



## NURSE JOB SATISFACTION: PERSPECTIVES FROM SALARY, MENTORSHIP TO CAREER DEVELOPMENT

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### ABSTRACT

Nurse job satisfaction is an important determinant of workforce stability, quality of care, and organizational performance. Teaching hospitals present a distinctive work environment due to their dual role in the delivery of healthcare services and clinical education, which may influence nurses' perceptions of satisfaction differently. This study aimed to explore nurses' job satisfaction in a teaching hospital and to examine motivational and hygiene-related factors associated with job satisfaction based on Herzberg's two-factor theory. A quantitative descriptive study was conducted among 69 nurses at a teaching hospital in Pontianak City, Indonesia. Participants were recruited using consecutive sampling. Data were collected using an online questionnaire based on Herzberg's motivation-hygiene framework. Descriptive statistics and Spearman correlation analyses were performed. Most nurses reported being satisfied with their job. Hygiene-related factors, particularly the alignment of pay and incentives with workload and the timeliness of payment, showed the strongest relationship with job satisfaction. Motivational factors, including career development and supervisor evaluation, showed a moderate relationship. Nurses' job satisfaction in the teaching hospital setting is primarily associated with compensation-related factors, followed by career development and supervisory support. This study contributes empirical evidence on the relevance of Herzberg's two-factor theory in understanding nurse job satisfaction within the teaching hospital context.

Keywords: compensation; job satisfaction; nursing management; supervisory support; teaching hospital

### How to Cite (in APA Style)

Tafwidah, Y., Maulana, M. A., & Saifudin, I. M. M. Y. (2026). Nurse Job Satisfaction: Perspectives from Salary, Mentorship to Career Development. *Indonesian Journal of Global Health Research*, 8(2), 981–988. <https://doi.org/10.37287/ijghr.v8i2.1295>.

## INTRODUCTION

Nurses are health professionals who play a pivotal role in healthcare services, particularly within the context of hospitals. Their responsibilities extend beyond administering treatment; they engage in direct, continuous interaction with patients, which is fundamental to the nursing care process. This interaction is not limited to clinical procedures but also encompasses emotional, social, and spiritual support tailored to the individual needs of patients. Such a holistic approach is instrumental in fostering mutual trust and comfort, thereby accelerating the recovery process (Tilburgs et al., 2018). Effective nursing care must be patient-centered, aiming to address the comprehensive needs of individuals to improve nursing outcomes and enhance the overall quality of healthcare services. When nurses are unable to provide care that aligns with patient needs due to systemic or environmental constraints, the quality of service may decline. This can lead to negative patient experiences, prolonged recovery times, and even reduced treatment success rates (Bombard et al., 2018).

Nurses face numerous challenges in delivering high-quality care. These include excessive workloads, extended working hours, and increasing demands for service excellence (Babapour et al., 2022; Pérez-Francisco et al., 2020). Such conditions often result in physical and emotional fatigue. The psychological burden of maintaining high standards of care under pressure can further diminish nurses' motivation and focus, increasing the risk of medical errors (Savva et al., 2022). In response to these challenges, healthcare institutions must prioritize creating a supportive work

environment. Management strategies that emphasize staff well-being are essential to mitigate workload stress and prevent burnout. Institutional support can take the form of policy reforms related to work schedules, equitable task distribution, and the implementation of mental health programs. These measures help nurses feel valued and supported, contributing to greater job satisfaction. A supportive environment not only improves nurse welfare but also reduces turnover, stabilizes the workforce, and ensures continuity of care (Poortaghi et al., 2021).

Conversely, inadequate responses to these challenges can lead to decreased job satisfaction and increased turnover. This disrupts the continuity of care and places additional strain on remaining staff, potentially compromising patient outcomes. To prevent such consequences, it is crucial for healthcare institutions to understand the factors influencing nurses' job satisfaction (Ayalew et al., 2019). Job satisfaction is a key determinant of individual performance and the overall quality of healthcare delivery. Research indicates that nurses' job satisfaction ranges from moderate to low, influenced by factors such as management quality, communication, occupational safety, and compensation (Akbari et al., 2020; Hu et al., 2022). In Indonesia, satisfaction levels vary regionally and are shaped by leadership, training, and work environment (Idris et al., 2021; Putra et al., 2021; Suprpto et al., 2023). Career identity and professional expectations also play a significant role (Hu et al., 2022).

Additional studies highlight generational and contextual differences. For instance, millennial nurses value professionalism, recognition, communication, and development opportunities (Waltz et al., 2020). Urban-rural disparities reveal that extrinsic factors like physical environment and managerial policies, as well as intrinsic factors such as autonomy, significantly affect satisfaction (Yasin et al., 2020). Similar patterns are observed in long-term care settings, where managerial support and emotional connections with patients are key (Aloisio et al., 2021). Despite extensive research, few studies focus specifically on nurse satisfaction in teaching hospitals. These institutions serve dual roles as healthcare providers and educational centers, creating a unique environment that requires a nuanced understanding of job satisfaction. Factors such as compensation, professional development, and supervisory support are particularly relevant. This study aims to explore these dimensions using established job satisfaction theories, offering insights to inform more tailored and effective management policies in teaching hospital settings.

## **METHOD**

This type of research is quantitative with a descriptive approach, which aims to collect and analyze data on nurses' job satisfaction at the Pontianak City Teaching Hospital. The survey method is used to collect information from nurses regarding nurses' job satisfaction seen from various perspectives. Sixty-nine nurses using consecutive sampling who met the inclusion criteria were involved in the study, namely hospital nurses with at least 1 year of service and willing to be study respondents. Nurses who were on leave, continuing school, and nurses who did not provide direct nursing services to patients were excluded in this study. Sample selection is carried out by the purposive sampling method to ensure that the respondents involved have certain criteria according to the criteria that have been set. With this method, it is hoped to obtain a more in-depth and valid perspective on job satisfaction based on the real experience of nurses in providing nursing services.

A survey was conducted to assess nurses' job satisfaction. The survey instrument was an online questionnaire created using Google Form. The questionnaire contained 10 statements designed to elicit information regarding nurses' job satisfaction. This questionnaire was developed based on Herzberg's two-factor theory, which categorizes job satisfaction factors into motivator factors and hygiene factors. The Likert Scale 1-4 is used to measure responses, with options ranging from "very dissatisfied" to "very satisfied". The job satisfaction questionnaire was deemed valid following the completion of a construct validity test administered to 30 respondents who met the established sample criteria. The results of the validity test showed that the r-count value of the 10 statements

ranged from .374 to .772, which was greater than the r-table (.361). This questionnaire also has a reliability of .748.

The data were collected in October 2024. A preliminary meeting was convened with the Chairman of the DPK PPNI in Teaching Hospital to elucidate the research objectives, respondents' rights, and the protocol for completing the questionnaire in detail. The consideration of contacting the PPNI DPK is to minimize potential bias from hospital human resource management. The questionnaire was administered to all respondents by the DPK PPNI representative and subsequently collected after ten days period. The research team conducted a three-day follow-up to ensure the questionnaire was returned. The analysis process in this study uses SPSS software by starting with calculating the score of each item in a questionnaire that measures job satisfaction. After the scores of each item are summed, the average value is calculated to determine the satisfaction category. Respondents who obtained an average score of  $\geq 3$  were categorized as "satisfied", while those with a score below it were classified as "dissatisfied".

In addition, this analysis also identifies the factors that shape job satisfaction based on motivation-hygiene theory. Motivational factors include Planning Nursing Methods (PNM), Nursing Care Guidance (NCG), Nursing Career Development (NCD), Opportunity to Participate in Training (OPT), Periodic Evaluation by Supervisor (PES), and Follow-up Communication of Supervision Results (FCR). Meanwhile, hygiene factors include Time of Salary and Incentives (TSI), Salary and Incentive Alignment with Workload (SIW), Workplace Cleanliness (WPC), and Cooperation with Colleagues (CWC). By considering these two aspects, the analysis was carried out to obtain a more thorough understanding of the factors that affect job satisfaction. Furthermore, spearman correlation analysis was carried out to test the strength of the relationship between motivational factors and hygiene and job satisfaction. The results of this analysis will show which factors have the greatest influence on job satisfaction, so that it can be the basis for organizations in formulating more effective policies to improve the welfare and productivity of nurses. This study received ethical approval from the Faculty of Medicine, Tanjungpura University (Permit No. 9348/UN22.9/PG/2024). Participants were fully informed about the research purpose, procedures, potential risks and benefits, and confidentiality. They were free to withdraw without consequences. Informed consent was documented through signed forms submitted alongside the ethical review. Data was anonymized and securely stored following standard research protocols.

## RESULT

### Demographic Profile of the Responden

The results of the study found that the average length of service of the respondents was 6.8 years (SD = 3.82; 95% CI = 5.89 – 7.72) with the youngest age being 26 years and the oldest being 45 years old. The subsequent analysis showed that both age and length of service had a  $p > .05$  which means that it did not show a relationship with job satisfaction (table 1).

Table 1.

Demographic Profile of Respondents based on Age and Working Experience (N = 69)

Variable	Mean	Median	Standard deviation	95% CI	Min – Max	p*
Age (years)	32.83	32	4.27	31.80 – 33.85	26 – 45	.407 <sup>a</sup>
Working experience (years)	6.80	6	3.82	5.89 – 7.72	1 – 16	.977 <sup>b</sup>

Note: \*significance ( $p < .05$ ), <sup>a</sup>Mann-Whitney, <sup>b</sup>Independent T-test

Furthermore, the study showed that most of the respondents were permanent employees (69.6%) and had a Ners education (65.2%). For the distribution of unit, the most respondents filled in non-intensive care unit as much as 39.1%. None of the variables presented showed a significant relationship ( $p > .05$ ) with job satisfaction felt by nurses (table 2).

Table 2.  
Respondents Characteristics based on Job Status, Education, Work Unit (N=69)

Variable	Job Satisfaction						p*
	Not Satisfied		Satisfied		Total		
	f	%	f	%	f	%	
<b>Employment Status</b>							
Permanent employees	15	21.7	33	47.8	48	69.6	.531 <sup>a</sup>
Temporary Employee	5	7.2	16	23.2	21	30.4	
<b>Education</b>							
Diploma	4	5.8	15	21.7	19	27.5	.169 <sup>b</sup>
Ners	13	18.8	32	46.4	45	65.2	
Ners + Magister	3	4.3	2	2.9	5	7.2	
<b>Unit</b>							
Perioperative Room	1	1.4	3	4.3	4	5.8	.638 <sup>b</sup>
Intensive Care Unit (ICU)	4	5.8	13	18.8	17	24.6	
Non-Intensive Care Unit	9	13	18	26.1	27	39.1	
Outpatient Clinic	1	1.4	6	8.7	7	10.1	
Emergency Department (ED)	5	7.2	9	13	14	20.3	

Note: \*significance ( $p < .05$ ), <sup>a</sup>Chi-square, <sup>b</sup>Kruskal-Wallis

### Job Satisfaction

The satisfaction level analysis is presented in stacked chart of various categories that build nurse job satisfaction. The level of satisfaction is grouped into four categories, including very dissatisfied (red), dissatisfied (orange), satisfied (light green), and very satisfied (dark green). The majority of categories showed a high level of satisfaction, with the predominance of light green and dark green colors, indicating that most respondents were satisfied or very satisfied with the aspects evaluated.

Some of the categories exhibit a higher proportion of red and orange, indicating a higher level of dissatisfaction than others. The category concerns time of salary and incentives, salary and incentive alignment with workload, the opportunity to participate in training, and nursing career development. This indicates that there is a group of respondents who are dissatisfied or very dissatisfied with the aspects represented by the category (Figure 1).

Conversely, categories pertaining to nursing practices, workplace cleanliness, and teamwork, are predominantly represented by the color green, indicating a high level of satisfaction. Therefore, this data can help pinpoint areas that require attention to enhance overall satisfaction.

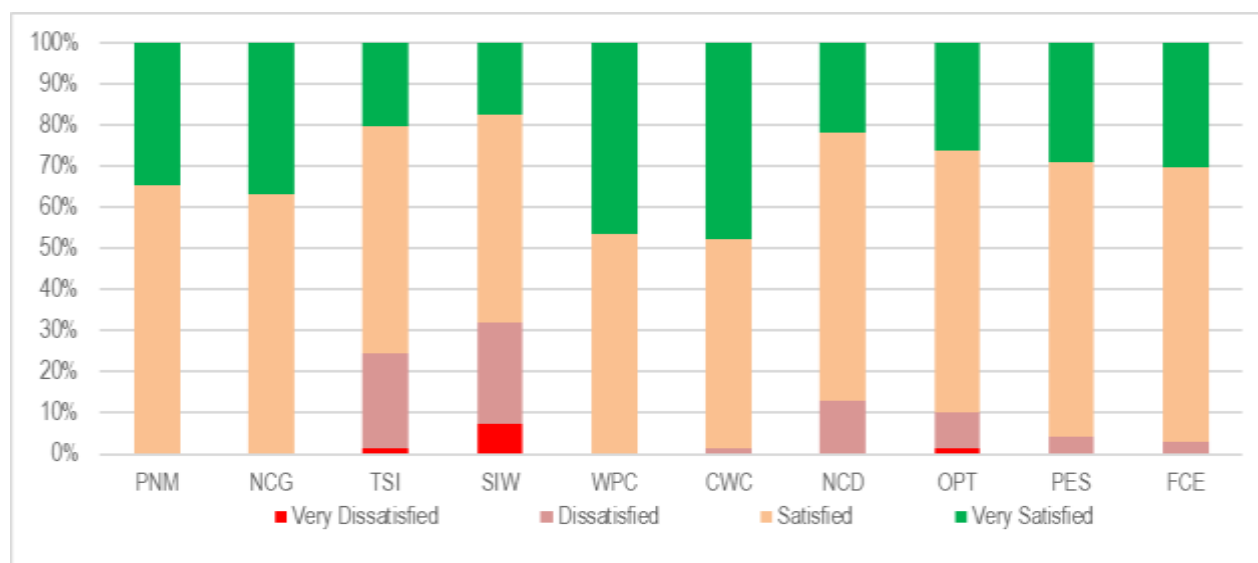


Figure 1. Nurse Job Satisfaction Assessment from Various Aspects

Figure 2 shows the correlation value between various categories and nurses' job satisfaction displayed in the form of a bar chart. The green gradation indicates that the denser it is, the higher the correlation value with a positive correlation. The correlation value range varies between .726 to .309 indicating a spectrum from strong to weak correlation. The category related to salary and incentive alignment with workload showed the highest correlation, with a value of .726, followed by the category related to time of salary and incentives with a value of .682. These two aspects were also identified as having higher percentage of dissatisfaction compared to the other aspects. This suggests that aspects in these categories have a strong correlation with nurses' job satisfaction, so improvements in these categories are likely to have a significant impact on enhance overall satisfaction.

Conversely, the category of opportunities to participate in the training that exhibited a higher percentage of dissatisfaction than the others demonstrated a weak correlation value of .321. Other aspects that were also identified as having a weak correlation were cooperation with colleagues (.309) and planning nursing methods (.332). A lower correlation value indicates that improvements in these categories may not have as significant an impact as those in the higher correlation category.



Figure 2. Correlation Value of Factors Shaping Nurses' Job Satisfaction

## DISCUSSION

The findings from this study highlight several key factors influencing nurses' job satisfaction in teaching hospitals. Among these, compensation including salary and incentives emerged as the most robustly correlated factor. Satisfaction was particularly high when compensation aligned with workload and was received in a timely and fair manner. Numerous studies support the strong relationship between compensation and job satisfaction in healthcare. When financial rewards meet or exceed expectations, nurses report greater satisfaction, improved performance, and stronger work commitment (Asiamah et al., 2019). In the Philippines, higher salaries are linked to greater job satisfaction and retention, with financial factors often being the primary reason nurses choose to stay or leave (Alkandi et al., 2023; Sapar & Oducado, 2021).

Fairness in compensation, adjusted to workload and responsibilities is also critical. A mismatch between salary and job demands can lead to dissatisfaction and higher turnover (Javanmardnejad et al., 2021; Woldekiros et al., 2022). While non-financial incentives such as recognition and training opportunities are valuable, their impact is generally weaker than that of financial rewards (Alkandi et al., 2023). Although training opportunities were associated with dissatisfaction in this study, the correlation with overall job satisfaction was weak, suggesting a more limited influence. Career development also emerged as a significant factor, showing a moderate positive correlation with job satisfaction. Beyond skill enhancement, career development fosters a sense of value and

empowerment. Continuing Professional Development (CPD) programs are essential for improving competence and motivation, offering pathways to promotion, specialization, and professional identity (King et al., 2021; Vázquez-Calatayud et al., 2021). A strong career identity can reduce turnover intentions (Hu et al., 2022), and early career planning supported by educational institutions and workplace leadership can reinforce long-term commitment (Wei et al., 2021).

Mentorship plays a vital role in career development, offering guidance, confidence-building, and access to opportunities (Iheduru-Anderson, 2020). Organizational and leadership support are also crucial for workplace learning and skill advancement (King et al., 2021). Conversely, limited career prospects may drive nurses to leave the profession (Roth et al., 2022). Thus, fostering a supportive environment for career growth is essential. This study also found high satisfaction with supervisory support, including communication, guidance, and periodic evaluation. Effective communication and feedback from nurse managers enhance job satisfaction and retention (Li et al., 2020; Maghsoud et al., 2022). Constructive supervision helps nurses feel valued and improves care quality (Nurmeksela et al., 2021; Uchmanowicz et al., 2020). This study has several limitations. It was conducted at a single teaching hospital, limiting generalizability. Data collection via online forms may have introduced response bias. The cross-sectional design captured only a single time point, preventing analysis of changes over time. Additionally, external factors such as hospital policies and organizational culture were not examined. Future research should include broader samples and longitudinal designs to deepen understanding of nurse job satisfaction in diverse contexts.

The study highlights that nurse leaders play a pivotal role in addressing the key drivers of job satisfaction particularly compensation and career development. Leaders should advocate for fair and workload-adjusted salary structures, as well as transparent incentive systems, to enhance motivation and reduce turnover. Equally important is the creation of structured career pathways through mentorship, continuing education, and promotion opportunities, which can strengthen nurses' professional identity and long-term commitment. Although factors like training opportunities and teamwork showed weaker correlations with satisfaction, they still contribute to a supportive work environment and should be maintained as complementary strategies. By focusing on these high-impact areas, nurse leaders can foster a more resilient and satisfied nursing workforce, especially in the complex setting of teaching hospitals.

## **CONCLUSION**

This study concludes that while nurses generally express satisfaction with aspects such as nursing practices, workplace cleanliness, and teamwork, dissatisfaction remains high in areas related to salary fairness and career advancement both of which show strong correlations with overall job satisfaction. In contrast, factors like training opportunities and collaboration, though beneficial, have weaker associations and may not significantly influence satisfaction unless foundational issues are addressed. These findings emphasize the need for targeted improvements in compensation and career development systems to enhance nurse satisfaction, retention, and performance.

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