

# Determinant Factors Related to Nurse Satisfaction at Tabanan Regency Hospital

I Made Dwi Krisma Prataba<sup>1</sup>, Ni Putu Kamaryati<sup>2</sup>, I Gusti Ayu Rai Rahayuni<sup>3</sup>,  
I Gede Satria Astawa<sup>4</sup>

<sup>1,2,3,4</sup>Institut Teknologi dan Kesehatan Bali, Denpasar, Indonesia

Email: [kamaryati.stikesbali@gmail.com](mailto:kamaryati.stikesbali@gmail.com)

## Abstract

Job satisfaction is a crucial aspect in the performance of health workers, especially nurses, because it affects the quality of service and work outcomes. Nurses who feel job satisfaction tend to provide optimal service according to their competence. This study aims to identify factors associated to nurses' job satisfaction and determine the most influential variables in Tabanan Regency Hospital. This study used a descriptive correlational design with a *cross-sectional* approach. The sample consisted of 172 nurses selected through *purposive sampling* techniques. Data were collected using a standardized questionnaire that had been tested for validity and reliability. Analysis was conducted univariately, bivariately using *the Chi-square* test, and multivariately with binary logistic regression. Bivariate analysis showed a significant relationship between work motivation ( $p=0.009$ ) and reward system ( $p=0.033$ ) with job satisfaction. Multivariate analysis identified work motivation as the dominant factor with *odds ratio* (OR) of 4.424 (95% CI: 1.309–14.952). Work motivation was shown to be a major determinant of nurse' job satisfaction. Managerial interventions that focus on improving internal and external motivation are expected to increase nurses' job satisfaction, which in turn has a positive impact on the quality of nursing services.

**Keywords:** Nurse Job Satisfaction, Work Environment, Workload, Work Motivation, Reward System, Interpersonal Relationships, Determinants.



## A. INTRODUCTION

Hospitals are health service institutions that play an important role in maintaining, restoring, and improving the health status of the community. As a complex service provider, hospitals are required to provide optimal, quality, and sustainable services according to established standards. The role of nurses as the largest part of the hospital workforce is very strategic because they are at the forefront of providing nursing care for almost 24 hours every day. The existence of nurses is not only limited to carrying out medical instructions, but also a direct link between patients, families, and other health teams. Therefore, the quality of hospital services is strongly influenced by the performance and job satisfaction of nurses (Aryudi et al., 2023).

Nurses' job satisfaction is a very important determining factor in supporting the success of health services. Nurses who are satisfied with their job tend to show high commitment, work with dedication, and are able to maintain optimal service standards. This job satisfaction is influenced by an individual perception of their work, ranging from work environment conditions, task load, reward received, to relationship with coworkers and superiors. Conversely, job dissatisfaction has the potential to cause serious problems, such as decreased productivity, increasing

absenteeism, and high nurse *turnover* rates that can burden the hospital service system (Oyoh et al., 2022).

Globally, the level of job satisfaction of nurse is still a big challenge that needs serious attention. Data in China shows that only 54% of nurses are satisfied with their jobs (Septa, 2023). Even in Shanghai, the figure is slightly higher at 60.8%, but it still shows that almost half of the nursing workforce does not get the expected job satisfaction. In Indonesia, the situation varies; research by Nopita et al. (2020) at Wangaya Hospital found that most nurses were in the moderately satisfied category (94.6%), but only 1.5% were fully satisfied. Meanwhile, Muti's study (2020) at RSU Tenriawaru Hospital in Bone Regency showed that 41.3% of nurses felt dissatisfied with their job. This variation reflects the differences in organizational characteristics, work culture, and human resource management in each hospital.

Nursing literature identifies a number of factors that influence job satisfaction, including the work environment, workload, motivation, reward system, and interpersonal relationships. A conducive work environment can provide a sense of security and comfort, so that nurses can carry out their duties without excessive pressure. A balanced workload allows nurses to provide optimal service without the risk of high fatigue. Work motivation, both intrinsic and extrinsic, triggers nurses' the enthusiasm to work optimally. A fair reward system can foster a sense of being valued, while good interpersonal relationships create harmonious collaboration in the work environment (Jeo et al., 2023; Lestari & Saroyo, 2022).

Recent research findings reinforce the importance of motivational factors and reward systems in influencing nurses' job satisfaction. Global studies suggest that work motivation and satisfaction are key determinants of nursing workforce retention, particularly in developing countries that facing resources constraints (Frontiers in Health Services, 2025). Meanwhile, in Oman, nurses' involvement in the decision-making process and adequate professional support have been shown to reduce intention to leave and increase job satisfaction (Scirp, 2025).

In addition, generational differences are also a factor that affects job satisfaction. Nurses from younger generation, particularly generation Z, have different expectations of work. Studies show that they value more opportunities for career development, variety of tasks, workplace reputation, a work environment that supports personal and professional life balance (BMC Nursing, 2024). This requires hospital management to design policies that are able to adjust to the expectations of this generation in order to retain a potential workforce.

Another important issue is excessive workload and the risk of burnout. The AMN Healthcare survey (2025) reported that 58% of nurses experience burnout on a daily basis, and 64% admitted to experiencing *compassion fatigue*. Despite this, 75% of respondents were satisfied with their choice of profession. This phenomenon shows that the job satisfaction factor is not solely determined by physical conditions, but also by psychological aspects, personal values, and the meaning of work for individuals.

Innovations in workforce management, such as the use of technology in work scheduling, are beginning to be implemented in several countries. A study in South Korea shows that the implementation of an artificial intelligence (AI)-based scheduling system can improve the efficiency of schedule distribution, reduce conflicts between employees, and significantly increase the job satisfaction of nurses working in a shift system (BMC Nursing, 2025).

In addition to managerial factors, mental health conditions also have a major influence on job satisfaction. Research in Klaipėda County found that nurses with low levels of stress, anxiety, and depression had higher levels of job satisfaction. Therefore, interventions that focus on improving psychological well-being in the workplace are necessary to maintain the performance and retention of the nursing workforce (Frontiers in Psychology, 2025).

Based on an initial survey at Tabanan Regency Hospital in January-June 2023, the level of job satisfaction of nurses reached 77.4%. Although this figure is quite high, there are still an opportunity for improvements. By considering the various factors that influence job satisfaction, this study was conducted to identify variables that have a significant relationship with nurses' job satisfaction and determine the dominant factors that influence it. The results of the study are expected to be the basis for hospital management in formulating strategic policies to improve job satisfaction, maintain a quality workforce, and ultimately improve the quality of nursing services at Tabanan District Hospital.

## B. METHOD

This study used a descriptive correlational design with a *cross-sectional* approach. This design was chosen to allow researchers to identify the relationship between the independent variable and dependent variable at one measurement time, thus providing a comprehensive picture of factors associated with job satisfaction of nurse at Tabanan Regency Hospital. This study was conducted at the Tabanan Regency Hospital from December 2024 to January 2025. This selection of this time considered the availability of respondents and the operational conditions of the hospital, so that the data collection process could be carried out optimally. The study population includes all nurses working at the Tabanan District Hospital, with a total of 303 people. The research sample was selected using *purposive sampling* technique, which is the determination of sample based on inclusion criteria relevant to the research objectives. The number of samples obtained was 172 nurses, in accordance with the calculation of the sample requirements for multivariate analysis. Inclusion criteria included: (1) nurses who are permanent or contract employees at the Tabanan Regency Hospital, (2) have a minimum work period of one year, and (3) are willing to become respondents by signing an *informed consent* sheet. Exclusion criteria were nurses who were on sabbatical or absent during the data collection period. Independent variables consisted of workload, work motivation, *reward* system, work environment, and interpersonal relationships. The dependent variable was nurse's job satisfaction.

Data was collected using standardized questionnaire that had been tested for validity and reliability. A pilot test of the instrument was conducted on 30 nurses who were not included in the study sample, resulting in validity value  $>0.3$  and a reliability with Cronbach's Alpha values  $\geq 0.7$  for all items.

Univariate analysis was conducted on the characteristics of respondents and the distribution of research variables. The SPSS for Windows Version 21.0 application was used in analyzing the data. Using the *Chi-square* test, the researchers could easily perform bivariate analysis to test the relationship between the independent and dependent variables. Furthermore, a binary logistics regression test was used in the multivariate analysis to determine the factors most associated with nurse' job satisfaction.

This study has obtained ethical approval from ITEKES Bali with no. 04.0352/KEPITEKES-BALI/X/2024, as well as the Tabanan Regency Hospital Research Ethics Team with no. 445/966/TIMKORDIK/RSUD/2024. Respondents were given an explanation of the purpose, benefits, and procedures of the study, and asked to sign a consent form.

### C. RESULTS AND DISCUSSION

This study involved 172 respondents who were nurses at the Tabanan Regency Hospital. Based on Table 1, the majority of respondents were in the of 31–40 years age group (48.3%), followed by the of 41–50 years age group (36%). The proportion of female nurses was much higher (83.1%) than male (16.9%). Most respondents were married (93.6%), while only 5.8% were unmarried.

In terms of education, most respondents were graduates of Bachelor of Nursing Ners (65.7%), followed by Diploma III Nursing graduates (34.3%). There were no respondents with a Master of Nursing education. Based on the length of service, the majority had worked for more than 10 years (82.6%), indicating that most respondents had considerable work experience in the nursing field.

The results of univariate analysis in Table 2 show that 83.1% of respondents rated their work environment as comfortable, while 16.9% felt the work environment was less comfortable. Workload was classified as heavy in 51.7% of respondents, while the rest (48.3%) feel the workload was light.

Work motivation was in the high category for 91.9% of respondents, and only 8.1% had low motivation. For the reward system variable, 84.9% of respondents rated it as high, while 15.1% rated it as low. Interpersonal relationships in the workplace were rate as good by almost all respondents (99.4%), indicating positive work interaction between employees.

*Chi-square* test results in Table 3 show that work motivation variables ( $p=0.009$ ) and reward system ( $p=0.033$ ) have a significant relationship with nurses' job satisfaction. In contrast, the variables of work environment ( $p=0.122$ ), workload ( $p=0.677$ ), and interpersonal relationships ( $p=0.423$ ) did not show a significant relationship.

Binary logistics regression analysis (Table 4) showed that work motivation was the dominant factor influencing nurses' job satisfaction with an *odds ratio* (OR) of 4.424 (95% CI: 1.309–14.952). This means that nurse with high motivation have 4.4 times greater chance of being satisfied than nurses with low motivation. The work environment and reward system were not the dominant factors after controlling for other variables.

**Table 1. Characteristics of Respondents at Tabanan Regency Hospital**

Characteristics	n	%
<b>Age (years)</b>		
20 -30	13	7,6
31 - 40	83	48,3
41 - 50	62	36
>51	14	8,1
<b>Gender</b>		
Male	29	16,9
Female	143	83,1
<b>Final Education</b>		
D3 Nursing	59	34,3
S1 Nursing Ners	113	65,7
S2	0	0
<b>Length of Service</b>		
1 – 5 Years	11	6,4
6 – 10 Years	19	11
>10 Years	142	82,6
<b>Marital Status</b>		
Married	162	94,2
Unmarried	10	5,8

**Table 2. Frequency Distribution of Work Environment, Workload, Work Motivation, Reward System, Interpersonal Relationship, and Job Satisfaction of Nurses**

Category	n	%
<b>Work Environment</b>		
Less Comfortable	29	16,9
Comfortable	143	83,1
<b>Workload</b>		
Heavy	89	51,7
Light	83	48,3
<b>Work Motivation</b>		
High	158	91,9
Low	14	8,1
<b>Reward System</b>		
High	146	84,9

Low	26	15,1
<b>Interpersonal Relationships</b>		
Not Good	1	0,6
Good	171	99,4
<b>Nurse Job Satisfaction</b>		
Less Satisfied	67	39
Satisfied	105	61

**Table 3. Relationship Between Work Environment Variables, Workload, Work Motivation, Reward System, Interpersonal Relationships, and Nurses' Job Satisfaction**

Variable	Total (n=172) (%)	Nurse Job Satisfaction		P Value
		Less Satisfied (%)	Satisfied (%)	
<b>Work Environment</b>				
Comfortable	143 (83,1%)	52 (30,2%)	91 (52,9%)	0,122
Less Comfortable	29 (16,9%)	15 (8,7%)	14 (8,2%)	
<b>Workload</b>				
Heavy	89 (51,7%)	36 (20,9 %)	53 (30,8%)	0,677
Light	83 (48,3%)	31 (18 %)	52 (30,3%)	
<b>Work Motivation</b>				
High	158 (91,9%)	57 (33,1%)	101 (58,8 %)	0,009
Low	14 (8,1%)	10 (5,8 %)	4 (2,3%)	
<b>Reward System</b>				
High	146 (84,9%)	52 (30,2%)	94 (54,7%)	0,033
Low	26 (15,1%)	15 (8,7%)	11 (6,4 %)	
<b>Interpersonal Relationship</b>				
Good	171 (99,4 %)	67 (39%)	104 (60,4%)	0,423
Less Good	1 (0,6%)	0 (0%)	1 (0,6%)	

**Table 4. Variables most associated with nurse job satisfaction**

Variable	p	(OR)	95 CI for Odds Ratio	
			Lower	Upper
Work Environment	0,221	1,692	0,729	3,924
Work Motivation	0,017	4,424	1,309	14,952
Reward System	0,088	2,159	0,892	5,226

### **Work Environment**

The work environment in this study did not have a significant relationship with job satisfaction ( $p=0.122$ ), although the majority of nurses (83.1%) rated their work environment as comfortable. These findings indicates that physical comfort and environmental conditions have not been the main differentiating factors in determining nurses' job satisfaction at Tabanan District Hospital.

This result is in line with the study of Natania & Martha (2023) who found that aspects of the physical work environment did not have a significant influence on job satisfaction, but non-physical aspects such as leadership support played a greater role. Purwanto et al. (2022) also reported that in regional hospitals, spatial arrangement and physical facilities have minimal impact when compensation and career opportunities are adequate. International research by Lee et al. (2021) in Korea revealed that psychosocial factors such as work autonomy and team relationships affect satisfaction more than physical facilities.

However, some studies have shown the opposite result. Marliani et al. (2023) found  $p=0.007$  for a positive relationship between work environment and nurse satisfaction in a private hospital. Jeo et al. (2023) in RSUD dr. Pirngadi Medan reported  $p=0.026$ , and Akbari et al. (2021) in Iran confirmed that physical comfort, air ventilation, and lighting have a significant contribution to work well-being. Research by Vithanage et al. (2022) in Sri Lanka even placed work environment safety as the strongest predictor of job satisfaction.

This difference in results may be influenced by differences in organizational culture, facility standards, and workforce expectations in each region. In theory, *Work Environment Theory* (Katz & Kahn, 1978) emphasizes that the work environment is an open system whose interactions with individuals can strengthen or weaken internal motivation.

### **Workload**

Workload also showed no significant relationship with job satisfaction ( $p=0.677$ ). More than half of respondents (51.7%) rated their workload as heavy, but this did not directly reduce the level of job satisfaction.

These results support the research of Irawan Patiku et al. (2024) who found  $p=0.280$  for the relationship between workload and job satisfaction, as well as the study of Andriani et al. (2022) which states that high workload can be tolerated if balanced with adequate compensation and job recognition. The study of Chen et al. (2021) in China also states that subjective workload perceptions are often moderated by the level of work engagement.

However, the study of Amalia et al. (2023) instead showed  $p=0.0001$ , indicating a significant relationship. Rizal (2024) at Bengkulu Hospital reported  $p=0.049$ , while research by Yoon et al. (2021) and Alzahrani et al. (2022) in Saudi Arabia revealed that excessive workload increases the risk of burnout which ultimately reduces job satisfaction. In fact, research by García et al. (2023) in Spain found that a high *nurse-to-patient ratio* is one of the main triggers of turnover intention.

This discrepancy in results can be explained through the *Job Demand-Resources Model* (Bakker & Demerouti, 2007) which states that workload will only affect satisfaction if it is not matched by adequate resources, such as managerial support and rest opportunities.

### **Work Motivation**

Work motivation was the most dominant factor influencing job satisfaction ( $p=0.009$ ;  $OR=4.424$ ). Respondents with high motivation had a 4.4 times greater chance of being satisfied than those with low motivation.

This result is in line with Dian Ariani's research (2020) at Langsa Regional Hospital which found  $p=0.000$ . The study of Oyoh et al. (2022) at Dustira Tk II Hospital and Jakri et al. (2024) in NTT also reported consistent results. Dwi Syukrini (2024) at Siti Rahmah Padang Hospital showed  $p=0.007$ , while the study of Cho et al. (2021) in Korea confirmed that intrinsic motivation plays a major role in job satisfaction. Research by Inegbedion et al. (2020) in Nigeria and Kim & Lee (2022) in South Korea added that social recognition-based motivation can strengthen workforce retention.

Theoretically, these results are supported by Herzberg's *Two-Factor Theory* (1959) which distinguishes motivator factors (achievement, recognition, responsibility) from hygiene factors (pay, working conditions). Work motivation falls into the category of motivators that can directly increase satisfaction.

### **Reward System**

The results showed that the reward system was significantly related to nurses' job satisfaction ( $p=0.033$ ). Nurses who rated the reward system at Tabanan District Hospital as high, tended to have better job satisfaction compared to nurses who rated it as low. This finding indicates that reward-both financial and non-financial-play an important role in shaping positive perceptions of work.

This result is supported by research by Elma et al. (2025) who found a significant relationship between reward and job satisfaction ( $p=0.000$ ). The study of Khaeruman et al. (2021) confirms that rewards that are proportional to workload and results can increase nurse motivation and loyalty. Lestari & Saroyo research (2022) also revealed that non-material reward such as recognition from superiors play an equally important role as financial incentives.

At the international level, Ghazal et al. (2022) in Egypt and Al-Hussami et al. (2021) in Jordan found that *performance-based reward systems* can improve workforce retention and job satisfaction. The study of Onyango et al. (2021) in Kenya added that rewards that are given transparently can strengthen the relationship of trust between management and staff. In addition, Kwon & Kim (2022) study in South Korea shows that a personal achievement-based reward system is more effective than a collective reward system in increasing nurses' job satisfaction.

Based on Vroom's *Expectancy Theory* (1964), reward that clear, fair, and in line with employees will increase *expectancy* and *valence*, which in turn encourage positive work behavior and satisfaction.

### **Interpersonal Relationships**

This study found that interpersonal relationships were not significantly related to job satisfaction ( $p = 0.423$ ). Almost all respondents (99.4%) rated

interpersonal relationships at work as good, indicating high homogeneity in this variable resulting in low data variability.

This finding is in line with research by Dwi Syukrini (2024) and Aryudi et al. (2023) which showed that in conditions of optimal working relationship, this factor is no longer a determinant of job satisfaction. The study of Purwanto et al. (2022) also states that interpersonal relationships only have a major impact on job satisfaction in high-conflict or high-pressure work environments.

However, other studies report different results. Rizal (2024) found  $p=0.014$  in Bengkulu Hospital, indicating that poor interpersonal relationships can significantly reduce job satisfaction. International research by Laschinger et al. (2022) in Canada showed that *trust-based relationships* between nurses and leaders can reduce the level of *emotional exhaustion*. The study by Chen et al. (2021) in Taiwan also mentioned that harmonious interpersonal relationships can increase *team cohesion* and job satisfaction.

In fact, McCabe & Timmins (2021) study in Ireland emphasized that good interpersonal relationships not only have an impact on job satisfaction, but also on patient safety because they increase interprofessional collaboration. In Australia, research by Regan et al. (2023) added that effective communication between nurses can accelerate clinical decision-making and increase a sense of belonging to the organization.

Theoretically, these findings can be explained through *Social Exchange Theory* (Blau, 1964) which emphasizes that positive reciprocal relationships in the work environment will increase mutual trust, respect, and ultimately affect job satisfaction.

### ***Factors Most Relevant to Nurse Job Satisfaction***

This study showed that *work motivation* had the most dominant role on nurse satisfaction ( $p = 0.017$ ; OR  $\approx 4.4$ ; CI 1:3–14:9). These findings emphasize that efforts to develop intrinsic motivation have a significant effect in improving job satisfaction.

As a theoretical foundation, *Herzberg's Two-Factor Theory* explains that motivators such as achievement and recognition have a stronger impact on increasing job satisfaction than hygiene factors (Herzberg, 1966). Intrinsic motivations—such as a sense of competence, meaning, and self-responsibility—have been shown to be important drivers in the nursing context.

Results from the study "Impact of Intrinsic and Extrinsic Motivation on Work Engagement" (focused on long-term care facilities in Japan) reinforce this. The study found that intrinsic motivation was significantly related to *work engagement*, whereas extrinsic motivation showed no significant effect on engagement.

Another study conducted in hospitals (Royal Prima Marelan, 2022) also supports these findings. It was found that intrinsic motivation factors such as responsibility, achievement, and reward had a significant influence on nurses' job satisfaction and even reached a 5.1 times higher chance of being satisfied.

In addition, a recent qualitative study (Ho, 2024) presented findings from a literature review that intrinsic motivation fosters positive attitudes and moral among nurses, which then turn increases their sense of job satisfaction.

#### **D. CONCLUSION**

Based on the findings and discussion of the factors most closely related to the level of satisfaction of nurses working at Tabanan Regional General Hospital, the following conclusions can be drawn: 1) The results of the frequency distribution analysis show that most respondents have a heavy workload, with 89 people (51.7%) falling into this category. Regarding the work environment variable, the majority of respondents, 169 people (98.3%), rated their work environment as comfortable. Meanwhile, for the reward system variable, 164 respondents (95.3%) reported receiving a high-level reward system. For the work motivation variable, 167 respondents (97.1%) demonstrated a high level of motivation. Regarding the interpersonal relationships variable, nearly all respondents, 171 people (99.4%), rated interpersonal relationships at work as good; 2) There are three variables that have a significant relationship with nurses' job satisfaction: work environment, reward system, and work motivation; and 3) Among these three variables, motivation is the factor most closely associated with nurses' job satisfaction. This is indicated by the highest odds ratio in this study,  $OR=4.424$  (95% CI: 1.309–14.952), meaning that nurses with high work motivation are four times more likely to feel satisfied compared to those with low motivation at work.

Other variables that could potentially affect job satisfaction, such as leadership, organizational culture, and psychological well-being, were not analyzed in this study. Further research is expected to include these variables to provide a more comprehensive picture, and in this study the supporting data was limit, as the slightly sensitive to discussing the *reward systems*.

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