

## **Intrinsic and Extrinsic Factors Associated with Job Satisfaction among Acupuncture Therapists in Indonesia**

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### **ABSTRACT**

**Background:** Job satisfaction is influenced by various intrinsic and extrinsic factors originating from both individual characteristics and the organizational environment. The lack of empirical evidence regarding job satisfaction among acupuncture therapists may hinder the strengthening of the complementary healthcare workforce in Indonesia. Without evidence-based knowledge of the factors influencing job satisfaction, the integration of acupuncture services into the national healthcare system may proceed without adequate evaluation and without comprehensive human resource management strategies.

**Subjects and Method:** This quantitative study employed a cross-sectional design. A total of 173 respondents from across Indonesia participated in the study. The sample size was determined using the Daniel and Cross formula, and participants were recruited through accidental sampling. Data were collected using a structured questionnaire and analyzed using Pearson's correlation for bivariate analysis and multiple linear regression for multivariable analysis.

**Results:** Among the intrinsic factors, work achievement was significantly associated with job satisfaction ( $b = 0.36$ ; 95% CI = 0.18 to 0.53;  $p < 0.001$ ). Among the extrinsic factors, coworker relationships ( $b = 0.36$ ; 95% CI = 0.18 to 0.57;  $p < 0.001$ ) and recognition ( $b = 0.31$ ; 95% CI = 0.11 to 0.51;  $p = 0.003$ ) were also significantly associated with job satisfaction. In contrast, social status ( $b = 0.12$ ; 95% CI =  $-0.07$  to 0.31;  $p = 0.224$ ), organizational policy ( $b = -0.11$ ; 95% CI =  $-0.26$  to 0.04;  $p = 0.163$ ), and working conditions ( $b = 0.02$ ; 95% CI =  $-0.23$  to 0.26;  $p = 0.894$ ) were not significantly associated with job satisfaction.

**Conclusion:** Work achievement, coworker relationships, and recognition were significant factors associated with job satisfaction among acupuncture therapists in Indonesia. Conversely, social status, organizational policy, and working conditions were not significantly associated with job satisfaction.

**Keywords:** job satisfaction, acupuncture therapists, work achievement, work environment

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## BACKGROUND

The acupuncture therapy profession in Indonesia has experienced substantial growth in response to increasing public interest in non-pharmacological interventions for health recovery and pain management. Acupuncture is defined as a therapeutic intervention involving needle insertion to promote the flow of energy and blood, performed by qualified acupuncture therapists who have completed at least a three-year diploma program and passed the national competency examination (Wijanto et al., 2019). As a component of traditional medicine, acupuncture has undergone significant development in Indonesia over the past decade. Under the Regulation of the Minister of Health of the Republic of Indonesia No. 003/Menkes/Per/I/2010, further reinforced by the Minister of Health Regulation No. 17 of 2023 on the Implementation of Traditional Medicine, acupuncture has been officially recognized as a complementary physical therapy service integrated into the national healthcare system. The Indonesian Acupuncture Therapy Association serves as the primary professional organization responsible for professional certification and competency development.

Acupuncture therapists are among the healthcare professionals who play an essential role in delivering healthcare services. Their level of job satisfaction is critical to service quality, continuity of practice, and patient safety. A recent study among primary healthcare workers in Indonesia reported that although most healthcare professionals were satisfied with their jobs, job satisfaction was strongly influenced by knowledge, professional skills, income, promotion opportunities, supervisory support, and relationships with coworkers (Ainy et al., 2025). These findings suggest that both intrinsic and extrinsic factors play important roles in shaping job satisfaction among healthcare professionals. According to data from the Indonesian Health

Council, under the Council of Physical Therapy Professions, there were 1,889,029 registered healthcare professionals in Indonesia. Among them, 1,274 were registered acupuncture therapists, of whom 1,149 held lifetime Registration Certificates. Of these registered acupuncture therapists, only 372 possessed a valid Practice License, including 202 permanent private practitioners, 78 non-permanent private practitioners, 37 contract employees of Public Service Agencies, 27 healthcare personnel in other employment categories, 7 civil servants, 7 volunteers, 6 domestic expert personnel, 4 regional contract employees, 3 Indonesian Army personnel, and 1 participant in the Nusantara Sehat program. The remaining 902 acupuncture therapists did not hold a Practice License, which may be attributable to various administrative, institutional, and professional factors.

Job satisfaction is influenced by various factors originating from both individual characteristics and the organizational environment. Herzberg's Two-Factor Theory classifies the determinants of job satisfaction into motivator (intrinsic) factors and hygiene (extrinsic) factors (Alshmemri et al, 2017). From the perspective of job satisfaction theory, recognition, work achievement, and working conditions are key determinants that influence individuals' satisfaction with their jobs (Lu et al, 2019). Furthermore, a systematic review of healthcare professionals found that organizational factors, the work environment, coworker relationships, and social status were significantly associated with job satisfaction and workforce retention (Alrawahi et al., 2020). Therefore, if some acupuncture therapists have not yet obtained formal authorization through a Practice License, this situation may affect their perceived job security, social status, and perceptions of the value and legitimacy of their profession.

Although numerous studies have investigated job satisfaction among healthcare professionals, including physicians, nurses, and primary healthcare workers, evidence specifically addressing the factors influencing job satisfaction among acupuncture therapists in Indonesia remains limited. Acupuncture therapists have distinctive practice characteristics, working across public healthcare facilities, private clinics, and independent practices, with different working schedules, service delivery models, and clinical responsibilities compared with other healthcare professions. Consequently, dedicated research is required to better understand the determinants of their job satisfaction. The lack of empirical evidence on job satisfaction among acupuncture therapists may hinder efforts to strengthen the complementary healthcare workforce in Indonesia. Without evidence-based knowledge regarding the factors influencing job satisfaction, the integration of acupuncture services into the national healthcare system may proceed without adequate evaluation and comprehensive human resource management strategies.

Therefore, this study aims to examine the influence of intrinsic and extrinsic factors on job satisfaction among acupuncture therapists in Indonesia and to provide evidence that can inform policies for strengthening professionalism, workforce well-being, and the ongoing transformation of the national healthcare system.

## SUBJECTS AND METHOD

### 1. Study Design

This study employed a quantitative approach using a cross-sectional design.

### 2. Population and Sample

Based on preliminary data obtained from the Indonesian Health Council in 2025, there were 1,274 acupuncture therapists holding

active Registration Certificates. However, the study population was limited to 372 acupuncture therapists with active Practice Licenses, as possession of a valid professional practice license is a legal requirement for providing acupuncture services in Indonesia. Participants were recruited from various regions across the country using convenience (accidental) sampling. The required sample size was calculated using the Daniel and Cross (2018) formula, resulting in a minimum sample of 173 respondents.

### 3. Research Variables

The independent variables consisted of intrinsic and extrinsic factors. The intrinsic factors included work achievement and social status, whereas the extrinsic factors comprised organizational policy, working conditions, coworker relationships, and recognition. The dependent variable was job satisfaction among acupuncture therapists in Indonesia.

### 4. Operational Definition of Variables

**Work achievement** was defined as the level of success achieved by acupuncture therapists in performing their job responsibilities and accomplishing work-related goals.

**Social status** was defined as an individual's perception of the prestige, recognition, and professional legitimacy associated with their occupation within society.

**Organizational policy** was defined as the system of rules, procedures, and governance implemented by an organization to manage its workforce.

**Working conditions** were defined as the physical and psychosocial characteristics of the work environment that influence employees' comfort, safety, and ability to perform their duties.

**Coworker relationships** were defined as the interpersonal relationships and social support among employees within the workplace.

**Recognition** was defined as the appreciation and acknowledgment of an individual's professional contributions and job performance.

**Job satisfaction** was defined as an individual's overall positive evaluation and emotional response toward their job.

**5. Study Instruments**

The present study did not directly employ a standardized instrument. Instead, the questionnaire was developed based on variable indicators derived from Herzberg's Two-Factor Theory and supported by the relevant literature on job satisfaction. Data were collected using a structured, closed-ended questionnaire with a four-point Likert scale ranging from 1 (strongly disagree) to 4 (strongly agree). After the questionnaire had been developed, validity and reliability testing were conducted to ensure that the instrument measured the study variables accurately and consistently. The pilot testing was performed on 30 respondents who were not included in the main study sample. These respondents were active acupuncture therapists and were excluded from participation in the primary study.

**6. Data Analysis**

Univariate analysis was performed to describe the characteristics of each study variable using frequency distributions, percentages, and histograms. Bivariate analysis was conducted using Pearson's correlation coefficient to examine the strength and direction of the relationship between two continuous variables. Multivariable analysis

was performed using multiple linear regression to evaluate the simultaneous effects of multiple independent variables on the dependent variable.

**7. Research Ethics**

The study adhered to established research ethics principles, including providing participants with information about the study, ensuring the confidentiality of participant data, obtaining informed consent prior to participation, and respecting participants' right to withdraw from the study at any time without consequence. Ethical approval was granted by the Research Ethics Committee of Universitas 'Aisyiyah Surakarta (Approval No. 005/V/AUEC/2026) on May 11, 2026.

**RESULTS**

**1. Sample Characteristics**

Table 1 summarizes the characteristics of the 173 acupuncture therapists who participated in this study. The majority of respondents were female (72.3%), aged 25–30 years (52.6%), and had attained an applied bachelor's or bachelor's degree (D4/S1) (66.5%). Most respondents worked as independent practitioners or owners of private clinics (35.8%), followed by employees of independent acupuncture clinics (20.2%). Regarding work experience, more than half of the respondents (52.6%) had less than three years of professional experience. In terms of geographic distribution, the majority were practicing in Java (80.3%), followed by Sumatra (15.0%), whereas the remaining regions accounted for relatively small proportions of the study population.

**Table 1. Characteristics of the Respondents**

| Category | Frequency (n) | Percentage (%) |
|----------|---------------|----------------|
| Gender   |               |                |
| Male     | 48            | 27.7           |

| Category                           | Frequency (n) | Percentage (%) |
|------------------------------------|---------------|----------------|
| Female                             | 125           | 72.3           |
| <b>Age</b>                         |               |                |
| < 25 years old                     | 36            | 20.8           |
| 25-30 years old                    | 91            | 52.6           |
| >30 years old                      | 46            | 26.6           |
| <b>Educational</b>                 |               |                |
| Diploma III                        | 50            | 28.9           |
| Diploma IV/College                 | 115           | 66.5           |
| Master's/ doctoral degree          | 8             | 4.6            |
| <b>Workplace</b>                   |               |                |
| Independent Practice/Clinic Owner  | 62            | 35.8           |
| Employee at an Independent Clinic  | 35            | 20.2           |
| Community Health Center            | 2             | 1.2            |
| Public Hospital                    | 6             | 3.5            |
| Private Hospital                   | 8             | 4.6            |
| Institution-Owned Hospital         | 2             | 1.2            |
| Institution-Owned Clinic           | 4             | 2.3            |
| Private Acupuncture Clinic         | 18            | 10.4           |
| Homecare                           | 14            | 8.1            |
| Others                             | 8             | 4.6            |
| Dual Employment                    | 14            | 8.1            |
| <b>Years of Work Experience</b>    |               |                |
| < 3 years                          | 91            | 52.6           |
| 4-10 years                         | 62            | 35.8           |
| > 10 years                         | 20            | 11.6           |
| <b>Region of Practice (island)</b> |               |                |
| Sumatera                           | 26            | 15             |
| Kalimantan                         | 2             | 1.2            |
| Java                               | 139           | 80.3           |
| Bali & Nusa Tenggara               | 4             | 2.3            |
| Maluku & Papua                     | 2             | 1.2            |

Table 2 presents the descriptive statistics of the study variables. The mean score for work achievement was 17.12 (SD = 3.02), while the mean score for social status was 16.93 (SD = 2.70). The mean score for organizational policy was 16.58 (SD = 3.25), and

working conditions had a mean score of 17.35 (SD = 2.66). The mean score for coworker relationships was 17.56 (SD = 2.81), whereas recognition had a mean score of 16.97 (SD = 2.87). The dependent variable, job satisfaction, had a mean score of 17.15 (SD = 3.29).

**Table 2. Descriptive Statistics of the Study Variables**

| Variable               | N   | Mean  | SD   | Min. | Max. |
|------------------------|-----|-------|------|------|------|
| Work achievement       | 173 | 17.12 | 3.02 | 5    | 20   |
| Social status          | 173 | 16.93 | 2.70 | 5    | 20   |
| Organizational policy  | 173 | 16.58 | 3.25 | 5    | 20   |
| Working conditions     | 173 | 17.35 | 2.66 | 5    | 20   |
| Coworker relationships | 173 | 17.56 | 2.81 | 5    | 20   |
| Recognition            | 173 | 16.97 | 2.87 | 5    | 20   |
| Job satisfaction       | 173 | 17.15 | 3.29 | 6    | 20   |

## 2. Bivariate Analysis

Table 3 presents the results of the simple linear regression analysis. All independent variables were significantly associated with job satisfaction among acupuncture therapists in Indonesia ( $p < 0.001$ ). Work achievement showed a positive association with job satisfaction ( $b = 0.83$ , 95% CI = 0.72 to 0.93), indicating that higher levels of work achievement were associated with higher job satisfaction. Social status was also positively associated with job satisfaction ( $b = 0.86$ , 95%

CI = 0.73 to 0.99). Likewise, organizational policy ( $b = 0.63$ , 95% CI = 0.52 to 0.76), working conditions ( $b = 0.88$ , 95% CI = 0.75 to 1.01), coworker relationships ( $b = 0.88$ , 95% CI = 0.78 to 1.00), and recognition ( $b = 0.83$ , 95% CI = 0.71 to 0.95) were all positively and significantly associated with job satisfaction. Overall, these findings indicate that each independent variable was individually associated with higher job satisfaction before adjustment for the other study variables.

**Table 3. Simple Linear Regression Analysis of Factors Associated with Job Satisfaction among Acupuncture Therapists**

| Variable               | b    | CI 95%      |             | p       |
|------------------------|------|-------------|-------------|---------|
|                        |      | Lower Limit | Upper Limit |         |
| Work Achievement       | 0.83 | 0.72        | 0.93        | < 0.001 |
| Social Status          | 0.86 | 0.73        | 0.99        | < 0.001 |
| Organizational Policy  | 0.63 | 0.52        | 0.76        | < 0.001 |
| Working Conditions     | 0.88 | 0.75        | 1.01        | < 0.001 |
| Coworker Relationships | 0.88 | 0.78        | 1.00        | < 0.001 |
| Recognition            | 0.83 | 0.71        | 0.95        | < 0.001 |
| n observation = 173    |      |             |             |         |
| p < 0.001              |      |             |             |         |

### 3. Multivariate Analysis

Table 4 presents the results of the multiple linear regression analysis. The overall regression model was statistically significant ( $p < 0.001$ ) and explained 68.3% of the variance in job satisfaction (Adjusted  $R^2 = 0.683$ ). Work achievement ( $b = 0.36$ , 95% CI = 0.18–0.53,  $p < 0.001$ ), coworker relationships ( $b = 0.38$ , 95% CI = 0.18–0.57,  $p$

< 0.001), and recognition ( $b = 0.31$ , 95% CI = 0.11–0.51,  $p = 0.003$ ) were positively and significantly associated with job satisfaction. In contrast, social status, organizational policy, and working conditions were not significantly associated with job satisfaction ( $p > 0.05$ ).

**Table 4. Multiple Linear Regression Analysis of Intrinsic and Extrinsic Factors Associated with Job Satisfaction among Acupuncture Therapists**

| Variables                          | b     | 95% CI      |             | p       |
|------------------------------------|-------|-------------|-------------|---------|
|                                    |       | Lower Limit | Upper Limit |         |
| Work Achievement                   | 0.36  | 0.18        | 0.53        | < 0.001 |
| Social Status                      | 0.12  | -0.07       | 0.31        | 0.224   |
| Organizational Policy              | -0.11 | -0.26       | 0.04        | 0.163   |
| Working Conditions                 | 0.01  | -0.23       | 0.26        | 0.894   |
| Coworker Relationships             | 0.38  | 0.18        | 0.57        | < 0.001 |
| Recognition                        | 0.31  | 0.11        | 0.51        | 0.003   |
| n observation = 173                |       |             |             |         |
| Adj R-Squared = 0.68.3%; p < 0.001 |       |             |             |         |

## DISCUSSION

### 1. Association between Work Achievement and Job Satisfaction among Acupuncture Therapists in Indonesia

Both the bivariate and multiple linear regression analyses showed that work achievement was significantly associated with job satisfaction among acupuncture therapists in Indonesia. These findings suggest that higher perceived success in accomplishing professional responsibilities is associated with greater job satisfaction (Amiri et al., 2024). According to Herzberg's Two-Factor Theory, achievement is an intrinsic motivator that directly enhances job satisfaction by fulfilling individuals' psychological needs. Successfully accomplishing work-related goals fosters a sense of pride and personal accomplishment, thereby increasing job satisfaction (Alshmemri et al, 2017).

The present findings support Herzberg's theory, indicating that positive experiences derived from work itself are important determinants of job satisfaction. These results are consistent with previous studies reporting that intrinsic factors, particularly work achievement, are key predictors of job satisfaction among healthcare professionals (Lu et al., 2019). Similarly, Judge et al., (2017) found that successful job performance enhances positive evaluations of work and strengthens professional commitment. Armstrong (2022) further emphasized that work achievement promotes motivation, organizational commitment, and job satisfaction by enabling employees to perceive their contributions as meaningful.

### 2. Association between Social Status and Job Satisfaction among Acupuncture Therapists in Indonesia

The present study found that social status was not significantly associated with job satisfaction after adjustment for the other independent variables, although it showed a significant association in the bivariate analysis.

This finding suggests that perceptions of professional prestige, social recognition, and professional legitimacy were not the primary determinants of job satisfaction when work achievement, organizational policy, working conditions, coworker relationships, and recognition were considered simultaneously. One possible explanation is that acupuncture therapists tend to evaluate their job satisfaction based on their daily professional experiences rather than the perceived prestige of their profession. This suggests that practical work experiences have a greater influence on job satisfaction than the symbolic status of the profession.

Lu et al. (2019) reported that professional status may contribute to job satisfaction; however, its effect often diminishes after intrinsic factors, such as work achievement and professional recognition, are included in the analytical model. The present findings are also consistent with the meta-analysis by Judge et al. (2020), which concluded that job satisfaction is more strongly influenced by job characteristics, day-to-day work experiences, and the organizational environment than by the social attributes associated with a profession. Therefore, among acupuncture therapists in Indonesia, job satisfaction appears to be driven primarily by actual professional experiences rather than by perceptions of occupational prestige.

### 3. Association between Organizational Policy and Job Satisfaction among Acupuncture Therapists in Indonesia

The bivariate analysis showed that organizational policy was significantly associated with job satisfaction. However, this association was no longer significant in the multiple linear regression analysis after adjustment for the other independent variables. These findings suggest that perceptions of organizational policy did not independently contribute to job satisfaction when other factors were

considered simultaneously. According to Herzberg's Two-Factor Theory, organizational policy is classified as a hygiene factor, which helps prevent job dissatisfaction but does not necessarily promote job satisfaction. Fair and transparent organizational policies reduce dissatisfaction, whereas inconsistent or inequitable policies may lead to dissatisfaction (Alshmemri et al, 2017). The present findings support this perspective, indicating that organizational policy alone may be insufficient to enhance job satisfaction. The findings differ from those of Rana et al. (2022), who reported a positive association between organizational policy, organizational justice, and job satisfaction among healthcare professionals.

This discrepancy may be explained by differences in the study settings. While Rana et al. investigated healthcare workers employed in formal organizations with centralized administrative systems, the present study included acupuncture therapists working across diverse practice settings with varying levels of autonomy. Consistent with Boamah et al. (2016), organizational policy may have a weaker influence on job satisfaction when interpersonal relationships and professional recognition play more prominent roles. Moreover, the implementation of organizational policies for acupuncture therapists in Indonesia remains heterogeneous across healthcare facilities, which may have reduced their independent contribution to job satisfaction in the multivariable analysis.

#### **4. Association between Working Conditions and Job Satisfaction among Acupuncture Therapists in Indonesia**

The bivariate analysis showed that working conditions were significantly associated with job satisfaction. However, this association was no longer significant in the multiple linear regression analysis after adjustment for the

other independent variables. These findings indicate that perceptions of the work environment did not independently explain variations in job satisfaction when other factors were considered simultaneously. According to Herzberg's Two-Factor Theory, working conditions are classified as a hygiene factor, which helps prevent job dissatisfaction but does not directly promote job satisfaction. Although adequate working conditions enable healthcare professionals to perform their duties comfortably, they are unlikely to enhance job satisfaction without intrinsic motivators such as work achievement, recognition, and opportunities for professional development (Alshmemri et al, 2017).

The present findings support this theoretical perspective. One possible explanation is that acupuncture therapists work in diverse healthcare settings, including hospitals, community health centers, private clinics, and independent practices, allowing them to adapt to different working environments. Consequently, physical working conditions may have become less influential in determining job satisfaction. These findings are consistent with Alrawahi et al. (2020), who reported that the influence of working conditions on job satisfaction tends to diminish when psychological and social factors are considered simultaneously. Moreover, the relatively high mean score for working conditions in this study suggests that most respondents already perceived their work environment positively, thereby limiting its independent contribution to job satisfaction.

#### **5. Association between Coworker Relationships and Job Satisfaction among Acupuncture Therapists in Indonesia**

The present study found that coworker relationships were significantly associated with job satisfaction in both the bivariate and multiple linear regression analyses. These

findings indicate that supportive interpersonal relationships remain an important determinant of job satisfaction even after adjustment for other intrinsic and extrinsic factors. The results are consistent with those of Brunetto et al., (2016), who reported that positive coworker relationships enhance job satisfaction, work engagement, and organizational commitment among healthcare professionals. Similarly, Labrague and De los Santos (2021) found that social support from coworkers protects healthcare workers from occupational stress and contributes to higher levels of job satisfaction.

The findings also suggest that coworker relationships are closely linked to other determinants of job satisfaction. Higher levels of work achievement are more likely to be attained within a collaborative work environment, while professional recognition is often reinforced through appreciation from colleagues and multidisciplinary healthcare teams. Therefore, coworker relationships not only provide social support but also strengthen the positive effects of work achievement and recognition on job satisfaction among acupuncture therapists.

## **6. Association between Recognition and Job Satisfaction among Acupuncture Therapists in Indonesia**

Recognition refers to the appreciation of an individual's contributions, competencies, and achievements in performing professional responsibilities. The present study found that recognition was significantly associated with job satisfaction in both the bivariate and multiple linear regression analyses. These findings suggest that acupuncture therapists who receive greater recognition for their professional competence, contributions, and performance tend to report higher levels of job satisfaction. According to Herzberg's Two-Factor Theory, recognition is an intrinsic motivator that directly enhances job satisfaction by fulfilling individuals' need for

appreciation and achievement. Employees who receive recognition perceive their work as meaningful and valuable, which encourages them to maintain or improve their performance (Alshmemri et al., 2017).

The present findings are consistent with previous studies. Brunetto et al. (2016) reported that recognition of healthcare professionals' contributions was positively associated with job satisfaction and organizational commitment. Likewise, Armstrong (2022) described recognition as an effective non-financial reward that enhances employee motivation and job satisfaction by fulfilling esteem and self-actualization needs. Similarly, Labrague and De los Santos (2021) and Khamisa et al. (2016) found that healthcare professionals who felt recognized by their organizations and colleagues reported higher job satisfaction and were less likely to leave their jobs. These findings suggest that strengthening recognition and appreciation systems may be an effective strategy for improving job satisfaction among acupuncture therapists in Indonesia.

This study demonstrates that intrinsic and extrinsic factors are jointly associated with job satisfaction among acupuncture therapists in Indonesia. After adjustment for other variables, work achievement, coworker relationships, and recognition remained positively and significantly associated with job satisfaction, whereas social status, organizational policy, and working conditions were not independently significant. These findings suggest that job satisfaction is influenced more strongly by direct professional experiences, supportive interpersonal relationships, and recognition of professional contributions than by structural or administrative factors.

However, several limitations should be considered, including the cross-sectional design, which precludes causal inference; the use of self-reported questionnaires, which

may introduce response and social desirability bias; and convenience sampling with online data collection, which may have resulted in selection bias and limited representativeness. The predominance of respondents from Java (80.3%) further limits the generalizability of the findings to other regions of Indonesia. In addition, although the regression model explained 68.3% of the variance in job satisfaction, other relevant determinants were not examined, and the use of a researcher-developed questionnaire may limit comparability with studies using standardized instruments. Future research should employ probability-based and geographically stratified sampling, longitudinal or mixed-methods designs, and standardized job satisfaction instruments. Further studies should also examine additional factors such as compensation, leadership, workload, work-life balance, burnout, career development, organizational commitment, and professional autonomy to provide a more comprehensive understanding of job satisfaction among acupuncture therapists in Indonesia.

#### **AUTHOR CONTRIBUTION**

AN contributed to the study conception and design, data collection, data analysis, and manuscript drafting. SH and DP contributed to the study design, data interpretation, supervision of the research, and critical revision of the manuscript. EBC and YRB contributed by providing critical review and important intellectual input to improve the manuscript. All authors read and approved the final version of the manuscript.

#### **CONFLICT OF INTEREST**

There are no conflicts of interest

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Nil.

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