

## THE INFLUENCE OF TRAINING, EMPLOYEE RELATIONS AND REWARDS ON EMPLOYEE JOB SATISFACTION AT AVICENNA BIREUEN HOSPITAL

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### Abstract

This research aims to determine the influence of training, employee relations and rewards on employee job satisfaction at Avicenna Bireuen Hospital. It can be seen that there are still many complaints from people who often procrastinate because there are some employees who are not yet professional in carrying out their duties and obligations, such as lack of preparation, supervision and control so that many people feel dissatisfied and excessive workload will have a negative impact on employees. The independent variables in this research are training, employee relations and rewards. Meanwhile, the dependent variable is Job Satisfaction. This type of research uses quantitative methods. Data were collected using a questionnaire containing questions and statements by distributing them to the employees concerned at Avicenna Bireuen Hospital. The scoring technique uses a Likert scale. This research was conducted on a sample of 114 employees at Avicenna Hospital Bireuen. The sampling technique uses a census or saturated sample. This research uses multiple linear regression analysis with the SPSS (Statistical Program for Social Science) program. The results of the research show that Training has no positive effect on Job Satisfaction shown by Avicenna Bireuen Hospital employees, Employee Relations has no positive effect on Job Satisfaction shown by Avicenna Bireuen Hospital employees, and Reward has a positive and significant effect on Job Satisfaction shown by Avicenna Hospital employees Bireuen.

**Keywords:** *Training, Employee Relations, Reward, Job Satisfaction*

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### 1. INTRODUCTION

Human resources are one of the elements that determine the success of an organization in achieving its goals, because human resources are what mobilize all existing resources in the organization. Human resources have a major role in every agency activity, without resource support. A hospital is a health service organization that is very meaningful to citizens. Hospitals are an example of a business providing health services to citizens, so their existence is very meaningful. The development of hospitals continues to be rapid, which in turn makes competition between hospitals continue to become tight. Yusuf al., (2017). In this case, hospitals are very dependent on the expertise and abilities of their staff in serving residents. Hospitals must be able to manage their employees well so that they can work optimally and provide good services to residents. Job satisfaction in work is job satisfaction enjoyed at work by receiving praise for work results, placement, treatment, equipment and a good work environment. Employees who prefer to enjoy job satisfaction at work will prioritize work over remuneration even though remuneration is important Hasibuan (2014). One of the hospitals that carries out good management and control of job satisfaction is the Avicenna Bireuen Hospital. Avicenna Hospital is one of the private hospitals in Bireuen district, namely the Avicenna Hospital under the Lamkaruna foundation as one of the health service providers in the Bireuen district area.

The phenomenon of job satisfaction at Avicenna Bireuen Hospital is that there are still many complaints from people who often deal with it because there are some employees who are not yet professional in carrying out their duties and obligations, such as lack of preparation, supervision and control, so many feel dissatisfied and burdened. Excessive work will have a bad impact on employees. In general, this will cause fatigue both physically and mentally and will

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cause emotional reactions such as headaches, indigestion and irritability. Furthermore, the promotions given at Avicenna Bireuen Hospital are still lacking, where the administration process for promotions is difficult, so that employees feel less enthusiastic in carrying out their daily tasks. Apart from that, in the form of salary or wages at Avicenna Bireuen Hospital every month it is received and for new employees who are still in the training period, the new salary or wages are received after 45 working days. However, the salary received is still below the regional minimum wage (UMR) for several divisions, so it does not provide satisfaction to employees because it does not match daily needs which are increasingly expensive. Meanwhile, colleagues at Avicenna Bireuen Hospital can be said to be very helpful to each other because the employees are very passionate about carrying out their duties so that it becomes a habit that is inherent in the employees, by helping each other the employees are very happy at work.

## **2. LITERATURE REVIEW**

### **Job Satisfaction**

According to Sutrisno (2017) job satisfaction is a complex emotional reaction. This emotional reaction is the result of an employee's encouragement, desires, demands and hopes for a job which are connected to the realities felt by the employee, giving rise to a form of emotional reaction that takes the form of feelings of joy, feelings of satisfaction, or feelings of dissatisfaction.

### **Training**

According to Rozalena (2016), "training is a series of activities designed to increase skill experience, expertise, increase knowledge, and change an individual's attitude." Increasing the capabilities and expertise of HR is related to the position or function for which they are currently responsible. The target to be achieved from the training program is to improve individual performance in their current position or function.

### **Employee Relations**

Employee relations can be interpreted as relationships that occur between parts or individuals, both within the organization and between them and parties outside the organization as a result of carrying out their respective duties and functions in achieving the organization's goals and objectives. Siagian, (2018). Employee relations are a cooperative relationship between all parties in the production process in a company Rivai (2013).

### **Rewards**

According to Fahmi (2016) reward or what we often call compensation is a form of remuneration given to an employee for the work performance carried out, both financial and non-financial. Apart from that, according to Remus (2016), employees will feel that their efforts in achieving are appreciated by the company and this will encourage employees to achieve more.

### **Research methods**

This research was conducted at Avicenna Hospital Bireuen Jl. Laksaman Malahayati No.1, Lhok Awe Teungoh, Kota Juang District, Bireuen Regency. The object of this research is. all employees of Avicenna Bireuen Hospital. The population in this study was all employees of Avicenna Bireuen Hospital, totaling 114 people. The data collection technique used in this research is field research (FieldResearch) based on a questionnaire, which is a data collection tool in the form of a series of written questions that are asked to the subject to obtain answers. The data is analyzed using multiple linear regression, the tests carried out are validity tests, reliability test and partial test (t test).

## **Results and Discussion**

### **Validity test**

The validity test is carried out by comparing the calculated r with the r table for degrees of freedom. The results of the validity test are as follows.

**Table 1**  
**Training Variable Validity Test Results (X1)**

Statement Items	Corrected Item- Total Correlation (r-count)	r-table	Results
1	0.706	0.1840	Valid
2	0.720	0.1840	Valid
3	0.726	0.1840	Valid
4	0.800	0.1840	Valid
5	0.764	0.1840	Valid

Source: Research Results, Data Processed 2023

The analysis results from the table above show that the accuracy in measuring all the statements used in measuring the Training variable (X1) has good accuracy, which can be seen from the magnitude of the validity coefficient produced by each statement, all of which are above 0.1840 or you could say  $>$ . Where it can be concluded that statement 1 from the variable Training(X1) with a value of  $0.706 > 0.1840$  or it can be said  $>$  where it can be concluded is Valid, statement 2 from the variable Training(X1) with a value of  $0.720 > 0.1840$  or it can be said  $>$  where it can be concluded is Valid, statement 3 from the variable Training(X1) with a value of  $0.726 > 0.1840$  or it can be said  $>$  which can be concluded as Valid, statement 4 from the variable Training(X1) with a value of  $0.800 > 0.1840$  or it can be said  $>$  where it can be concluded as Valid, statement 5 from the variable Training(X1) with a value of  $0.764 > 0.1840$ , with statement 5 of the variable Training(X1) said to be  $>$  which can be concluded as Valid.

**Table 2**  
**Employee Relations Variable Validity Test Results (X2)**

Statement Items	Corrected Item- Total Correlation (r-count)	r-table	Results
1	0.667	0.1840	Valid
2	0.565	0.1840	Valid
3	0.672	0.1840	Valid
4	0.853	0.1840	Valid
5	0.759	0.1840	Valid

Source: Research Results, Data Processed 2023

The results of the analysis from the table above show that the accuracy in measuring all the statements used in measuring the Employee Relations variable (X2) has good accuracy, which can be seen from the magnitude of the validity coefficient produced by each statement, all of which are above 0.1840 or you could say  $>$ . Where it can be concluded that statement 1 from the variable Employee Relations (X2) with a value of  $0.667 > 0.1840$  or it can be said  $>$  where it can be concluded as Valid, statement 2 from the variable Employee Relations (X2) with a value of  $0.565 > 0.1840$  or it can be said  $>$  where it can be concluded as Valid, statement 3 of the Employee Relations variable (X2) with a value of  $0.672 > 0.1840$  or it can be said  $>$  which can be concluded as Valid, statement 4 of the Employee Relations variable (X2) with a value of  $0.853 > 0.1840$  or it can be said  $>$  which can be concluded as Valid, statement 5 of variable Employee Relations (X2) with a value of  $0.553 > 0.759$ , with statement 5 of the variable Employee Relations (X2) said to be  $>$  which can be concluded as valid.

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**Table 3 Reward Variable Validity Test Results (X3)**

Statement Items	Corrected Item- Total Correlation (r-count)	r-table	Results
1	0.306	0.1840	Valid
2	0.568	0.1840	Valid
3	0.666	0.1840	Valid
4	0.701	0.1840	Valid
5	0.673	0.1840	Valid

Source: Research Results, Data Processed 2023

The analysis results from the table above show that the accuracy in measuring all statements used in measuring the Reward variable (X3) has good accuracy, which can be seen from the magnitude of the validity coefficient produced by each statement, all of which are above 0.1840 or you could say >. Where it can be concluded that statement 1 is from the Reward variable (X3) with a value of 0.306>0.1840 or it can be said >where it can be concluded as Valid, statement 2 from the Reward variable (X3) with a value of 0.588>0.1840 or it can be said >where it can be concluded is Valid , statement 3 of the Reward variable d(X3) with a value of 0.666>0.184 0 or it could be said >which can be concluded as Valid, statement 4 of the variable Reward(X3) with a value of 0.701>0.1840 or it could be said >which can be concluded as Valid, statement 5 of the Reward variable (X3) with a value of 0.673 > 0.1840, with statement 5 of the Reward variable (X3) said to be > which can be concluded as Valid.

**Table 4 Job Satisfaction Variable Validity Test Results (Y)**

Statement Items	Corrected Item- Total Correlation (r-count)	r-table	Results
1	0.489	0.1840	Valid
2	0.643	0.1840	Valid
3	0.505	0.1840	Valid
4	0.431	0.1840	Valid

Source: Research Results, Data Processed 2023

The analysis results from the table above show that the accuracy in measuring all the statements used in measuring the Job Satisfaction (Y) variable has good accuracy, which can be seen from the magnitude of the validity coefficient produced by each statement, all of which are above 0.1840 or you could say >. Where it can be concluded that statement 1 from the variable Job Satisfaction (Y) with a value of 0.489>0.1840 or it can be said >where it can be concluded is Valid, statement 2 from the variable Job Satisfaction (Y) with a value of 0.643>0.1840 or it can be said >where it can be concluded Valid, statement 3 of the Job Satisfaction (Y) variable with a value of 0.505>0.1840 or it could be said >where it can be concluded. Valid, statement 4 of the Job Satisfaction (Y) variable with a value 0.431>0.1840 or it could be said >where it can be concluded Valid, with statement 4 of the Job Satisfaction (Y) variable it is said to be > which can be concluded as Valid.

### Reliability Test

A variable is said to be reliable if Cronbach's alpha is > 0.60 and unreliable if it is equal to or below 0.60. The results of the reliability test using the IBMSPSS25 application assistance obtained the following results

**Table 5**  
**Reliability Test Results**

Variable	Cronbach Alpha	Constant	Results
Training(X1)	0.790	0.60	Reliable
Employee Relations (X2)	0.747	0.60	Reliable
Rewards(X3)	0.783	0.60	Reliable
Job Satisfaction(Y)	0.845	0.60	Reliable

Source: Research Results, Data Processed 2023

Based on the reliability test using CronbachAlpha, all research variables are reliable/reliable because CronbachAlpha is greater than 0.6, so the results of this study indicate that this measurement and research tool has met the reliability test (reliable and can be used as a measuring tool).

### Data analysis

This multiple linear regression test aims to see the magnitude of the role of the independent variable (X) on the dependent variable (Y) in a study. Therefore, data analysis in this research uses multiple linear regression analysis using SPSS. The analysis of each variable is explained in the following:

**Table 6**  
**Results of Multiple Linear Regression Analysis**  
**Coefficients<sup>a</sup>**

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error			
(Constant)	18,003	1,599		11,260	,000
Training	.018	,043	,040	,431	,668
Employee Relations	-.058	.041	-.137	-1,431	,155
Rewards	.105	,044	,226	2,359	,020

a. Dependent Variable: Job Satisfaction

Source: Research Results, Data Processed 2023

Based on the table above, it can be seen that the constant value (a) is 18.003 and the regression coefficient value for the Training variable (X1) is 0.018, the regression coefficient value for Employee Relations fairness (X2) is -0.058 and the coefficient value for the reward value (X3) is 0.105. The constant values and regression coefficients (a and b) are included in the equation:

$$Y = a + b_1X_1 + b_2X_2 + b_3X_3 + e$$

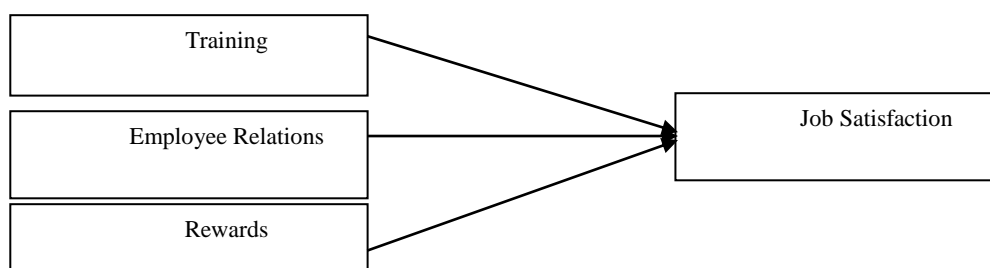
Thus becoming :

$$Y = 18,003 + 0.018X_1 - 0.058X_2 + 0.105X_3 + e$$



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The regression coefficient value of the Training Variable (X1) is 0.018, indicating a negative relationship with Job Satisfaction, meaning that every time there is an increase in participating in Training, it is predicted that it will increase Job Satisfaction of Employees at Avicenna Bireuen Hospital, H1 is accepted ( $p=0.668$ ). The regression coefficient value for the Employee Relations variable (X2) is -0.058, indicating a negative relationship with Job Satisfaction, meaning that the lower the Employee Relations in an organization, the higher the employee's sense of satisfaction in an organization. If Employee Relations increases, Job Satisfaction will decrease. This shows that H2 is accepted ( $p=0.155$ ). The regression coefficient value for the Reward variable (X3) is 0.105, indicating a positive (unidirectional) relationship with Job Satisfaction, meaning that every time there is an increase in Reward giving, it is predicted that it will increase Job Satisfaction of Employees at Avicenna Bireuen Hospital, H3 is accepted ( $p=0.020$ ).

**Conclusion**

1. Training has no positive effect on Job Satisfaction shown by Avicenna Bireuen Hospital employees.
2. Employee Relations does not have a positive effect on Job Satisfaction shown by Avicenna Bireuen Hospital employees.
3. Rewards have a positive and significant effect on Job Satisfaction shown by employees of Avicenna Bireuen Hospital.

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