

META-ANALYSIS STUDY OF THE EFFECT OF REWARDS ON NURSE JOB SATISFACTION IN HEALTH SERVICES

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ABSTRAK : STUDI META-ANALISIS PENGARUH PENGHARGAAN TERHADAP KEPUASAN KERJA PERAWAT DI PELAYANAN KESEHATAN

Latar Belakang: Penghargaan berupa penghargaan yang diberikan oleh institusi atau fasilitas pelayanan kesehatan kepada perawat atas pekerjaan yang telah dilakukan, baik penghargaan intrinsik maupun ekstrinsik. Tujuan penelitian ini untuk menganalisis pengaruh penghargaan terhadap kepuasan kerja pada perawat. Metode: Penelitian ini menggunakan metode systematic review dengan meta-analisis. Termasuk dua database PubMed dan Perpustakaan Online Wiley. Artikel penelitian telah melalui tahap penyaringan dan uji kualitas data dan diperoleh 7 artikel untuk dianalisis. Hasil: Kesempatan belajar memiliki kecenderungan berpengaruh besar terhadap kepuasan kerja perawat dengan nilai ES 1,15, promosi memiliki kecenderungan berpengaruh besar terhadap kepuasan kerja perawat dengan nilai ES 0,56, gaji memiliki kecenderungan berpengaruh besar terhadap kepuasan kerja perawat dengan nilai 0,43, penghargaan kompetensi/bonus cenderung berpengaruh besar terhadap kepuasan kerja perawat dengan nilai ES 3,45. Kesimpulan: Reward kompetensi, kesempatan belajar, promosi, dan gaji memiliki I-kuadrat yang besar. Tingkat kepuasan pada artikel yang disintesis menunjukkan persentase yang berbeda. Dari semua artikel yang disintesis, lebih dari 50% perawat merasakan kepuasan kerja.

Kata kunci: Penghargaan, pengakuan, promosi, kesempatan belajar, gaji, imbalan kompensasi, bonus, perawat, kepuasan kerja

ABSTRACT

Backgrounds: Awards in the form of rewards given by institutions or health care facilities to nurses for the work they have done, both intrinsic and extrinsic rewards. The purpose of this study to analyze the effect of appreciation of job satisfaction in nurses. Methods: This study uses a systematic review method with meta-analysis. Included two PubMed databases and the Wiley Online Library. The research articles have gone through the screening and data quality test stages and obtained 7 articles for analysis. Results: Learning opportunities have a tendency to have a large effect on job satisfaction of nurses with an ES value of 1.15, promotions have a tendency to have a large effect on job satisfaction of nurses with an ES value of 0.56, salaries have a tendency to have a large effect on job satisfaction of nurses with a value of 0.43, competency rewards/bonuses tend to have a large effect on nurse job satisfaction with an ES value of 3.45. Conclusion: Reward competence, learning opportunities, promotions, and salaries have a large I-squared. The level of satisfaction in the synthesized articles shows a different percentage. From all the articles synthesized, more than 50% of nurses felt job satisfaction.

Keywords: Awards, recognition, promotion, learning opportunities, salary, compensation rewards, bonuses, nurse, job satisfaction

INTRODUCTION

Community health centers or Puskesmas are the spearhead of health services to support the successful implementation of programs at the Health Office in an effort to achieve the Vision of Healthy Indonesia 2025. The success of achieving the Vision of Healthy Indonesia 2025 is strongly influenced by the arrangement and management of

personnel to carry out the main activities of the Puskesmas. One of the important goals in human resource management in an organization is the creation of job satisfaction. Likewise in puskesmas, employee job satisfaction needs serious attention from the management of the puskesmas, because puskesmas employees are the spearhead of

implementing health services to the community (Bappenas, 2018)

Nursing services in health facilities, namely puskesmas are one of the most important and goal-oriented services that focus on the application of quality nursing care, so that they can provide a service to patients who use the services. The ability to provide professional nursing care services according to nursing standards is very dependent on how the performance of nurses at the puskesmas in implementing nursing care standards (Ilyas, 2006). Nurses in the implementation of health services are very important, especially as service implementers, namely nurses are relatively more than other health workers, so it is only natural that the performance of nurses plays a major role in determining the image of a health facility.

If nurses are cared for and rewarded with superior awards, they will be more motivated to achieve higher levels of achievement (Bawono & Nugraheni, 2015). Nurse performance will be influenced by individual factors, psychological factors (perception, role, attitude, personality, motivation, and job satisfaction), and organizational factors (organizational structure, job design, leadership, reward system) (Nursalam, 2016).

High employee job satisfaction can increase productivity and high performance as well. Better work performance results in rewards. Awards that are felt to be fair and adequate, then employee job satisfaction will increase because they receive awards in proportion to one's work performance (Singh et al., 2019). The results of the research conducted by Febrianti (2014) with the title the effect of reward and punishment on performance, it was found that the award had a significant effect on the nurse's performance of 0.227 with a significance level of 0.042.

In fact, not all employees get job satisfaction. Employee job dissatisfaction can be seen through his behavior. Low job satisfaction is manifested in the form of decreased performance, negligence, low performance, low product quality, and employee discipline problems. This manifestation of low job satisfaction results in the loss of thousands of hours of work and enormous financial losses to the organization (Temesgen et al., 2018). Associated with job satisfaction, a person shows what is wanted, felt, expected, and received. Therefore, overall job satisfaction is determined by adding individuals between what is acceptable and what is desired (value), between what is acceptable and what is needed, and between what is acceptable and what is expected (Robbins & Judge, 2003).

Research conducted by As'ad et al (2013) at the Inpatient Unit of Hasanuddin University Hospital shows that there is a relationship between job satisfaction aspects of work, salary, development opportunities, co-workers and supervision with nurse performance, and there is no relationship between job satisfaction aspects of working conditions and leadership with nurse performance. The same research was also conducted by Argapati et al (2013) at the Stell a-Maris Hospital, Makassar City. It showed that at the level of job satisfaction of nurses, out of 130 respondents there were 79 respondents (60.8%) who were satisfied and 51 respondents (39, 2%) who feel dissatisfied. This level of satisfaction is based on aspects of interest, job security, skills, nurse social interaction with superiors, social interaction between nurses, working time and rest time arrangements, work equipment, room conditions, salaries, social security, benefits, and promotions. The results of this study can be concluded that most of the job dissatisfaction felt by nurses is due to the reward factor.

Based on the search results of a systematic review and analysis of the effect of rewards on nurse job satisfaction, there is no review that clearly mentions the analysis of the effect of rewards on nurse job satisfaction. Therefore, this research was conducted in the form of a systematic review and meta-analysis to identify the effect of reward on nurse job satisfaction. This will provide the basic data needed to plan strategies for improving nurse job satisfaction in health care facilities and can be used to suggest future research related to nurse job satisfaction.

RESEARCH METHODS

This type of research is a systematic review with meta-analysis to assess how much the effect of the reward variable will affect job satisfaction. Identification of Research Questions using PECO, P (Population) = Nurses, E (Exposure) = Rewards, C (Comparison) = None, O (Outcome) = Job Satisfaction. The research protocol in meta-analysis can use the concept of Preferred Reporting Items for Systematic Reviews and Meta-Analysis (PRISMA). Search using -PubMed database and Wiley Online Library. The research articles used are full (fulltext) research articles published online from 2016-2020 in Databased PubMed and Wiley Online Library – with advanced keywords “Nurse, Nurses, Nursing, Reward, Rewards, Recognition, Learning Opportunities, Responsible, Promotion , Salary, Pay, Allowance, Allowance, Bonuses, Intrinsic Rewards, Extrinsic Rewards, Job Satisfaction”.

meta-analysis are 7 articles. Of the seven (7) award dependent variables, namely recognition, responsibility learning opportunities, promotions, salaries, allowances, competency rewards/bonuses, there are three (3) variables namely responsibility, recognition and allowances that are not found or found but only 1 (one)) articles on screening process variables and eligibility criteria.

RESEARCH RESULT

The study quality of each article designated as a systematic review reference is determined based on the quality analysis of the JBI critical appraisal tools, so that 7 articles are obtained that comply with the provisions of the

systematic review which can then be analyzed by Meta Analysis. The results of the literature research that have been analyzed and determined in a systematic review can be seen in Table 1.

From the articles that meet the inclusion criteria in this systematic review stage, the results obtained are 7 articles with a cross sectional research design. Based on these results, a critical appraisal was carried out using the JBI critical appraisal tools for cross-sectional studies given a quality score of 5-8 in studies with articles using the JBI critical appraisal tools for cross-sectional studies. The following are the results of the questions contained in the checklist on the JBI critical appraisal tool for cross-sectional study analysis.

Table 1
Article Characteristics

Author and Year	Settings & Research sites	Research sample	Reward Variable			Job Satisfaction Variable	Confounding Variables
			Award Type	OR/ CI 95%	Job Satisfaction Variable	Measuring instrument	
Teruya et al 2019	ICU Room Hospital (Brazil)	163	Salary Promotion Competency rewards/bonuses	4.00 -21.00 3.00 -18.00 4.00 -24.00	The percentage level of satisfaction is not described	Job Satisfaction Survey (JSS)	<ul style="list-style-type: none"> ● Supervision ● Co-workers ● Nature of work ● Communication Benefits ● Implementation procedure ● Opportunity for advancement ● Sick leave ● Study leave ● Professional status ● Independence at work ● Work schedule flexibility ● Annual leave ● Relationships with peers ● Relationship with Patient ● Autonomy and control ● Work Stress Load ● Relationship with organization ● Relationship with doctor ● Work autonomy ● Proportion of working time spent on public health
Sojane et al 2016	Hospital (North West & Free State, South Africa)	204	Learning opportunities Promotion	1.37 -1.6	<ul style="list-style-type: none"> ● Satisfied = 70.5% ● dissatisfied = 29.5 	Self-made questionnaire	
Head et al 2019	Hospitals and Clinics in Kentucky (USA)	633	Salary	3.89 (0.15-0.44)	The percentage level of satisfaction is not described	Home Healthcare Nurse Job Satisfaction (HHNJS)	
Jin et al 2019	Hospitals and Clinics (Shandong, China)	170	Salary	1.87 (0.94-3.68)	<ul style="list-style-type: none"> ● Satisfied = 79.02% ● Dissatisfied = 	Self-made questionnaire	

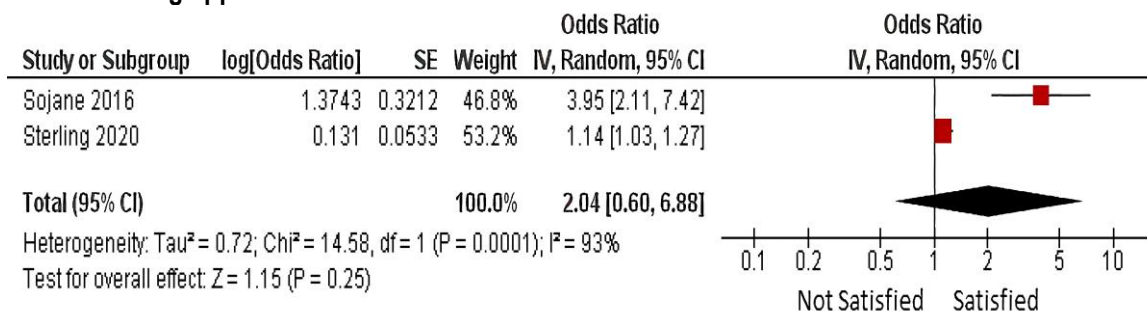
20.98%

Almansour et al 2020	Hospital (Saudi Arabian)	743	Salary	0.01 (0.01 - 0.03)	The percentage level of satisfaction is not described	McCloskey/Mueller Satisfaction	<ul style="list-style-type: none"> ● Scheduling ● Family/work balance ● Co-workers ● Interaction opportunities ● Professional opportunity ● Control/responsibility
Son et al 2020	Hospital (Indonesia)	121	Salary Promotion Competency rewards/bonuses	3.64 – 3.90 3.63 – 3.83 3.71 – 3.95	The percentage level of satisfaction is not described	Job Satisfaction Survey (JSS)	<ul style="list-style-type: none"> ● Supervision ● Co-workers ● Nature of work ● Communication ● Benefits ● Implementation procedure
Sterling et al 2020	Home Care Clinic (New York)	1199	Learning opportunities	1.14	<ul style="list-style-type: none"> ● Satisfied = 81.1% ● Dissatisfied = 18.92% 	Self-made questionnaire	<ul style="list-style-type: none"> ● Standard confidence (p<0.001) ● Management standard (p=0.003) ● Standard maintenance (p<0.001)

Table 2
Article Critical Appraisal Results

ID Study	Question to-								Total JBI	Quality Evaluation
	1	2	3	4	5	6	7	8		
Jin (2019)	Yes	Yes	Yes	Yes	Yes	Not	Yes	Yes	7/8 (87.5%)	Good Quality
Head (2019)	Not	Yes	Yes	Not	Not	Not	Yes	Yes	6/8 (75%)	Enough Quality
Sojane (2016)	Yes	Yes	Yes	Not	Not	Not	Yes	Yes	5/8 (62.5%)	Enough Quality
Teruya (2019)	Yes	Yes	Yes	Not	Not	Not	Yes	Yes	5/8 (62.5%)	Enough Quality
Son (2021)	Yes	Yes	Yes	Yes	Not	Not	Yes	Yes	6/8 (75%)	Enough Quality
Almansour (2020)	Yes	Yes	Yes	Not	Not	Not	Yes	Yes	5/8 (62.5%)	Enough Quality
Sterling (2020)	Yes	Yes	Yes	Not	Not	Not	Yes	Yes	5/8 (62.5%)	Enough Quality

Variable Learning opportunities



Picture 1. Forest Plot Effect of Learning Opportunities on Job Satisfaction

In Figure 1 above, the random effects model is likely to produce an effect size with varying interpretations in all studies (random). The effect of learning opportunities on job satisfaction is 2.04 with a 95% CI range (0.60-6.88). This value shows that nurses who are given the opportunity to learn have job satisfaction 2.04 times greater than nurses who are not given the opportunity to learn. The quality of

the data that builds the combined risk factors (combined OR) can be seen from heterogeneity chi-squared which shows the result that the combined OR has a heterogeneous distribution (p=0.0001 p<0.05). I-squared variance (variation in OR attributable to heterogeneity) by 93%. Learning opportunities have a tendency to have a large effect on job satisfaction with ES scores (1,15).

Promotion Variable

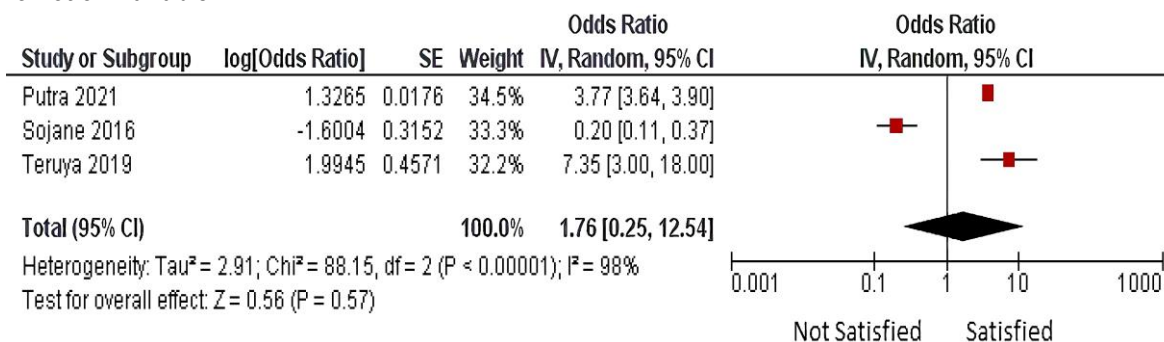


Figure 2. Forest Plot Effect of Promotion on Job Satisfaction

In Figure 2 above, the random effects model is likely to produce an effect size with varying interpretations in all studies (random). The effect of promotion on job satisfaction is 1.76 with 95% CI range (0.25-12.54). This value shows that nurses who get promotions have job satisfaction 1.76 times greater than nurses who do not get promotions. The quality of the data that builds the combined risk

factors (combined OR) can be seen from heterogeneity chi-squared which shows the result that the combined OR has a heterogeneous distribution (p=0.57 p>0.05). I-squared variance (variation in OR attributable to heterogeneity) by 98%. Promotion has a tendency to have a large effect on job satisfaction with the ES value (0.56).

Salary Variable

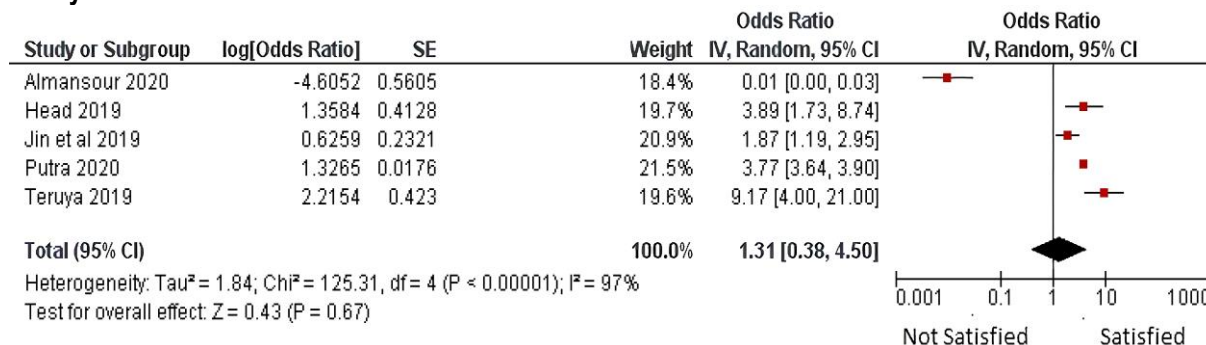


Figure 3. Forest Plot Effect of Salary on Job Satisfaction

In Figure 3 above, the random effects model is likely to produce an effect size with varying interpretations in all studies (random). The effect of salary on job satisfaction is 1.31 with a 95% CI range (0.38-4.50). This value shows that nurses who get a salary have job satisfaction 1.31 times greater than nurses who do not get an appropriate salary. The quality of the data that builds the

combined risk factors (combined OR) can be seen from the chi-squared heterogeneity which shows the result that the combined OR has a heterogeneous distribution (p=0.57 p>0.05). The I-squared variance (variation in OR attributable to heterogeneity) is 97%. Salary has a tendency to have a large effect on job satisfaction with an ES value (0.43).

Competency Rewards/Bonus Variables

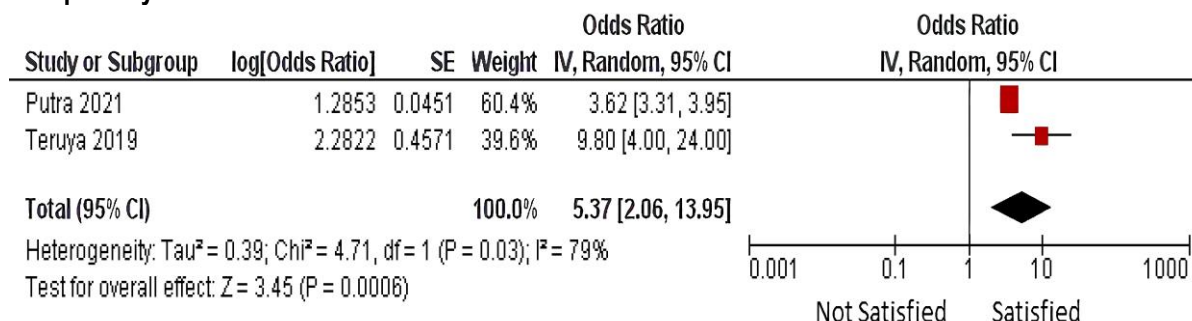


Figure 4. Forest Plot Effect of Competency Rewards/Bonuses on Job Satisfaction

In Figure 4 above, this random effect model is likely to produce an effect size with varying interpretations in all studies (random). The effect of competency rewards/bonuses on job satisfaction is 5.37 with a 95% CI range (2.06-13.95). This value shows that nurses who are given competency/bonus rewards will have 5.37 times greater job satisfaction than nurses who are not given competency/bonus rewards. The quality of the data that builds the combined risk factors (combined OR) can be seen from the chi-squared heterogeneity which shows the results that the combined OR has a heterogeneous distribution (p=0.00001 below p<0.05). The I-squared variance (variation in OR attributable to heterogeneity) is 79%. Competency/bonus rewards tend to have a large effect on job satisfaction with ES scores (3,

DISCUSSION

Characteristics of the Articles of Nurse Job Satisfaction Level

In the meta-analysis study of the effect of rewards on nurse job satisfaction, there were seven (7) articles that had passed the screening stage and were in accordance with the inclusion criteria of the study. There are 4 dimensions analyzed, namely learning opportunities, promotions, salaries, and competency rewards/bonuses. Most of the research in the article to be analyzed was carried out by hospitals, clinics, and home care clinics. In the world of research, there are two types of data, namely primary and secondary data

The samples recorded were between 100-2000 subjects. To assess the feasibility of each article using the JBI critical appraisal tools, the average score obtained is 5/8, the average unanswered questions are questions 4, 5, and 6. In question 4, several articles use self-made

questionnaires. so that the validity of the instrument for measurement is not objective, using a combination of several instruments about psychological conditions and instruments Home Healthcare Nurse Job Satisfaction (HHNJS) which shows the level of job satisfaction. In questions 5 and 6 most of the articles do not discuss confounding factors and how to overcome them. In questions 7 and 8, although the data presented in the research article is in accordance with the inclusion criteria, some of the data presented is inadequate so that in the meta-analysis process researchers need to re-evaluate which statistical data is input into the meta-analysis application.

Level of Job Satisfaction in Nurses Based on Published Studies

The percentage of satisfaction level in each article with each category of satisfaction is different. In the article Sojane et al (2016) the presentation of nurses who feel job satisfaction is 70.5% and dissatisfied 29.5%. Article Jin et al (2019) The percentage of nurses who feel job satisfaction is 79.02% and dissatisfied 20.98%. Article Sterling et al (2020) The percentage of nurses who feel job satisfaction is 81.1% and dissatisfied 18.92%. Four (4) articles, namely Teruya et al (2019), Head et al (2019), Almansour (2020), and Putra (2020) did not describe the percentage of satisfaction level.

Job Satisfaction Measurement Method Based on Published Studies

The measurement method used in these 7 articles, namely 2 articles Teruya et al (2019) and Putra et al (2020) using Job Satisfaction Survey (JSS); 1 article Head et al (2019) using Home Healthcare Nurse Job Satisfaction (HHNJS); 3 articles Sojane et al (2016), Jin et al (2019), and Sterling et al (2020) using a self-composed questionnaire; 1 article Almansour et al (2020) uses McCloskey/Mueller Satisfaction.

Forms of Awards Given to Nurses Based on Published Studies

In two (2) studies article Regarding the effect of learning opportunities on nurse job satisfaction, it is not only the factor of providing appropriate learning opportunities that can increase job satisfaction, but there are other factors. On Sojane et al (2016), explained some of the reward factors analyzed, namely relationship with nurse job satisfaction. Relationship with opportunities for advancement, leadership, sick leave, study leave, professional status, independence at work, flexibility in work schedules, annual leave. Of these factors,

the most influential are leadership, and annual leave. Article Sterling et al (2020), explain the factors that influence job satisfaction are length of work, number of patients treated, number of agencies attended, and training or learning opportunities. Of these factors, the most influential is the relationship with training or learning opportunities.

At three (3) studies The article about the effect of promotion on nurse job satisfaction is not only a factor of providing appropriate learning opportunities that can increase job satisfaction, but there are other factors. In the article Teruya et al (2019) The reward factors analyzed are salary, supervision, co-workers, nature of work, communication, benefits, work implementation procedures, competency rewards/bonuses, and promotions. Of these factors, the most influential are salary, supervision and competency/bonus rewards. Article Sojane et al (2016), explained several award factors analyzed, namely relationship with nurse job satisfaction. Relationship with Opportunities for advancement, Leadership, Sick leave, Study leave, Professional status, Independence at work, Flexibility of work schedule, Annual leave. Of these factors, the most influential are leadership, and annual leave. Putra et al (2020) article, analyzing the factors Supervision, co-workers, nature of work, communication, benefits, implementation procedures, salaries, promotions, and competency rewards/bonuses. The factors that most influence nurse job satisfaction are supervision, competency/bonus rewards, co-workers, nature of work and communication.

In five (5) studies article Regarding the effect of salary on nurse job satisfaction, it is not only the appropriate salary factor that can increase job satisfaction, but there are other factors. In the article Teruya et al (2019) The reward factors analyzed are salary, supervision, co-workers, nature of work, communication, benefits, work implementation procedures, competency rewards/bonuses, and promotions. Of these several factors, the most influential are salary, supervision and competency/bonus rewards. Article Head et al (2019), explained several reward factors analyzed, namely peer relationships, patient relationships, autonomy and control, stress and workload, relationships with organizations, doctor relationships, salary, and recognition. Of these factors, the most influential are autonomy and control, and the relationship with doctors. The article Jin et al (2019), explains the factors that influence job satisfaction are Autonomy of work, Proportion of working time spent on public health, and salary. The

article of Singh et al (2020), explains the factors that influence job satisfaction, namely hpeer relationships, patient relationships, autonomy and control, stress and workload, organizational relationships, doctor relationships, recognition, and pay and benefits. of these factors the most influential are the relationship with the organization, autonomy and control, salary and benefits.

Article Almansour et al (2020), analyzed the factors that influence job satisfaction, namely extrinsic rewards, scheduling, family/work balance, coworkers, interaction opportunities, professional opportunities, control/responsibility, and salary. The factors that most influence the lack of job satisfaction of non-Saudi nurses are extrinsic rewards, work-family balance, while the factors that influence the lack of job satisfaction of Saudi nurses are professional opportunities, praise and recognition, and relationships with coworkers. Putra et al (2020) article, analyzing the factors Supervision, co-workers, nature of work, communication, benefits, implementation procedures, salaries, promotions, and competency rewards/bonuses. most factor influence job satisfaction of nurses, namely supervision, compensation for competence/bonuses, co-workers, nature of work and communication.

On two (2) studies articles about influence competency rewards/bonuses on nurse job satisfaction is not only a factor of giving competency rewards/bonuses only the appropriate ones can increase job satisfaction, but there are other factors. In Teruya's article (2019), analyzing job satisfaction factors, namely salary, supervision, co-workers, nature of work, communication, benefits, work implementation procedures, competency rewards/bonuses, and promotions. The most influential factors on job satisfaction are salary, supervision and competency/bonus rewards. Putra's article (2020), analyzes several factors, namely factors supervision, co-workers, nature of work, communication, benefits, implementation procedures, salaries, promotions, and competency rewards/bonuses. The factors that most influence nurse job satisfaction are supervision, competency/bonus rewards, co-workers, nature of work and communication.

Effect Size About the Effect of Giving appreciation (Intrinsic and Extrinsic) Against Job Satisfaction in Nurses Based on Published Studies.

Learning Opportunity Factor

Meta results-analysis from 2 articles namely Nurses who get learning opportunities have job

satisfaction 2.04 times greater than nurses who do not get appropriate learning opportunities. Learning opportunities tend to have a large effect on job satisfaction with ES scores (1.15), and there is no publication bias. Although learning opportunities have a large effect on nurse job satisfaction, this is not significant because the heterogeneity in this meta-analysis is very high. This is because there are other factors analyzed that can affect the job satisfaction of nurses.

Nurses in health facilities are human resources that greatly affect services in health facilities. Nurses should be given chance to improve their abilities, for example through training, workshops, and continuing education. The results of Putri's research (2020) show that most of the respondents' perceptions that state a high level of satisfaction feel that the potential development of nurses is good, while those who have a low level of satisfaction feel that the development of potential nurses is not good. The nurse potential development variable has a significant relationship with the job satisfaction of the inpatient nurse at Tugurejo Hospital Semarang with a p value of 0.000. This is in line with the results of Reza et al (2015) which states that there is a relationship between perceptions of potential development with work motivation and job satisfaction of nurses.

Gibson, et al (2016) stated that hospital management is faced with challenges to be able to handle a nurse's career. This requires clear, systematic and well-planned career development. If the implementation of employee career development is not optimal, it is feared that it can cause potential and outstanding employees to leave the company

Promotion Factor

Meta results-analysis of 3 articles, namely nurses who get promotions have job satisfaction 1.76 times greater than nurses who do not get appropriate promotions. Promotion has a tendency to have a large effect on job satisfaction with an ES value (0.56), and there is no publication bias. Although salary has a large effect on nurse job satisfaction, this is not significant because the heterogeneity in this meta-analysis is very high. This is because there are other factors analyzed that can affect the job satisfaction of nurses.

The results of this study are consistent with research conducted by Khamlub (2013) which shows that opportunities for advancement or promotion are factors that can lead to job satisfaction. While the research of Jahan and Kiran (2013) argues that on the promotion dimension at

government hospitals, nurses have higher job satisfaction than nurses who work in private hospitals. In line with Putri's research (2018), it shows that most of the respondents' perceptions that state a high level of satisfaction feel that the opportunity for nurse promotion is good, while those with a low level of satisfaction feel that the opportunity for nurse promotion is not good. The nurse promotion opportunity variable has a significant relationship with the job satisfaction of the inpatient nurse at Tugurejo Hospital Semarang with a p-value of 0.000. This is in accordance with job satisfaction research conducted by Mansyur (2008) at a government hospital which states that there is a relationship between job satisfaction and promotion or nurse development system at Haji Makassar Hospital with a job satisfaction level of 66.7%. . While the results of research by Ramadani (2012) in a private hospital stated that there was a relationship between job satisfaction and promotion with the level of job satisfaction of nurses on promotion at IbnuSina Islamic Hospital Pekanbaru, amounting to 68.6%.

A fair and honest promotion system encourages nurses to improve their good performance. A good promotion system can affect job satisfaction where nurses feel they have equal opportunities in terms of occupying new higher positions and promotions to follow further studies. In the two-factor theory of motivation theory put forward by Herzberg in Robbins (2003), explains that with the opportunity for promotion, people will be motivated to work.

Salary Factor

Meta results-analysis of 5 articles, namely nurses who get a salary have job satisfaction 1.31 times greater than nurses who do not get the appropriate salary. Salary tends to have a large effect on job satisfaction with an ES value (0.43), and there is no publication bias. Although salary has a large effect on nurse job satisfaction, this is not significant because the heterogeneity in this meta-analysis is very high. This is because there are other factors analyzed that can affect the job satisfaction of nurses.

The results of this meta-analysis of the effect of salary on job satisfaction are in accordance with research in Iran which aims to evaluate all aspects of job satisfaction in nurses, the results of the study show that there is a significant relationship between salary and job satisfaction (Rahnavard et al., 2018). Research in China which aims to explore job satisfaction shows that one of the factors that

influence job satisfaction is monthly salary (Wu et al., 2018).

Reward Factor

The results of the meta-analysis of 2 articles are nurses who received competency/bonus rewards had job satisfaction 5.37 times greater than nurses who did not receive competency/bonus rewards. Competency rewards/bonuses tend to have a large effect on job satisfaction with ES scores (3.45), and there is no publication bias. Although competency/bonus rewards have a large effect on nurse job satisfaction, this is not significant because the heterogeneity in this meta-analysis is very high. This is because there are other factors analyzed that can affect the job satisfaction of nurses and the studies analyzed are very limited.

The results of the meta-analysis of the effect of competency rewards/bonuses on job satisfaction are in accordance with the results of research in Indonesia on the effect of compensation (salary, incentives, overtime pay, bonuses, director's allowances), stating that compensation and career development have a significant and positive effect on nurses' motivation in hospitals Building Love Pekanbaru. Meanwhile, motivation, compensation and career development have a significant and positive effect on the job satisfaction of nurses at BinaKasih Hospital, Pekanbaru. Then motivation does not mediate the effect of compensation and career development on job satisfaction of nurses at BinaKasih Hospital (Gunawan et al., 2017)

In the four variables analyzed by meta-analysis, the greatest influence on nurse job satisfaction is competency rewards or bonuses with an ES value of 3.45 with I-squared (variation in OR attributable to heterogeneity) 98%. The findings of this study are relevant to the expectancy theory of Vroom (1964) explains that job satisfaction is a function of the difference between what is expected and what is received from the job. Nurses who have a level of satisfaction with the rewards they receive and feel adequate in accordance with the performance performed, this will raise a good view of the policy makers. Nurse will feel treated fairly and properly and feel safe to continue working and serve in that place and have no desire to move to a place of work that is felt to provide more appropriate rewards. The award seen nurses in accordance with their expectations or work results will be balanced with encouragement to work better, or have high job satisfaction. In order for nurses to be more active in doing their jobs and according to expectations, policy makers need to pay attention to the amount

of competency/bonus rewards in accordance with the nurse's performance and professional level.

Researcher's analysis of the four award variables studied: learning opportunities, promotions, salaries and competency/bonus rewards all have a higher job satisfaction effect on nurses in health care facilities. The reward system development model can be used by hospitals as an effort to increase nurse job satisfaction, namely by adding performance variables as the basis for giving rewards (Saputri, 2018). The development of this reward system can refer to the 2011 Government Regulation concerning the Assessment of Civil Servants' Work Performance and the making of SOPs for assessing the performance of nurses which refers to the Ministerial Regulation No. 35 of 2012 concerning Guidelines for government agencies to prepare SOPs. The development of an appropriate reward system is expected to lead to a good perception of nurses to their workplace, so that the hope can improve the performance of nurses. Especially during the Covid-19 pandemic, good performance of health workers is needed in handling covid patients, it is necessary to consider for policy makers to make policy updates where the points for the amount of rewards or incentives are more detailed, in other words, what is obtained is adjusted to the performance, level of occupational risks and the level of the profession of each health worker.

CONCLUSIONS

The level of satisfaction in the synthesized articles shows percentagedifferent. The method of measuring nurse job satisfaction inThere are 3 of these 7 articles.The forms of appreciation given to nurses are learning opportunities, promotions, salaries, and competency rewards/bonuses. In the four variables analyzed by meta-analysis, the greatest influence on nurse job satisfaction is competency rewards or bonuses with an ES value of 3.45 withI-squared (variation in OR attributable to heterogeneity) 98%.

SUGGESTIONS

The development of an appropriate reward system is expected to lead to a good perception of nurses to their workplace, so that the hope can improve the performance of nurses. Especially during the Covid-19 pandemic, good performance of health workers is needed in handling covid patients, it is necessary to consider for policy makers to make policy updates where the points for the amount of rewards or incentives are more detailed, in other words, what is obtained is adjusted to the

performance, level of occupational risks and the level of the profession of each health worker.

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