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Managing Organizational Systems As Employee Satisfaction Assessment Standards At Wisatauit Makassar General Hospital

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ABSTRACT

Hospital employee satisfaction can be measured by looking at the organizational management system that is part of every routine activity at the UIT Makassar Tourism Hospital. This source of information can be used among managers to find out the value of organizational management to strengthen supervision and communication efficiency. Employee satisfaction levels can be measured through the Job Description Index (JDI). This study aims to assess the level of employee satisfaction in the organizational management system. The research method used is that the population is all employees at the UIT Makassar Tourism Hospital in 2024 totaling 4345 people with a sample used in this study using the slovin formula of 410 employees. The number of samples in each installation or in each field/section is calculated based on the proportion of the number of employees and the type of employees in each installation or in each field/section. The results of this study stated that most employees were able to make good assessments in each Job Description Index (JDI) indicator, including: General Overview of Job Conditions (78.8%); income and compensation received amounted to (59.0%); the chance of promotion to the position of (67.5%); quality of supervision (74.5%); support for one-unit co-workers is (73.5%) and current working conditions are (72.8%). If the results of the assessment of the six indicators of JDI conclude that the value of employee satisfaction can be stated to be satisfied as seen with the organizational management system at the UIT Tourism Hospital Makassar, therefore there are 12.3% of employees who express dissatisfaction with the organizational management system at the UIT Tourism Hospital in Makassar. The conclusion of the results of this study is that many employees give an assessment that the income and compensation received by employees are bad and very poor. However, this research has implications for increasing income opportunities in the form of salaries as well as opportunities for career paths to be realized through job promotions.
Keywords: Job Description Index, Employee Satisfaction, UIT Tourism General Hospital

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INTRODUCTION

Employee satisfaction is one of the assessments of the 2018 SNARS accreditation standards. Especially in one of the standards in the chapter on Quality Improvement and Patient Safety (PMKP), it is explained that key indicators to evaluate processes, structures and outcomes or outcomes that will be implemented in hospitals in order to improve quality and patient safety, need to be determined by hospital leaders. In addition, Hoboubi et al., (2017) state that modern organizations consider the job satisfaction of their employees as an important issue in the workplace. Because employee satisfaction is an important thing that affects productivity. Employee satisfaction with work is one of the studies related to Human Resources (Nemmaniwar and Deshpande, 2016). Mathis and Jackson (2010) explain that job satisfaction is an emotional condition of a person which is the result of an assessment of their work experience. Furthermore, Haboubi

(2017) argues that the definition of job satisfaction is the affective orientation that employees have towards their work. It can be said that job satisfaction is the overall feeling of employees regarding work or the order regarding attitudes about some aspect of work. Some of the factors that can affect job satisfaction according to Iversonn and Deery in Santi (2016) include rewards, supervisor support, promotion opportunities, peer support, workload, and other things related to work such as role ambiguity, routine, and career development.

When a person feels satisfied with their work, they will work harder (Arocas and Morley, 2015). On the other hand, a person's dissatisfaction with their work occurs when they do not achieve the goals or expectations that have been set. For example, an employee expects his workplace to be clean and safe. The employee will feel dissatisfied when the workplace is dirty and dangerous. An employee who is dissatisfied will experience a decrease in organizational commitment, increased behavior to look for another job and a desire to leave the organization (turnover intention. One of the Government Agencies in South Sulawesi engaged in the public sector and health services is the UIT Makassar Tourism Hospital. The business activities of regional public hospitals are social and economic. The task of health services is to provide the best service for the community. Financial and non-financial accountability must also be given to the government and the community as service users. Therefore, employee satisfaction assessments need to be carried out because they provide information for managers about the health of the organization and strengthen supervision and communication efficiency. In any organization, employee satisfaction measurement can serve as a tool for evaluating training needs, helping to manage turnover and absenteeism. On a larger scale, employee satisfaction measurement can be a tool for evaluating employees' understanding of organizational goals.

There are several measures of satisfaction and dissatisfaction indicators according to Ruvendi (2005), including: a) The number of employee attendance and attendance in an organization; b) Feeling happy or unhappy in the effort to carry out/complete the work; c) Feeling fair or unfair in receiving rewards; d) Like or dislike the position currently held; e) Refusing employment or accepting full responsibility; f) The level of motivation of employees who are seen in the behavior of efforts to complete work; g) Positive or negative reactions to organizational policies; h) Protests or other destructive behavior. The level of employee satisfaction measurement can be done through several methods, one of which is through the use of the Job Description Index (JDI). The Job Description Index (JDI) is the most valid instrument to measure job satisfaction. The Job Description Index (JDI) consists of 5 factors, including job in general, employee satisfaction with supervisor behavior, salary, employee satisfaction with colleagues and promotion opportunities (Tasios and Giannouli, 2017). Another research result is according to Smith, Kendall, & Hullin in 1969 in Widyastuti (2008), the measurement of job satisfaction based on JDI is seen from 5 determinants of job satisfaction, namely satisfaction with payroll, promotion, self-employment, peer

relations, and supervision/supervision. The index measures the level of employee satisfaction in 6 aspects of work, namely 1) Job in General Overview (Job in General); 2) Income and Compensation Received (Pay); 3) Opportunities for Promotion; 4) Quality of Supervision; 5) People in Present Job; and 6) Current Work Conditions (Work on Present Job). This study aims to assess the level of job satisfaction of employees at RSU Wisata UIT Makassar based on the Job Description Index (JDI).

METHOD

In the survey in this study, observational surveys were used. Based on time and data collection, the design of this survey is a cross sectional where the survey variables are measured only once. The population of this study is 4347 employees at the UIT Makassar Tourism Hospital in 2025. One of the inclusion criteria from the research sample is employees who are willing to be research respondents and have worked for at least 6 months at the UIT Makassar Tourism Hospital. The employees referred to in this study are medical and non-medical employees at the UIT Makassar Tourism Hospital.

Furthermore, the total sample count was carried out using the Slovin formula reference and the results of 410 employees spread across all installations or fields/sections at the UIT Makassar Tourism Hospital were obtained. There are 34 installations and 11 fields/sections at the UIT Makassar Tourism Hospital. After obtaining the sample size, then the size of the sample is determined in each installation or field/section at the UIT Makassar Tourism Hospital. The method of counting the sample size in each installation or field/section is carried out based on the proportion of the number of employees and the type of profession in each installation or field/section. Survey data collection was carried out by interview.

This study has variables with indicators in the Job Description Index (JDI), including: 1) an overview of job conditions (job in general); 2) income and compensation received (pay); 3) opportunities for promotion; 4) quality of supervision; 5) one-unit co-workers (people in present job); and 6) current work conditions (work on present job). Data was analyzed using descriptive analysis to see the distribution of employee satisfaction levels with the organizational management system at RSU Wisata UIT Makassar. In addition, unpleasant experiences and employee expectations will also be analyzed using descriptive analysis.

This study does not explain the correlation between employee characteristics and employee satisfaction. Because the initial purpose of this study was to see a descriptive picture of respondent characteristics without conducting bivariate or multivariate test analysis. In addition, the characteristics of the respondents are difficult to intervene, thus this study will focus on other variables that are not inherent in the employee (such as employee characteristics).

FINDING AND DISCUSSION

The results of the research on employee satisfaction assessment in the organizational management system at the UIT Makassar Tourism Hospital are explained in the sub-chapter below.

Employees at UIT Makassar Tourism Hospital

The results of the research conducted by the researcher can be seen from the characteristics of the respondents analyzed, among others, with the characteristics of the respondents based on age, gender, employment status, length of work, and profession. Based on age, it can be concluded that all age categories are represented in the Employee Satisfaction Survey on the Organizational Management System at the UIT Makassar Tourism Hospital. The most respondents were the age group of 26-35 years, which was 33.4%. Meanwhile, the least number of respondents were respondents in the age group of 17-25 years, which was 5.3%.

In addition to age, gender is also one of the characteristics of respondents measured in the Employee Satisfaction Survey on the Organizational Management System at RSU Wisata UIT Makassar. The results showed that the comparison between male and female patients was quite large, which was 37%. Female respondents were more (68.5%) than male respondents (31.5%). Furthermore, based on the employment status, the most respondents were respondents with the status of Civil Servants (62%). As many as 38% of respondents have employee status.

The characteristics of respondents based on the length of work in the hospital showed that 44.6% of respondents had a working period of less than 10 years. Meanwhile, respondents with a working period of more than 30 years were the respondents with the least percentage, which was 13.6%. Furthermore, based on profession, the most respondents were respondents with the profession of nursing/midwifery (35.6%). Meanwhile, the least respondents were employed as structural officials, which was 0.2%

In this study, the correlation between employee characteristics and employee satisfaction was not explained. Because the initial purpose of this study was to see a descriptive picture of respondent characteristics without conducting bivariate or multivariate test analysis. In addition, the characteristics of the respondents are difficult to intervene, thus this study will focus on other variables that are not inherent in the employee (such as employee characteristics).

Assessment of Employee Satisfaction Level in the Organizational Management System using the Job Description Index (JDI) Indicator

Every organization, both private and government, will always strive to set and achieve long-term goals, namely developing the organization. One form of developing an organization is by increasing income, which will also be followed by an increase in the welfare of employees.

Often the implementation of activities in achieving the goals that have been set by the organization, there will be several obstacles. One of them is job dissatisfaction from employees. This can affect employee performance and overall organizational performance The assessment of employee satisfaction levels in the organizational management system at RSU Wisata UIT Makassar is carried out using the Job Description Index (JDI) indicator. In this study, what is meant by the Job Description Index (JDI) is a questionnaire that functions as a tool to measure job satisfaction. The Job Description Index (JDI) has been widely known and translated into various languages (Widyastuti, 2008). The Job Description Index (JDI) was first created more than 20 years ago and has since been widely used as a job satisfaction measurement tool. The Job Description Index (JDI) has become widely known because it contains complete measurements and a concise format.

Overview of Work Conditions

Job in General describes the work environment in an organization, the conditions of the workplace, and the work facilities obtained by employees. Job in general can also be interpreted as the job itself, which is the content of the work done by a person whether it has satisfactory elements (Simanjuntak, 2017). Job in General is created to complement the JDI and deals with long-term emotions designed to assess general satisfaction. Job in General consists of examining questions that have high reliability as a predictor of behavior (Tasios and Giannouli, 2017).

Income and Compensation Received

Pay (Income and compensation received) can be interpreted as the condition of expectations and wage policies received by employees of an organization. Income and compensation can be analogized as a reward, which is something that is given and given by the organization to employees for the services that have been provided and the willingness of the employee to complete his work.

Rewards can be divided into two types, namely extrinsic and intrinsic. Extrinsic rewards are rewards that come from outside the employee such as salary, benefits, status, recognition and promotion. Meanwhile, intrinsic rewards can be interpreted as rewards that come from within the employee himself. Examples of intrinsic rewards are task completion ability, achievements, autonomy, and the development of personal abilities/skills).

In order to make the discussion in this study more focused, the pay (income and compensation received) referred to in this study is focused on extrinsic rewards, especially rewards in the form of money such as salaries, allowances and others. Salary can be interpreted as the amount of pay received by employees as a result of the performance of work. According to Santi (2016), it is explained that the reward factor is predicted to have a positive impact on job satisfaction. To ensure longevity, an organization provides a reward system with the aim of motivating employees and keeping them working in the organization. When the income received by employees from an

organization is considered equal to or greater than the contribution they make, an employee will decide to stay and serve the organization (Hilton, 2015). Thus, the income and compensation received by employees need to be researched to determine employee satisfaction.

Promotion Opportunities

Opportunities for Promotion describes the opportunities for employees to gain career growth in the workplace. The opportunity for promotion can also be said to be a promotion. Promotion is a possibility for employees to be able to develop through promotions given by an organization (Simanjuntak, 2017). A large assessment of the opportunity to move up can be done by an employee. In addition, the assessment of promotion opportunities can be seen from the aspect of openness in determining who deserves promotion opportunities. The magnitude of this opportunity for promotion can affect the level of employee job satisfaction.

Quality of Supervision

The fairness of the boss in treating his staff, giving awards and guidance to employees is called the quality of supervision (supervision). Furthermore, the person referred to by the superior is a person who always gives instructions and orders related to the implementation of work to the karawan. The way in which the boss guides or gives orders can be concluded as unpleasant or pleasant behavior for employees. Pleasant or unpleasant behavior from the boss can affect employee job satisfaction.

One Unit Co-Workers

It can be seen in the People in present job indicator (colleagues in one unit are defined as friends of employees who are constantly interacting in carrying out their work. Assessment of one-unit co-workers can describe the quality of interpersonal relationships between co-workers in one unit. Interpersonal relationships can be social or technical (work-related). A person can feel that their co-workers are very pleasant if they have good interpersonal relationships, but conversely if they have bad interpersonal relationships, an employee will feel that their coworkers are unpleasant.

Current Employment Conditions

The Work on present job indicator (current work conditions) is related to employee competence. An employee can feel job dissatisfaction because of the content of the job itself. For example, if an employee has a personality that does not like to deal with people but is given a position in public relations and is responsible for dealing with many people, then the employee will feel dissatisfied with his current job. Another example is if someone does not like the work related to numbers placed in the budget or financial planning section, of course it can cause employee job dissatisfaction (Ruvendi, 2005.

Table 1 shows the results of employee assessments on satisfaction indicators based on JDI at the UIT Makassar Tourism Hospital. Based on Table 1, it can be seen that most employees think that the general picture of work conditions (job in general) is good (78.9%). Only a few respondents stated that the general picture of the working conditions at RSU Wisata UIT Makassar was very poor (0.5%). In addition, on the indicators of income and compensation received (pay), most employees gave good ratings (59.1%). However, there are still 36.5% of employees who consider the income and compensation received (pay) to be bad and very poor.

Tabel 1. Results of Employee Assessment on the Job Description Index (JDI) Indicator at UIT Makassar Tourism Hospital in 2025

No	Kategori Penilaian	(*Job General*)		(*pay*)		(*Oppornuties for Promotion*)		(*Supervision*)		(*People in Present Job*)		(*Work on Present Job*)	
		n	%	n	%	n	%	n	%	n	%	n	%
1	Sangat Buruk	2	0,5	12	2,9	11	2,7	4	1,0	5	1,2	1	0,2
2	Buruk	48	11,7	137	33,4	87	21,2	52	12,7	30	7,3	80	19,5
3	Baik	325	79,2	243	59,3	277	67,6	307	74,9	302	73,7	300	73,2
4	Sangat Baik	35	8,5	18	4,4	36	8,7	47	11,5	73	17,8	31	7,6
	Total	410	100	410	100	410	100	410	100	410	100	410	100

This needs to be a concern considering that the income and compensation received are one of the indicators that can affect the assessment of employee satisfaction. According to employee perception, many factors can affect employee dissatisfaction in carrying out work. One of them is the reward system that is considered unfair. Each employee will always compare the results of his work with the income received. If the income received is not in accordance with the results of the work, the employee will feel dissatisfied. One of the factors that can affect employee performance in health services is the income and compensation policies given to employees (Platis, Reklitis and Zimeras, 2015).

The performance of employees in health services is the most basic challenge. The reason is that performance is seen as referred to not only in terms of salary or wages received, but also in the form of praise from the head of the room. When nurses receive praise from their superiors, they will have low work motivation (Fitria and Sawitri, 2017). Income and compensation are considered as the return for services that the organization provides to employees. Awards are not just rights and obligations, but the most important thing is the drive and enthusiasm given by the organization to employees to work. The job satisfaction factor, one of which is salary, has a positive relationship with nurse job satisfaction.

The number of employees stated that the income and compensation at the UIT Makassar Tourism Hospital was still poor and very bad, it was feared that it could have a negative impact such as declining employee performance so that it would have an impact on the quality of hospital services. Thus, policy policies related to income and compensation at the UIT Makassar Tourism Hospital need to be paid more attention.

The way that an organization can motivate its employees is by providing incentives. Several studies show that providing incentives is one of the efforts to improve the quality of employee work, because incentives can meet the needs of employees. For example, if the needs of doctors and nurses are met by the organization (both material and non-material needs), they will always work more hard and enthusiastically according to the expectations of the hospital. Thus, incentives are something that stimulates interest in work (Zenah, 2014). In this study, information was also asked about employee assessment of opportunities for promotion. Table 1. shows that most (67.3%) employees at Dr Soetomo Hospital Surabaya consider that the opportunity for promotion while working at the UIT Makassar Tourism Hospital is large. However, there are still as many as 24% of respondents who stated that the opportunity for promotion is small and very small. This also needs attention considering that quite a lot of respondents stated that the chances of promotion are small and very small.

In addition to the income and compensation received by employees, another factor that affects employee job satisfaction is the career system. In an organization, there needs to be clarity in the career system, because the lack of clarity in the career system in an organization will be a source of employee dissatisfaction with their work. Poorly designed promotion (rewarding experience and expertise) will lead to apathy. Thus, employees do not want to participate well for the future of the organization.

Tidak dapat dipungkiri bahwa setiap pegawai di dalam organisasi pasti memiliki keinginan untuk mendapatkan kenaikan jabatan atau pomosi pekerjaan dari organisasi. Oleh sebab itu, promosi atau kenaikan jabatan perlu dirancang sebaik dan seadil mungkin. Tujuannya adalah untuk meningkatkan kepuasan kerja pegawai. Promosi merupakan jenjang kenaikan jabatan pegawai dan dapat menimbulkan kebanggaan dan kepuasan secara pribadi. Promosi juga merupakan harapan terhadap perbaikan dalam penghasilan, karena ketika seorang pegawai mendapatkan kenaikan jabatan maka secara otomatis kenaikan imbalan juga akan diperoleh.

It is undeniable that every employee in the organization must have a desire to get a promotion or job promotion from the organization. Therefore, promotions or promotions need to be planned as best and fairer as possible. The goal is to increase employee job satisfaction. Promotion is a level of promotion for employee positions and can cause personal pride and satisfaction. Promotion is also an expectation for an improvement in income, because when an employee gets a promotion, an increase in remuneration will automatically be obtained.

The results of the assessment of supervision quality indicators show that most (74.6%) employees at RSU Wisata UIT Makassar consider that the quality of supervision while working at RSU Wisata UIT Makassar is good. However, 13.8% of respondents stated that the quality of supervision at the UIT Makassar Tourism Hospital was still lacking and very lacking. As previously explained, the quality of supervision describes the fairness of the treatment given by superiors to employees, the giving of awards and guidance to employees. Providing guidance to employees, such as supervisory support, has a relationship with their work. Supervisor support refers to a belief in the extent to which their boss cares about design and appreciates their contribution to the work. Employees will see the good and bad treatment of their supervisor as an indication of the support they receive from their supervisor. Supervisor support has an impact on the affective reactions of team members. Employer support is recognized as an important source of employee satisfaction. Empirical studies have effectively shown that evaluation of supervisory support is an important determinant of job satisfaction (Pohl and Galletta, 2017).

Support can be divided into instrumental and emotional support. Employees will be more likely to favor certain types of support over others depending on the situation. Supervisors provide instrumental support by providing work-related information and feedback. Supervisors can also provide employees with emotional advice and support to help them regulate their emotions. Emotional support is shown in the form of sympathy, attention, comfort and encouragement. Employees who receive emotional support from supervisors have a high level of purpose and ability. A person who has an agreement/match with the support of his superiors, will feel more satisfied with his job. Thus, the emotional support of supervisors is positively correlated with job satisfaction (Pohl and Galletta, 2017).

It may also be important to reflect on policy interventions aimed at improving supervisor emotional support at the team level at the UIT Makassar Tourism Hospital. The team member's shared perception of emotional support from the supervisor will determine the intentions of the cooperative relationship and job satisfaction. The way that can be done to increase supervisor support is to provide training to supervisors that can improve communication skills between employees and supervisors. Although supervisory emotional support is a strong causal factor, its usefulness is also specific to certain groups.

Furthermore, the results of the people in present job support indicator show that most (73.6%) employees at the UIT Makassar Tourism Hospital consider that colleagues in one unit support their performance. However, 8.7% of respondents stated that their colleagues in one unit were not supportive in doing their work. The employee's work relationship with his or her colleagues has a positive impact on job satisfaction, because the work relationship can fill the need for social interaction. Good and supportive colleagues as a form of interpersonal interaction can increase

employee job satisfaction. In addition to co-workers, relationships with superiors are also the main factor in job satisfaction.

The way a first-line manager communicates with employees under him can affect employee satisfaction. Usually, first-line managers have greater influence than other levels of managers, because they are in direct contact with employees in carrying out their duties. Employee satisfaction can increase if the front-line manager is friendly and can understand the employee's condition. In addition, giving praise for good performance, listening to employees' opinions and showing their personal interest will also have a positive impact on job satisfaction.

Thus, it is clear that the interpersonal relationship between the employee and his supervisor, especially the first-line manager, is very important. Therefore, managers can create an atmosphere that is able to reflect positive appreciation for employees, encourage open communication, recognize achievements and encourage growth and productivity so that it can produce satisfaction (Fitria and Sawitri, 2017). In the Work on Present Job indicator, most (72.9%) employees at UIT Makassar Tourism Hospital assessed that their current work at UIT Makassar Tourism Hospital was good. However, 19.4% of respondents stated that the current working conditions are still poor. In this study, what is meant by the current work condition (work on present job) is the characteristics of the job. Job characteristics are the nature of the task which includes responsibilities, types of tasks and the level of satisfaction that employees get from the job itself.

The type of job that is basically able to provide satisfaction will motivate employees more than the type of work that is unsatisfying. One of the internal aspects that can satisfy employees is the characteristics of the job. Job characteristics are internal aspects of a job that refers to the content and conditions of the job which includes responsibilities, types of tasks and the level of satisfaction obtained from the job itself (Sugeng and Amboningtyas, 2017). Based on several definitions of job characteristics as described above, it can be concluded that job characteristics are the different traits between one type of job and another that are specific in nature that are the core of work that contains the characteristics of tasks. Based on the results of the assessment of the six indicators in the Job Description Index (JDI), data processing was then carried out as a result of a composite employee satisfaction assessment in the organizational management system at the UIT Makassar Tourism Hospital. Table 2 shows the results of the employee satisfaction assessment.

Table 2 shows that most (80.6%) of employees at UIT Makassar Tourism Hospital assessed that they were compositely satisfied with the organizational management system at UIT Makassar Tourism Hospital. However, there are still 12.3% of respondents who expressed dissatisfaction and were very dissatisfied with the organizational management system at the UIT Makassar Tourism Hospital. This needs to be a concern because there are still quite a lot of employees who are dissatisfied with the organizational management system at the UIT Makassar Tourism Hospital.

Table 2. Composite Employee Satisfaction Assessment in the Organizational Management System at UIT Makassar Tourism Hospital in 2025

No	Kategori Kepuasan	Jumlah	
		n	%
1.	Sangat Tidak Puas	1	0,2
2.	Tidak Puas	50	12,1
3.	Puas	330	80,5
4.	Sangat Puas	29	7,0
Total		410	100,0

The results of several studies state that employee satisfaction can reduce turnover and absenteeism. The final impact of the lack of job satisfaction for employees is the occurrence of turnover. Turnover occurs when employees leave the organization and must be replaced. Turnover is a problem that has an impact on costs. In accordance with the opinion of Ladelsky (2014) that turnover can be a problem for organizations because of the negative effects that can have an impact on the organization. There are financial costs that must be incurred by the organization related to employee turnover such as costs for the recruitment and training of new employees (Park et al., 2014).

This is supported by the results of the research of Segrest, Andrews and Hurley-Hanson (2015) that costs that may arise related to the impact of turnover are costs for recruitment, training, decreased service quality because there are vacant positions and increased failures. In addition, there are non-financial costs such as loss of productivity and decreased service quality.

Unpleasant Experiences Experienced by Employees at UIT Makassar Tourism Hospital

In this survey, information was also asked about unpleasant experiences that had been experienced while working at the UIT Makassar Tourism Hospital. The results showed that most (79.7%) of employees at RSU Wisata UIT Makassar had never experienced an unpleasant experience while working at RSU Wisata UIT Makassar. However, 20.3% of respondents stated that they had experienced an unpleasant experience at the UIT Makassar Tourism Hospital. From employees who have experienced unpleasant experiences while working at the UIT Makassar Tourism Hospital, they were also asked for information about aspects of unpleasant experiences that employees have experienced.

The results show that most employees have unpleasant experiences related to the aspect of Work on Present Job, which is 42.98%. Furthermore, the unpleasant experiences experienced by employees related to Income and Compensation Received were ranked second (21.05%).

Unpleasant experiences in the aspect of People in Present Job and Job in General were pleasant experiences experienced by employees related to the aspects of Opportunities for Promotion which was 5.26% and Quality of Supervision (Supervision) which was 2.63%. The results of the analysis of the unpleasant experience experienced by employees in terms of current work conditions (42.98%) and income and compensation received (21.05%) are in line with the results in Table 1. There are still quite a few employees who consider the income and compensation received to be poor (33.4%) and the current working conditions are bad (19.4%).

Employees' expectations for the Organizational Management System at the UIT Makassar Tourism Hospital.

Based on the unpleasant experiences experienced by employees while working at the UIT Makassar Tourism Hospital, information was obtained about the expectations of employees so that the UIT Makassar Tourism Hospital became a better workplace. These expectations can be seen in the following table. Based on table 3 above, it is known that there are three expectations with the largest percentage for the UIT Makassar Tourism Hospital. Most employees want to improve health services for employees (22.6%), manage system arrangements (16.6%), and improve the quality of infrastructure (15.5%).

Table 3. Expectations of Employees at UIT Makassar Tourism Hospital Becoming a Better Workplace in 2025

No	Expectations of Employees of UIT Makassar Tourism Hospital	Jumlah	
		n	%
1.	Peningkatan pelayanan Kesehatan bagi pegawai	61	21,8
2.	Penataan sistem manajemen	47	16,7
3.	Peningkatan kualiatas sarana prasarana	43	15,3
4.	Penataan reward system	42	15,0
5.	Penataan SDM	30	10,7
6.	Peningkatan keamanan dan ketertiban rumah sakit	15	5,4
7.	Integrasi SIM-RS untuk seluruh unit kerja	14	5,0
8.	Peningkatan budaya kerja	14	5,0
9.	Kemudahan prosedur penjaminan Kesehatan	9	3,2
10.	Gathering tahunan seluruh staf rumah sakit	4	1,4
	Total	**280**	**100**

CONCLUSIONS

Based on the results of the study, it can be concluded that there are still quite a lot of employees who assess the income and compensation received (pay) as bad and very poor. This needs to be a concern considering that the income and compensation received are one of the indicators that can affect the assessment of employee satisfaction. In addition, employees also argue that the opportunity for promotion is small and very small. This also needs attention considering that the number of respondents who stated that the promotion opportunities are small and very small is quite a lot The results of the composite job satisfaction assessment show that most employees at the UIT Makassar Tourism Hospital are satisfied with the organizational management system at the UIT Makassar Tourism Hospital. However, there are still employees who express dissatisfaction and are very dissatisfied with the organizational management system at the UIT Makassar Tourism Hospital. This needs to be a concern because employee dissatisfaction can have negative consequences on the organization.

The results of the analysis of unpleasant experiences experienced by employees at RSU Wisata UIT Makassar show that most employees have unpleasant experiences related to aspects of Work on Present Job and Income and Compensation Received (Pay) are still lacking. The impacts that can arise due to dissatisfaction at work are low productivity, increased employee absenteeism, aggression (response to frustration, problems in organizational administration) and turnover. Turnover occurs when employees leave the organization and must be replaced.

Turnover is a problem that has an impact on costs because organizations have to spend money on the recruitment and training of new employees. The UIT Makassar Tourism Hospital needs to improve the compensation system, both monetary and non-monetary rewards. One example of monetary reward that can be applied is by providing health insurance where when employees are sick, they will get privileges from the hospital. In addition, another recommendation that can be done is to improve the promotion system. Promotions are not always associated with promotions. Providing opportunities for exemplary employees to become the leader of a job can also be considered a promotion. Thus, employees will always strive to compete in a healthy manner in providing the best contribution in providing health services to patients at the UIT Makassar Tourism Hospital.

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