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## Analysis of Employee Job Satisfaction at Aesthetic Clinic PL

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**Abstract:** The beauty industry is currently experiencing very rapid growth, driven by various factors such as increased awareness of self-care, technological developments, and product innovation. This purpose of this study to determine the factors that influence of job satisfaction at the PL Esthetic Clinic in increasing employee job satisfaction. This research uses a qualitative approach with a case study approach which is a research strategy focusing on-in depth exploration of one or several case in a real-life context. Researchers conduct semi-structured interviews and also direct observation in the field. Based on the results and discussion of research related to the analysis of employee job satisfaction at the PL Aesthetic Clinic, it can be concluded that a family-oriented relationship creates a collaborative and supportive work atmosphere, which increases motivation and morale. In addition, work-life balance gives employees the opportunity to manage stress and fulfill responsibilities outside of work, so they full more satisfied at work. Promotion also contributes to job satisfaction, as employees feel valued and have opportunities grow and advanced within the company. Safe haven from supervisors, characterized by good communication and support, further strengthens the sense of satisfaction. Low and inadequate compensation can result in dissatisfaction among employees, especially if they feel their efforts and contributions are not financially rewarded. In addition, transparent communication with finance can create uncertainty and mistrust among employees, which in turn can lower job satisfaction levels.

**Keyword:** Compensation, Family Oriented Relationship, Job Satisfaction, Promotion, Safe Haven From Supervisor, Transparent Communication With Finance, Worklife Balance

## INTRODUCTION

The beauty industry is currently experiencing very rapid growth, driven by various factors such as increasing awareness of self-care, technological developments, and product innovation. This growth is not only seen from the sales of beauty products, but also from the increasing demand for professional beauty services (Riyadi et al., 2024). The Chairman of the Association of Indonesian Cosmetic Companies and Associations reported 1,080 beauty companies in mid-2023. The Central Statistics Agency (BPS) reported an increase of 18.29% from 913 companies in mid-2022. Behind the positive growth of the beauty industry, there are challenges related to employee job satisfaction. The growth of this industry often attracts attention due to increased sales, product innovation, and increasing consumer interest in self-

care. However, behind the scenes, there are issues that affect the welfare and satisfaction of employees working in this industry (Widodo & Wening, 2024).

Job satisfaction refers to how a person feels about his or her job and the various aspects associated with it. Simply put, it is the extent to which a person likes or dislikes his or her job (Kolo, 2018). Job satisfaction is a feeling that measures the cognitive and behavioral aspects of workers towards their jobs (Abate & Mekonnen, 2021). Job satisfaction of health workers is a very important parameter that influences their productivity and quality of work (Janicijevic et al., 2013). Happy employees at work are more motivated to provide good patient care. In human resource management, companies must prioritize employee job satisfaction (Kitsios & Kamariotou, 2021).

According to Article 1 number 2 of Law Number 13 of 2003 concerning Manpower, manpower is every person who is able to work to produce goods and/or services, both for themselves and the community. This shows how important the role of manpower is in everyday life, especially in supporting the fulfillment of community needs. To ensure that manpower can contribute optimally, special attention must be given to several important aspects such as coaching, direction, and protection of manpower (Basofi & Fatmawati, 2023). Employee job happiness can be improved through training, guidance, and protection. Job happiness increases productivity and quality, which helps society (Dorta-Afonso et al., 2023). Thus, the labor force variable is very important for economic and social growth (Suparman, 2022).

Mercer Marsh Benefits (MMB)'s "Health on Demand" survey involved 14,000 employees from various countries, including 1,000 employees in Indonesia. The survey aimed to understand employees' views on their well-being and how much attention the company gives to this aspect. The survey results show that in Indonesia, 61% of employees feel that their well-being is taken care of by the company. This figure is quite high when compared to the average in Asia of 48% and the global average of only 46% (Esterina et al., 2023). While the majority of employees feel that attention to their wellbeing is increasing, the survey shows that the industry continues to evolve, demonstrating the importance of ongoing monitoring and improvement of employee wellbeing.

WHO stated that by 2035, Southeast Asia and its surroundings will experience a loss of 12.9 million professional health workers. The survey also showed that with the insufficiency of inadequate incentives and compensation, 40% of the health workforce will leave their jobs in the coming years (Tamene et al., 2023).

Aesthetic clinic is a place that offers various beauty care services, which involves direct interaction with patients. Because of its service-oriented nature, employee job satisfaction is very important in influencing the quality of services provided (Kolo, 2018). Job satisfaction of health workers and the quality of services they provide are two major factors that greatly influence the success of an organization and the effectiveness of health services (Halawani et al., 2021). Factors such as high workload can contribute to low levels of job satisfaction in aesthetic clinics. Job dissatisfaction has been shown to lead to poor productivity, employee absenteeism, employee burnout, job turnover, and poor feelings of well-being.

Workers in the skin care industry face tough challenges that make them more susceptible to stress levels (Theorell et al., 1990). High stress levels among aesthetic clinic employees are often caused by the large number of patients they have to handle. This situation can trigger various negative effects that impact employee job satisfaction (Yehya et al., 2020). Employees in aesthetic clinics often have to deal with a large number of patients every day, resulting in an increased workload. They have to perform various procedures and services in a limited time, which can lead to physical and mental fatigue. Employees who experience high stress feel less satisfied with their jobs. They feel overworked and undervalued, which negatively affects their motivation and happiness at work.

There are many findings on employee job satisfaction, especially those conducted by Yehya et al. (2020), which states that health workers often face great pressure and high risks

to their own health. Job dissatisfaction and depressive symptoms can arise as a result of heavy workloads, chronic stress, and lack of support. This can affect their mental health. They need proper attention and support from the health system and society to help them overcome these challenges. These results are also consistent with the results of Alrawahi et al. (2020) with the findings that hygiene factors such as high workload can have an impact on employee job satisfaction. When employees face a heavy workload, they tend to feel burdened and find it difficult to achieve a balance between work and personal life. Thus, organizations need to improve communication and support between managers and employees. Strong support from superiors can help reduce stress levels and increase employee confidence and motivation in completing their tasks.

Supported by research by Pebria & Syaebani (2023) which suggests the need for further research on other factors that can influence employee job satisfaction using a qualitative or combined method approach, the study will provide deeper insights. This method allows it to be supplemented with interview or discussion results as direct observation of the study object.

Research conducted by Olaniyan et al. (2023) confirmed that salary and facilities provided by the company are factors that have a major influence on employee job satisfaction. However, this study was only conducted on a population of nurses at the University of Medical Science in Ondo, so the results cannot be generalized to different sample populations. Thus, the researcher wants to conduct a qualitative case study to determine and analyze the elements that influence employee job satisfaction at PL Aesthetic Clinic in order to improve services.

Based on findings by Martin et al. (2023) stated that interpersonal communication between employees and patients in dermatology practice is very important because it can increase patient satisfaction, employee satisfaction, and practice productivity. In response to this study, the role of the quality of service of employees from the PL aesthetic clinic plays an important role in establishing good interpersonal relationships with patients. According to data from Google Review, there are still several branches of the PL Asthetic clinic that still get low ratings (below a score of 4 stars). Some of these reviews say they are still dissatisfied with the quality of service at the PL Asthetic clinic, such as the lack of friendliness of the employees, the lack of responsiveness in responding to complaints, and so on. Therefore, researchers want to raise this topic to be able to improve the quality of employee service by finding out what factors can affect employee job satisfaction. Based on the background of the problems that have been described, this study aims to determine the factors that influence employee job satisfaction at the Asthetic Clinic PL employees and to analyze the management strategy of the Asthetic Clinic PL in improving employee job satisfaction.

## **METHOD**

Qualitative research fits with constructivism because it emphasizes the social and contextual construction of knowledge. This paradigm invites scholars to examine the social construction of events and interpret reality from subjective individual perspectives. The constructivist paradigm, often known as interpretivism, states that people generate subjective meaning from their lived experiences to diversify reality. Constructivist research intentionally acknowledges the complexity of subjects' perspectives, rather than minimizing them (Creswell & Creswell, 2017). In qualitative research, there are several strategies commonly used to explore and understand social, cultural, or individual phenomena. Creswell & Creswell (2017) categorizes qualitative research strategies, such as ethnography, narrative, phenomenology, grounded theory, and case studies. This study uses a case study approach which is a research strategy that focuses on in-depth exploration of one or more cases in a real-life context. This case can be an individual, group, organization, event, or specific program (Creswell & Creswell, 2017). Case studies use multiple data sources such as interviews, observations, documents, and physical artifacts to gain a comprehensive understanding of the case being

studied. This approach allows researchers to explore the complexity and uniqueness of a particular case.

A case study is an empirical investigation that investigates a contemporary phenomenon within its real-life context, especially when the boundaries between phenomenon and context are not clearly evident (Yin, 2015). Stake (2005) states that a case study is not a methodological choice, but rather a choice about what to study. A case study is about choosing a specific object or unit of analysis, called a case. This case can be an individual, a group, an organization, or a particular phenomenon that one wishes to study in depth. The primary focus of a case study is to understand in detail the context and dynamics of the chosen case, rather than on a particular method of data collection or analysis.

Case studies provide detailed descriptions of specific temporal and spatial boundaries (Merriam, 1988). Paying attention to place and time brings context to the structures and relationships that are the focus of the research. Case studies aim to provide an in-depth and detailed picture of the subject being studied, including specific time and place boundaries. By establishing temporal boundaries, researchers determine the specific time period in which the phenomenon or case occurs. While spatial boundaries refer to the location or physical space in which the case takes place.

Case studies require intensive and in-depth focus on a particular unit of analysis and generally require much smaller sample sizes than survey research (Gomm et al., 2000; Yin, 2015). Case studies typically use small sample sizes because their primary purpose is in-depth exploration rather than generalization. The researcher wants to gain a detailed understanding of one or a few selected cases rather than trying to draw conclusions that apply to a broader population. Therefore, in case studies, data quality is prioritized over quantity.

Research design is a method and approach to planning research and can help researchers develop a research model. Research design guides researchers in selecting data collection tools, sampling, data collection, and analysis (Sarwono, 2006). This study adopts a case study design by Eisenhardt (1989) with the sequence of getting started, selecting cases, crafting instruments and protocols, entering the field, analyzing the data, constructing the proposition, enfolding literature, reaching closure.

## **RESULTS AND DISCUSSION**

### **A. Latent Research Variables**

In this case study research, 6 informants were obtained who were employees of the PL Clinic. The informants were selected purposively, based on certain criteria that were relevant to the research objectives. The results of the study are as follows:

#### **A.1. Family Oriented Relationship (Latent Variable 1)**

If a family-oriented relationship occurs between employees, it refers to the dynamics of relationships in the workplace that resemble family ties. In this case, employees support each other and communicate in a way that reflects family values. One form of a family-oriented relationship is a good coworker who not only helps with the technical aspects of the job but also provides emotional support and encouragement that can motivate each other to achieve optimal results (Mahaputra et al., 2023). Therefore, helping each other is a key aspect in building family-oriented relationships in the workplace. When employees support each other, they create an environment where each individual feels valued and cared for.

At PL Clinic, relationships between individuals are not just limited to co-workers, but have developed into a close bond, where they consider each other as family. This atmosphere is very important in creating a positive and productive work environment. Every individual at PL Clinic supports each other both professionally and personally. In work situations,



colleagues do not hesitate to help each other, share knowledge, and provide moral support when facing challenges.

### **A.2. Equilibrium Work-Life Balance (Variabel Laten 2)**

Equilibrium Work-Life Balance or balance between work and personal life is an individual's perception that work and non-work activities are aligned and encourage growth according to the individual's current life priorities (Gagnano et al., 2020). This balance is achieved when a person is able to manage time and energy to meet work demands without sacrificing personal needs, such as family relationships, health, and social activities. This balance is not only about dividing time proportionally, but more about how work and personal life complement each other and encourage growth. This was also expressed by Oludayo & Omonijo (2020) that the balance between work and life is a measure of where individuals proportionally occupy themselves with work and family roles. The balance between work and life is related to managing personal desires or ambitions and determining reasonable goals that do not conflict with family obligations.

Equilibrium Work-Life Balance is highly prioritized at PL Clinic, where employees are not only able to work well, but are also given space to enjoy their free time productively outside of work. The clinic supports employees in managing professional responsibilities without having to sacrifice their personal lives. With a flexible work policy, employees can use their time outside of work hours to carry out useful activities, such as working on college assignments, taking leave for certain interests, and others.

### **A.3. Comprehensive Compensation (Lack of) (Latent Variable 3)**

Comprehensive compensation is all forms of income received by employees in return for the services they provide to the company, whether in the form of money, goods, or other facilities. This compensation can be given directly or indirectly, such as basic salary, allowances, bonuses, or other incentives. This comprehensive compensation aims to reward employees for their contributions, as well as motivate them to work more productively and maintain loyalty to the company (Hasibuan, 2016). In other words, the issue of comprehensive compensation is not only important because it is the main driver for someone to become an employee, but also has a major impact on the morale and work spirit of employees (Mahathir et al., 2020).

Comprehensive compensation offered by the PL Clinic is still considered inadequate, as seen from several aspects such as the incentives given to employees are relatively small and not commensurate with the workload and responsibilities they carry. In addition, there are often delays in salary payments. This condition causes some employees to feel less appreciated for the contributions they make, which can have a negative impact on motivation and work productivity.

### **A.4. Promotion (Latent Variable 4)**

Promotion can be interpreted as an employee's advancement in rank or position in a hierarchical structure. This means that there is an increase in employees in a field towards a better job than before. In promotions, the responsibilities carried are greater, achievements are higher, facilities and status are better, and demands for skills are higher. In addition, there is an increase in salary or wages, as well as other benefits (Asaari et al., 2019). Therefore, with increased responsibilities, promotions usually require improvements in skills, both technical and managerial. Promoted employees are expected to have higher leadership skills, communication skills, and mastery of technology, in order to meet the demands of more complex and risky jobs.

Promotion at PL Clinic offers quite promising opportunities for employees who demonstrate high performance and good work discipline. Employees who succeed in achieving

significant sales targets and are able to maintain consistency in work ethic have the opportunity to be promoted to higher positions, such as Branch Manager. This performance-based reward system provides additional motivation for employees to continue to improve their contributions to the clinic.

#### **A.5. Transparent Communication With Finance (Lack Of) (Latent Variable 5)**

Transparent communication with finance refers to the practice of clear, open, and honest communication between the finance department and related parties such as employees. In this case, transparency ensures that decisions and actions are accountable (Albu & Flyverbom, 2019). The finance department has an important responsibility to provide relevant and timely information about the financial condition of the organization, especially related to employee payroll issues. The finance department must explain the payroll process, including payroll payment times and related policies. If there are changes or delays in payroll payments, it is important to communicate this immediately so that employees can manage their personal finances properly.

Transparent communication with finance at the PL Clinic is still inadequate, especially regarding employee salary information. When employees ask about pay slips, the process of obtaining this information often takes quite a long time. This delay indicates a lack of openness and efficiency in the clinic's system, which should provide employees with fast and accurate access to information. This inconsistency can also affect employee trust in the finance department, as delays in providing transparent information about compensation can trigger concerns about the clarity of their rights.

#### **A.6. Safe Haven from Supervisor (Latent Variable 6)**

Safe Haven from Supervisor refers to a work environment where employees feel safe and comfortable to interact and work without fear of excessive supervision, criticism, or punishment from their superiors. Good interaction between supervisors and employees is a very important reciprocal relationship in the context of organizational interests, where supervisors and members of the organization communicate and collaborate with each other to achieve common goals (Graen & Uhl-Bien, 1995; Robbins & Judge, 2009; Yukl, 2006). In this case, employees feel supported by their superiors and believe that they can share ideas, problems, or concerns without fear of being judged. A trusting relationship between employees and supervisors can increase job satisfaction. The interaction between supervisors and employees is a specific approach of superiors to each of their subordinates because of the different characteristics of subordinates (Ivancevich, 1976).

Safe Haven from Supervisor at PL Beauty Clinic is well established, creating a work environment that supports growth and improvement. Although sometimes the supervisor gives firm reprimands to employees when mistakes are made, the approach taken is not angry, but rather provides direction and reminders not to repeat the same mistakes in the future. In this way, the supervisor shows concern for the development of employees and tries to build their self-confidence, so that employees feel supported to learn from experience.

### **B. Proposition**

At PL Clinic, relationships between individuals have evolved beyond mere professional and co-worker interactions, to a strong and close bond, where each employee views each other as family. This is reflected in the way they communicate and collaborate, where each team member feels a sense of responsibility for each other's well-being. For example, when one employee is struggling, whether it be with work or personal issues, their colleagues are quick to offer support, both emotionally and practically. They do not hesitate to offer help, share resources, or even just listen attentively. Informants in this study stated that: "Because I enjoy working here because of the environment. Here I feel like everyone is like family, friends and

colleagues at the clinic all encourage each other. There is no toxic culture like what we currently hear from other companies.” – (Informant 1)

Informant 1 expressed his pleasure in working at Asthetic Clinic PL because the work environment he felt was very positive and supportive. He described the relationship between coworkers as a close relationship like a family, where everyone gives each other encouragement and enthusiasm. This creates a harmonious and togetherness work atmosphere, in contrast to the negative image that often arises regarding the toxic work culture in several other companies. In addition, this statement was also supported by another informant, who stated: “...Then the work environment here, all of my colleagues are good and quite pleasant to work with.” – (Informant 2)

Informant 2 stated that the working environment at Asthetic clinic PL is very pleasant because all coworkers have good natures and are easy to work with. This shows a positive and collaborative relationship among employees, which creates a comfortable and supportive working atmosphere. A similar statement was also made by Informant 3 as follows: "But the work environment is quite pleasant. I can be close to my coworkers here. Everyone helps each other, not competitive." - (Informant 3)

Informant 3 said that the working environment at Asthetic clinic PL was very pleasant and comfortable. He felt close to his colleagues and described the relationship as mutual assistance without any unhealthy competition. This statement is in line with what Informant 4 said as follows: “Although the salary and incentives are considered lacking. But the working environment is pleasant, not competitive with each other. Not bringing each other down and supporting each other. Even the incentives are distributed evenly. In short, there is no jealousy between colleagues. The only drawback is that the management is not transparent enough towards us staff.” – (Informant 4)

Informant 4 stated that although the salary and incentives were considered inadequate, the working environment at Asthetic clinic PL was very pleasant. The relationship between coworkers was described as non-competitive and there was no culture of bringing each other down, but rather all employees supported each other.

The family-oriented relationship values contained between co-workers at Asthetic Clinic PL have a significant positive influence on employee job satisfaction. A close bond, where each individual supports and works together without unhealthy competition, creates a comfortable and conducive work atmosphere. Employees feel appreciated and supported by each other, which in turn increases motivation and productivity. The absence of a culture of bringing each other down or excessive competition also helps reduce work stress, so that employees feel more satisfied and calm in carrying out their duties. Therefore, it can be concluded that: Proposition 1 (P1):

### **Family Oriented Relationship (Latent Variable 1 (V1)) has a positive influence on job satisfaction (V7)**

Equilibrium Work-life balance is a condition in which a person is able to divide his/her time and energy in a balanced way between work and personal life, so that both aspects can run in harmony without sacrificing one of them. This includes good time management for work, rest, socializing, pursuing hobbies, and fulfilling personal or family responsibilities. This also happens at the PL Clinic where employees can divide their time for work and personal interests. The following is a statement from the informant: "Because here the time is flexible. You can play with your cellphone or sit back and relax while working." - (Informant 2)

The ability to use a mobile phone and sit back while working creates a more relaxed and supportive atmosphere. This not only allows employees to stay connected to their personal lives, but also provides an opportunity to reduce stress and fatigue that often arise in a rigid work environment. This is supported by an informant with the initials Informant 3: "So far I like working here because the work is still quite relaxed compared to the previous brokerage

firm. I can also do my online lectures. In between, I can also complete assignments from the lecturers." - (Informant 3)

Informant 3's ability to complete college assignments in between work reflects the importance of time flexibility in work. This flexibility allows employees to organize their schedules so that they can fulfill academic responsibilities while maintaining performance at work. Academic responsibility is also held by informant Informant 4 who stated: "Yes, for that reason. My coworkers are very supportive of me in completing my work. Especially if I have a lot of assignments from campus, sometimes they can back me up. If I want to take a day off for a sudden exam, they also really understand." (Informant 4)

When Informant 4 stated that his coworkers understood if he needed time off for a surprise exam, this shows that the company has a culture that values work-life balance. Flexibility in working hours allows employees to balance their academic responsibilities with their work, so they don't feel trapped in one role. This flexibility is also what made Informant 5 decide to take the job, he stated that: "...but after I found out the workload in this company, I immediately agreed, because I can still work but not neglect my child." – (Informant 5)

Informant 5 revealed that after knowing the workload in the company, he felt he agreed to work because he did not need to sacrifice time with his child. This flexible schedule also became a personal satisfaction impression for Informant 6: "Because the schedule here is quite flexible, I also have business, usually the boss never has any problems." – (Informant 6)

Informant 6 emphasized that flexible schedules at his workplace allow him to meet various needs outside of work. This flexibility is one of the key elements in work-life balance. Therefore, work-life balance has a positive impact on job satisfaction. Flexible schedules, a supportive work environment, and moderate workloads make employees feel more comfortable, allowing them to manage their personal time without sacrificing work responsibilities. Based on the description, it can be concluded that:

**Proposition 2 (P2): Equilibrium Work-Life Balance (Latent Variable 2 (V2)) has a positive effect on job satisfaction (V7)**

Comprehensive compensation is a reward given by the company to employees in return for their contribution or work. This means that the compensation offered is not only limited to basic salary, but also includes various elements that pay attention to the needs and welfare of employees as a whole. The comprehensive compensation received by employees at the Asthetic Clinic PL is still below their expectations because each employee complained about it. The informant's statement regarding this is as follows: "Paid for health and employment insurance from BPJS. There are no other benefits other than transportation and daily meal allowance." – (Informant 1)

Informant 1's statement emphasized that low compensation, especially when it only includes basic benefits such as health insurance and transportation allowance, can lead to dissatisfaction among employees. This was also stated by Informant 2 regarding incentives: "The incentives received lately are getting smaller. Maybe because the income of this clinic is getting smaller too." – (Informant 2)

Overall, Informant 2's statement highlights how fluctuations in clinic revenue can affect incentives and in turn affect employee satisfaction. In addition, compensation related to incentives was also stated by Informant 3 as follows: "There are incentives but sometimes, thankfully, it is around 50 thousand per month. There is no special appreciation from the clinic, and it is also sometimes paid late.." – (Informant 3)

The informant reflected the challenges faced by employees related to the incentive system at the PL Clinic. Although there are incentives provided, the relatively small amount of around 50 thousand per month indicates that the rewards may not be significant enough to motivate employees optimally. Confusion regarding incentive payments was also expressed by Informant 4 as follows: "There are incentives. But last month I was quite sad, the incentives



usually reach 100 thousand rupiah. Yesterday it was not even half. I also heard recently that individual incentives will be eliminated, there will only be incentives obtained from sales.." – (Informant 4)

Informant 4 described the disappointment and concern felt related to the incentive system at the clinic. Although there are incentives provided, the decrease in the amount of incentives from the usual 100 thousand rupiah to less than half creates a feeling of dissatisfaction. This can have a negative impact on employee satisfaction, especially if they feel that their hard work is not fairly rewarded. Information related to incentives, especially in terms of insurance, was expressed by Informant 6: "There is only health insurance, I also checked this month and it is still in arrears. Now nothing has been paid, the office said it will be paid directly for the 3 consecutive delayed months." - (Informant 6)

When employees find out that their health insurance is in arrears, this can cause anxiety and insecurity about their access to necessary health services. In addition, other compensation has also been negotiated by Informant 5 as follows: "As far as I know, outside of incentives, there is only BPJS? I once negotiated for my transportation money to be reimbursed, but management did not agree." - (Informant 5)

The informant also shared his experience when trying to negotiate for transportation reimbursement. Management's refusal to agree to this request could indicate inflexibility in the company's policy on benefits. Thus, inadequate comprehensive compensation can have a negative impact on employee satisfaction. Dissatisfaction increases when incentives are reduced along with declining company revenues, as well as late salary payments that disrupt employee financial well-being, especially those with educational expenses. Another problem arises when BPJS insurance payments are delayed, creating uncertainty and disappointment. Based on the description, it can be concluded that:

**Proposition 3 (P3): Comprehensive Compensation (Lack of) (Latent Variable 3 (V3)) has a negative effect on job satisfaction (V7)**

Promotion is closely related to promotion in the workplace because through the development of skills, knowledge, and experience, a person increases his/her competence to take on greater responsibilities in the company. Promotion is often caused by the consistency shown by employees, especially in terms of improving performance and readiness for higher roles to be promoted. At the Asthetic Clinic PL, employees can perform certain criteria to be able to increase their position in the company. The statements from informants who have been interviewed in a semi-structured manner are as follows: "The key is in sales. If you can make a lot of sales, then you will be considered for a promotion. There are even junior therapists who are promoted directly to manager because they can make sales of 1M in a few months." - (Informant 1)

Pernyataan Informan 1 menunjukkan bahwa kinerja penjualan berperan penting dalam pengembangan karir di perusahaan. Ketika karyawan tahu bahwa pencapaian penjualan yang baik dapat berujung pada kenaikan jabatan, mereka cenderung merasa lebih termotivasi untuk bekerja keras. Hal ini dapat meningkatkan kepuasan kerja karena karyawan merasa usaha mereka dihargai dan diakui. Informan lain juga ikut menyatakan bahwa: "...What I know is that if you can achieve high sales and have good performance and discipline, you will be considered for promotion." – (Informant 4)

Informant 4's statement highlighted the importance of discipline and performance in sales for promotion opportunities. The awareness that their performance will be considered in the evaluation for promotion gives employees a sense of purpose and responsibility in their work. Sales-related job promotions were also stated by Informant 5 as follows: "...It's quite simple actually. From the therapist, if the sales performance is good, the faster it will rise. You can even become a branch manager straight away." – (Informant 5)

Informant 5's statement shows a clear relationship between good sales performance and opportunities for rapid promotion. Employees who have an understanding that sales achievements can accelerate their career progress tend to feel more enthusiastic and focused on their work. Informant 6 has experienced a promotion with the following statement: "I think working here is good for personal and career development. By moving up to Branch Manager, I might be able to learn how to be a good manager, and know a little more about aesthetic clinics." – (Informant 6)

By getting the opportunity to learn and grow in a new role as a branch manager, employees feel that their work adds value to their personal and professional growth. The opportunity to move up also allows employees to learn new skills and grow in a higher role, such as becoming a branch manager, which further increases their job satisfaction. Thus, it can be concluded that:

**Proposition 4 (P4): Job promotion (Latent Variable (V4)) has a positive effect on job satisfaction (V7)**

Transparent communication with finance refers to the practice of sharing financial information and insights openly within an organization, ensuring that all relevant stakeholders have access to clear and timely data. As is the case with transparency in the finance section at Asthetic clinic PL, which is still very lacking. The lack of transparency at Asthetic clinic PL is clearly visible when employees ask questions about salaries but get a fairly slow response. The statements from each informant who was interviewed are as follows: "I feel the challenge of working here when submitting a complaint to management is rather long and it seems unclear where the report should be. For example, regarding salary issues, I asked the supervisor but was thrown to the finance department. I asked the finance department but was thrown back to the supervisor regarding the issue." – (Informant 1)

The informant's statement illustrates the frustration faced by employees when trying to file complaints regarding salary issues. The ambiguity in the communication flow and responsibilities of the finance department creates confusion and dissatisfaction. Complaints related to salary were also stated by Informant 2 as follows: "I would like to talk to the management directly about my salary. But I will definitely be told it won't be increased without a really clear reason." - (Informant 2)

The informant expressed deep dissatisfaction regarding the salary complaint process. Although he was willing to speak directly with the finance department, previous experience showed that the results were unsatisfactory and there was no clear explanation. The lack of transparency regarding salaries was also stated by Informant 3 as follows: "...Because even though I think the management is a bit lacking. The management is less responsive in serving the complaints that I submit. For example, the salary was paid late this month, the response was very slow." - (Informant 3)

The informant highlighted the slow response of the finance department to employee complaints. When the party is unresponsive and unresponsive to the problems faced by employees, it creates a feeling that employees are not considered important. This complaint was also expressed by Informant 4 as follows: "The only challenge I face is when I go to the management. I find it a bit difficult to get detailed details of the salary I get. Sometimes asking for a pay slip takes a long time before the finance department responds." – (Informant 4)

Informant 4's statement shows that difficulties in obtaining clear and timely information regarding salaries can create a sense of dissatisfaction. Thus, this situation creates uncertainty and dissatisfaction among employees, who may feel that information about their salaries is not considered important by management. Delays in responding to this question can lead to negative speculations about salary and bonus policies, and create concerns about fairness in pay. Thus, it can be concluded that:

**Proposition 5 (P5): Transparent Communication with Finance (Lack of) (Latent Variable (V5)) has a negative effect on job satisfaction (V7)**

Safe haven from supervisor is important in the company because when employees feel safe and comfortable in interacting with their supervisors, they tend to be more involved and actively contribute to the team. This sense of security encourages them to share ideas, provide input, and take initiatives, which can ultimately increase productivity. The relationship between employees and supervisors at Asthetic clinic PL shows that there are no negative impressions from either party. Positive and supportive interactions create a harmonious work environment, where employees feel comfortable expressing opinions and questions to their supervisors. The statements from informants in this study are as follows: "...But so far I have never been harshly reprimanded by him. If I make a mistake he only admonishes me not to do it again but doesn't get angry." – (Informant 2)

Informants emphasized the importance of the way supervision builds positive relationships. When supervisors provide constructive and non-intimidating feedback, it creates a safe and supportive work environment. Supervisor support for employees was also expressed by Informant 3 as follows: "...But there was one occasion when he congratulated me on graduating from the university where I was going to continue my education." – (Informant 3)

Informant 3's statement highlighted the role of supervisors in providing recognition and support for employee achievements. When supervisors celebrate employee successes, this not only shows concern but also increases employee self-confidence. A good relationship was also stated by Informant 5 as follows: "He is a pretty good person. When I first met him, he didn't talk much. But over time he softened a bit, maybe because he often came to this clinic. Every time he asked for a treatment, I did it happily." – (Informant 5)

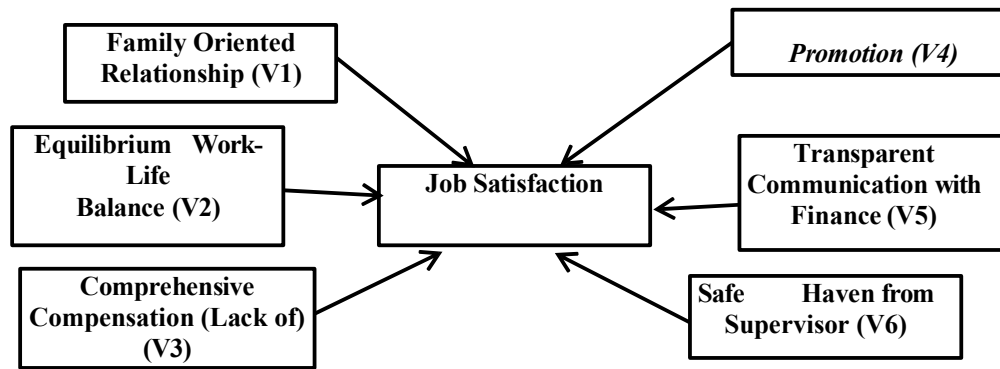
Informant 5 indicated that relationships can develop over time, and the better the relationship, the more likely employees are to feel satisfied in their jobs. Regarding the characteristics of supervisors, Informant 4 also stated the following: "I feel he is a good person. Although he doesn't talk much, I still respect him, I understand that maybe sometimes he has personal boundaries at work." - (Informant 4)

Informants indicated that respect for supervisors can emerge even though communication is not too intense. When employees understand and respect the supervisor's personal boundaries, this creates an atmosphere of mutual respect. These boundaries were also expressed by Informant 6, namely: "He is quite a professional person. He rarely talks about things outside of work, maybe that's why he is a professional, so he only talks to me as needed at work." - (Informant 6)

Informants emphasized the importance of professionalism in relationships with supervisors. Although interactions are limited to the work context, employees still feel satisfied. Therefore, the relationship between employees and supervisors has an impact on job satisfaction, which is reflected in the various perspectives expressed by employees in the quotes. First, the supervisor's ability to approach and build a relaxed relationship with employees shows that good interactions can create a comfortable working atmosphere. When employees feel they can talk easily to their supervisors, they feel more appreciated and more involved in their work. Based on the description, it can be concluded that:

**Proposition 6 (P6): Safe Haven from Supervisor (Latent Variable 6 (V6)) has a positive effect on job satisfaction (V7)****C. Conceptual Framework of Research Results**

Based on the categorization and propositions that have been described previously, it can be described in the following diagram:



Based on the conceptual framework of the research results, it shows that there is a significant positive influence between family-oriented relationships, equilibrium work-life balance, promotion, and safe-haven from supervisor on employee job satisfaction. On the other hand, this study shows that there is a negative influence between comprehensive compensation and transparent communication with finance on job satisfaction.

## CONCLUSION

Based on the results and discussion of the study related to the analysis of employee job satisfaction at the Asthetic clinic PL, it can be concluded that family-oriented relationships create a collaborative and supportive work atmosphere, which increases motivation and work enthusiasm. In addition, the balance between work and personal life (equilibrium work-life balance) provides employees with the opportunity to manage stress and fulfill responsibilities outside of work, so that they feel more satisfied with their work. Promotion also contributes to job satisfaction, because employees feel appreciated and have the opportunity to grow and advance in the company. Safe haven from supervisors, which is characterized by good communication and support, further strengthens this sense of satisfaction. Low and inadequate compensation can lead to dissatisfaction among employees, especially if they feel that their efforts and contributions are not financially rewarded. In addition, transparent communication with finance can create uncertainty and distrust among employees, which in turn can reduce job satisfaction levels.

The results of this study provide valuable insights for Asthetic clinic PL in formulating effective strategies to improve employee job satisfaction. One of the key findings is the need for clear financial transparency. This transparency not only reduces uncertainty but also builds trust between finance and employees, which is important for creating a positive work environment. In addition, greater attention to compensation is also very important. Asthetic clinic PL needs to evaluate the existing compensation structure and ensure that the rewards given to employees are commensurate with their contributions and performance. Fair and competitive compensation will increase motivation and job satisfaction, and encourage employees to be more committed to their work. The results of this study can have a positive impact on academics, especially in the fields of Masters of Management and Masters of Hospital Management. With the results of this study, it can be a basis for developing further theories.

The limitation of this study lies in the data collection method which only involved six informants and all informants were female because there were no male staff working at the PL Aesthetic Clinic. With a limited sample size and limited interview time because it was conducted during working hours, the results of the study may not be representative of the wider population, so that the conclusions drawn do not fully reflect the variations in experiences and perspectives that exist across the organization. In addition, the qualitative approach focuses

more on in-depth exploration of individual experiences, but can be supported by quantitative research to provide strong statistical generalizations related to the phenomena studied.

Therefore, the suggestion for further researchers is to increase the number of informants and to interview informants with genders that are not only female but also male. Then it is also suggested for further researchers to conduct qualitative research at other PL Clinic branches or at other aesthetic clinics with settings similar to the PL Aesthetic Clinic in order to obtain more representative data. In addition, the use of a quantitative approach for other clinics with similar settings is also highly recommended for future research. Through a quantitative approach, researchers can use measuring instruments such as surveys or questionnaires that can be analyzed statistically, thus allowing research to measure employee job satisfaction more objectively and produce data that can be generalized.

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