AN ANALYSIS OF JOB SATISFACTION AMONG INPATIENT NURSES AT HOSPITAL X SIDOARJO

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Abstract

This empirical study investigates how organizational commitment and work facilities collectively influence the job satisfaction of inpatient nursing staff at Hospital X Sidoarjo. To evaluate the structural pathways between these specific variables, a quantitative design was deployed utilizing Partial Least Squares–Structural Equation Modeling (PLS-SEM). The statistical analysis reveals that organizational commitment exerts a positive and significant impact on nurses' job satisfaction, implying that heightened levels of institutional loyalty directly foster greater workplace contentment. Additionally, work facilities were found to have a positive and significant effect on job satisfaction, demonstrating that the provision of adequate and supportive operational resources substantially elevates nurses' comfort in executing their daily duties. These insights underscore the necessity for Hospital X Sidoarjo to reinforce organizational alignment and consistently upgrade physical work environments. Ultimately, such strategic enhancements are vital for driving up employee satisfaction, which subsequently paves the way for superior staff performance and enhanced healthcare delivery.

Keywords: Organizational Commitment, Work Facilities, Job Satisfaction

INTRODUCTION

Hospitals require effective human resource management to maintain the quality and continuity of healthcare services. Nurses are a key component of hospital human resources because they provide direct and continuous care to patients. Their work involves shift schedules, varying patient conditions, and different workloads, making working conditions an important aspect of nurses' job satisfaction. Job satisfaction is relevant to employee retention because dissatisfaction may be associated with employees' intention to leave the organization.

Hospital X Sidoarjo is a general hospital in Sidoarjo, East Java, providing services including general medicine, internal medicine, pediatrics, obstetrics and gynecology, surgery, and radiology. The hospital has 45 inpatient nurses who work in three rotating shifts consisting of morning, afternoon, and night shifts. Internal hospital data indicate an increase in the turnover of inpatient nurses during 2023–2025, as presented in Table 1.

Table 1.
Turnover of Inpatient Nurses at Hospital X Sidoarjo

No.	Year	Number of Nurses	Number of Nurses Who Resigned	Number of Nurses Recruited	Turnover Percentage
1	2023	35	3	4	6%
2	2024	37	5	8	14%
3	2025	40	11	16	28%

Source: Internal Data of Hospital X Sidoarjo, 2025

The data show that the turnover percentage increased from 6% in 2023 to 14% in 2024 and 28% in 2025. Although the hospital recruited additional nurses during this period, the number of nurses leaving the organization also increased. This condition indicates a retention issue that requires attention, particularly in relation to nurses' working experiences and job satisfaction. Preliminary observations further identified relatively high workloads, perceptions that salaries were not fully proportional to responsibilities and workload, and communication and coordination problems during shift changes.

Organizational commitment is one factor that may be associated with job satisfaction because it reflects employees' attachment to the organization and willingness to contribute to organizational goals. A preliminary survey involving 15 inpatient nurses identified several concerns regarding organizational commitment, as shown in Table 2.

Table 2.
Preliminary Survey of Organizational Commitment

No.	Statement	Yes	%	No	%	Total Respondents
1	I have not always given my best effort in serving patients for the interests of the hospital.	9	60%	6	40%	15
2	I have not fully considered the benefits I obtain by remaining employed at this hospital.	10	67%	5	33%	15

3	I have not fully felt responsible for contributing to the development of the hospital.	8	53%	7	47%	15

Source: Preliminary Survey, 2025

The findings indicate that several aspects of organizational commitment require further attention. Previous studies support the relevance of this factor to job satisfaction. Kalsum et al., (2023) found that organizational commitment was significantly associated with nurses' job satisfaction in a hospital, while Salsabila, (2024) reported a significant relationship among employees of a medical clinic. Kader et al., (2023) also found a significant relationship between organizational commitment and job satisfaction among nurses and midwives. These findings show a consistent pattern across healthcare settings, although the characteristics of employees and organizations differed.

Work facilities are another factor that may be associated with nurses' job satisfaction because medical equipment, nursing supplies, and supporting facilities directly support the performance of nursing duties. The preliminary survey identified several concerns regarding work facilities, as presented in Table 3.

Table 3.
Preliminary Survey of Work Facilities

No.	Statement	Yes	%	No	%	Total Respondents
1	The medical equipment available in the inpatient rooms is not yet complete to support patient care.	10	67%	5	33%	15
2	Nursing supplies, such as gloves, bandages, and intravenous equipment, are not available in sufficient quantities.	12	80%	3	20%	15
3	Supporting facilities, such as toilets and internet access, do not adequately support work activities.	8	53%	7	47%	15

Source: Preliminary Survey, 2025

The preliminary findings indicate that some work facilities are not yet optimal. This is consistent with Nahardian Vica et al., (2022), who found a significant relationship between work facilities and nurses' job satisfaction in a hospital. Hidayat et al., (2022) also reported a positive and significant relationship between work facilities and employee job satisfaction, while Nur et al., (2025) found a positive and significant effect among employees at a community health center. These studies indicate a similar pattern, although they differ in healthcare settings and employee characteristics.

Overall, previous studies suggest that organizational commitment and work facilities are relevant to job satisfaction in healthcare organizations. However, previous research has often examined these factors separately or in different healthcare settings, including hospitals, clinics, and community health centers. Research examining both organizational commitment and work facilities simultaneously among inpatient nurses in a specific hospital context in Sidoarjo remains limited. This gap is particularly relevant in Hospital X Sidoarjo,

where inpatient nurse turnover increased substantially between 2023 and 2025. Therefore, this study aims to examine the relationship between organizational commitment and work facilities with nurses' job satisfaction at Hospital X Sidoarjo. The findings are expected to provide empirical evidence for healthcare human resource management and practical information for hospital management in understanding factors associated with nurses' job satisfaction.

REVIEW OF LITERATURE

Recent studies have examined organizational commitment and work facilities in relation to job satisfaction, particularly in healthcare organizations. The findings generally indicate that both factors are related to employees' job satisfaction, although the studies differ in terms of organizational setting, respondent characteristics, and variables examined. These differences provide an opportunity to further examine the relationship between organizational commitment, work facilities, and job satisfaction within the specific context of inpatient nurses.

Research concerning work facilities shows a relatively consistent relationship with job satisfaction. Nahardian Vica et al., (2022) found a significant relationship between work facilities and nurses' job satisfaction at Dr. Soegiri Regional Hospital, Lamongan. The study emphasized that adequate facilities support the smooth implementation of nurses' duties, create a comfortable working environment, and provide a sense of safety in performing their work. Hidayat et al., (2022) similarly found that work facilities had a positive and significant effect on employees' job satisfaction, indicating that adequate facilities can facilitate task completion and create a more supportive and comfortable working environment. This finding is also consistent with Nur et al., (2025) who found that work facilities positively and significantly affected job satisfaction among employees at Baranti Community Health Center. Although these studies demonstrate a similar pattern, their settings differ, involving hospital nurses, general employees, and community health center employees.

Studies on organizational commitment also indicate a relationship with job satisfaction. Kalsum et al., (2023) found that organizational commitment significantly affected job satisfaction among nurses at RSIA Eria Bunda Pekanbaru. Salsabila (2024) reported a significant effect of organizational commitment on job satisfaction among employees at Sekata Medical Center Clinic. Kader et al., (2023) further found a significant relationship between organizational commitment and job satisfaction among nurses and midwives at RSIA Restu Ibu. These findings indicate a consistent association between organizational commitment and job satisfaction across several healthcare settings, although the respondents and organizational characteristics varied.

Rianti et al., (2023) also examined organizational commitment and job satisfaction among hospital employees. The study reported a positive and significant relationship between the two variables. However, the explanation in the source also describes job satisfaction as contributing to stronger organizational commitment, so the study is used here as supporting evidence of the association between the two constructs rather than as the primary basis for a specific causal direction.

Overall, previous studies demonstrate a relatively consistent pattern in which organizational commitment and work facilities are associated with job satisfaction. However,

differences remain in the research settings, respondent characteristics, and combinations of variables examined. Some studies specifically involved nurses in hospitals, while others examined employees in clinics or community health centers. In addition, the previous studies generally examined organizational commitment or work facilities separately, rather than examining both factors simultaneously among inpatient nurses in the same hospital context.

Therefore, a research gap remains regarding the simultaneous examination of organizational commitment and work facilities in relation to nurses' job satisfaction, particularly among inpatient nurses at Hospital X Sidoarjo. This study addresses the gap by examining the relationship between organizational commitment and work facilities with nurses' job satisfaction at Hospital X Sidoarjo. The study is expected to provide additional empirical evidence regarding factors associated with nurses' job satisfaction and contribute to the literature on human resource management in healthcare organizations.

RESEARCH METHOD

This study employed a quantitative survey design to examine the relationships between organizational commitment, work facilities, and job satisfaction among inpatient nurses at Hospital X Sidoarjo. The population consisted of 45 inpatient nurses. Because the population was relatively small and clearly defined, saturated sampling (census) was used. All 45 questionnaires were returned and completely filled out, resulting in a 100% response rate and a final sample of 45 valid respondents.

Primary data were collected using a structured questionnaire with a five-point Likert scale ranging from 1 (Strongly Disagree) to 5 (Strongly Agree). Organizational commitment (X_1) was measured through affective, continuance, and normative commitment; work facilities (X_2) through work equipment, supporting, and social facilities; and job satisfaction (Y) through satisfaction with the work itself, salary, and coworkers. Respondent characteristics were described based on age and length of service.

Descriptive analysis was used to summarize respondents' perceptions through the average scores of each indicator. Data analysis was subsequently conducted using Partial Least Squares Structural Equation Modeling (PLS-SEM) with SmartPLS. The outer model was assessed using outer loading, AVE, Cronbach's Alpha, Composite Reliability, and HTMT, while the inner model was evaluated using R^2, adjusted R^2, Q^2, and path coefficients. Hypotheses were tested using bootstrapping at a 5% significance level, with t-statistic > 1.96 and p-value < 0.05 indicating statistical significance.

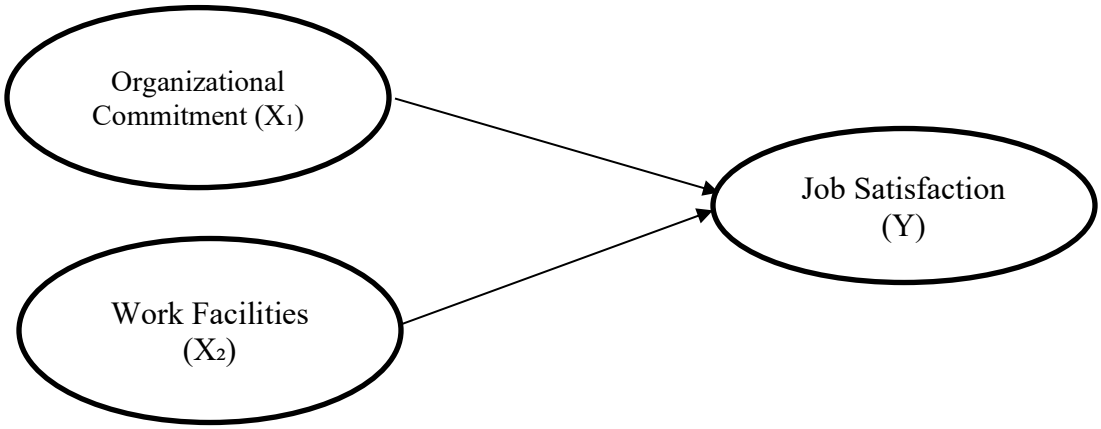
As the study used a cross-sectional design and was conducted at a single hospital, the findings were interpreted within the context of Hospital X Sidoarjo and should be generalized to other hospitals or nursing populations with caution.

Research Hypotheses

H1: Organizational commitment has a positive and significant effect on job satisfaction among inpatient nurses at Hospital X Sidoarjo.

H2: Work facilities have a positive and significant effect on job satisfaction among inpatient nurses at Hospital X Sidoarjo.

Research Model



RESULTS AND DISCUSSION

This study was conducted at Hospital X Sidoarjo, with inpatient nurses serving as the research respondents. Nurses were selected because they play a crucial role in providing continuous healthcare services and directly contribute to the quality of patient care. A total of 45 inpatient nurses participated in this study. Data were collected through a structured questionnaire distributed online using Google Forms.

Table 4.
Characteristics of Respondents

Characteristics	Category	Frequency	Percentage (%)
Age	< 25 years	18	40
	25–30 years	15	32
	31–35 years	5	12
	> 35 years	7	16
Total		**45**	**100**
Length of Service	< 1 year	18	40
	1–5 years	18	40
	6–10 years	9	20
Total		**45**	**100**

Source: Primary data processed, 2026

Table 4 shows that the largest proportion of respondents was under 25 years of age (40%), followed by those aged 25–30 years (32%), over 35 years (16%), and 31–35 years (12%). Regarding length of service, 40% of respondents had worked for less than one year, another 40% had 1–5 years of experience, while 20% had 6–10 years of experience. These

results show that the respondents were mainly nurses under 25 years of age and those with less than five years of work experience.

The collected data were analyzed using Partial Least Squares Structural Equation Modeling (PLS-SEM) with SmartPLS. The measurement model was evaluated using outer loading, Cronbach's Alpha, Composite Reliability, AVE, and HTMT. Subsequently, the structural model was evaluated and hypothesis testing was conducted to examine the statistical relationships between Organizational Commitment, Work Facilities, and Job Satisfaction.

Table 5.
Outer Loading Analysis

Variable	indicator	Outer loadings
Organizational Commitment	X 1.1	0,865
	X 1.2	0,899
	X 1.3	0,835
Work Facilities	X 2.1	0,915
	X 2.2	0,941
	X 2.3	0,906
Job Satisfaction	Y 1	0,864
	Y 2	0,952
	Y 3	0,871

Source: Data processed using SmartPLS, 2026

Table 6.
Reliability and Convergent Validity Analysis

Variable	Cronbach's alpha	Composite reliability (rho_a)	Composite reliability (rho_c)	Average variance extracted (AVE)
Organizational Commitment	0,837	0,862	0,901	0,751
Work Facilities	0,911	0,914	0,944	0,848
Job Satisfaction	0,877	0,878	0,925	0,804

Source: Data processed using SmartPLS, 2026

Table 7.
HTMT Ratio

	Organizational Commitment	Work Facilities	Job Satisfaction
Organizational Commitment		0,813	
Work Facilities			
Job Satisfaction	0,803	0,738	

Source: Data processed using SmartPLS, 2026

Table 8.
R-Square

	R-square	R-square Adjusted
Job Satisfaction	0,550	0,529

Source: Data processed using SmartPLS, 2026

Table 9.
Path Coefficients and Hypothesis Testing

	Original sample (O)	Sample mean (M)	Standard deviation (STDEV)	T statistics (|O/STDEV|)	P values	Decision
Organizational Commitment → Job Satisfaction	0.416	0.441	0.068	6.149	0.000	Supported
Work Facilities → Job Satisfaction	0.178	0.180	0.070	2.566	0.011	Supported

Source: Data processed using SmartPLS, 2026

Outer Model Evaluation

Table 5 presents the outer loading values for all indicators. The results show that all indicators have loading values ranging from 0.835 to 0.952, exceeding the recommended threshold of 0.70. These results provide support for convergent validity, indicating that the indicators adequately represent their respective constructs.

The reliability and convergent validity results presented in Table 6 further show that all constructs have Cronbach's Alpha and Composite Reliability values above 0.70, while all AVE values exceed 0.50. These results indicate adequate internal consistency and convergent validity for Organizational Commitment, Work Facilities, and Job Satisfaction.

Furthermore, the Heterotrait-Monotrait (HTMT) ratios presented in Table 7 are 0.813, 0.803, and 0.738. All values are below the 0.90 threshold, providing support for discriminant validity. However, the values of 0.813 and 0.803 are relatively close to the threshold; therefore, the discriminant validity results should be interpreted with appropriate caution.

Inner Model Evaluation

The evaluation of the structural model was conducted using the coefficient of determination (R^2). As presented in Table 8, the R^2 value for Job Satisfaction is 0.550, with an adjusted R^2 of 0.529. This result indicates that Organizational Commitment and Work Facilities collectively explain 55.0% of the variance in Job Satisfaction. The remaining 45.0% represents variance in Job Satisfaction that is not explained by the variables included in the current model.

Hypothesis Testing

The structural path results are presented in Table 9. Organizational Commitment shows a positive and statistically significant relationship with Job Satisfaction, with a path coefficient of 0.416, a t-statistic of 6.149, and a p-value of 0.000. Since the p-value is below 0.05, H1 is supported.

Work Facilities also show a positive and statistically significant relationship with Job Satisfaction, with a path coefficient of 0.178, a t-statistic of 2.566, and a p-value of 0.011. Since the p-value is below 0.05, H2 is supported.

Because this study uses a cross-sectional questionnaire design, these findings indicate statistically significant relationships between the variables and should not be interpreted as definitive causal effects.

The Relationship between Organizational Commitment and Job Satisfaction

The results indicate that Organizational Commitment has a positive and statistically significant relationship with Job Satisfaction among inpatient nurses at Hospital X Sidoarjo. This finding suggests that nurses with stronger organizational commitment tend to report more favorable levels of job satisfaction. However, the cross-sectional design does not allow the relationship to be interpreted as definitive causation.

The descriptive results show that respondents generally tended to agree with the statements measuring Organizational Commitment. Nevertheless, the analysis in this study treats Organizational Commitment as an overall construct. Therefore, the results do not provide sufficient evidence to determine which dimension of organizational commitment has the strongest relationship with Job Satisfaction.

This finding is consistent with previous studies by Kader et al., (2023); Kalsum et al., (2023); Salsabila, (2024), which reported significant relationships between organizational commitment and job satisfaction. These similarities suggest that organizational commitment is relevant to understanding job satisfaction in nursing and healthcare work settings, although the strength and context of the relationship may differ across organizations.

The Relationship between Work Facilities and Job Satisfaction

The results also show that Work Facilities have a positive and statistically significant relationship with Job Satisfaction among inpatient nurses at Hospital X Sidoarjo. This finding indicates that better perceptions of available work facilities are associated with more favorable job satisfaction.

The descriptive results show that respondents generally tended to agree with the statements concerning work facilities. The preliminary survey also identified concerns regarding the availability of several nursing supplies, including gloves, bandages, and intravenous equipment. These conditions provide contextual information regarding the importance of work facilities in the research setting. However, the study does not separately test the effect of each dimension of Work Facilities; therefore, no particular dimension can be identified as the strongest.

The finding is consistent with previous studies by Hidayat et al., (2022); Nahardian Vica et al., (2022); Nur et al., (2025), which reported positive and significant relationships between work facilities and job satisfaction. The consistency of these findings indicates that work facilities are relevant to job satisfaction in healthcare and other organizational settings. Overall, Organizational Commitment and Work Facilities both show positive and statistically significant relationships with Job Satisfaction among the inpatient nurses included in this study. The findings should be interpreted within the context of Hospital X Sidoarjo and the cross-sectional research design.

CONCLUSION

In conclusion, the empirical evidence generated by this study establishes that both organizational commitment and work facilities exert positive and statistically significant direct effects on the job satisfaction of inpatient nursing staff at Hospital X Sidoarjo. The statistical contribution of organizational commitment toward job satisfaction underscores that personnel characterized by heightened institutional loyalty, professional accountability, and psychological alignment systematically experience greater workplace contentment. Correspondingly, the provision of adequate and supportive work facilities operates as a critical operational catalyst, significantly driving up nurses' job satisfaction by directly facilitating greater functional efficiency, task effectiveness, and physical comfort throughout their daily clinical routines.

These findings indicate that improving both organizational commitment and work facilities is essential for enhancing nurses' job satisfaction. Therefore, Hospital X Sidoarjo should strengthen organizational commitment by fostering employee engagement, improving communication between management and nurses, and creating a supportive work environment. In addition, the hospital should ensure the availability of adequate medical equipment and supporting work facilities to enable nurses to perform their duties effectively. By improving these aspects, the hospital is expected to increase nurses' job satisfaction, which will ultimately contribute to better healthcare service quality and organizational performance.

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