

Research Article

Factors Affecting Job Satisfaction Among Nurses in the Inpatient Unit of RS Tk. III 04.06.03 Dr. R. Soetarto Yogyakarta**Andra Purwanto Yogatama Putra¹, Sumijatun², Nurcahyo Andarusito³**

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Corresponding Author, Email: andrapurwanto@gmail.com (Andra Purwanto Yogatama Putra)**Abstract**

Nurse job satisfaction is an important factor that affects service quality, organizational commitment, and workforce retention in hospitals. A decrease in the level of job satisfaction of nurses can cause burnout, high turnover, and reduce the quality of health services. This study aims to find out the factors that affect the job satisfaction of nurses in the Inpatient Unit of Tk. III Hospital 04.06.03 dr. R. Soetarto Yogyakarta. This study uses a quantitative analytical approach with questionnaire instruments distributed to 80 implementing nurses who meet the inclusion criteria, such as working actively in inpatient units, having a minimum working period of 6 months, and willing to fill out a complete questionnaire. The results showed that the variables of leadership, work environment, and compensation all had a significant effect on nurses' job satisfaction. Of these three factors, compensation has proven to be the most dominant factor in determining the level of job satisfaction of nurses. Based on these findings, it can be concluded that fair and adequate compensation is the main determinant of job satisfaction, followed by a conducive work environment and effective leadership. Therefore, hospital management needs to prioritize improving a better compensation system, accompanied by improvements in terms of leadership and quality of the work environment to improve nurses' overall job satisfaction.

Keywords: nurse, job satisfaction, leadership, compensation, work environment

INTRODUCTION

Hospitals are institutions that play an important role in improving public health by providing comprehensive health services, including promotive, preventive, curative, rehabilitative, and palliative services, as well as inpatient, outpatient, and emergency services (Perundang-undangan, 2023). In recent decades, competition in the hospital industry has become fiercer and growing rapidly. The success of hospitals is not only determined by the medical facilities owned, but also by the quality of human resources (HR), especially nurses who are the spearhead of health services. The quality of care provided is greatly influenced by the level of job satisfaction of nurses. According to Fahlevi, nurses' job satisfaction is not only influenced by technical competence, but also by supportive psychological and environmental factors (Fahlevi, 2021).

Nurse job satisfaction is a positive or negative attitude toward work that is influenced by internal factors such as motivation and values, as well as external factors such as compensation, work environment, and leadership style (Robbins & Judge, 2013). In the context of nursing, job satisfaction has a direct impact on the quality of nursing care, commitment to the organization, retention rates, and patient satisfaction. According to Wong, job satisfaction is also important for creating a healthy and productive work environment (Wong, 2024). Nurses who are satisfied with their jobs tend to have better performance, high loyalty, and a lower risk of burnout, while job dissatisfaction can increase emotional burnout, interpersonal conflict, and turnover.

Previous research by Arsita et al. at Ungaran Hospital revealed that factors such as leadership, hospital policies, work motivation, training and development, and work environment conditions greatly affect the performance of nurses in the inpatient room (Arsita et al., 2020). Another study by Sutriyati et al. also showed the effect of job satisfaction on nurse performance (Sutriyati, n.d.). In Indonesia, research by Sinanto found that inadequate compensation and high work stress negatively impact nurses' job satisfaction. In contrast, high job satisfaction is positively associated with improved service quality and patient satisfaction (Sinanto, 2023).

This study aims to analyze the factors that affect the job satisfaction of nurses in the Inpatient Unit of Tk. III Hospital 04.06.03 Dr. R. Soetarto Yogyakarta. This hospital is unique in its composition of its workforce consisting of active TNI-AD nurses, TNI-AD civil servants, and honorary personnel. This diversity of personnel statuses creates challenges in human resource management, especially in ensuring welfare and equal treatment for all nurses.

Researchers found several problems in the Inpatient Unit of Tk. III Hospital 04.06.03 Dr. R. Soetarto Yogyakarta, including a fairly high level of burnout in nurses, especially in aspects of emotional fatigue and depersonalization (Putra, 2024). This problem is most likely caused by a high workload and compensation that is not commensurate with the task undertaken. Research by Anggraeni also found that most nurses feel less supported by their bosses, which negatively impacts their motivation and morale (Anggraeni & Aulia, 2020). In addition, inconsistent leadership style

factors and frequent changes of room heads also affect team stability and coordination in the inpatient unit.

The main purpose of this study is to find out and analyze the factors that affect the job satisfaction of nurses in the Inpatient Unit of Tk. III Hospital 04.06.03 Dr. R. Soetarto Yogyakarta, with a focus on the influence of leadership, work environment, and compensation. This research is expected to contribute to hospital management in an effort to increase nurses' job satisfaction, which in turn can improve service performance and quality of patient care.

Based on the background that has been presented, this study will answer several research questions, namely:

- What are the characteristics of nurses in the Inpatient Unit of Tk. III Hospital 04.06.03 Dr. R. Soetarto Yogyakarta?
- Is there an influence of leadership on nurse job satisfaction in the Inpatient Unit?
- Is there an influence of the work environment on the job satisfaction of nurses in the Inpatient Unit?
- Is there an effect of compensation on nurses' job satisfaction in the Inpatient Unit?
- What are the most influential factors in the job satisfaction of nurses in the Inpatient Unit?

Research Objectives

1. General Purpose

To know and analyze the factors that affect the job satisfaction of nurses in the Inpatient Unit of Tk. III Hospital 04.06.03 Dr. R. Soetarto Yogyakarta.

2. Special Purpose

- Knowing the characteristics of nurses in the Inpatient Unit of Tk. III Hospital 04.06.03 Dr. R. Soetarto Yogyakarta.
- Analyze the influence of leadership on nurses' job satisfaction in the Inpatient Unit.
- Analyze the influence of the work environment on the job satisfaction of nurses in the Inpatient Unit.
- Analyze the effect of compensation on nurses' job satisfaction in the Inpatient Unit.
- Analyze the factors that have the most influence on the job satisfaction of nurses in the Inpatient Unit.

Research Benefits

1. For the Author

Provide knowledge and experience in the research process related to factors that affect the job satisfaction of nurses in the Inpatient Unit of Tk. III Hospital 04.06.03 Dr. R. Soetarto Yogyakarta.

2. For Hospitals

Providing useful input in human resource development efforts, especially to increase the job satisfaction of inpatient nurses in order to achieve organizational goals in this hospital.

3. For Scholars

This research is expected to enrich the discussion of HR management issues in the health sector, especially related to the job satisfaction of inpatient nurses in hospitals.

LITERATURE REVIEW

Human Resources in Hospitals

Human resources (HR) are the main factors that support the quality of services in hospitals. Hospitals need good HR management, as the quality of care is highly dependent on the ability and well-being of medical staff, especially nurses. Human resource management in hospitals should include utilizing, developing, and providing appropriate compensation for nurses to support the achievement of hospital goals (Latuconsina et al., 2023; Nainggolan et al., 2022).

Job Satisfaction

Nurses' job satisfaction is an important factor in determining the quality of nursing care provided. Robbins and Judge define job satisfaction as the positive or negative feelings that individuals feel about their work (Robbins & Judge, 2013). Job satisfaction is influenced by a variety of factors, including compensation, work environment, and leadership. Nurses who are satisfied with their work will be more productive and committed to the organization (Hidayah, 2022). Herzberg's theory (in Robbins & Judge) distinguishes between motivating factors and hygienic factors that affect job satisfaction, where motivating factors such as recognition and opportunities to thrive contribute greatly to job satisfaction (Robbins & Judge, 2013).

Leadership in Nursing

Effective leadership in nursing is key to creating a productive work environment and supporting the well-being of nurses. Transformational and situational leadership styles have been shown to be effective in improving nurses' job satisfaction by providing inspiration, support, and opportunities for nurses to thrive (Avolio & Gardner, 2005; Satriani & Tjahjono, 2012). Leaders who are flexible and listen to the needs of staff can create a positive work climate, which has a direct effect on job satisfaction and nurse performance.

Work Environment

The work environment in a hospital consists of physical, social, and psychological elements that affect nurses' job satisfaction. Abdelaliem and Boswihi show that a comfortable and safe work environment contributes to nurses' well-being, reduces stress, and increases productivity (Abdelaliem & Boswihi, 2024). Physical aspects such as lighting and hygiene, as well as harmonious social relationships

between nurses and superiors, have a significant influence on motivation and job satisfaction.

Compensation

Compensation is an important factor in improving nurse job satisfaction. Fair compensation that is in accordance with the workload can increase nurses' motivation and reduce turnover rates (Lestari & Tjahjono, 2013). Compensation includes not only salaries, but also incentives, benefits, and recognition provided by the organization (Robbins & Judge, 2013). Nurses who feel valued tend to perform better and be more loyal to the hospital.

Previous Research

Some previous studies have shown a link between factors such as leadership, work environment, and compensation with nurses' job satisfaction. Research by Revi Yulia revealed that the leadership of the head of the room, the work environment, and inadequate compensation affect the job satisfaction of nurses (Yulia, 2020). Research by Puanana and Noor also shows that a good work environment and high motivation contribute greatly to the performance of nurses in inpatient rooms (Puanana & Noor, 2024).

METHODS

Research Design

This study uses a quantitative analytical design with a cross-sectional approach. The purpose of the study was to determine the relationship between leadership style, compensation, and work environment on the job satisfaction of nurses in the Inpatient Unit of Tk. III Hospital 04.06.03 Dr. R. Soetarto Yogyakarta.

Population and Research Sample

The population of this study is all implementing nurses in the Inpatient Unit of Tk. III Hospital 04.06.03 Dr. R. Soetarto Yogyakarta, which is 89 people. The sample taken in this study was 80 nurses. The sampling technique used is census (chance census), involving all members of the population who meet the inclusion criteria.

Research Instruments

The instrument used in this study is a structured questionnaire consisting of two parts:

- Questionnaire A to measure the variables of the nurse's quality of work life (leadership style, compensation, and work environment).
- Questionnaire B to measure nurses' job satisfaction variables.

This questionnaire uses a 4-point Likert scale, namely Strongly Disagree (1) to Strongly Agree (4). The validity test was conducted with Item-Total Correlation, and the reliability test using Cronbach's Alpha yielded a value of 0.931, indicating that the instrument was reliable.

Primary and Secondary Data

Primary data were obtained directly from questionnaires filled out by nurses, which included variables of leadership style, compensation, work environment, and job satisfaction. Secondary data were obtained through literature review, including books, journals, and previous research related to nurse job satisfaction.

Data Processing and Analysis Techniques

The data obtained was analyzed in stages:

- Editing: Reviewing the completeness and consistency of the data.
- Coding: Converting questionnaire data into numerical data.
- Processing: Preparing a research variable template with a computer.
- Cleaning: Checks for errors in data filling.

Data analysis was carried out using the following techniques:

- Normality Test: Using Kolmogorov-Smirnov to ensure normal data distribution.
- Univariate Analysis: To describe the characteristics of variables, using descriptive statistics.
- Bivariate Analysis: To test the relationship between independent and dependent variables using the Chi-Square test.
- Multivariate Analysis: Using linear regression to identify the influence of several independent variables on nurses' job satisfaction.

Research Ethics

The researcher obtained permission from the hospital and informed the respondents of the purpose of the research. Respondents are required to sign an Informed Consent and be given a guarantee of the confidentiality of the data they provide.

RESULT AND DISCUSSION

This section presents the results of research on the factors that affect the job satisfaction of nurses in the Inpatient Unit of Hospital Tk. III 04.06.03 dr. R. Soetarto Yogyakarta. The factors studied included leadership, work environment, and compensation as independent variables. The results of the study were presented systematically based on the objectives and problem formulation, including the characteristics of the respondents and the influence of these variables on the job satisfaction of nurses.

Hospital Profile

Tk. III dr. Soetarto Yogyakarta Hospital is a hospital under the auspices of the Army Health Center (TNI AD), which is strategically located in the center of Yogyakarta City. This hospital serves not only members of the TNI and their families, but also the general public, companies, and educational institutions. The hospital has a very diverse nursing human resources, both from educational backgrounds, experience, and staffing status. This diversity adds complexity in nursing workforce management.

Normality Test

Normality tests are carried out to determine whether the research data is distributed normally or not. The results of the analysis of the Kolmogorov-Smirnov test showed a significance value of 0.602, which is greater than the significance limit of 0.05. This shows that the data is distributed normally, so it is worth analyzing using parametric statistical tests.

Respondent Characteristics

Table 1. Presenting the characteristics of respondents based on age, employment status, and length of service. The majority of respondents are between 30 and 45 years old, with most of them being honorary or contract workers.

Table 1. Respondent Characteristics

Characteristic	Frequency (n)	Percentage (%)
Age		
<30 Years	35	43.8
30-45 Years	33	41.3
46-60 Years	12	15.0
Employment Status		
Members of the TNI	15	18.8
Civil Servant/PPPK	26	32.5
Honorary/Contract Personnel	39	48.8
Tenure		
<1 Year	1	1.3
1-5 Years	42	52.5
6-10 Years	23	28.8
>10 Years	14	17.5

Respondent Answer Results

Table 2. show the results of respondents' answers related to leadership variables, work environment, compensation, and job satisfaction. Most respondents rated the variables of leadership, work environment, and job satisfaction in the good category, although compensation was slightly lower.

Table 2. Respondents' Answers on Leadership, Work Environment, Compensation, and Job Satisfaction

Variable	Category		Total
	Good (%)	Good (%)	
Leadership	93.8	6.3	80
Work Environment	97.5	2.5	80
Compensation	86.3	13.8	80
Job Satisfaction	90.0	10.0	80

Bivariate Analysis

Bivariate analysis was used to test the relationship between independent variables (leadership, work environment, and compensation) and dependent variables (job satisfaction). The Chi-Square test is used for categorical data.

1. The Relationship Between Leadership and Job Satisfaction

Table 3. Bivariate Analysis of Leadership and Job Satisfaction

Variable	Job Satisfaction	Total	p-value
Leadership	Not Good	6	0.00
	Good	74	
Total		80	

The results of the Chi-Square test showed that leadership was significantly related to job satisfaction (p-value = 0.00). Respondents who rated their leadership good also tended to rate their job satisfaction as good.

2. The Relationship Between Work Environment and Job Satisfaction

Table 4. Bivariate Analysis of Work Environment and Job Satisfaction

Variable	Job Satisfaction	Total	p-value
Work Environment	Not Good	4	0.00
	Good	76	
Total		80	

The Chi-Square test showed that the work environment was also significantly related to job satisfaction (p-value = 0.00). Respondents who rated the work environment good tended to rate their job satisfaction as good.

3. The Relationship Between Compensation and Job Satisfaction

Table 5. Bivariate Analysis of Compensation and Job Satisfaction

Variable	Job Satisfaction	Total	p-value
Compensation	Not Good	10	0.00
	Good	70	
Total		80	

The results of the Chi-Square test showed that compensation was significantly related to job satisfaction (p-value = 0.00). Respondents who rated compensation good tended to rate their job satisfaction well.

Multivariate Analysis

Multivariate analysis was used to assess the simultaneous influence of leadership, work environment, and compensation on job satisfaction. The results of the analysis showed that all three variables had a positive contribution to job satisfaction, with compensation having the greatest influence.

Table 6. Multivariate Analysis of Job Satisfaction Variables

Variable	Regression Coefficients	t-value	p-value
Leadership	0.076	0.537	0.593
Work Environment	0.103	0.607	0.546
Compensation	0.793	9.447	0.000
F-value		61.570	
R-square		0.708	

The results of the analysis showed that compensation had the greatest contribution to job satisfaction, with a p-value = 0.000. An R-square value of 0.708 indicates that independent variables explain 70.8% of job satisfaction variances, indicating a strong relationship between these variables.

Discussion

This section discusses the results of research on factors that affect nurses' job satisfaction in the Inpatient Unit of Tk. III Hospital 04.06.03 dr. R. Soetarto Yogyakarta, focusing on leadership variables, work environment, and compensation. The discussion began with an analysis of the characteristics of the respondents, followed by a discussion of each variable, as well as the relationship between variables to the work satisfaction of nurses.

Respondent Characteristics

The results show that the majority of respondents are in the productive age group (20–35 years), which is in line with the findings from Robbins and Judge who stated that this age group tends to have high motivation to develop a career (Robbins & Judge, 2013). Demographic characteristics such as age, employment status, and working time have an influence on the level of job satisfaction and performance of nurses, as explained by Qurrotu'aini et al. (Qurrotu'aini et al., 2023). Younger nurses tend to expect more self-development opportunities, while more senior nurses value stability and well-being more, which can affect their job satisfaction. Variations in personnel status, which include members of the TNI, civil servants of the TNI-AD, and honorary personnel, also add complexity in the assessment of compensation and career paths, in accordance with the theory of human resource management that emphasizes the importance of fairness in the treatment of employees (Lestari & Tjahjono, 2013).

Variable Analysis

1. Leadership Variables

Most respondents rated the leadership in the inpatient unit of Tk. III Hospital 04.06.03 dr. R. Soetarto Yogyakarta in the good category (92.5%), with only 7.5% rating it as poor. These findings are in line with transformational leadership theory that emphasizes the importance of individual inspiration and attention in increasing job satisfaction (Satriani & Tjahjono, 2012). Leaders who are able to build two-way communication and provide personal support can increase nurses' job satisfaction (Goens & Giannotti, 2024).

The decline in appreciation of leadership as respondents age shows that more senior nurses have higher expectations of leadership qualities, so they are more critical in assessing leadership style (Widiyanto et al., 2021). This is consistent with previous studies that stated that a supportive leadership style is significantly related to nurse performance.

In addition, the difference in assessment based on employment status is also clearly visible. TNI members rated leadership as very good (100%) because of the military work system that emphasizes discipline and hierarchy, while civil servants/PPPK and honorary/contract personnel are more critical of leadership styles that do not meet their expectations (Yulia, 2020). These findings highlight the importance of leadership style flexibility to meet the needs of different groups within organizations.

2. Work Environment Variables

The overall work environment was rated good by the majority of respondents. This assessment is in accordance with Karasek's Demand-Control theory (in DIYA) which shows that a supportive work environment can reduce work stress and increase satisfaction (DIYA, 2023). The research of Agustina and Anwar also supports this finding, which confirms that a positive work environment strengthens nurses' loyalty and job satisfaction (Agustina & Anwar, 2025). Respondents from various age groups, employment status, and working period showed a good assessment of the work environment, especially psychosocial and organizational aspects.

However, the decline in assessment in the 30-45 age group can be explained by a higher workload and increased career demands in this age range, resulting in a higher sensitivity to the quality of the work environment. This shows the importance of creating a balanced work environment so that not only young nurses, but also older ones feel supported psychosocially and organizationally.

3. Compensation Variables

Most respondents considered the compensation received to be inadequate. This perception is in line with equity theory which states that injustice in the distribution of rewards can decrease motivation and increase dissatisfaction (Robbins & Judge, 2013). Research by Lestari and Tjahjono confirms that fair compensation has a significant effect on nurses' job satisfaction (Lestari & Tjahjono, 2013).

Differences in compensation assessments by age suggest that younger nurses tend to be more receptive to the compensation provided, while more senior nurses want compensation that is more commensurate with their experience and job title. This suggests that compensation management should take into account the age and working period of the nurse.

A similar pattern can be seen in the difference in assessment based on employment status, where TNI members assess compensation as good (100%), while civil servants/PPPK and honorary/contract personnel show differences in assessment, with honorary/contract personnel assessing compensation as lower. This can be explained by the difference in job security and recognition in the compensation system in each employment status.

4. Job Satisfaction Variables

Nurse job satisfaction shows variation based on age and length of service. More senior nurses tend to be more satisfied, which can be explained by more stable career achievement and a stronger sense of belonging to the organization. This is consistent with Herzberg's findings regarding motivators that increase job satisfaction (Robbins & Judge, 2013). The decline in job satisfaction in nurses with a service life of 1–5 years and 6–10 years shows that after passing the initial adaptation phase, nurses begin to compare expectations with the reality of work, especially regarding compensation and development opportunities.

The Relationship Between Leadership and Nurse Job Satisfaction

The results of the bivariate analysis showed a significant relationship between leadership and job satisfaction, where communicative and supportive leaders tended to increase nurses' job satisfaction. These findings are in line with the Path-Goal theory and previous research by Surianto and Nurfahira, which emphasized the importance of leadership in creating a positive work atmosphere (Surianto & Nurfahira, 2024). Leaders who support staff participation and provide positive feedback play an important role in increasing job satisfaction (Satriani & Tjahjono, 2012).

The Relationship between Work Environment and Nurse Job Satisfaction

A good work environment, both psychosocial and organizational, has been shown to have a positive relationship with nurses' job satisfaction. These findings support Karasek's Demand-Control theory which states that a supportive work environment can reduce work stress and increase nurses' job satisfaction (Akinwale & George, 2020). The social support factor between colleagues and open communication plays an important role in creating a comfortable working atmosphere and reducing stress (Agustina & Anwar, 2025).

The Relationship Between Compensation and Nurse Job Satisfaction

Compensation has been shown to have a positive and significant relationship with nurse job satisfaction, which is in line with Maslow and Herzberg's theories. Fair compensation not only affects job satisfaction directly, but also increases loyalty and reduces nurse turn-over intention (Karimah, 2024). In addition, the provision of transparent and competitive compensation plays an important role in improving the quality of health services (Lestari & Tjahjono, 2013).

The Influence of Independent Variables on Simultaneous Job Satisfaction

The results of linear regression analysis showed that all three variables—leadership, work environment, and compensation—simultaneously had a significant influence on nurses' job satisfaction. An R-square value of 0.708 indicates a strong relationship between these factors and job satisfaction levels. These findings support the theory of job satisfaction which states that job satisfaction is influenced by the accumulation of intrinsic and extrinsic factors (Robbins & Judge, 2013).

Dominant Variables Affecting Nurses' Job Satisfaction

Of the three variables studied, compensation was the most dominant factor affecting nurses' job satisfaction, with a regression coefficient of 0.793. This shows that while leadership and work environment play an important role, compensation is the most significant factor in shaping nurses' job satisfaction. These findings are in line with research by Lestari and Tjahjono which emphasizes the importance of compensation in determining nurses' job satisfaction (Lestari & Tjahjono, 2013).

Research Limitations

This study has several limitations, including the limitations of the scope of research which is limited to only one hospital, as well as the possibility of subjective bias in the questionnaire data. In addition, the variables studied were limited to leadership, work environment, and compensation, while other factors such as workload and work-life balance could also affect nurses' job satisfaction.

CONCLUSION

Based on the results of the study on factors that affect the job satisfaction of nurses in the Inpatient Unit of Tk. III Hospital 04.06.03 dr. R. Soetarto Yogyakarta, it can be concluded that the level of job satisfaction of nurses in general is in the good category, although there are several aspects that still need to be improved, especially related to compensation and workload. Effective leadership, which includes support, clear communication, and opportunities for participation, has been shown to have a significant influence on nurses' job satisfaction. In addition, a conducive work environment, both from psychosocial and organizational aspects, plays an important role in increasing job satisfaction, with good interpersonal relationships and supervisor support being key factors. However, the compensation factor is the most dominant in influencing the job satisfaction of nurses, although most respondents consider compensation to be quite good, there is still significant dissatisfaction, especially among honorary and contract workers. Overall, the study shows that improvements in compensation can significantly improve the motivation and quality of nurse services.

For further research, it is recommended that it be carried out in several different hospitals to improve the representativeness and generalization of results. In addition, the use of mixed research methods by adding in-depth interviews can provide a more comprehensive picture of the factors that affect nurses' job satisfaction. Research should also involve other variables, such as physical work environment, work stress levels, work-life balance, and more detailed leadership styles. Finally, longitudinal research can be conducted to observe the dynamics of nurses' job satisfaction over a certain period of time, so that the results can provide a clearer picture of changes in job satisfaction along with experience and working conditions. Thus, it is hoped that future studies can enrich our understanding of the factors that affect nurses' job satisfaction and their impact on the quality of health services.

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