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#### Abstract

Scheduling determines when activities are started, postponed, and completed to adjust resource use to predetermined needs. Labor scheduling helps every company improve employee performance. Job scheduling affects job satisfaction—how people feel about different aspects of their work. This quantitative study examines how work scheduling affects job satisfaction. This study includes 420 civil servants at the Regional General Hospital DR RM Djoelham (PNS). Non-probability sampling yielded 100 research samples. Simple linear regression and questionnaire data collection. The study found that scheduling affects job satisfaction positively and significantly. T-count X (12.721) > t-table (1.98) and p-value (0.000) <0.05 indicate it. 46 people (46.0%) work at DR RM Djoelham Binjai Hospital, which is good. The majority of DR RM Djoelham Binjai Hospital employees (49.0%) are satisfied with their jobs. The DR RM Djoelham Binjai Hospital's work scheduling steps should be more systematic so that all employees can follow them. Hospital leaders should focus more on job satisfaction factors to improve job satisfaction in the future.

Keywords: work scheduling, job satisfaction.

#### 1. INTRODUCTION

The business world is becoming increasingly competitive, so companies must be able to use their workforce effectively. Labor is crucial to achieving organizational goals in both large and small companies with high-tech equipment. A task or job requires willingness and ability. Without a clear understanding of what and how to do it, the workforce's willingness and skills are ineffective (Rivai, 2015). A scheduling system determines when activities start, postpone, and end to adjust resource use to predetermined needs (Pinedo, 2012). Scheduling can impact company performance and work methods. A good company has a well-planned and structured schedule, so scheduling can indicate a good performance system.

Irregular workforce scheduling hinders company performance and vision. Workforce scheduling is crucial to business system efficiency and effectiveness. Good workforce scheduling improves time efficiency and work effectiveness, helping the company optimize employee performance. Manufacturing and service companies' performance depends on workforce scheduling (Othman et al., 2012). Labor scheduling efficiency boosts company profits (Bergh et al., 2013). Thus, workers must understand labor scheduling to know when to start and stop work. Workforce scheduling helps improve employee performance in every company. Scheduling indicates what, with whom, and with what equipment to finish a job on time. Thus, labor scheduling involves choosing the right number of workers, with the right qualifications (right people), at the right time, in the right place (right time).

Hospitals serve public health. Hospital service improves patients' recovery. Hospitals must provide recovery services. Assessing patient satisfaction factors can improve health services. Clinical pathways, services, and patient perspectives can improve health care. A company's attention to employees can be gauged by job satisfaction. Compensation, workload, work

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environment, and employee-supervisor relationships all affect job satisfaction. According to Handoko (2011), compensation satisfaction can motivate workers. Professionals must work. His work should satisfy him. Job satisfaction measures a person's job enjoyment. Formally, job satisfaction is an emotional response to various aspects of one's job (Kreitner, 2014). Juliansyah (2013: 263) lists job satisfaction as pay, promotion, supervision, coworker, and work satisfaction.

Gilmer in Sopiah (2008: 171) suggests considering salary, company management, supervision, intrinsic factors, working conditions, social factors, communication, and colleagues. Gibson (1995) lists wages, jobs, promotions, supervisors, and co-workers as job satisfaction factors. Wexley and Yulk (1992) say wages, work, supervision, co-workers, job materials, job security, and promotions affect employee job satisfaction. According to Stephen P. Robbins (1996) quoted by Badeni (2013), satisfying all needs, including food, clothing, and housing, and for family and dependents. Ayamolowo (2013) found that nurse job satisfaction is most affected by work equipment and salary accuracy.

The Regional General Hospital Head, DR RM Djoelham Binjai, always takes the initiative to find sponsors for nurse refreshment activities like outbound trips. alternately on personnel head-selected employees. All employees interviewed by researchers were dissatisfied with salaries, superior relations, and working conditions. There are still issues that need to be addressed to improve nurse job satisfaction. Hospital staff are happier when patients recover, which is best for DR RM Djoelham Hospital. Health organizations prioritize patient needs and public treatment interest.

#### 2.LITERATURE REVIEW

# 2.1. Definition of Scheduling

Scheduling in production planning and control plans production and allocates resources based on resource capacity. Scheduling indicates what, who, and what equipment will be used to complete a job at a certain time (Schroeder, 2011). Scheduling can also be used to sequence and start work, but first the order of operations must be known. Scheduling is a decision-making process that optimizes resource allocation at a given time (Pinedo, 2012). Manufacturing and services depend on scheduling. Scheduling and sequencing—which task comes first—go together. Scheduling is a decision-making process that allocates resources to complete tasks or operations within a certain timeframe. It is crucial in the manufacturing and service industries to optimize company goals and objectives by allocating resources (Baker & Trietsch, 2018). Scheduling reduces delay time to meet the consumer's time limit, increases machine productivity, and reduces idle time. Increased machine productivity reduces idle time, lowering production costs. A better schedule is more profitable for the company and can be used to increase profits and customer satisfaction. Ineffective scheduling will leave capacity, facilities, labor, and equipment idle for a period of time due to a lack of work. As a result, production costs rise, reducing the company's effectiveness and competitiveness. Even though the overall capacity may be designed to minimize resource costs, improper scheduling can lower service quality and many other things indirectly (Baroto, 2002).

## 2.2.Job Satisfaction

Individual job satisfaction varies. Greenberg and Baron (2003) define job satisfaction as an individual's awareness, pleasure, and evaluation of his job. Job satisfaction is how people feel about their jobs. Job satisfaction requires defining work. Work involves physical and mental activities, according to Hasibuan (2006). Thus, meeting needs through work requires high productivity to achieve status, better conditions, and satisfaction. Hasibuan (2014) defines job satisfaction as a positive emotional attitude toward work. Job satisfaction is how much people like or dislike their job duties (Hariandja, 2009). Howell and Dipboye (in Munandar, 2008) define job satisfaction as the workforce's overall liking or disliking of various aspects of their work, including salary, working conditions, and leadership attitudes. Equity Theory defines and measures employee

relational satisfaction, according to psychologist Adams. Adams suggests that employees try to strike a balance between what they give to the company and what they get, and weigh their own balance against coworkers' perceptions. Mangkunegara (2017) states that an officer's satisfaction or dissatisfaction is based on his input-outcome comparison with other officers.

#### 3.RESEARCH METHOD

This research is descriptive and quantitative. This study describes the current situation systematically and factually to explain and solve the problem (S.Sinulingga 2018). DR RM Djoelham Regional General Hospital in Binjai City, North Sumatra Province, hosted this study. Cooper and Schindler (2017) define population as the total collection of elements in an area to be studied, which includes objects/subjects with certain qualities and characteristics the researcher wants to study and draw conclusions from. This study included Regional General Hospital DR RM Djoelham PNS (Civil Servant) employees. This study has 100 participants. This study tested hypotheses using multiple linear analysis.

#### **4.RESULT AND DISCUSSION**

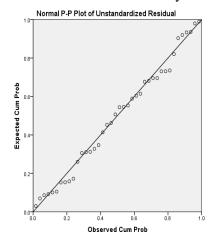
The Outcomes of the Analytical Tests Normality Test Results

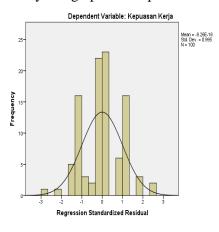
b. Calculated from data.

The Kolmogorov-Smirnov test and the PP Plot graph were used in the normality test to determine whether or not the data from the research were normally distributed. The results of the normality test were as follows:

Table 1		
One-Sample Kolmogorov-Smirnov Test		
		Unstandardized
		Residual
N		100
Normal Parametersa,b	Mean	.0000000
	Std. Deviation	2.20237403
Most Extreme Differences	Absolute	.122
	Positive	.118
	Negative	122
Kolmogorov-Smirnov Z		1.215
Asymp. Sig. (2-tailed)		.104
a. Test distribution is Normal.		

Because the probability residual value (asymp.sig. 2-tailed) in Table 1 is 0.104, which is greater than sig- (0.05), it is possible to draw the conclusion that the research data follows a normal distribution. The same is demonstrated by the normality P-P graph that is presented below.





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The data points are distributed along the diagonal line in the preceding graph, which demonstrates that left and right symmetries are formed. This indicates that the data from the research are distributed normally.

# **Observations Made Using the Hypothesis**

In order to test the hypothesis, we will use simple linear regression analysis, which will consist of a partial t-test, and the results will be as follows:

### Partial t-test results

A partial t-test was carried out with the following findings in order to determine the impact that Work Scheduling has on employees' levels of job satisfaction:

Model Unstandardized Standardized Sig. Coefficients Coefficients В Std. Error Beta (Constant) 1.417 4.907 .289 .773 .970 .789 12.721 .000 Penjadwalan Kerja .076

**Tabel 2 T Test** 

#### DISCUSSION

The results of the analysis show that Work Scheduling has a significant effect on job satisfaction. This is indicated by the t-value of X (12,721) > t-table (1.98) and p-value (0.000) <0.05. This means that the better the Work Scheduling, the better the job satisfaction of employees at DR RM Djoelham Binjai Hospital.

The results of this study are in line with Afiyanti's research (2020) Office Scheduling on Nurse Job Satisfaction at Y Hospital Jakarta where the results show that there is a significant relationship between nurse service scheduling and nurse satisfaction (p= 0.040; r= 0.349). The conclusion of this study is that there is a significant relationship between office scheduling and nurse job satisfaction at Y Hospital Jakarta. Recommendations are given to the Head of the room to be fair in making service schedules. Hospital managers are also expected to be able to increase nurse satisfaction by making timely scheduling policies. nursing with nurse job satisfaction at Banjarbaru Ideal Hospital (p-value = 0.008; r = 0.274). Nursing service schedules can affect nurse job satisfaction. The value of scheduling nursing services is still low, while nurse job satisfaction does not reach the minimum standard. Scheduling good nursing services can increase nurse job satisfaction. A hospital is a place that provides assistance or services related to health services based on the vision, mission and goals that have been set together. Service performance is reflected in the attitude and quality of service providers, one of which can be seen from nurses (Winasih, Nursalam, & Kurniawati, 2015). Nurses are individuals who have influence in the establishment of hospitals. Nurses at work must be skilled and competent in accordance with the actions taken, from this it is hoped that nurses will get job satisfaction. Job satisfaction is reflected when individuals are happy with their jobs (Wolo, Trisnawati, & Wiyadi, 2015). Work scheduling is one of the strategic implementation areas of ergonomics in organizational systems. This is because there are 2 (two) main results that may be obtained, namely: improving the overall system performance and at the same time ensuring the welfare of workers. Workforce scheduling aims to allocate workers or groups of workers in carrying out a series of work tasks (tasks) in a specified period of time (Wongwien and Nanthavanij, 2012). So, in simple terms, labor scheduling can be defined as determining the right number of workers, with the right specifications (right people), at the right location (right place) and at the right time (right time). Viewed from the perspective of business systems, workforce scheduling has an important role and function to achieve effectiveness and efficiency in the system. The effectiveness of workforce scheduling is one of the critical factors

a. Dependent Variable: Kepuasan Kerja

affecting the performance of manufacturing companies (Othman et al., 2012) and service companies. Cost efficiency obtained from labor scheduling, will contribute directly to profits for the company (Bergh et al., 2013). Consideration of ergonomic factors in work scheduling plays an important role in improving overall system performance and ensuring worker welfare at the same time. In industrial work areas, many work tasks pose a risk to workers, both due to the activities carried out (risk of injury) and the impact of the work environment (noise, temperature, radiation, etc.). Exposure to hazards that exceed the limit can result in injury and even death. Workforce scheduling research considers ergonomic factors, scientifically useful for bridging the gap between ergonomics and production planning. Ergonomics implementation is expected to be maximally obtained, because ergonomics is considered in the early stages of system planning, namely through scheduling or workforce planning (Bentefout, 2013). Job satisfaction is a feeling of likes and dislikes when employees evaluate their work (Bataha, 2019). Job satisfaction has a significant positive impact on employee performance, employee performance also has a positive impact on customer satisfaction (Diliyanti, Parwita, & Gama, 2018). Nurses who do not have job satisfaction tend to be unable to achieve psychological maturity and nurses will often have objections regarding the work being done (Dewi, Aisyah, & Siti, 2018). Nurse satisfaction is also influenced by scheduling. Some studies also mention that scheduling is an important factor in

#### 5.CONCLUSION

Work scheduling at Dr. Djoelham Binjai Hospital is still underperforming. The majority of respondents (46/0%) said Dr RM Djoelham Binjai Hospital's work scheduling was good. 23 people (23.0%) said it was bad. This shows that the Dr. RM Djoelham Binjai's work scheduling needs improvement, especially in terms of completing work on time, health workers' morale, and collaboration. Work according to field of labor specifications also needs improvement. Health workers' ability to meet and exceed work targets shows their work ability. Ability Because health workers must be reliable and ready to serve every patient, exceeding work targets is a highlight. Good scheduling depends on teamwork. Cooperative work reduces workloads and prioritizes patient care. Employee job satisfaction aids performance management. Conversely, job dissatisfaction can hurt performance, work processes, and even the workplace. Job satisfaction motivates health workers to work hard and achieve more than dissatisfied officers or employees. This is crucial for the company because employee actions and performance determine productivity. Experts have studied how job satisfaction affects mental health and psychological adjustment. Job satisfaction also impacts organizational performance. Each type of commitment has a different psychological condition that affects employees' decisions to stay or leave the organization. Health workers' work motivation needs improvement too. Leadership and employee attitudes toward the work situation in their organizational environment motivate. A positive (pro) attitude toward work motivates people, while a negative (con) attitude demotivates them. Work relations, facilities, climate, leadership policies, patterns, and conditions are at issue. Better work scheduling may improve job satisfaction for hospital staff who work every day by improving work ability, morale, cooperation, and motivation.

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