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Original Article

Proactive Personality Analysis in Health Workers at Labuang Baji Hospital Makassar

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Abstract

Background: In the face of challenging situations of change, the proactive personality of staff/employees who work in health institutions such as hospitals is very important because they are at the forefront of providing services and treatment for patients. But in reality, in the hospital environment, especially at Labuang Baji Hospital, Makassar City, there are still some health workers who make mistakes in communication, patient identification, administration, and errors in writing prescriptions or medical instructions, which are often caused by human error or lack of focus.
Objective: This study aims to analyzing proactive personality in health personnel at Labuang Baji Hospital, Makassar.
Method: This study used an analytical observational design with a cross sectional study approach. This research was conducted at Labuang Baji Hospital, Makassar City, South Sulawesi Province, which began in December 2023 and was completed with a population of 640 people and a sample of 240 people.
Results: The results of the study found, based on univariate analysis on the characteristics of respondents, generally health workers at Labuang Baji Hospital Makassar City are female; have a vulnerable age of 30-39 years; The last education is mostly Diploma 3 (D3) graduates; The length of work mostly has a working period of 11-15 years. Based on bivariate analysis, it was found that proactive personality had a value of ρ=0.029, where it showeda value of $\rho < 0.05$, this means that the hypothesis is accepted where proactive personality is related to job satisfaction in health workers at Labuang Baji Hospital, Makassar City.
Conclusion: Proactive personalities are relatively not limited by situational forces and can influence environmental changes, so it is expected that workers with proactive personalities tend to be more engaged when implementing proactive behaviors such as seeking feedback, going beyond task descriptions, and taking the initiative to engage in work-relevant learning.

INTRODUCTION

Human resources play a very important role in building a business because it is the initial capital for businesses to form and develop. In a business environment, it requires employees to express their emotions at work and show that they are willing to do their best to help the company achieve its goals. Similarly, community service businesses, especially hospitals, are organizations run by health workers who have expertise in their respective fields (Magdhalena, E., et al., 2023).

The building for the hospital (size, complexity, number of beds, etc.) as well as the development of health services, the qualifications of medical staff, financial and information systems, and the quality of services all play a role. the way welfare workers provide this kind of assistance. To achieve this, integrating the provision of health services must be carried out with various scientific tools. One of the most important service providers is human resources (Utami, P., et al., 2023).

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According to Goni, S. M. C. (2024), human resource management is a process to regulate, acquire, train, assess, and manage employees and labor relations in terms of health and safety, as well as matters related to justice.

The fact that the era of globalization has brought such a big impact on organizations, that they compete to innovate. This requires organizational attention to improve the quality of human resources, because human resources are the main actors in making changes. Human resources are required to be able to see opportunities, take initiative, take action, and be persistent in facing changes in the organization (Kebede, S., & Wang, A., 2022). Human resources require a high proactive personality to make changes that are beneficial to the organization (Awan, T. H., et al., 2022).

One of the impacts of a proactive personality is innovative behavior. Innovative behavior is a series of activities related to and occurs during the multi-stage process of creation, promotion, and implementation of new useful ideas (Jiang, S., et al., 2023). A proactive personality will give employees the courage to come up with new ideas (Li et al., 2022). Another impact of a proactive personality is affective commitment. Affective commitment is an emotional attachment between employees and the organization. Proactive personalities can actively explore their work environment without having to be given orders from their superiors, this in turn increases emotional attachment to the organization (Ullah, I., et al., 2020). Another impact of a proactive personality is work well-being. Work well-being is the influence of positive and negative attitudes experienced in the workplace (Bohlmann et al., 2021). A proactive personality will demonstrate the ability to take the individual's own actions in creating well-being in the workplace (Liao, P. Y., 2021).

A proactive personality is relatively not limited by situational forces and can influence environmental changes. Workers with proactive personalities tend to engage in proactive behaviors such as seeking feedback, going beyond task descriptions, taking the initiative to engage in work-relevant learning, and going out to meet with customers. Proactive behavioral portrayal is taking the initiative in improving current circumstances or creating new ones. This condition involves challenging the status quo rather than passively adapting to the current conditions. Proactive workers have some specific characteristics. The characteristics of any proactive worker will depend largely on where the worker works. Basically, a proactive worker has his own way of showing his proactive personality in the company environment. Proactive personality is the behavior of a person who is not affected by the existing situation and even tends to have the initiative to improve the situation or even create a better situation in his work environment. Proactive personality will have an impact on the emergence of sustainable attitudes or performance, behaviors, and careers (Anindita, H., & Muafi, M., 2020). Previous research conducted by Yang and Razak, A. Y., et.al (2024) proves that there is a significant influence between proactive personality and job satisfaction in a hospital. But Fajrianthi, F.'s (2024) research concluded that there is no influence of proactive personality on career success. In the research of Rahman, F., et.al (2022) it was also found that proactive personalities significantly affect job satisfaction. This finding is strengthened by Muafi, P. (2020).

Theoretically, research has recognized that proactive personality contributes to higher job satisfaction over time through three important features, namely that proactive personality is self-initiative, change-oriented, and focused on the future (Parker and Collins, 2010). Rather than passively reacting to a given task under certain conditions, proactive people develop their own goals, anticipate potential problems and opportunities, and demonstrate a personal ability to take control. Specifically, regarding the process of achieving goals, proactive individuals have a long-term focus that allows them to identify new information and seek feedback for self-growth (Rahman, F., & Subarkah, M.Z., 2022).

Proactive Personality as an individual characteristic can serve as a moderator variable in reinforcing or weakening employees' positive behavior in response to their boss's leadership style Individuals with a high Proactive Personality tend to take personal initiative to deliberately change their environment situation compared to passive individuals. They take the initiative to solve problems and make changes without waiting for special opportunities (Fajrianthi, F., 2024).

Proactive employees are motivated by their aspirations and are expected to have higher job satisfaction over time because they are dissatisfied with their current situation and are more likely to take action to improve it with the aim of achieving the desired state. Those with a very proactive personality try to remove obstacles and achieve their aspirations by engaging in opportunities and active work. Thus, proactive employees can create favorable conditions to achieve work success thereby leading individuals to be more satisfied with their

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circumstances. These behaviors become a positive circle that supports their desire to change themselves and their environment, leading to job satisfaction over time (Rahman, F., & Subarkah, M.Z., 2022).

Job satisfaction through proactive personalities is important in the public service sector because employee satisfaction is key to providing high-quality services, which is critical in determining the success of an organization. Job satisfaction is a concept that has been measured both nationally and internationally in various sectors such as in banking and the public sector. Job satisfaction not only affects worker productivity and performance, but it also affects how organizational goals are achieved in terms of improving customer satisfaction, perceived service quality, customer loyalty and satisfaction, and organizational image. Job satisfaction refers to an overall evaluation of personal work experience that represents work and career success. Job satisfaction is a key consideration in organizational behavior and occupational health. There are several studies that identify that proactive personality has a possible influence on job satisfaction. An individual who exhibits a proactive personality tends to initiate actions to change and achieve the ideal self or situation (Rahman, F., & Subarkah, M.Z., 2022).

A proactive personality is essential for both direct and indirect effects in predicting learning, well-being, and work engagement. Proactive personality is conceptualized as the tendency of individuals to take personal initiative to apply changes in their environment by actively planning and taking action (Anugrahito, D., & Muafi, M. (2020).

In facing the challenges of change, the proactive personality of staff/employees who work in health institutions such as hospitals is very important because they are at the forefront of providing services and treatment for patients who experience health problems such as diseases. Health workers with high proactive personalities will act actively to provide services and treatment, especially when there are challenges of change that hinder the quality of their work. Such as at the Labuang Baji Hospital in Makassar city which has the goal of improving the proactive personality of health workers. Health workers need to have a proactive personality in their work, be able to overcome obstacles and improve the situation at work. providing comprehensive individual health services, including promotive, preventive, curative, and rehabilitative, as well as playing a role in the maintenance, improvement, prevention, and recovery of patient health. This can improve the quality of health workers in providing services. But in reality, in the hospital environment, there are still some health workers who make mistakes in communication, patient identification, administration, and errors in writing prescriptions or medical instructions, which are often caused by human error or lack of focus.

A survey on measuring employee satisfaction has been conducted by Razak, A. Y., et.al (2024) at Labuang Baji Hospital. The results of the satisfaction survey in 2021 reached 61.84%. Data from the Human Resources (HR) section of the Labuang Baji Regional General Hospital (RSUD) Makassar City also found inconsistencies in employees, especially permanent employees of the State Civil Apparatus (ASN) related to attendance/attendance at the hospital which is generally caused by illness, leave and even without information, Based on this, it is important to conduct an analysis related to proactive personality in health workers at Labuang Baji Hospital Makassar City.

METHOD

The type of research used is observational analysis with a cross sectional study approach. This research was conducted at Labuang Baji Hospital, Makassar City, South Sulawesi Province, which began in December 2023 and was completed with a population of 640 people and a sample of 240 people. Data processing begins at the stage of data editing, coding, data entry and tabulation/grouping of data. As for the data analysis, it was carried out with univariate analysis to see the picture of distribution and frequency and bivariate analysis to test the relationship between the variables.

RESULTS

Univariate Analysis

Based on table 1, it is known that generally health workers at Labuang Baji Hospital in Makassar City are female (89.6%) compared to men (10.4%), it is known that generally health workers at Labuang Baji Hospital in Makassar City are those who are vulnerable to the age of 30-39 years (41.7%) compared to those aged 20-29 years (9.2%), 40-49 years (37.1%) and those who are more than or equal to 50 years old (12.1%), it

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is known that most of the health workers at Labuang Baji Hospital in Makassar City are graduates of Diploma 3 (D3) (38.8%) compared to the last education of S1 (37.1%), S2 (10.4%), or Profession (13.8%), a picture of the working hours of health workers at the Labuang Baji Regional General Hospital (RSUD) Makassar City was obtained, most of whom had a working period of 11-15 years (31.7%), compared to the working period of < 5 years (12.1%), 6-10 years (23.3%), 16-20 years (7.9%), and > 20 years (25.0%), it is known that generally health workers at Labuang Baji Hospital in Makassar City have *an active proactive personality* (92.0%) compared to less active (8.0%), it is known that generally health workers at Labuang Baji Hospital in Makassar City have *job satisfaction* (94.2%) compared to those who are not satisfied (5.85%).

Tabel 1. Demographic characteristics on Respondent at Labuang Baji Hospital

Characteristics	Frequency	%
Gender		
Male	25	10,4%
Women	215	89,6%
Age		
20-29	22	9,2
30-39	100	41,7
40-49	89	37,1
>/= 50	29	12,1
Final Education	7	13,4%
D3	93	38,8
S1	89	37,1
S2	25	10,4
Profession	33	13,8
Long Time Working		
< 5	29	12,1
6-10	56	23,3
11-15	76	31,7
16-20	19	7,9
> 20	60	25,0
Proactive Personality		
Less Active	33	92,0
Active	207	8,0
Job Satisfaction		
Dissatisfied	14	5,8
Puas	226	94,2

Bivariate Analysis

Table 2. The Relationship *between Proactive Personality* and *Job Satisfaction* in Health Workers at Labuang Baji Hospital

Proactive Personality	Job Satisfaction				Total		ρ Value
	Dissatisfied		Puas				
	n	%	n	%	n	%	
Less Active	5	15,2	28	84,8	33	100,0	0,029
Active	9	4,3	198	95,7	207	100,0	
Total	**14**	**5,8**	**226**	**94,2**	**240**	**100,0**	

Based on table 2, the results of the test of the influence of *proactive personality* on *job satisfaction* in health workers at Labuang Baji Hospital in Makassar city obtained results that generally respondents at Labuang Baji Hospital in Makassar city have *a less active proactive personality* with *job satisfaction* than respondents who have *a less active proactive personality* with satisfied job satisfaction compared to respondents who have a less active *proactive personality with Job satisfaction* is not satisfied. The prevalence of respondents at Labuang Baji Hospital in Makassar city generally had *an active proactive personality* with *job satisfaction* compared to

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respondents at Labuang Baji Hospital in Makassar city who had *an active proactive personality* with *job satisfaction* and were not satisfied.

The results of the statistical test results in this study were obtained *with a ρ value* of 0.029 where the result had a significance level smaller than 0.05, thus it can be concluded that there is an influence between *proactive personality* on *job satisfaction* in health workers at Labuang Baji Hospital.

DISCUSSION

Proactive Personality

Proactive personality is a personality that actively influences the surrounding environment (Pan, B., et al., 2021). Proactive personality as an act of initiative in offering advice to identify opportunities that will bring about change. Proactive personality is a person's attitude in taking the initiative to improve his or her situation or create something new (Oktaria et al., 2021). Proactive personality lies in active action to overcome problems and the desire to make changes in the environment in order to affect the success of its achievement. According to Rahmawati, E. (2024), a proactive personality consists of four indicators, namely detecting opportunities, initiative, taking action, and persistence.

Proactive personality is a construct that identifies a person's differences where they can proactively take action to influence their environment. Proactive individuals tend to look for opportunities to act, take initiative, and persevere until significant change occurs. Proactive team behavior is a specific form of proactive work behavior, which aims to change the team's situation such as performance. Anugrahito, D., & Muafi, M. (2020) added that proactive personality is conceptualized as an individual's tendency to take personal initiative in their environment by actively planning and taking action. Highly proactive workers tend to already account for the company's profits and losses as part of theirs, ultimately achieving great job performance. Proactive workers mean having a proactive personality. People with proactive personalities tend to look for the best way to manifest proactive behavior

The results of data analysis in this study found that proactive personality at Labuang Baji Hospital, Makassar City, obtained results that generally health workers have a proactive personality with an active category compared to less active health workers. The hypothesis in this study is to test the relationship between proactive personality and job satisfaction where the results were obtained that generally health workers at Labuang Baji Hospital in Makassar city have less active proactive personalities with job satisfaction than health workers who have proactive personalities who are less active with job satisfaction dissatisfied. The prevalence of respondents at Labuang Baji Hospital in Makassar city generally had an active proactive personality with job satisfaction compared to respondents at Labuang Baji Hospital in Makassar city who had an active proactive personality with job satisfaction and were not satisfied.

The results of the statistical test results in this study were obtained with a ρ value of 0.029 where the result had a significance level smaller than 0.05, thus it can be concluded that there is an influence between proactive personality on job satisfaction in health workers at Labuang Baji Hospital, Makassar city.

Active proactive personality in health workers at Labuang Baji Hospital, Makassar city, is generally due to the enthusiasm of respondents when the ideas issued are accepted by all levels of hospitals. Most health workers also excel in identifying opportunities so that health workers always show their activeness in advancing the hospital even though there are often differences of opinion with other health workers. Meanwhile, inactive health workers are generally caused by some health workers feeling apathetic (indifferent) in improving the image of hospitals. Some health workers have not been able to identify opportunities by looking for new ways to improve the quality of life, so this can be a weakness for hospitals.

The results obtained in this study are in line with previous research by Magdhalena, E., et.al (2023) that there is an influence between proactive personality and job saticfaction. Similarly, research conducted by Mumpuni, A. F. (2024), that proactive personality affects job satisfaction, and in particular, through proactive goal setting and achievements, a person tends to meet their needs when they are satisfied with their work. A person who experiences a positive affective state related to job satisfaction tends to change their situation proactively and to exhibit a higher level of innovative behavior. Proactive personality also affects employee behavior that is beneficial for the company by striving for their work because it can create a work environment that can encourage the creativity of its employees.

Job Satisfaction

Hospitals as health service providers aim to achieve a degree of public health that satisfies the expectations and needs of health degrees through effective and efficient services. Hospitals have a very strategic role in efforts to accelerate the improvement of the health status of the Indonesian people (Ismandani, R. S., et at., 2023).

The public's view of hospitals in the past and now has been different. In the past, hospitals were seen as social enterprises, but today they are seen as socioeconomic enterprises. This is also reflected in the attitude

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of consumers and the management of the hospital itself. Consumers respond to hospital services as well as when they consume goods and services produced by profit-oriented companies. Hospital management also strives to change to be more effective and efficient in running hospitals and in providing services to consumers if they want to survive in a health industry environment that has changed a lot (Ananto, T., 2023).

Health workers have an important role in improving the quality of maximum health services to the community, especially in hospitals. A health worker in carrying out his duties must have a desire to achieve satisfaction in his work. Job satisfaction is a component to motivate and improve work ethic. High satisfaction in doing work can improve the performance of health workers at work. Low job satisfaction of health workers will increase the tendency to turnover of health workers which will then worsen conditions. Job satisfaction is a pleasant or unpleasant emotional condition. Job satisfaction is a reflection of a person's feelings towards their job. This is triggered through a positive attitude at work and everything that is faced in the work environment (Anasulfalah, H., et al., 2023).

Employee job satisfaction is defined as the level of success or overall results of a person over a certain period compared to various possibilities, such as work output standards, targets or criteria that have been mutually agreed. Employee job satisfaction is characterized by a low proportion of employees leaving the organization and low employee attendance or absenteeism. On the other hand, employee job dissatisfaction is characterized by low employee loyalty and a high proportion of employees leaving the agency (Sumarti, et al., 2023.

The results of data analysis in this study based on job satisfaction among health workers at Labuang Baji Hospital, Makassar City, obtained results that generally health workers are satisfied with their work compared to dissatisfied health workers.

Health workers at Labuang Baji Hospital in Makassar City who feel satisfied generally occur because hospital organizations often give high salaries to health workers after health workers complete their work with a sense of responsibility. Health worker satisfaction is also illustrated When health workers get bonuses/rewards when health workers achieve a targeted performance result. Hospitals have placed health workers according to their skills, especially when it comes to the level of difficulty and various types of tasks. This avoids the feeling of saturation of health workers so that health workers are satisfied with their performance results.

Job dissatisfaction in health workers generally occurs due to challenges at work that can cause a decrease in work morale in health workers. At times, healthcare workers feel less comfortable working in hospitals due to a lack of opportunities to advance and develop their careers. Health workers often feel worried about the conditions of the work environment, leading to indifference that leads to job dissatisfaction.

Job satisfaction is one of the important factors in assessing employee performance. For organizations, in this case companies or workplaces, job satisfaction is a big enough challenge to face. These challenges are in the form of situations where human resources feel uncomfortable or dissatisfied with the organization, workplace, superiors, or the work itself which triggers the emergence of turnover intention. Job satisfaction is defined as a positive attitude that reflects the achievements, discipline and work ethic of employees who love their work. Good and sufficient job satisfaction can increase employee desire to work and work morale. Low employee job satisfaction is indicated by behaviors such as low productivity, leaving the company, skipping work or absenteeism when working, delays and inaction at work, and deviant behavior (Goni, S. M. C., 2023).

CONCLUSION

The results of the study found, based on univariate analysis on the characteristics of respondents, generally health workers at Labuang Baji Hospital Makassar City were female; vulnerable to age 30-39 years; The last education is mostly Diploma 3 (D3) graduates; The length of work mostly has a working period of 11-15 years. Based on bivariate analysis, it was found that proactive personality had a value of $\rho = 0.029$, where it showed a value of $\rho < 0.05$, this means that the hypothesis is accepted where proactive personality is related to job satisfaction in health workers at Labuang Baji Hospital, Makassar City.

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