

Key Factors Affecting Job Satisfaction of Inpatient Nurses at Sukoharjo Regional Hospital

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ABSTRACT

Background: Quality health services are the result of cooperation between patients and health care providers in a supportive environment. Nurses as professionals are responsible for providing high-quality nursing care for better patient outcomes. The Human Resources (HR) department plays a crucial role in managing the workforce and ensuring that hospitals have qualified and competent staff of healthcare professionals. The purpose of this study is to find out the factors that affect nurses' job satisfaction.

Subjects and Method: The cross-sectional study was conducted at the Sukoharjo Regency Hospital from June to July 2024. A total sample of 200 inpatient nurses was selected by simple random sampling. The dependent variable is job satisfaction. The independent variables were salary perception, work environment, autonomy, supervision, relationships between colleagues, work rewards, and work attitudes. Data collection was carried out by questionnaire. Data were analyzed using path analysis.

Results: The results of the pathway analysis that has been carried out in this study stated that the job satisfaction of inpatient nurses at Sukoharjo Hospital was directly influenced by supervision ($b=0.14$; CI 95%= 0.01 to 0.26; $p= 0.040$), salary perception ($b= 0.23$; CI 95%= 0.10 to 0.36; $p <0.001$), autonomy ($b = 0.18$; CI 95%= 0.06 to 0.31; $p= 0.005$), work environment ($b= 0.18$; CI 95%= 0.05 to 0.31; $p= 0.006$). Job satisfaction through salary perception is indirectly influenced by income and work rewards in the work environment.

Conclusion: The job satisfaction of inpatient nurses at Sukoharjo Hospital is directly influenced by supervision, salary perception, autonomy, and work environment. Job satisfaction through salary perception is indirectly influenced by income, work rewards in the work environment.

Keywords: job satisfaction, inpatient nurse, pathway analysis

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BACKGROUND

Quality health services are the result of cooperation between patients and health service providers in a supportive environment. Nurses as professionals are responsible for providing high-quality nursing care for

better patient outcomes. In hospitals, Human Resources (HR) departments play a crucial role in managing the workforce and ensuring that hospitals have qualified and competent staff of healthcare professionals. One of the key personnel in the HR department is nurses.

In Law No. 36 of 2014, nurses are included in health workers. Nurses are essential members of the healthcare team, providing direct patient care, administering medications, and coordinating with other healthcare professionals to ensure patient well-being (Eunike, 2021).

Nurses play a multifaceted role within a hospital's HR department. They are not only involved in traditional nursing duties but also contribute to the management of human resources within the healthcare environment. Nursing practitioners' emotional experiences and coping strategies have been identified as important factors in their roles within HR departments (Lartey et al. 2020). The Central Statistics Agency (BPS) recorded that the number of nurses in Indonesia reached 563,739 people in 2022. This number increased by 10.3% from the previous year, namely 511,191 people, the number of nurses in Sukoharjo Regency is 2,100 people (BPS, 2022). Nurses have a strategic role in improving the degree of public health because nurses are a profession that has a great contribution to health services and also has a larger number than other health workers (Lestari, 2014).

Nurses' job satisfaction in hospitals is influenced by various factors related to the work environment, supervision, salary, and colleagues. Herzberg's Theory of Motivation-Hygiene, which asserts that calling, resilience, workplace bullying, and nurses' work environment have a significant effect on job satisfaction among nurses, with resilience being the strongest factor influencing the nurse's work environment (Lee *et al.*, 2022). Similarly, the relationship between nursing practice environment and job satisfaction, particularly in intensive care units, highlights the impact of nursing work environments on job satisfaction and nursing care practices. The work environment has a positive and significant

effect on nurses' job satisfaction, while leadership and nurse satisfaction also have a positive effect on nurses' performance. In addition, nurse job satisfaction was identified as a mediator of the influence of leadership, workload, and work environment on nurse performance (Oliveira *et al.*, 2017).

SUBJECTS AND METHOD

1. Study Design

The type of study used is a quantitative study using an analytical observational method with a cross-sectional study. This study was carried out in the Sukoharjo Regency Hospital area. The study was conducted in June-July 2024.

2. Population and Sample

The population in this study is inpatient nurses at Sukoharjo Regency Hospital. The number of inpatient nurses is 238. A sample of 200 study subjects were selected randomly.

3. Study Variables

The dependent variable is job satisfaction. The independent variables in this study were salary perception, work environment, autonomy, supervision, relationships between colleagues, work rewards, and work attitudes.

Operational Definition

Job Satisfaction: Pleasant or unpleasant emotional feelings that nurses feel at work. Data were taken with a questionnaire with a continuous scale.

Salary Perception: Payment or reward in the form of money received by nurses for the work that has been performed. Data were taken with a questionnaire with a continuous scale.

Autonomy: Nurses are given the right and power to make their own decisions. Data were taken with a questionnaire with a continuous scale.

Supervision: Nurses receive supervision from someone who has a higher position. Data were taken with a questionnaire with a continuous scale.

Work Reward: A form of reward or reward to nurses for performance improvement. Data were taken with a questionnaire with a continuous scale.

Work Environment: An atmosphere or place where nurses feel comfortable doing work activities every day. Data were taken with a questionnaire with a continuous scale.

Relationships Between Colleagues: A person's ability to establish good communication with colleagues. Data were taken with a questionnaire with a continuous scale.

Work Attitude: An individual's attitude toward work that reflects the pleasant and unpleasant experiences in the work environment. Data were taken with a questionnaire with a continuous scale.

4. Study Instrument

The study instrument used for data collection is using a questionnaire.

5. Data Analysis

Univariate analysis was carried out with the aim of finding out the frequency distribution and percentage of each variable studied, namely job satisfaction including salary perception, work environment, autonomy, supervision, relationships between colleagues, work rewards, and work attitudes. The next analysis is bivariate which is carried out on each exogenous variable, namely job satisfaction to endogenous variables, namely salary perception, work environment, autonomy, supervision, relationships between colleagues, work rewards, and work attitudes

and multivariate analysis using a path analysis model.

6. Research Ethics

Study ethics including informed consent, anonymity, and confidentiality, are handled with care during the study process. The approval letter for the study ethics permit was obtained from the Study Ethics Committee of the Faculty of Muhammadiyah University of Surakarta on May 14, 2024 with the number 338/KEPK-FIK/V/2024..

RESULTS

1. Sample Characteristics

Table 1 shows that of the 200 respondents studied, there are 162 subjects with a percentage (81%) in the female gender, while in the male gender there are 38 subjects with a percentage (19%), so that the dominant gender is the female gender of 162 subjects. Based on the status of employees, of the 200 subjects studied, 96 subjects were civil servants with a percentage (48%), while the status of non-civil servants was 104 (52%), so that the dominating employee status was non-civil servants of 104 subjects. Based on the level of education that of the 200 subjects studied, at the level of nurse education is 79 subjects with a percentage (45.50%), while the D3 education level is 111 (55.50%), so that the dominating level of education is D3 of 111 subjects.

Table 1. Sample Characteristic

Variables	Frequency	%
Gender		
Woman	162	81
Man	38	19
Status Employee		
civil servant	96	48
Non civil servant	104	52
Level Education		
D3	111	55.50
College-Nurse	89	45.50

Variables	Frequency	%
Age		
<33 years	115	57.50
≥33 years	85	42.50
Income		
<Rp. 3,200,000	102	51
≥Rp. 3,200,000	98	49

2. Univariate Analysis

The univariate analysis explained the general overview of each study variable including salary perception, autonomy, work environment, relationships between colleagues, work attitudes, work rewards, supervision, and job satisfaction.

Table 2 shows the univariate results that 200 study subjects, salary perception shows results (Mean = 5.93; SD = 2.19) with a minimum score of 0 and a maximum score of 8. The autonomy variable showed the result (Mean = 7.17; SD = 1.34) with a minimum score of 1 and a maximum score The working environment variable shows the result (Mean = 6.80; SD = 1.53) with a minimum score of 1

and a maximum score of 8. The variable of the relationship between colleagues showed the result (Mean = 6.48; SD = 1.80) with a minimum score of 1 and a maximum score of 8. The variable of working attitude showed results (Mean = 7.35; SD = 1.02) with a minimum score of 4 and a maximum score of 8. The work reward variable showed the result (Mean = 4.97; SD = 2.16) with a minimum score of 0 and a maximum score of 8. The supervise variable showed the result (Mean = 6.63; SD = 1.38) with a minimum score of 3 and a maximum score of 8 and the job satisfaction variable showed results (Mean = 5.23; SD = 1.39) with a minimum score of 0 and a maximum score of 8.

Table 2. Univariate analysis of research variables

Variables	N	Mean	SD	Min	Max
Perception Wages	200	5.93	2.19	0	8
Autonomy	200	7.17	1.34	1	8
Working Environment	200	6.80	1.53	1	8
Relationship with Partners Work	200	6.48	1.80	1	8
Attitude Work	200	7.35	1.02	4	8
Rewards Work	200	4.97	2.16	0	8

3. Bivariate Analysis

Table 3 shows the relationship between each independent variable to job satisfaction. Table 3 shows that salary (b= 0.17; CI 95%= 0.08-0.25; p<0.001), autonomy (b= 0.30; CI 95%= 0.16-0.44; p <0.001), work environment (b= 0.17; CI 95%= 0.05-0.30; p = 0.005), relationship with co-workers (b

= 0.11; CI 95%= 0.04-0.21; p = 0.04), work attitude (b = 0.20; CI 95%= 0.01-0.39; p=0.036), reward (b= 0.14; CI 95%= 0.05-0.23; p <0.001), and supervision (b = 0.17; CI 95%= 0.03-0.31; p =0.012) increases job satisfaction.

Table 3. Determinant analysis of job satisfaction in inpatient nurses with simple linear regression

Study Variables	b	CI 95%		P
		Lower limit	Upper limit	
Perception Wages	0.17	0.08	0.25	<0.001
Autonomy	0.30	0.16	0.44	<0.001
Environment Work	0.17	0.05	0.30	0.005
Connection with Colleague Work	0.11	0.04	0.21	0.041
Attitude Work	0.20	0.01	0.39	0.036
Rewards Work	0.14	0.05	0.23	<0.001
Supervision	0.17	0.03	0.31	0.012

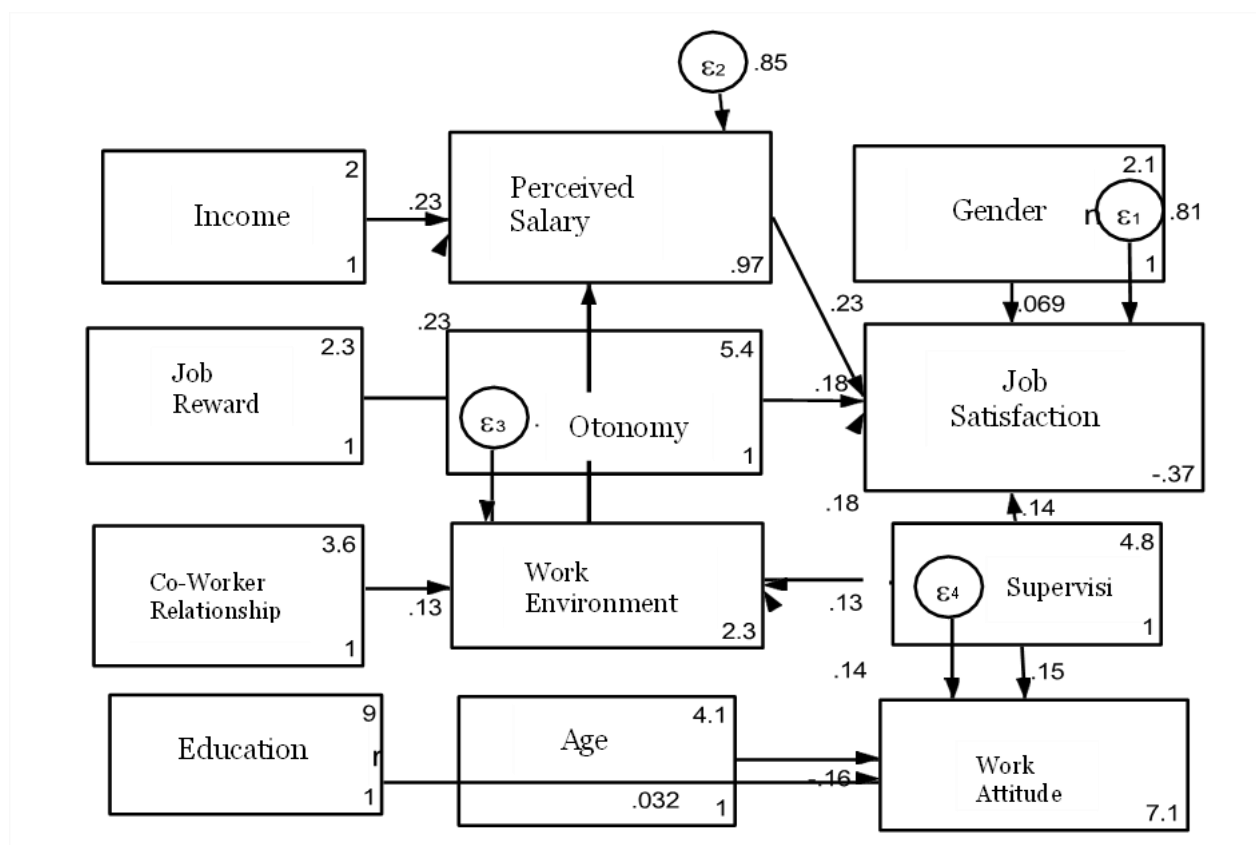


Figure 1 Inpatient nurse job satisfaction pathway analysis

4. Multivariate Analysis

Job satisfaction was directly influenced by gender (female) (b= 0.07; 95% CI= -0.06 to 0.19; p=0.282), supervision (b= 0.14; 95% CI= 0.01 to 0.26; p= 0.040), salary perception (b= 0.23; 95% CI= 0.10 to 0.36; p<0.001), autonomy (b= 0.18; 95% CI= 0.06 to 0.31; p= 0.005), and work environment (b= 0.18; 95% CI= 0.05 to 0.31; p= 0.006).

The model designed by the researchers, based on theory after being tested with STATA 13 shows that the model is suitable. This SEM model shows a good fit of the model with the following parameters: Value p= 0.13 (Good if p>0.05). RMSEA= 0.04 (Good if 0.90). SRMR= 0.04 (Good if <0.05).

Table 4. The results of the path analysis of factors affecting the job satisfaction of inpatient nurses

Dependent Variables	Independent Variables	Path Coefficient (b)	95% CI		p
			Lower Limit	Upper Limit	
Direct Influence					
Job Satisfaction	← Female gender)	0.07	-0.06	0.19	0.282
	← Supervision	0.14	0.01	0.26	0.040
	← Salary Perception	0.23	0.10	0.36	<0.001
	← Autonomy	0.18	0.06	0.31	0.005
	← Environment Work	0.18	0.05	0.31	0.006
Indirect Influence					
Salary Perception	← Income (≥Rp 3,200,000)	0.24	0.11	0.36	<0.001
	← Work Rewards	0.23	0.11	0.36	<0.001
	← Environment Work	0.17	0.04	0.30	0.009
Work Environment	← Work Attitude	0.13	0.01	0.27	0.047
	← Relationship with Coworkers	0.13	-0.03	0.27	0.055
	← Supervision	0.14	-0.03	0.27	0.057
Work Attitude	← Age (≥ 33 years)	-0.16	-0.30	-0.03	0.018
	← Education (≥D3)	0.03	-0.10	0.17	0.647
	← Supervision	0.15	0.02	0.28	0.026
N Observation : 200					
Likelihood ratio: -6927.44					
Prob > chi ² : 0.13					
RMSEA: 0.04					
CFI: 0.92					
TLI: 0.88					

DISCUSSION

1. The effect of income on salary perception

There is an influence of income on job satisfaction in nurses. This study is in line with (Zhang, 2023) which states that stating that social justice theory (equity theory) shows that people tend to get a fair perception of income by comparing the salary received with the salary of others who do the same type of work. Revenue plays an important role in shaping employee salary perceptions. Salary perception can affect employee motivation, satisfaction, and engagement within an organization. Therefore, it is important for management to pay attention to the relationship between income and salary perception in order to improve employee performance and satisfaction.

2. The effect of work rewards on salary perception

There is an effect of reward on job satisfaction in nurses. Nurses who get work rewards tend to feel sufficient for the salary given, workload and salary affect employee job satisfaction. From these studies, it can be concluded that job rewards, including salaries, bonuses, promotions, and additional benefits, play an important role in shaping job satisfaction (Mongi et al., 2020).

3. The influence of the work environment on salary perception

There is an influence of the work environment on salary perception. Work environments, both physical and non-physical, such as room temperature, lighting, professional relationships between colleagues, and relationships with superiors, can affect employee loyalty (Supit et al., 2022). This is in line with a study

conducted by (Butt et al., 2020) which found that the work environment mediates the relationship between employee benefits, salary, and job satisfaction. Additionally, a sustainable work environment, including the perceived climate, relationships with superiors and coworkers, and organizational support, has a major impact on employee retention (Padmavathi, 2023). This shows that a conducive work environment can affect employee satisfaction and retention. From these studies, it can be concluded that the work environment plays an important role in shaping employees' perception of their salary. A good work environment, including both physical and non-physical aspects, can increase employee satisfaction with their salary, as well as affect other factors such as employee loyalty, motivation, and retention.

4. The influence of gender on job satisfaction

There is a direct influence of gender on job satisfaction, but it is not statistically significant. Various studies have highlighted the relationship between gender and employee job satisfaction. Studies have shown that gender affects job satisfaction levels in both men and women, there is a significant effect of gender on job satisfaction, where men report higher job satisfaction levels than women (Pomaranik and Kludacz-alessandri 2023). Studies conducted by (Mousazadeh et al., 2018) show that men tend to report higher job satisfaction than women. Men had 13% higher job satisfaction than women in a study conducted in Iran.

5. The effect of supervision on job satisfaction

There is a direct influence of supervision on job satisfaction. The results of previous studies show that supervision has a considerable role in influencing the job satisfaction of employees. Various studies have explored the relationship between supervision and job satisfaction in different sectors and

professions. Megawati's study, for example, highlights that supervision has a positive effect on job satisfaction for education staff at the Faculty of Law, University of Brawijaya Malang (Megawati, 2023). Similarly, Hapsari's meta-analysis shows that supervision has a positive impact on job satisfaction for health workers, so the level of satisfaction is higher than those who do not receive supervision (Hapsari et al., 2023).

6. The effect of salary perception on job satisfaction

There is a direct influence of salary perception on job satisfaction. A meta-analysis study that focuses on the influence of remuneration, including salary, on job satisfaction of nurses in healthcare. The results of their study showed that there was a significant relationship between salary and job satisfaction in nurses (Wydyastuti et al., 2022). Similarly, it is emphasized that higher salaries directly contribute to higher job satisfaction, demonstrating the importance of compensation in increasing employee satisfaction levels (Lekić et al., 2020).

7. The effect of autonomy on job satisfaction

Nurses with good autonomy increase job satisfaction in nurses. Learning opportunities have a great influence on nurses' job satisfaction. In addition, promotions and salaries also have a major influence on nurses' job satisfaction (Wydyastuti et al., 2022) The study also highlights the mediating role of autonomy in the relationship between job satisfaction and other variables. For example, autonomy has been shown to mediate the relationship between job knowledge, job motivation, job satisfaction, and job performance (Almu-saddar & Tjprc, 2018). In addition, work autonomy plays a mediating role in the relationship between human resource management with high commitment and job satisfaction.

8. The influence of the work environment on job satisfaction

There is a direct influence of the work environment on job satisfaction. The work environment can affect job satisfaction, for example, a study that found that the work environment has a positive and significant influence on job satisfaction in employees of Perumda Air Minum Tugu Tirta Malang (Rosul, 2023). Similarly, it was emphasized that the work environment, including physical conditions, organizational culture, and leadership practices, plays an important role in influencing how employees perceive their job satisfaction (Karsim et al., 2023).

9. The influence of work attitude on the work environment

There is a direct influence of work attitudes on the work environment. Work attitudes are very decisive in shaping the work environment and influencing employee behavior. Positive work attitudes, such as job satisfaction, commitment, and engagement, are associated with creating a conducive work atmosphere, increasing productivity, and fostering creativity (Purmanto *et al.*, 2023). This positive attitude is influenced by factors such as organizational culture, leadership empathy, and ethical leadership (Bakertzis *et al.*, 2022). Organizational culture has a significant effect on employee attitudes, job satisfaction, and commitment (Sibagariang, 2021). A positive organizational culture can lead to the development of a pleasant work attitude, which predicts employee engagement and organizational citizenship behavior (Bakertzis *et al.*, 2022).

10. The effect of relationships between colleagues on the work environment

There is a direct influence of the relationship between colleagues on the work environment. Colleagues are a widespread part of the work environment, from colleagues can cause feelings of isolation and isolation, thus affecting

the well-being of nurses. Coworking spaces have been associated with increased productivity and positive creativity through socialization between colleagues (Bueno *et al.*, 2018). Social interaction with coworkers can help grow social capital, which has an impact on income, promotions, and tenure (Lyttelton, 2020). Relationships between colleagues play an important role in shaping the work environment and influencing employee behavior. Positive co-worker relationships have been associated with increased job satisfaction, engagement, and productivity (Fatima *et al.*, 2022). These relationships are crucial in fostering a work atmosphere that supports and enhances teamwork, communication, and collaboration between colleagues (Olckers and Enslin 2016). Workplace relationships include formal relationships between superiors and subordinates as well as informal interactions between coworkers, which can affect transfer intentions, job satisfaction, and overall work attitudes (Lekić *et al.*, 2020).

11. The influence of supervision on the work environment

There is a direct influence of supervision on the work environment. Supervision is important in shaping the work environment and influencing employee behavior. Effective managerial supervision has been proven to improve work patterns, performance, and quality of education, so that it has a positive impact on the teaching and learning process (Susmadiana *et al.*, 2021). This type of supervision, both internal and external, can significantly affect social work practices. External oversight provides confidential reflective space and builds capacity, while internal oversight may focus more on managerial and organizational agendas (Rankin, 2019). Building a relationship of mutual trust between supervisors and supervised persons is essential for effective supervision and has been recognized as essential in the supervision process (Khosa, 2022).

12. The influence of age on work attitudes

There is a direct influence of age on work attitudes. Age has been identified as a significant factor influencing work attitudes in various studies. In the context of educational institutions, the age of employees is highlighted as an important factor that determines their attitude towards work (Akçay, 2016). Older nurses may have more negative attitudes compared to younger ones due to unmet expectations (White and Smeaton 2016). Older workers may be less interested in staying at work if they face negative attitudes and neglect (Nilsson, 2017).

13. The influence of education on work attitudes

There is a direct influence of education on work attitudes. The relationship between education level and teamwork among nurses, which suggests that education influences attitudes and behaviors in the workplace. This suggests that lower levels of education can have an impact on teamwork and attitudes, potentially leading to worse work attitudes. The relationship of knowledge, attitudes, and perceptions in nurses of kidney disease patients. These studies collectively underscore the role of education in shaping positive attitudes towards work and society (Sahu et al., 2022).

14. The influence of supervision on work attitudes

There is a direct influence of supervision on work attitudes. The application of supervision motivates nurses to be more attached to their work and provides better performance opportunities, showing a positive impact on nurses' behavior and work commitment (Munawar et al., 2019). A study conducted by (Serafelwane, 2023) concluded that performance improvements were evident among nurses who received supportive supervision, leading to increased access to health services, high-

lighting the positive impact of supportive supervision on nurse performance and service delivery.

AUTHOR CONTRIBUTION

All authors have made meaningful and significant contributions to data analysis and the preparation of the final manuscript.

CONFLICT OF INTEREST

There is no conflict of interest in this study.

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