cooperation in your unit	3.95	High
37	The superiors treat subordinates as colleagues	3.82	High
38	Colleagues are not allowed to have an opinion about the decisions made by superiors	3.41	High
39	Your unit has open communication patterns	3.85	High
40	Information on the rights of health workers is always conveyed	3.83	High
41	Information on the obligations of health workers is more emphasized than information on the rights of health workers Informasi kewajiban tenaga kesehatan lebih ditekankan dari pada informasi hak tenaga kesehatan.	3.54	High
Mean Total		3.68	High

Source: Data Processed by Researchers, 2021

Based on Table 2, HCWs job satisfaction at Aisyiyah General Hospital Ponorogowas classified as High. The statement item with the lowest mean was 3.15 regarding limited opportunities in career advancement, while the statement item with the highest mean was 4.08 which discussed the implementation of SI-MEDKO at Aisyiyah General Hospital Ponorogo. The SI-MEDKO is one of the health service innovations in the form of an integrated medical record system application that is paperless. It facilitates coordination between divisions and provides convenience and speed of information to patients.

Factors Analysis

The analysis to determine the factors that affect the satisfaction of health workers at Aisyiyah General Hospital Ponorogo was done by using exploratory factor analysis. The results of the exploratory factor analysis are described as follows:

The evaluation of KMO calculations in factor analysis was done to determine the size of the sampling adequacy. The result was 0.885 which is greater than 0.5 thus it indicates that the correlation between attributes or items used in factor analysis could explain each other hence the results of the factors were better. Furthermore, in the evaluation of Bartlett's Test, a significance value of less than 0.05 indicates that the items used in the factor analysis were feasible for further analysis. Meanwhile, the results of the Anti-Image Matrices evaluation also showed that all items obtained an MSA value greater than 0.5, thus all items can be used in determining new factors, as shown in Table 3 as follows:

Table 3. KMO & Bartlet Test

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		0.884	
Bartlett's Test Sphericity	Chi-Square	820	
	p-value	0.000	
<i>Measurement Sampling Adequacy(MSA)</i>			
P1	0.887	P22	0.863
P2	0.862	P23	0.932
P3	0.858	P24	0.887
P4	0.879	P25	0.910
P5	0.849	P26	0.906
P6	0.843	P27	0.915
P7	0.827	P28	0.886
P8	0.880	P29	0.915
P9	0.806	P30	0.917
P10	0.869	P31	0.847
P11	0.886	P32	0.840
P12	0.842	P33	0.890
P13	0.813	P34	0.873
P14	0.844	P35	0.906
P15	0.842	P36	0.916
P16	0.802	P37	0.902
P17	0.894	P38	0.909

P18	0.927	P39	0.877
P19	0.926	P40	0.908
P20	0.942	P41	0.890
P21	0.911		

Source: Data Processed by Researchers, 2021

After all items were confirmed to be useable, the next process was the item reduction process into new factors using the principal component analysis method. The process of principal component analysis on statement items obtained eigenvalues and screen plot eigenvalues greater than 1 by 5. Hence, all 41 statement items used can be reduced to 5 new factors, as shown in Table 3 as follows:

Table 3. Initial Eigen Value dan Variance Explained

Factor	Initial Eigen Values	% Of Variances
I	11.308	27.580%
II	6.152	15.004%
III	5.157	12.577%
IV	4.595	11.207%
V	2.404	5.863%

I. Source: Data Processed by Researchers, 2021

The results of the 6 new factors obtained were then undergone by the extraction process of the rotated component matrix to find out the items that compose the new factors that have been generated. Hair (2010) stated that a loading factor value that is greater than 0.6 shows the location of each attribute in the newly formed factors. The 6 new factors that were formed could explain the diversity of data, as described as follows:

1. Factor I can explain the diversity of research data by 27.580%.
2. Factor II can explain the diversity of research data by 15.004%.
3. Factor III can explain the diversity of research data by 12.577%.
4. Factor IV can explain the diversity of research data by 11.207%.
5. Factor V can explain the diversity of research data by 5.863%.

The items that formed the six new factors that affected the job satisfaction of health workers at Aisyiyah General Hospital Ponorogo with the extraction process of the rotated component matrix varimax are shown in Table 4 as follows:

Table 4. Rotated Component Matrix

Factor	Factor Identification	Items	% Of Variances
I	Salary and Benefit	P18, P19, P20, P21, P22, P23, P24, P25, P26, P27	27.580%
II	Work Environment	P28, P29, P30, P35, P36, P37, P38, P39, P40, P41	15.004%
III	Leadership	P1, P2, P3, P4, P31, P32, P33, P34	12.577%
IV	The Opportunity to Grow	P5, P6, P7, P8, P9, P10, P11	11.207%
V	Job Itself	P12, P13, P14, P15, P16, P17	5.863%

Source: Data Processed by Researchers, 2021

Based on the results of the factor analysis rotation in Table 4, the first factor (I) was compiled by attributes, including 10 statement items that review respondents' responses regarding salaries and benefits obtained by health workers. It has the ability to explain the diversity of data by 27.580%. Referring to the attributes that composed, the first factor (I) that affected the job satisfaction of health workers at Aisiyiah General Hospital Ponorogo is called the Salary and Benefit Factor.

The second factor (II) was compiled by the attributes, including 10 statement items that review the respondents' responses to the work environment, including communication patterns, which had the ability to explain the diversity of data by 15.004%. Referring to the attributes that composed, the second factor (II) that affected the job satisfaction of health workers at Aisiyiah General Hospital Ponorogo is called the Work Environment Factor.

The third factor (III) was compiled by the attributes, including 8 statement items that review respondents' responses regarding leadership and supervision that have the ability to explain the diversity of data by 12.577%. Referring to the attributes that composed, the third factor (III) that affected the job satisfaction of health workers at Aisiyiah General Hospital Ponorogo is called the Leadership Factor.

The fourth factor (IV) was compiled by the attributes, including 7 statement items that review respondents' responses regarding opportunities in work that have the ability to explain the diversity of data by 11.207%. Referring to the attributes that composed, the fourth factor (IV) that affected the job satisfaction of health workers at Aisiyiah General Hospital Ponorogo is called the Opportunity to Grow Factor.

The fifth factor (V) was compiled by the attributes, including 6 statement items that review the respondents' responses regarding their job that has the ability to explain the diversity of data by 5.863%. Referring to the attributes that composed, the fifth factor (V) which affected the job satisfaction of health workers at Aisiyiah General Hospital Ponorogo is called the Job Factor itself or Job Itself.

DISCUSSION

Salary and Benefit Factors

From Table 1, the mean value of 10 respondents' responses on salary and benefits were classified as high, supported by the results from Table 4 that the data diversity reached 27.58%. In addition, salary and benefits are the main factors that shaped HCWS job satisfaction at Aisiyiah General Hospital Ponorogo. The results of this study are in line with those conveyed by Deriba, et al (2017) stated that salary is the main predictor that forms HCWS job satisfaction in Ethiopia.

Quoted from Disnakerpo (2019), the Regency Minimum Wage (in bahasa namely Upah Minimum Kabupaten or UMK) for Ponorogo Regency in 2020 was IDR 1,913,321.73. If it is related to the take-home pay received by HCWs at Aisiyiah General Hospital Ponorogo, the amount is already above the UMK. In terms of "eligibility", the salary and allowances received have been perceived to be "decent". This is supported by a high mean value of statements regarding the appropriateness of wage/salary based on the UMK, providing allowances in the form of bonuses and THR, and adjusted with the risks and sacrifices. Hence, the salary/wages and allowances received are felt to be sufficient to meet the needs of daily life. Another thing that strengthened respondents' perceptions is the reality in a society that the COVID-19 pandemic had an impact on layoffs in various organizations. Therefore, HCWs salary and benefits were considered satisfying and

sufficient to meet personal and family needs for which they shall be grateful when many people lost their jobs.

During the COVID-19 pandemic, the management of Aisyiyah General Hospital Ponorogo provides facilities in the form of routine antigen and swab tests for HCWs to increase their stamina and immunity so that they can provide excellent service to the community without any exception. The facilities were also given to HCWs who intensely interact directly with COVID-19 patients, namely providing vitamins, milk and pudding, and delivering food every shift considering that during COVID-19 the hospital canteen was not allowed to operate. Aisyiyah Hospital has also issued guidelines for employees who have to be in close contact with COVID-19 patients. The hospital also provided isolation facilities for employees and implemented employee rights if they were infected by occupational disease, especially COVID-19.

According to the theory of justice in providing wages/salaries, the management of Aisyiyah General Hospital Ponorogo has fulfilled internal and external justice. External justice satisfaction is indicated by a high mean value of 2 statements which state that the salary or wages and benefits are higher than other hospitals.

Referring to the notion stated by Nillsen, et al (2014) that demographic factors such as age can also influence a person's job satisfaction. Employees who are in the age range of 21 to 40 year old will be more satisfied if their salary increases, whereas the salary increase is given to employees under 21 years to hold back the potential for employees to leave the organization (Hosie, et al., 2013). It is known from Table 1 that the majority of HCWs at Aisyiyah General Hospital Ponorogo are in the age range of 21 to more than 40 year old

Work Environment Factors

During the COVID-19 pandemic, amid the threat of being exposed to COVID-19 due to the risk of work being carried out, it was only natural that a supportive work environment was demanded by HCWs and felt that it could lead to job satisfaction. Moreover, the Healthcare Worker Mortality Effect Index (in bahasa namely Indeks Pengaruh Kematian Nakes or IPKN) due to COVID-19 in Indonesia reached 223, which means it has the worst impact on health worker mortality in the world. Limited supplies of personal protective equipment (PPE), lack of proper patient screening in health facilities, fatigue of medical personnel due to the growing number of COVID-19 patients, long working hours, and psychological stress were suspected to be the cause of declining health to the mortality (Winurini, 2020).

Kisley, et al (2020) explained that the COVID-19 pandemic brought psychological pressure and post-traumatic stress to health workers due to clinical factors (direct contact with exposed patients, feeling forced to care for exposed patients, lack of training related to handling COVID-19), personal factors (boredom in quarantine, fear of transmitting the disease to families at home), and social factors (views of people who are considered carriers of the COVID-19 virus thus that they alienate them).

In response to this, the hospital management has made a series of efforts to minimize the risk of exposure from patients either directly or indirectly through the implementation of SI-MEDKO, an integrated medical record service that has been perceived as satisfying for HCWs Aisyiyah General Hospital Ponorogo. It is because the service minimizes the use of paper which is feared to potentially mediate the transmission of the COVID-19 virus.

Another interesting thing that is included in work environment factors is the communication factor. The respondents perceived it as a contribution to extrinsic job satisfaction and the mean value results in Table 1 for 10 statements were classified as high. During the pandemic, Aisiyiah Hospital implemented strict health protocols, but efforts were made to keep the flow of information fast and precise considering that the COVID-19 pandemic conditions required more intensive coordination compared to the time before the pandemic. The coordination was carried out through the COVID-19 WhatsApp Group, which consists of HCWs representatives such as pulmonary specialists, head of medical services, head of nursing, head of Human Resources, head of the laboratory, chairman of the COVID Team, PPI, under the direct coordination of the deputy director of services medical. The discussion of daily activity monitoring and coordination between divisions that were routine was held through the WhatsApp Group. However, matters that were urgent as a response to the current situation and required quick decision-making were discussed through regular offline meetings. The important matters include the formulation of the latest regulations and discussion of the implementation at Aisiyiah Hospital, discussing the quality and quantity of health workers serving COVID-19 patients, as well as hospital protection for employees in the form of determining facilities received by health workers as the vanguard of COVID-19 services.

Based on the explanation above, it can be interpreted that the communication pattern at Aisiyiah General Hospital Ponorogo during the COVID-19 pandemic was marked by openness and cooperation in one work unit, high intensity and quality content from HCWs health rights information. Good cooperation and coordination regardless of status in workplaces between HCWs during the COVID-19 pandemic were also perceived as satisfying factors at work. Togetherness in doing tasks showed the uniqueness of Asian culture according to Siew PL., Chitpakdee and Chontawan (2011) that if health workers have a western culture, they tend to be individualistic, cultured health workers tend to help each other and prioritize teamwork.

The results of this study did not support the research of Nandita, et al (2014) which stated that there are communication problems in the form of difficulty in direct communication with superiors, and responses to the solutions given are considered long and uncertain, causing problems in job satisfaction. It is suspected that the difference in the research situation is also a difference in the results where previous research was carried out in a non-pandemic situation. Whilst, the COVID-19 pandemic conditions encouraged all members of the organization to coordinate to provide the best service for patients and protect themselves from the dangers of COVID-19.

Leadership Factors

The next extrinsic factor that satisfied the HCWs at Aisiyiah General Hospital Ponorogo during the COVID-19 pandemic was the leadership factor. The results of the study supported a conclusion from Singh (2017) study that supervise is the third predictor that form HCWS job satisfaction in Private Hospital in India. Based on respondents' statements, leaders who were perceived as satisfying during the COVID-19 pandemic were leaders who allowed organizational members to freely express ideas for the company's progress and make sure members were not afraid to express opinions honestly to get input from members of the organization before making a decision.

Openness in sharing information include HCWS experiences in the field to deal directly with patients and their families, including HCWS personal needs related to the risks of work they received by taking care of COVID-19 patients as well as problems

commonly experienced, for example, psychological stress and post-traumatic stress due to clinical factors (Handayani et al., 2020), Kisley, et al (2020), personal factors and social factors (Kisley, et al, 2020).

The explanation above is in line with previous research on the leadership style needed during the COVID-19 situation from Talu and Nazarov (2020). It is marked by fast-paced changes in society and responsive hospital leaders must be able to prepare their subordinates to adapt in a new way of working, being able to take health care policies for the public and not neglecting the protection of all its human resources who act as the spearhead of healing patients from COVID-19. Furthermore, Talu and Nazarov (2020) stated that the leadership style needed is transformative, transactional *Laizzes Faire*. Asghar and Oino (2018) stated that transformative leadership styles are more effective at triggering job satisfaction than transactional leadership styles during crisis.

The Opportunity to Growth Factors

Based on Table 1, the majority of respondents' education was vocational education in accordance with Law of The Republic Indonesia No.36 of 2014 about Health Workers, article number 9 (<http://bppsdmk.kemkes.go.id>) which states that "Health workers as referred to in article 8 letter a must have a minimum qualification of diploma three, except medical personnel. The medical personnel referred here are doctors, dentists, specialists, and dental specialists.

At the beginning of the COVID-19 pandemic, Aisyiyah General Hospital Ponorogo experienced a decreased number of patient visits, namely between March, April, May, June, up to 50%. To meet the huge funding, especially hospitals that needed PPE, which at that time had soared prices and was difficult to procure, Aisyiyah General Hospital Ponorogo implemented efficiency in the form of Plan Revenue and Expenditure (in bahasa namely Rencana Anggaran Pendapatan dan Pengeluaran Belanja or RAPB) which were originally used to improve the quality of human resources, namely for training, then diverted them to financing in the form of PPE procurement, unit cost financing, procurement of PCR equipment. It is because at that time it was an opportunity to increase income. In addition, the absence of off-line training organizers meant that training plans were not held or participated in.

However, this did not last long because later many professional organizations (for example Persatuan Rumah Sakit Indonesia or PERSI), and the government held online seminars with no cost thus we could join them to update knowledge and skills and improve competence. It was done especially for the health workers who served in the COVID-19 isolation room along with the body review team before being assigned must attend training on infection prevention and control, use of PPE, room and equipment orientation, and procedures for COVID-19 patient care. This was done so that the health workers who were assigned were in accordance with the job description and things that must be done so that they do not hesitate in their actions and safe for themselves, and also safe for the patient. The results of the study supported a study from Deriba, et al (2017) that the opportunities to grow such as educational trainings are a predictor that forms HCWS job satisfaction in Ethiopia after salary and rewards from the management.

For activities to increase rank, class, room and periodically were still held with performance evaluations carried out online, and online submissions. However, the appointment of employees was still not carried out by considering the efficiency of the management. This is certainly in line with Khamlub, et al (2013) research which stated that opportunities for advancement or promotion were factors that lead to job satisfaction.

On the other hand, this study did not support the results of previous research conducted by Singh (2017) which concluded that recognition factors and promotion of supervision are the main predictors that form HCWS job satisfaction who work in a private hospital in India. The difference in the results is understandable because the study was conducted in a non-pandemic circumstances, while our study occurred during the COVID-19 pandemic, where the situation was full of risks, so that HCWS prioritized other factors than opportunities to grow.

Job Itself

The human resources in Aisyiyah General Hospital Ponorogo consisted of health workers and non-health workers. Health personnel consist of 28 specialist doctors, 14 general practitioners, 4 dentists, 21 nurses, D III 141 people, D-3 midwifery 17 and nurse anaesthesia 3 people, D-3 medical analyst 9 people, S-1 Nutrition 3 people, D III nutrition 2 people, Pharmacist 6 people, D III pharmacy 2 people, Assistant Pharmacist 27 people, DIII Radiology 5 people, Dental nurse 2 people, Physiotherapy 4 people, environmental health S1 1 person, medical record 9 people. The total number of health workers 298 people. Based on the educational background taken, of course, the HCWS have prepared themselves physically and mentally for the work for which they are responsible.

Based on the mean value of respondents' answers, the occurrence of the COVID-19 pandemic does not disrupt services in terms of ensuring patient safety, providing peace for patients and their families thus it would not interfere with the health services provided. This condition was due to medical personnel perceiving that the services provided to patients and their families during the COVID-19 pandemic were commonplace and had become their responsibility. In accordance with the opinion of Robbins (2015) that in theory Y managers think that workers perceive that work as a natural thing such as resting or playing, therefore the average person can learn to accept and even accept responsibility.

CONCLUSION

During an emergency, such as an outbreak due to the spread of the COVID-19, job satisfaction for health workers at Aisyiyah General Hospital Ponorogowas formed due to several factors namely Salary and Benefit, Work Environment, Leadership, The Opportunity to grow, and Job Itself. Based on the results of the analysis, it is recommended for decision-makers at Aisyiyah General Hospital Ponorogo to pay attention to these five factors by providing a priority scale based on the order obtained from this study.

CONFLICTS OF INTEREST

All authors should clearly disclose in their manuscript any financial or other substantive conflicts of interest that might be construed to influence the results or interpretation of their manuscript. All sources of financial support for the project should be disclosed

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