

Analysis of Factors Affecting Nurse Job Satisfaction at Murni Teguh Horas Insani Hospital Pematangsiantar in 2025

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Nurse job satisfaction is an important factor that influences the quality of healthcare services, staff retention, and hospital performance. Job satisfaction is affected by various organizational and workplace factors such as salary, work environment, coworker relationships, leadership, and workload. This study aimed to analyze the factors affecting nurse job satisfaction at Murni Teguh Horas Insani Hospital, Pematangsiantar, in 2025. This research used a quantitative approach with a descriptive correlational design. The study population consisted of nurses working at Murni Teguh Horas Insani Hospital Pematangsiantar, with a sample of 42 respondents selected using total sampling based on inclusion criteria. Data were collected using a Likert-scale questionnaire and analyzed using multiple linear regression. The results showed that simultaneously salary, work environment, coworker relationships, leadership, and workload had a significant effect on nurse job satisfaction ($F = 10.332$; $p = 0.000$). Partially, leadership had a positive and significant effect on nurse job satisfaction ($B = 0.688$; $p = 0.000$) and was the most dominant factor. Meanwhile, salary, work environment, coworker relationships, and workload did not show a significant partial effect. The regression model met classical assumption tests including normality, multicollinearity, heteroscedasticity, and autocorrelation. It can be concluded that improving leadership quality is the key factor in increasing nurse job satisfaction. Hospital management is recommended to strengthen supportive and participative leadership styles to enhance nurse satisfaction and performance.

Keywords: Nurse Job Satisfaction, Leadership, Work Environment, Workload, Hospital.

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1. Introduction

Nurse job satisfaction is one of the most critical determinants influencing the quality of hospital services. As a multidimensional concept, job satisfaction encompasses several essential aspects, including salary, workload, interpersonal relationships, career development opportunities, and work-life balance [1]. Nurses who experience high levels of job satisfaction tend to deliver higher-quality patient care, demonstrate stronger organizational commitment, and actively participate in service quality improvement initiatives. However, recent research trends indicate a decline in job satisfaction among nurses worldwide, largely influenced by increasing workloads, extended working hours, and the prolonged impact of the COVID-19 pandemic [2].

This issue has become a serious concern considering that nurses represent the largest proportion of healthcare professionals who interact directly and continuously with patients. In the Indonesian healthcare context, variations in nurse job satisfaction are strongly associated with staffing availability, managerial support, and access to professional training opportunities [3]. Low levels of job satisfaction among nurses may lead to significant organizational challenges, including increased turnover rates, decreased work motivation, and reduced service quality. Therefore, understanding the level and determinants of nurse job

satisfaction within a specific hospital setting becomes an essential first step in designing effective and targeted interventions.

Nurse job satisfaction is closely linked to overall hospital performance. Evidence from meta-analyses and systematic reviews indicates that nurse satisfaction and burnout significantly affect patient safety outcomes, the incidence of medical errors, and patient satisfaction scores [4]. Beyond clinical outcomes, job satisfaction also plays a strategic role in improving hospital operational efficiency. Hospitals with higher nurse job satisfaction levels tend to experience better staff retention, lower recruitment costs, and improved workforce stability [5]. Several intervention strategies, including improvements in nurse-to-patient ratios, psychosocial support systems, career development opportunities, and fair working-hour policies, have been shown to significantly enhance overall hospital performance indicators [6].

RS Murni Teguh Horas Insani Pematang Siantar is a private hospital located in Pematang Siantar City, North Sumatra, Indonesia, providing inpatient, outpatient, and various specialist healthcare services. The hospital is committed to delivering high-quality healthcare services and continues to expand its capacity through facility development and healthcare workforce recruitment. Nevertheless, publicly available data regarding human resource quality indicators, such as nurse-to-patient ratios, turnover rates, and nurse job satisfaction levels, remain limited. This situation highlights the importance of conducting empirical field research to provide evidence-based insights into nurses' working conditions within this institutional context.

The urgency of this study is further strengthened by previous findings indicating that low nurse job satisfaction negatively affects service quality and workforce stability in many hospitals [7], [8]. The lack of specific information regarding nurses' working conditions at RS Murni Teguh Horas Insani underscores the need for primary data-based research capable of identifying key determinants influencing nurse job satisfaction. According to previous research, hospitals that proactively assess and improve nurse job satisfaction are more likely to reduce recruitment costs, retain qualified personnel, and enhance overall service quality [9].

Preliminary observations and interviews conducted with several nurses working at RS Murni Teguh Horas Insani Pematang Siantar revealed that increasing patient numbers have contributed to longer working hours and heavier workloads, while staffing capacity remains limited. These conditions potentially influence nurses' job satisfaction and the quality of patient care services provided by the hospital. Therefore, this study is expected not only to provide practical recommendations for hospital management in developing evidence-based workforce policies but also to serve as a strategic reference for similar hospitals in the North Sumatra region. The findings of this study are anticipated to support the formulation of contextual and targeted interventions aimed at improving nurse job satisfaction, which in turn will contribute to enhancing the overall quality of healthcare services.

Based on the background described above, this study aims to examine the level of nurse job satisfaction and identify the dominant factors influencing job satisfaction among nurses at RS Murni Teguh Horas Insani Pematang Siantar.

2. Literature Review

Job satisfaction is generally defined as a positive emotional state resulting from an individual's evaluation of their job or work experience [10]. It reflects the extent to which employees' expectations toward their work are fulfilled and encompasses not only physical conditions but also psychological, social, and economic dimensions that shape work perceptions [11]. In the healthcare context, particularly among nurses, job satisfaction is a critical determinant of service quality and patient safety. Evidence shows that nurses with high job satisfaction tend to demonstrate better performance, lower absenteeism, and stronger

organizational commitment, while dissatisfaction is associated with burnout, turnover intention, and decreased quality of care [12]. These findings highlight that job satisfaction is a multidimensional construct with significant implications for both workforce stability and healthcare outcomes.

Theoretical frameworks such as Herzberg's Two-Factor Theory and Self-Determination Theory (SDT) provide important insights into the mechanisms underlying job satisfaction. Herzberg distinguishes between intrinsic motivators such as achievement, recognition, and professional growth and extrinsic hygiene factors, including salary, working conditions, and interpersonal relationships [13]. Motivators enhance satisfaction, whereas hygiene factors prevent dissatisfaction. Empirical evidence in nursing supports this distinction, showing that recognition and development opportunities improve satisfaction, while poor working conditions and excessive workload lead to dissatisfaction [5]. Meanwhile, SDT emphasizes the fulfillment of three basic psychological needs: competence, autonomy, and relatedness as the foundation of motivation and satisfaction [14]. Studies indicate that autonomy support, professional development, and positive workplace relationships have stronger effects on nurses' job satisfaction than purely financial incentives [15], [16], suggesting that intrinsic and psychosocial factors play a central role in modern healthcare settings.

A wide range of organizational and individual factors have been identified as influencing nurses' job satisfaction. Salary and compensation contribute to perceptions of fairness and can enhance motivation and retention, although their impact is often dependent on other factors. The work environment, including safety, comfort, and organizational climate, plays a significant role in shaping nurses' well-being and satisfaction. Interpersonal relationships foster collaboration and social support, which are essential in high-pressure healthcare environments [17]. Leadership is consistently recognized as a key determinant, with supportive and participatory leadership styles significantly improving job satisfaction [18]. Workload is another critical factor, as excessive demands can lead to stress and burnout, negatively affecting satisfaction and performance. Given the complexity of nursing roles which include patient care, administrative duties, and health education, supportive working conditions are essential to ensure both professional well-being and service quality.

Previous studies further confirm that nurses' job satisfaction is shaped by the interaction of multiple factors rather than a single determinant. Research has shown that job characteristics, collegial relationships, compensation, and benefits significantly influence satisfaction levels, while quality of work life and career development opportunities also play important roles [19]. Global studies highlight the importance of addressing burnout, retention, and workforce stability, particularly during crises such as the COVID-19 pandemic [20]. Other findings emphasize the role of leadership, work-life balance, and staffing adequacy in improving satisfaction and retention [21]. Additionally, social support, effective communication, and conducive work environments have been shown to reduce stress and enhance job satisfaction [22]. Overall, the literature indicates that job satisfaction among nurses is a complex, multidimensional phenomenon influenced by interconnected organizational, psychological, and environmental factors, underscoring the importance of context-specific research to identify dominant determinants and inform effective management strategies.

3. Method

This study employed a quantitative approach using a descriptive correlational research design to examine the factors influencing nurses' job satisfaction at RS Murni Teguh Horas Insani Pematang Siantar, Indonesia. The study was conducted throughout 2025, covering the stages of instrument preparation, data collection, statistical analysis, and reporting. The population consisted of all nurses working at the hospital (N = 131),

and a total sampling technique was applied to obtain representative data from the entire accessible population. Inclusion criteria were nurses who had worked for at least one year, were willing to participate by signing informed consent, and were assigned to inpatient wards, emergency departments, or outpatient clinics. Nurses who were on extended leave or participating in external training during the data collection period were excluded. The study examined five independent variables salary, work environment, interpersonal relationships among colleagues, leadership, and workload and one dependent variable, namely nurses' job satisfaction.

Data were collected using a structured questionnaire based on operational indicators for each variable and measured using a five-point Likert scale ranging from strongly disagree (1) to strongly agree (5). Prior to data collection, the instrument was tested for validity using Pearson correlation analysis and for reliability using Cronbach's alpha, with a minimum acceptable threshold of $\alpha \geq 0.70$. Data analysis was performed using multiple linear regression to assess both simultaneous and partial effects of independent variables on nurses' job satisfaction. Supporting statistical procedures included normality testing (Kolmogorov-Smirnov), multicollinearity assessment using tolerance and variance inflation factor (VIF), heteroscedasticity testing using the Glejser method and scatterplot evaluation, and autocorrelation testing using the Durbin-Watson statistic. All classical assumption tests indicated that the regression model satisfied the required statistical assumptions, confirming the suitability of the model for further interpretation of the relationships between variables.

4. Results and Discussion

Result

Respondent Characteristics

The description of respondents' characteristics provides an overview of the demographic and professional profiles of nurses participating in this study at RS Murni Teguh Horas Insani Pematang Siantar in 2025. Understanding respondent characteristics is important for interpreting the distribution of responses and contextualizing the analysis of factors influencing nurses' job satisfaction. A total of 42 nurses participated in this study and were distributed across several demographic categories, including gender, educational background, years of service, and working units.

Table 1. Characteristics of Respondents

Variable	Category	n	%
Gender	Female	28	66.7
	Male	14	33.3
Educational Level	Diploma III (D3)	22	52.4
	Bachelor (S1)	4	9.5
	Professional Nurse (Ners)	16	38.1
Years of Service	< 1 year	10	23.8
	1–3 years	26	61.9
	4–6 years	6	14.3
Working Unit	Inpatient ward	13	31.0
	ICU	9	26,2
	Emergency department	7	16,7
	Outpatient clinic	7	16,7
	Operating theatre (OT)	4	7,1
	Hemodialysis unit (HD)	2	2,4

Based on gender distribution, the majority of respondents were female nurses (66.7%), while male nurses accounted for 33.3% of the total sample. This finding reflects the general workforce composition of the nursing profession, which remains predominantly female. Differences in gender composition may contribute to variations in perceptions of workload, workplace environment, and job satisfaction levels among nurses, particularly in hospital service settings with high clinical demands.

In terms of educational background, most respondents held a Diploma III (D3) in nursing (52.4%), followed by nurses with a professional nursing qualification (Ners) (38.1%), while only a small proportion held a bachelor's degree (S1) (9.5%). This distribution indicates that the nursing workforce at RS Murni Teguh Horas Insani Pematang Siantar is largely composed of vocational and professional-level nurses who are directly involved in daily clinical service delivery. Educational background differences may influence professional competence, role expectations, and perceptions of career development opportunities, which are closely related to job satisfaction.

Regarding years of service, the majority of respondents had worked between one and three years (61.9%), followed by nurses with less than one year of experience (23.8%) and those with four to six years of experience (14.3%). This variation suggests that most respondents were in the early stages of their professional careers, which may influence adaptation processes, workload perception, and expectations toward organizational support and leadership practices within the hospital.

Based on working unit distribution, respondents were spread across several clinical service areas, including inpatient wards (31.0%), intensive care units (21.4%), emergency departments (16.7%), outpatient clinics (16.7%), operating theatres (9.5%), and hemodialysis units (4.8%). The dominance of respondents from inpatient and ICU units indicates that a considerable proportion of participants were working in high-intensity clinical environments. Differences in workload characteristics and clinical responsibilities across these units may contribute to variations in perceived job satisfaction among nurses in different service areas.

Normality Test

The normality test was conducted to determine whether the regression residuals were normally distributed before performing multiple linear regression analysis. The results of the normality test using both the Kolmogorov–Smirnov and Shapiro–Wilk tests are presented in Table 2.

Table 2. Normality Test Result

Variable	Test	Statistic	df	Sig.
Unstandardized Residual	Kolmogorov–Smirnov	0.130	41	0.079
	Shapiro–Wilk	0.965	41	0.238

The results showed that the significance value of the Kolmogorov–Smirnov test was 0.079 and the Shapiro–Wilk test was 0.238, both of which were greater than 0.05. These findings indicate that the residual data were normally distributed. Therefore, the regression model met the normality assumption and was appropriate for further statistical analysis.

Multicollinearity Test

The multicollinearity test was performed to evaluate whether strong correlations existed among the independent variables included in the regression model. The results are summarized in Table 3.

Table 3. Multicollinearity Test Results

Variable	Tolerance	VIF
Salary	0.606	1.649
Work Environment	0.621	1.610
Interpersonal Relationships	0.539	1.855
Leadership	0.417	2.398
Workload	0.901	1.110

The tolerance values ranged from 0.417 to 0.901, all exceeding the minimum threshold of 0.10. Similarly, the Variance Inflation Factor (VIF) values ranged between 1.110 and 2.398, which were well below the critical value of 10. These results indicate that no multicollinearity problems were detected among the independent variables. Therefore, all predictor variables could be included simultaneously in the regression analysis.

Heteroscedasticity Test

The heteroscedasticity test was conducted using a scatterplot analysis between standardized residual values and standardized predicted values. The scatterplot showed that the residual points were randomly distributed above and below the zero line and did not form any systematic pattern such as funnel-shaped or wave-like distributions.

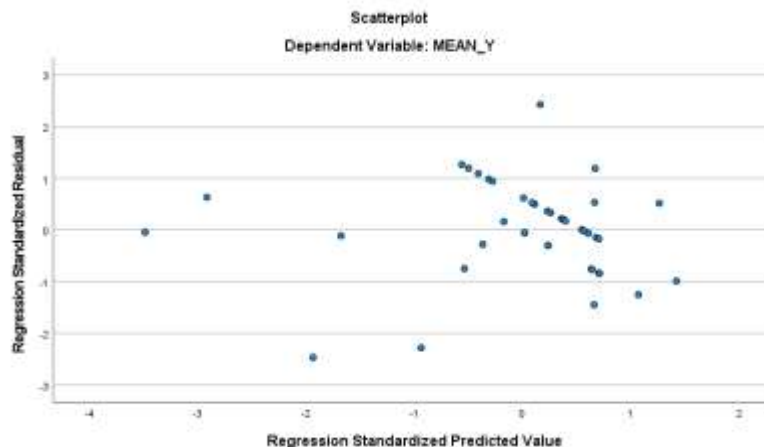


Figure 1. Heteroscedasticity Test Result

This random distribution indicates that the variance of residuals remained constant across all levels of predicted values. Therefore, the regression model satisfied the homoscedasticity assumption, confirming that heteroscedasticity was not present in the dataset.

Autocorrelation Test

The autocorrelation test was performed using the Durbin–Watson statistic to evaluate whether residuals were independent from one observation to another. The results of the test are presented in Table 4.

Table 4. Autocorrelation Test Results

Model	R	R Square	Adjusted R Square	Std. Error	Durbin–Watson
1	0.772	0.596	0.538	0.30224	2.223

The Durbin–Watson value obtained in this study was 2.223, which is close to the ideal value of 2. This result indicates that there was no positive or negative autocorrelation among residuals. Therefore, the independence assumption of the regression model was fulfilled, confirming that the regression estimates were stable and reliable for further hypothesis testing.

Multiple Linear Regression Analysis of Factors Influencing Nurses' Job Satisfaction

To examine the influence of salary, work environment, interpersonal relationships, leadership, and workload on nurses' job satisfaction, a multiple linear regression analysis was conducted. The regression results are presented in Table 5.

Table 5. Multiple Linear Regression Analysis of Factors Influencing Nurses' Job Satisfaction

Variable	B	Std. Error	Beta	t	Sig.	95% CI Lower	95% CI Upper
Constant	0.908	0.596	—	1.523	0.137	-0.302	2.118
Salary	0.009	0.124	0.010	0.070	0.945	-0.244	0.261
Work Environment	0.294	0.160	0.251	1.840	0.074	-0.030	0.619
Interpersonal Relationships	-0.270	0.186	-0.212	-1.451	0.156	-0.648	0.108
Leadership	0.688	0.167	0.685	4.117	0.000	0.349	1.027
Workload	0.059	0.051	0.129	1.143	0.261	-0.046	0.163

The regression analysis revealed that leadership was the only variable that had a statistically significant effect on nurses' job satisfaction ($B = 0.688$; $p < 0.001$). Meanwhile, salary ($p = 0.945$), work environment ($p = 0.074$), interpersonal relationships ($p = 0.156$), and workload ($p = 0.261$) did not show statistically significant partial effects on job satisfaction.

The salary variable showed a positive regression coefficient ($B = 0.009$), indicating a positive but very weak relationship with nurses' job satisfaction. However, this effect was not statistically significant, suggesting that financial compensation alone was not a determining factor influencing nurses' job satisfaction in this hospital setting. Similarly, the work environment variable demonstrated a positive coefficient ($B = 0.294$), indicating that a more supportive and comfortable working environment tended to increase job satisfaction levels, although the relationship was not statistically significant at the 5% significance level.

Interpersonal relationships among colleagues showed a negative regression coefficient ($B = -0.270$), suggesting that less harmonious workplace interactions may reduce job satisfaction levels. However, this relationship was also not statistically significant. Meanwhile, workload demonstrated a positive but non-significant relationship with job satisfaction ($B = 0.059$), indicating that variations in workload did not significantly influence nurses' perceived job satisfaction. This finding may suggest that nurses were able to adapt to their workload demands or had developed effective coping mechanisms in managing job-related pressures.

In contrast, leadership emerged as the most influential factor affecting nurses' job satisfaction. The regression coefficient for leadership ($B = 0.688$) was the largest among all independent variables and statistically significant ($p < 0.001$), indicating that improvements in leadership quality were strongly associated with increased levels of job satisfaction among nurses. This finding highlights the critical role of managerial support, clear communication, fairness in task distribution, and motivational leadership practices in shaping nurses' perceptions of their work environment.

Simultaneous Effect of Independent Variables on Nurses' Job Satisfaction

To examine the simultaneous influence of all independent variables on nurses' job satisfaction, an F-test was conducted. The results are presented in Table 6.

Table 6. Simultaneous Regression Test (F-Test)

Source	Sum of Squares	df	Mean Square	F	Sig.
Regression	4.719	5	0.944	10.332	0.000
Residual	3.197	35	0.091	—	—

Source	Sum of Squares	df	Mean Square	F	Sig.
Total	7.916	40	—	—	—

The results of the simultaneous regression test showed that the independent variables collectively had a significant effect on nurses' job satisfaction ($F = 10.332$; $p < 0.001$). This indicates that salary, work environment, interpersonal relationships, leadership, and workload jointly contributed to explaining variations in job satisfaction among nurses at RS Murni Teguh Horas Insani Pematang Siantar.

Among the five independent variables included in the regression model, leadership was identified as the most dominant factor influencing nurses' job satisfaction. This conclusion was supported by the highest regression coefficient value ($B = 0.688$) and the strongest statistical significance level ($p < 0.001$) compared to other variables. These findings suggest that leadership quality plays a central role in shaping nurses' professional experiences, including perceptions of organizational support, clarity of direction, fairness in decision-making, and motivation at work.

Discussion

The findings of this study indicate that salary did not have a statistically significant effect on nurses' job satisfaction at RS Murni Teguh Horas Insani Pematangsiantar. This result suggests that although financial compensation is commonly recognized as an important component of employment conditions, it does not necessarily function as the primary determinant of job satisfaction when other non-financial aspects of work are adequately fulfilled. This finding is consistent with previous research indicating that while compensation is related to job satisfaction, its role often becomes secondary when intrinsic and psychosocial factors such as recognition, professional respect, and supportive work environments are already present [23]. Similarly, a study reported that perceptions of appropriate salary levels were associated with higher satisfaction; however, the direction and strength of the relationship varied depending on organizational context and nurses' expectations [24]. Literature reviews further emphasize that remuneration contributes to job satisfaction more effectively when combined with career advancement opportunities and professional acknowledgment rather than functioning as an isolated factor [25]. These findings suggest that nurses' satisfaction in the present study setting may be shaped more strongly by professional and organizational experiences than by financial incentives alone.

The work environment variable was also found to have no statistically significant effect on job satisfaction, although it demonstrated a positive relationship directionally. This result indicates that while improvements in physical workspace conditions and organizational climate may enhance comfort and motivation, their independent contribution to job satisfaction may be limited when analyzed alongside other organizational variables. Previous empirical studies have reported that supportive workplace conditions, including safe facilities and healthy interpersonal interactions, contribute positively to motivation and comfort, ultimately increasing job satisfaction [26]. Additional research has shown that supportive environments strengthen collegial relationships and reduce occupational stress among healthcare workers, thereby positively influencing job satisfaction levels [27]. A comprehensive organizational perspective further highlights that workplace structure, both physical and social, represents an essential dimension of job satisfaction; however, its effect is often complex and interacts dynamically with leadership quality, workload distribution, and interpersonal support systems within healthcare institutions [28]. Therefore, the absence of statistical significance in this study does not diminish the practical importance of the work environment but instead suggests the presence of interacting variables that may mediate its influence.

Interpersonal relationships among colleagues were also not found to significantly influence job satisfaction in the regression model, although their contribution remained conceptually meaningful. Positive collegial

relationships are widely recognized as essential elements of psychosocial workplace climate because they facilitate communication, teamwork effectiveness, and emotional support among healthcare professionals. Existing literature demonstrates that interpersonal relationships in clinical environments represent one of the key external determinants associated with nurses' job satisfaction, particularly through their influence on perceived social support and psychological safety in the workplace. Supportive collegial interactions contribute to the development of collaborative work cultures in which nurses feel respected and valued, ultimately strengthening professional satisfaction. Furthermore, strong teamwork relationships have been shown to reduce burnout risk and improve professional engagement, indicating that collegial relationships remain important contributors to satisfaction even when their statistical influence varies across institutional contexts [27]. The results of the present study therefore suggest that interpersonal relationships may function as supportive background conditions rather than dominant predictors of satisfaction.

Similarly, workload was not found to have a statistically significant effect on nurses' job satisfaction, although it remains an important organizational factor affecting professional well-being. Contemporary literature consistently identifies workload as a major determinant of nurses' psychological health and occupational sustainability, particularly because excessive workload can trigger stress and burnout that negatively affect satisfaction levels [29]. Additional studies have reported that high workload intensity is significantly associated with job dissatisfaction and may influence both service quality and staff retention in healthcare institutions [30]. Nevertheless, the relationship between workload and satisfaction is often complex and moderated by organizational support mechanisms, staffing adequacy, and leadership effectiveness. Balanced workload allocation combined with institutional support systems may improve nurses' perceptions of their professional responsibilities and mitigate negative effects on job satisfaction [30]. The findings of this study therefore indicate that nurses at the study site may have developed adaptive coping mechanisms or benefited from institutional structures that helped maintain satisfaction despite workload variations.

In contrast to the other independent variables, leadership emerged as the only factor that significantly influenced nurses' job satisfaction and demonstrated the strongest contribution within the regression model. This finding highlights the central role of leadership quality in shaping nurses' professional experiences, particularly through effective communication practices, moral support, fair task allocation, and active involvement in staff development processes. Strong evidence from previous studies supports the conclusion that leadership style is closely associated with improvements in nurses' job satisfaction because effective leaders are able to create inclusive and supportive workplace environments that encourage professional engagement [31]. Systematic reviews further emphasize that effective leadership strengthens work motivation and reduces turnover intentions by providing clear direction, recognition, and opportunities for participation in decision-making processes [31]. Research conducted in several hospital settings also demonstrates that the relationship between supervisors and nursing staff represents one of the strongest predictors of job satisfaction, reinforcing the importance of leadership in maintaining workforce motivation and loyalty within healthcare organizations [24]. These findings confirm that leadership functions not only as a managerial mechanism but also as a strategic determinant of organizational climate and professional fulfillment among nurses.

The simultaneous regression results further indicate that nurses' job satisfaction is not determined by a single organizational variable but rather represents the outcome of interactions among multiple structural and psychosocial workplace factors. Salary contributes to perceptions of fairness and financial appreciation, the work environment shapes comfort and safety conditions, interpersonal relationships strengthen teamwork and social support systems, workload influences stress and fatigue levels, and leadership provides direction, motivation, and professional guidance. When these factors are managed collectively and

strategically, nurses' job satisfaction levels are more likely to improve significantly. This finding aligns with previous research emphasizing that healthcare workers' job satisfaction represents a multidimensional construct influenced by structural, managerial, and interpersonal elements within healthcare organizations [31].

These results are also consistent with studies demonstrating that hospital management approaches focusing exclusively on a single factor, such as compensation or workload adjustment alone, are insufficient to produce optimal improvements in job satisfaction. Instead, job satisfaction tends to increase more effectively when organizations create balanced systems that integrate fair reward structures, supportive working environments, harmonious collegial relationships, equitable workload distribution, and participatory leadership practices [28]. Research conducted in regional hospitals similarly indicates that the combined influence of these organizational factors significantly affects both job satisfaction and nurse retention, which ultimately contributes to improvements in healthcare service quality [32].

The dominant influence of leadership identified in this study further strengthens the perspective that nursing leaders and hospital management occupy strategic positions in shaping job satisfaction among healthcare workers. Effective leadership has the capacity to integrate other organizational elements such as workload management, workplace climate development, and collegial relationship strengthening, thereby amplifying their collective impact on professional satisfaction. This conclusion is consistent with several previous studies identifying leadership as one of the strongest predictors of nurses' job satisfaction because of its direct influence on organizational culture and working climate within healthcare institutions [30], [31].

5. Conclusion

Based on the results of the data analysis and discussion regarding the factors influencing nurses' job satisfaction at RS Murni Teguh Horas Insani Pematangsiantar in 2025, it can be concluded that nurses' job satisfaction is shaped by a combination of organizational and psychosocial factors, with leadership emerging as the most dominant and statistically significant determinant. While salary, work environment, interpersonal relationships, and workload demonstrated varying directions of influence, none showed significant partial effects, indicating that job satisfaction cannot be explained by a single factor but rather by the interaction of multiple dimensions. These findings suggest that hospital management should prioritize strengthening leadership quality through supportive, participatory, and communicative managerial practices, while simultaneously maintaining improvements in work environment, workload management, and interpersonal dynamics. However, this study has several limitations, including its relatively small sample size, single-institution focus, and reliance on self-reported questionnaire data, which may limit the generalizability of the findings and introduce potential response bias. Therefore, future research is recommended to involve larger and more diverse samples across multiple healthcare institutions, incorporate longitudinal or mixed-method approaches, and explore additional variables such as organizational culture, work-life balance, and psychological resilience to provide a more comprehensive understanding of nurses' job satisfaction.

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