Original Research

The Factors of Job Satisfaction among Nurses

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Article Info

Abstract

Introduction: Hospital as a health service center must really pay attention to the importance of health services to patients that rely on human resources. Job satisfaction among nurses is one of the factors that contribute to maintaining the quality of health services. As health workers who are directly involved in providing care to patients, nurses have a very strategic role in meeting patient needs and creating a safe, comfortable, and effective care environment.

Methods: This research uses an analytical survey design with a cross-sectional approach. The population of this study was 559 nurses. The number of samples involved in this study was 233, using the proportional sampling method. Data collection using questionnaires, which have been tested for validity and reliability test. Data analysis techniques using Chi-squared test analysis and binary logistic regression analysis to describe the relationship between two variables.

Results: Based on the Chi-Square results, it is known that nursing manager leadership, social support, and work-family conflict, have a significant relationship with nurses’ job satisfaction with a p-value ≤ 0.05. Meanwhile, the gender variable does not have a significant relationship with nurses’ job satisfaction with p value > 0.05. Multivariate analysis with ordinal regression test shows that social support with a p-value = 0.00 < 0.25 and a Wald (OR) value of 15.856 is the largest.

Conclusion: There is a significant relationship between leadership and job satisfaction of nurses and there is also a significant relationship between social support and job satisfaction of nurses at the Mangusada Hospital.

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INTRODUCTION

Hospitals are one of the health facilities and places where health efforts strive to improve optimal health for the community. Realizing this, the hospital as a health service center must really pay attention to the importance of health services to patients that rely on human resources [5]. Nurses are one of the components of hospital services and become a benchmark that determines the quality of health services in the hospital. Nurses are always required to be professional in carrying out their nursing duties. The role of nurses has expanded to include the psychosocial aspects of patients and views patients as having physiological, psychological, social, and spiritual needs [6].

Job satisfaction is needed for nurses to improve health services. Job satisfaction is a pleasant or positive emotional state resulting from an assessment of one's work or work experience. Job satisfaction is an emotional attitude that is pleasant and makes one love his job [3]. Nurses who experience positive emotions in their jobs get better. Nurses who are not satisfied at work have negative feelings, causing many problems in the hospital. Many experts explain the theory of job satisfaction. Balance Theory (Equity Theory) states that in organizations there must be a balance [4]. Discrepancy theory explains that nurses’ job satisfaction depends on the difference between what is obtained and what is expected [3].

Several studies have shown that nurses experience a lot of job dissatisfaction. Research in various hospitals related to job satisfaction shows, as shown in [5] research, that nurse job satisfaction in several countries is still low, such as in China (54%), Shanghai (60.8%), and Indonesia (92.96%). According to research (Daniyanti & Kamil, 2016), the category of less satisfied was 57.5%. In Kundre's research (2018), as much as 60.5% Based on the results of research by [6], it amounted to 67%. The dissatisfaction felt by nurses is due to salary, the provision of additional incentives for achievement or extra work, the availability of equipment that supports services, opportunities to improve work skills through training, and hospital institutions' attention to nurses. This is a picture of a nurse's dissatisfaction with the work performed.

A nurse who is dissatisfied with his or her work will often be absent from work, and this level of absence can increase the workload of other nurses. When a nurse's workload increases, her work output is not maximized [7]. Therefore, nurses' views and feelings towards their work must be maintained on the positive side so as not to cause various negative impacts in the hospital.

The various negative impacts caused by dissatisfied nurses include dissatisfaction, both with health services and nursing care provided by nurses. According to [7], one of the negative impacts is the high turnover rate in the industry. One of them is causing high turnover rates in the health industry. Nurses who are dissatisfied with their jobs will have a major impact on productivity and health services. Especially for the nursing care provided by the nurse.

Job satisfaction is one of the most important factors for every nurse because job
satisfaction can affect nurse performance. Job satisfaction reflects the attitude of the workforce towards their work. Hospital agency leaders, in carrying out their duties, are, of course, faced with issues related to the job satisfaction of their nurses. According to [3], the attitude of job satisfaction can be reflected by the right placement according to expertise, the weight of the work, the atmosphere and environment of the work, the equipment that supports the implementation of the work, the attitude of the leader in leadership, and the monotonous nature of the work or not. Every employee who works for a company certainly wants the maximum level of job satisfaction.

According to [8], one of the most important factors associated with job satisfaction is manager leadership. A good leader can cause their employees to perform to their highest ability, which will ultimately lead to a sense of satisfaction with their work. The application of good leadership can motivate subordinates to perform more responsibilities than they expect. With the right leadership implementation, employees feel trust, admiration, loyalty, and respect for the leader and are motivated to do more than expected [9].

Research that shows a significant relationship between leadership and nurse job satisfaction is shown in the literature [5][10][11]. Conflicting research results shown in research conducted by [8] revealed that there was no significant relationship between leadership style and nurses’ job satisfaction.

According to [12], when employees face unpleasant work situations due to a lack of adaptation, stress will easily arise, which will affect their satisfaction. The above statement is reinforced by previous research, namely [8] which found that work conflict has a negative and significant impact on job satisfaction. However, different results are shown in research conducted by [13], showing that work-family conflict has no effect on job satisfaction.

Gender is defined as a social concept that differentiates functions and roles between men and women. The view of gender in the company is based on two models of gender concepts, where [14] mentions the equality model, which assumes two possibilities, namely the existence of equality (equity) between men and women as professionals. The second is the stereotype model, which assumes that men and women in the company are grouped and given attributes with their respective characteristics [14]. Research that has proven a significant relationship between gender and job satisfaction [14]; [15]. Meanwhile, conflicting research results are shown in research conducted by [16], namely that gender does not differ significantly from job satisfaction.

Based on the phenomenon and research gap above, the researcher will conduct a study with the title "The Factors of Job Satisfaction Among Nurses at Mangusada Hospital Badung Bali"

**METHODS**

*Study Design and Sample*

This research uses an analytical survey design with a cross-sectional approach. The
population of this study was 559 nurses. The number of samples involved in this study was 233, using the proportional sampling method with inclusion criteria: nurse at Mangusada Hospital, willing to be a respondent and sign informed consent, nurses who are not on leave or have permission, and exclusion criteria is nurses who are on study assignments. The research was conducted from August 2022 to September 2022.

**Instrument and Data Collection**

The instrument used in this research was a questionnaire. The questionnaire contains respondent data such as age, gender, length of work, highest level of education, and marital status. Questionnaire to measure job satisfaction, social support, work-family conflict and nursing manager leadership. This questionnaire uses a Likert Scale which consists of 4 answer choices, namely "strongly agree" has a score of 4, "agree" has a score of 3, "disagree" has a score of 2, and "strongly disagree" has a score of 1".

Before being tested on respondents, the questionnaire was tested for validity using the Pearson Product Moment Correlation Coefficient test. There were 30 respondents to the questionnaire trial, so the r table value was 0.361. The results of testing the validity of the leadership variable (r = 0.692 - 0.740), the social support variable (r = 0.687 - 0.957), the work-family conflict variable (r = 0.865 - 0.951), the job satisfaction variable (r = 0.597 - 0.956). Thus, all variables have a calculated r value above 0.361, so it can be stated that all statements are valid and worthy of being used as research instruments.

The reliability test in this research was the Cronbach’s alpha test. The results of reliability testing for the leadership variable with Cronbach’s alpha of 0.693, the social support variable with Cronbach’s alpha of 0.964, the work-family conflict with Cronbach’s alpha of 0.894, and the job satisfaction with Cronbach’s alpha of 0.965. All variables have a Cronbach’s alpha value greater than 0.6, so it can be stated that all variables are reliable.

Data collection was carried out by distributing the questionnaire link via Google Form https://forms.gle/i2jBDt5SSBBvVUVW9 via WhatsApp group, before respondents filled out the mandatory questionnaire to fill in informed consent via Google Forms.

**Data Analysis and Ethics**

Data analysis uses bivariate analysis: analysis techniques using Chi-squared test analysis that looked at the relationships between employees (nursing manager leadership and social support), gender, and outside factors (work-family conflict) and how satisfied nurses were with their jobs. The independent variables in this research are social support, work-family conflict, leadership, and gender. The dependent variable is nurse's job satisfaction. The confidence interval value used in this study was 95% with a significance level of 5% (α= 0.05).

The results were calculated by multivariate analysis, the analysis used is binary logistic regression analysis. Variables that were analyzed multivariately were variables that had a statistical significance value of p < 0.25 in bivariate analysis. These
variables include nursing manager leadership, social support, and work-family conflict. An ethical clearance letter was issued with the number 800/10092/RSDM/2022 from Mangusada Hospital.

RESULTS

Table 1 shows the results of a bivariate analysis with the Chi-Squared test that looked at the relationships between employees (nursing manager leadership and social support), gender, and outside factors (work-family conflict) and how satisfied nurses were with their jobs. Based on the results contained in Table 1, it can be concluded that respondents who rated the nursing manager’s leadership as good with high satisfaction were 151 people (64.8%), while respondents who rated the nursing manager’s leadership as poor with poor job satisfaction were 34 people (14.6%). In the social support variable, it is known that respondents who rated good with good job satisfaction were 148 people (63.5%), while respondents who rated social support in the poor category with low job satisfaction were 63 people (27%). In the work-family conflict variable, respondents who rated work-family conflict in the frequent category experienced low job satisfaction, as many as 65 people (27.9%), while respondents who rated work-family conflict in the rare category experienced high job satisfaction, as many as 136 people (58.4%). In the gender variable, it is known that 95 men (40.8%) rated high job satisfaction, while 67 women (28.8%) rated high job satisfaction.

Based on Chi-Squared test results, it is known that nursing manager leadership, social support, and work-family conflict have a significant relationship with nurses’ job satisfaction with a p-value of 0.05. While the gender variable does not have a significant relationship with nurses’ job satisfaction with a p-value > 0.05.

In this study, the results were calculated by multivariate analysis, namely the ordinal regression regression test. Variables that were analyzed multivariately were variables that had a statistical significance value of p < 0.25 in bivariate analysis. These variables include nursing manager leadership, social support, and work-family conflict.

Table 2 presents the dominant variables associated with nurses’ job satisfaction. The final results show that social support, with a p-value of 0.00 < 0.25 and a Wald value (OR) of 15.856, is the largest, meaning that social support is the dominant factor associated with nurses’ job satisfaction at Mangusada Hospital, Badung Regency. The Wald value of 15.856 indicates that nurses who get higher social support have a 15.856 times higher chance of feeling high job satisfaction compared to nurses who do not get social support.
Table 1

The Influence of Personnel Factors, Employee Relations Factors, Individual Factors, and External Factors on Job Satisfaction of Nurses at Mangusada Hospital

<table>
<thead>
<tr>
<th>Variable</th>
<th>Total (n = 233)</th>
<th>Job Satisfaction</th>
<th>X²</th>
<th>p</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>n (%)</td>
<td>n (%)</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>High</td>
<td>Low</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Correlation Factor Within</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Nursing Manager Leadership</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>High</td>
<td>188 (80,7%)</td>
<td>151 (64,8%)</td>
<td>37</td>
<td>(15,9%)</td>
</tr>
<tr>
<td>Low</td>
<td>45 (19,3%)</td>
<td>11 (4,7%)</td>
<td>34</td>
<td></td>
</tr>
<tr>
<td>Social support</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>High</td>
<td>156 (67%)</td>
<td>148 (63,5%)</td>
<td>8</td>
<td>(3,4%)</td>
</tr>
<tr>
<td>Low</td>
<td>77 (33%)</td>
<td>14 (6,0%)</td>
<td>63</td>
<td></td>
</tr>
<tr>
<td>Individual Factor</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Gender</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Male</td>
<td>132 (56,7%)</td>
<td>95 (40,8%)</td>
<td>37</td>
<td>(15,9%)</td>
</tr>
<tr>
<td>Female</td>
<td>101 (43,3%)</td>
<td>67 (28,8%)</td>
<td>34</td>
<td></td>
</tr>
<tr>
<td>External Factor</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Work family conflict</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Rare</td>
<td>142 (60,9%)</td>
<td>136 (58,4%)</td>
<td>6</td>
<td>(2,6%)</td>
</tr>
<tr>
<td>Often</td>
<td>91 (39,1%)</td>
<td>26 (11,2%)</td>
<td>65</td>
<td></td>
</tr>
</tbody>
</table>

Table 2

Dominant Variables Associated with Job Satisfaction of Nurses at Mangusada Hospital

<table>
<thead>
<tr>
<th>Variable</th>
<th>Estimate</th>
<th>Std. Error</th>
<th>Wald (OR)</th>
<th>df</th>
<th>Sig.</th>
<th>95% Interval</th>
<th>Confidence</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td></td>
<td>df</td>
<td></td>
<td></td>
<td>Lower Bound</td>
<td>Upper Bound</td>
</tr>
<tr>
<td>Threshold [Job satisfaction = 1,00]</td>
<td>1,765</td>
<td>2,633</td>
<td>0,449</td>
<td>1</td>
<td>0,503</td>
<td>-3,395</td>
<td>6,925</td>
</tr>
<tr>
<td>Location Leadership</td>
<td>-0,257</td>
<td>0,574</td>
<td>0,200</td>
<td>1</td>
<td>0,655</td>
<td>-1,383</td>
<td>,869</td>
</tr>
<tr>
<td>Social support</td>
<td>3,390</td>
<td>0,851</td>
<td>15,856</td>
<td>1</td>
<td>0,000*</td>
<td>1,721</td>
<td>5,059</td>
</tr>
<tr>
<td>Work-family conflict</td>
<td>-1,380</td>
<td>0,877</td>
<td>2,477</td>
<td>1</td>
<td>0,116</td>
<td>-3,099</td>
<td>,339</td>
</tr>
</tbody>
</table>
DISCUSSION

**Work-family conflict at Mangusada Hospital in Badung Regency**

Work-family conflict is one form of role conflict. Conflict will occur when workers' participation in work makes workers' participation in the family more difficult [12]. According to [12] "As a female nurse and also a housewife, it is not easy where you have to look after and care for patients and also have responsibilities as a housewife to take care of your husband and children. Women nurses cannot divide or balance time for family and work matters, which can lead to conflict, namely work and family conflicts".

The results of the study [17] stated that female nurses at Ibnu Sina Islamic Hospital indicated experiencing work-family conflict, where 55% of nurses said they were late and even did not come to work for family reasons. Then 60% answered that time for family was lacking. Then 65% answered that family problems affected work, and 55% answered that they received family complaints as a result of work. Research [18] revealed that the demands of work as a nurse make it difficult to be present at home, with family, or with various personal responsibilities, besides not being able to relax with friends. Research conducted [14] in the inpatient room of Cibabat General Hospital, Cimahi in 2016 showed that the level of work-family conflict among female nurses was in the high category.

According to researchers, the description of the incidence of work-family conflict experienced by nurses working at Mangusada Hospital, Badung Regency, is due to dual activities that demand the use of the same time but cannot be done because of obligations or work. For example, a female who is married and works as a nurse sometimes arrives late because she has to take care of children when the mother who works as a nurse gets a shift at night. It should be a mother's job to put her child to bed at night or guide her child when doing homework, but a mother nurse cannot do it because she has to work.

Nurses are a profession that cannot be ruled out in hospitals, not only facing and serving the sick but also dealing with various problems of regulations, procedures, and bureaucracy in hospitals that require physical and mental endurance. And the lack of division of labor duties at work results in problems that exist between family and work.

**Relationship between Leadership and Job Satisfaction of Nurses at Mangusada Hospital in Badung Regency**

Based on the results of the study, respondents who assessed the nursing manager's leadership were good, with high job satisfaction as many as 151 people (64.8%), while respondents who assessed the nursing manager's leadership were not good, with poor job satisfaction as many as 34 people (14.6%). The results of this study indicate that the better the implementation of leadership carried out by nursing managers toward their subordinates, the more nurses tend to feel satisfied at work. This is confirmed in the Chi-Square results with a significance value of
0.05, which means that the hypothesis is accepted, namely that there is a significant relationship between nursing manager leadership and nurses’ job satisfaction at Mangusada Hospital, Badung Regency.

Leadership is the ability to influence others in a group to achieve goals. How to communicate well with staff, motivate staff, have the ability to lead, and make decisions are indicators of leadership attitudes and behaviors in order to make others follow what they want. Employee job satisfaction will be better with good leadership. The influence of leadership on job satisfaction has previously been reported by Fatimah Wahyuni & [19]; [20]. Job satisfaction of nurses from various previous studies is known to be related to leadership[21]; [22]. Research [23] revealed the results of the study: leadership has the most dominant influence on nurses' job satisfaction.

The results of the analysis show that nursing manager leadership is the main shaper of executive nurses' job satisfaction. This finding implies that the application of good leadership by nursing managers in four aspects, namely leadership ability, communication, decision-making, and motivation, will make nurses feel more satisfied with their work. This finding proves the theory put forward by [2] that the success or failure of an organization to achieve predetermined goals will largely be determined by the ability of the leader, who plays an important role in order to move people or staff. Good leadership will result in high employee productivity, create good cooperation in groups, create organized activities, increase employee enthusiasm, be able to establish good coordination, and increase employee job satisfaction.

Relationship between Social Support and Job Satisfaction of Nurses at Mangusada Hospital in Badung Regency

Based on the results of the study, 156 respondents (67%) rated high social support with high job satisfaction, while 63 respondents (27%) rated low social support with low job satisfaction. The results of this study indicate that the higher the social support, the more the nurses tend to feel satisfied at work. This is confirmed in the Chi-Square results with a significance value of 0.05, which means that the hypothesis is accepted, namely that there is a significant relationship between social support and nurses' job satisfaction at Mangusada Hospital, Badung Regency.

According to [8] hospitals are often busy and dynamic work environments where nurses have to work with a variety of different teams and departments. Social support helps nurses feel connected to their coworkers, creating positive interpersonal bonds. This feeling of connectedness can increase job satisfaction because nurses feel valued and accepted in the work environment. This is in line with [8] which states that social support can come from family, friends, and coworkers.

The results of this study are in line with [24] which reveals that social support is significantly related to nurses' job satisfaction. Further research has proven the relationship between social support and job satisfaction [25]; [26]. According to the
researcher, the social support felt by nurses at Mangusada Hospital, Badung Regency, comes from friends and colleagues, so it can help nurses cope with situations that exist in the workplace. An effort to reconnect nurses with people who have a close relationship with them will allow nurses to refocus and contribute to nurses' ability to deal with difficult situations at work. Emotional support makes a person feel cared for, which makes them feel more comfortable when facing difficulties and gives them satisfaction at work. The social support of friends and peers can help nurses cope with situations that exist in the workplace.

**Relationship between Gender and Job Satisfaction of Nurses at Mangusada Hospital in Badung Regency**

Based on the results of the study, male respondents with high job satisfaction were 95 (40.8%), and the same thing was shown by female respondents, with as many as 67 (28.8%) feeling high job satisfaction. The results of this study indicate that most male and female nurses have high job satisfaction. This is confirmed in the Chi-Square results with a significance value of > 0.05, which means that the hypothesis is rejected, namely that there is no relationship between gender and job satisfaction of nurses at Mangusada Hospital, Badung Regency.

The results of this study are in accordance with those conducted by [27] which revealed that the gender characteristics of nurses had no relationship with job satisfaction at Bangil Pasuruan Hospital ($P = 0.23> 0.05$). The same results were also shown by [28] who conducted research in the inpatient room of Bunda General Hospital Palembang in 2018.

The results of this study reveal that nursing is not only feasible for women. The root of nursing is the nurturing or care function, which in the domestic area is charged to women. Nursing in this function has turned into a commodity so that it cannot be said to be a domestic activity. Women have been prepared by their social environment to carry out this function, so when involved in professional nursing, they do not experience significant difficulties. Today, men involved in nursing are able to cross boundaries and what society distinguishes as femininity and masculinity. This equal and parallel position places male and female nurses in the same status and role.

**Relationship between Work-Family Conflict and Job Satisfaction of Nurses at Mangusada Hospital in Badung Regency**

Based on the results of the study, respondents who rated work-family conflict rarely with high job satisfaction were 136 people (58.4%), while respondents who rated work-family conflict often with low job satisfaction were 65 people (27.9%). The results of this study indicate that the less often nurses experience work-family conflict, the more satisfied they tend to feel at work. This is confirmed in the Chi-Square results with a significance value of 0.05, which means that the hypothesis is accepted, which means that there is a significant relationship between
work-family conflict and nurse job satisfaction at Mangusada Hospital, Badung Regency.

Job satisfaction is an evaluation that describes a person's attitude toward feeling happy or unhappy, satisfied or dissatisfied at work. The same thing is stated [9] job satisfaction is a pleasant or unpleasant emotional state in which a person views their work. This appears in a positive attitude towards work and everything faced in the work environment.

The results of research [29] state that work-family conflict has a negative and significant effect on nurses' job satisfaction. Similar results were shown by [30]; [31]; and [32]. According to researchers, the role of nurses in health services and maintenance is very important; nurses must be able to overcome stress and problems at work, both related to patients, patient's families, fellow nurses, and doctors, as well as from the nurse's family. However, not all nurses have the ability to overcome stress and all these problems. Role conflict often arises when one of these roles demands more or requires more attention. Inevitably, this conflict causes various problems that affect the family and work lives of these careerwomen. They are required to be responsible for taking care of and fostering the family properly. On the other hand, as workers, they are also required to work in accordance with performance standards by showing good work performance. However, not all of them are successful in building both because they have not succeeded in harmonizing their roles at work with their roles in the family, which leads to dual-role conflict.

In line with [33], which states that dual-role conflict consists of work-family conflict, mixing work problems with family problems, and family-work conflict, mixing family problems with work problems. With the high intensity of dual roles, a working female nurse will experience a decrease in her performance because she will experience depression, increased stress, increased physical complaints, and low energy levels, which means that work-family conflict can contribute to job satisfaction.

LIMITATIONS

The limitation of this study lies in the indicators that make up the variables. Social support is measured using emotional support, instrumental support, informative support, and appreciation support. Work-family conflict was measured using office work, time demands at work, and things that wanted to be done at home but could not be done because of work demands.

CONCLUSION

There is a significant relationship between leadership and nurses' job satisfaction at Mangusada Hospital, and there is also a significant relationship between social support and nurses' job satisfaction at the hospital. Strong social support from coworkers and superiors contributed to increased job satisfaction. However, gender did not have a significant relationship with nurses' job satisfaction at Mangusada Hospital. Work-family conflict was also significantly associated with nurses' job satisfaction, and social support was the
dominant variable associated with nurses' job satisfaction at Mangusada Hospital.

ACKNOWLEDGMENT

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CONFLICT OF INTEREST

The authors have no conflicts of interest to declare.

REFERENCES


