
THE EFFECT OF WORK STRESS AND JOB INVOLVEMENT ON JOB SATISFACTION OF EMPLOYEES IN THE EMERGENCY DEPARTMENT OF DR. SOEDARSO REGIONAL GENERAL HOSPITAL PONTIANAK

Halifah¹

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Abstract

The increasing number of patient visits and limited resources in the Emergency Department of Dr. Soedarso Regional General Hospital, Pontianak, have the potential to create work pressure that affects employees' work attitudes. This study aims to analyze the effect of work stress and job involvement on employee job satisfaction, both partially and simultaneously. The study employed a quantitative approach with an associative design. The population as well as the sample consisted of 53 Emergency Department employees determined using a total sampling technique. Data were collected through Likert-scale questionnaires and analyzed using multiple linear regression, correlation coefficient, coefficient of determination, and F-test and t-test at a significance level of 0.05. The results show that work stress has a negative and significant effect on job satisfaction, while job involvement has a positive and significant effect on job satisfaction. Simultaneously, both variables have a significant effect on job satisfaction, with a correlation coefficient (R) of 0.787 indicating a strong relationship. The coefficient of determination (R²) of 0.619 indicates that 61.9% of the variation in job satisfaction can be explained by work stress and job involvement, while the remaining 38.1% is influenced by other variables outside the research model. Theoretically, this study clarifies the role of psychological work conditions in shaping job satisfaction within high-pressure healthcare environments. Practically, the findings provide implications for hospital management to manage work stress and enhance job involvement in order to improve job satisfaction and maintain service quality in the emergency department.

Keywords: Work Stress, Job Involvement, Job Satisfaction

INTRODUCTION

Human resources are the main element that drives all organizational resources because they possess intellect, feelings, skills, knowledge, as well as energy and creativity that directly influence the achievement of organizational goals (Sutrisno, 2017). In the context of work organizations, the quality and condition of human resources cannot be separated from the psychological dynamics experienced by individuals in carrying out their work roles. One such dynamic is work stress, which arises as an individual's response to work pressures and is experienced differently by each employee (Sinambela, 2021). Work stress not only affects physical conditions but also mental aspects and interpersonal relationships, including sleep disturbances, fatigue, anxiety, decreased concentration, and social relations in the workplace (Zainal & Ashar, 2023).

The phenomenon of work stress is relevant in healthcare service organizations, particularly hospitals, which function to provide comprehensive health services to the community (World Health Organization in Pratiwi et al., 2022). Dr. Soedarso Regional General Hospital Pontianak, as a hospital owned by the Government of West Kalimantan Province with the status of a Regional Public Service Agency, plays a strategic role in the delivery of health services, including emergency services. Since being designated as a Type A hospital in 2022, Dr. Soedarso Hospital has carried out outpatient, inpatient, and emergency services in accordance with Law Number 44 of 2009 and Minister of Health Regulation Number 147 of 2010. One service unit with complex work characteristics is the Emergency Department, which serves patients based on the level of emergency through a triage system (Minister of Health Regulation Number 47 of 2018).

Empirical data show an increase in the number of patient visits to the Emergency Department of Dr. Soedarso Hospital from 15,910 visits in 2022 to 28,512 visits in 2023 and 31,052 visits in 2024 (Dr. Soedarso Hospital, 2025). This increase reached 79.21% in 2023 and 8.91% in 2024. This condition occurred amid limited physical resources, particularly the number of Emergency Department beds, which are only available in 22 units based on the Director's Decree of Dr. Soedarso Hospital in 2025. During certain periods, the unpredictable number of patients causes patient congestion and prolongs service waiting times, as revealed through interviews with the Head of the Emergency Department Unit.

These working conditions affect the workload of Emergency Department employees who must carry out their duties with high speed and accuracy in dense and high-pressure situations. Workloads that exceed capacity, pressure from patients and their families, and demands for rapid decision-making have the potential to cause work stress, physical fatigue, and emotional exhaustion (Ramadhani et al., 2022). Attendance data of civil servants in the Emergency Department of Dr. Soedarso Hospital show an increase in absenteeism rates from 0.44% in 2022 to 0.47% in 2023 and further increased to 0.65% in 2024 (Dr. Soedarso Hospital, 2025). This phenomenon aligns with the view that distress-type work stress is associated with increased employee absenteeism (Sule & Priansa, 2018).

In addition to work stress, job involvement and job satisfaction are factors frequently examined in the context of employee behavior and work attitudes. Job involvement is understood as the psychological attachment of employees to their work, reflected in the level of concern and identification of individuals with the roles they perform (Wulandari, 2020; Pranogyo et al., 2021). Job satisfaction describes individuals' feelings toward their jobs formed by internal and external factors, including working conditions, work outcomes, and

the work environment (Sinambela, 2021). Several studies indicate that the relationship between work stress, job involvement, and job satisfaction has not produced consistent findings, either in terms of direction or significance of influence (Kajuwatu et al., 2022; Prihastuty & Yustini, 2024; Wartono, 2017).

The research gap is evident from differences in empirical findings of previous studies regarding the relationship between work stress, job involvement, job satisfaction, and performance. Kajuwatu et al. (2022) found that work stress has a positive and significant effect on performance, while job involvement and job satisfaction do not have a partial effect, although they have a simultaneous effect. Conversely, Prihastuty and Yustini (2024) showed that work stress has a negative and significant effect on performance, while job involvement and job satisfaction have a positive and significant effect. These differences indicate variations in results based on organizational context, job characteristics, and different research objects, particularly in the healthcare service sector with high work pressure.

In line with these differing findings, this study is positioned in a more specific context, namely employees of the Emergency Department of Dr. Soedarso Regional General Hospital Pontianak, focusing on the relationship between work stress and job involvement on job satisfaction. This study does not place performance as the dependent variable but focuses the analysis on job satisfaction as an employee attitudinal response to working conditions in the emergency department, which has high pressure and workload characteristics. This context distinguishes this study from previous research that generally positions job satisfaction as a mediating variable or uses objects outside emergency service units. The purpose of this study is to analyze the effect of work stress and job involvement on job satisfaction of employees in the Emergency Department of Dr. Soedarso Regional General Hospital Pontianak.

REVIEW OF LITERATURE

Work Stress

Work stress is understood as a condition of pressure experienced by individuals due to a mismatch between job demands and the abilities or resources possessed. Zainal and Ashar (2023) define work stress as excessive physical, mental, or emotional pressure that arises when job demands exceed an individual's capacity. This concept emphasizes that work stress originates from the interaction between job characteristics and individual conditions in carrying out their roles.

Zainal and Ashar (2023) identify various sources of work stress, including excessive workload, lack of control and support, conflict and uncertainty, unhealthy work environments, work-life imbalance, lack of rewards and recognition, unclear roles and responsibilities, imbalance between demands and abilities, lack of social support, and organizational change and uncertainty. These sources illustrate structural, social, and psychological pressures that can affect employees' emotional and cognitive conditions. In the work context, the accumulation of such pressures has the potential to form negative perceptions of the work performed, which are subsequently related to employee work attitudes, including job satisfaction (Zainal & Ashar, 2023).

Job Involvement

Job involvement describes the level of psychological attachment of individuals to their work and the extent to which work becomes an important part of an employee's self-identity. Wulandari (2020) defines job involvement as employee commitment characterized

by feelings of attachment, high concern for work, and active involvement in the work environment. This concept emphasizes the psychological dimension that connects individuals with their work roles.

According to Lodahl and Kejner (1965) in Wulandari (2020), job involvement has two main dimensions: psychological identification with work and the influence of work outcomes on self-esteem. Psychological identification indicates the extent to which individuals view work as an important part of their self-image, while the dimension of work outcomes on self-esteem illustrates the link between work achievements and employee self-evaluation. A high level of job involvement reflects conditions in which work has personal meaning for individuals and becomes a source of self-evaluation in the work context (Lodahl & Kejner, 1965 in Wulandari, 2020). This condition relates to how employees evaluate their work experiences, including aspects of job satisfaction.

Job Satisfaction

Job satisfaction reflects employees' affective conditions toward their work as a result of interactions with the work environment and individuals' evaluations of various aspects inherent in the job. Sule and Priansa (2018) define job satisfaction as a collection of employee feelings, both positive and negative, formed from perceptions of mental attitudes toward work and the work environment. This definition places job satisfaction as a subjective psychological construct influenced by employees' work experiences.

Furthermore, Luthans (2011) in Sule and Priansa (2018) explains that job satisfaction is influenced by several main factors, namely the work itself, wages or salary, promotion opportunities, supervision, workgroups, and working conditions or environment. Interesting and challenging work is associated with the level of satisfaction felt by employees, while compensation systems and promotion opportunities relate to perceptions of fairness and recognition for work contributions. Supervision and relationships with workgroups are social factors that shape daily work experiences, while working conditions affect employee comfort and morale. All these factors form employees' overall evaluation of their jobs (Luthans, 2011 in Sule & Priansa, 2018).

Previous Research and Intervariable Relationships

Previous studies used in this research indicate that job satisfaction is influenced by psychological and situational factors inherent in employees' work experiences. Literature referred to by Sule & Priansa (2018), referring to Luthans (2011), positions working conditions, work relationships, and work environment as factors shaping job satisfaction. Within this framework, work stress originating from workload, conflict, role ambiguity, and organizational uncertainty as described by Zainal & Ashar (2023) constitutes part of the working conditions experienced by employees.

On the other hand, job involvement as explained by Wulandari (2020), referring to Lodahl & Kejner (1965), describes the level of employees' psychological attachment to their work. This literature shows that individuals' perceptions of their work, both in the form of work pressure and psychological involvement, are related to the work attitudes formed, including job satisfaction. The relationships among variables in this study are understood based on the conceptual linkage between work stress, job involvement, and job satisfaction as described in the theories and literature used, without making normative judgments or empirical validation of specific research findings.

Research Hypotheses

- H1:** Work Stress (X1) has a negative and significant effect on Job Satisfaction (Y) of employees in the Emergency Department of Dr. Soedarso Regional General Hospital, Pontianak.
- H2:** Job Involvement (X2) has a positive and significant effect on Job Satisfaction (Y) of employees in the Emergency Department of Dr. Soedarso Regional General Hospital, Pontianak.
- H3:** Work Stress (X1) and Job Involvement (X2) simultaneously have a significant effect on Job Satisfaction (Y) of employees in the Emergency Department of Dr. Soedarso Regional General Hospital, Pontianak.

RESEARCH METHOD

This study uses a quantitative approach with an associative research design. The quantitative approach is used because this study analyzes data in numerical form and processes it using statistical techniques to test predetermined hypotheses (Sugiyono, 2021). Associative research aims to determine relationships and influences between two or more variables (Siregar, 2017). This study analyzes the effect of work stress (X1) and job involvement (X2) on job satisfaction (Y) of employees in the Emergency Department of Dr. Soedarso Regional General Hospital Pontianak.

Data collection in this study uses primary data and secondary data. Primary data were obtained through interviews and questionnaires. Interviews were conducted with the Head of the Emergency Department of Dr. Soedarso Regional General Hospital Pontianak to obtain information relevant to the study (Siregar, 2017). Questionnaires were distributed to all Emergency Department employees as research respondents (Sugiyono, 2021). Secondary data were obtained from official documents of the Emergency Department of Dr. Soedarso Regional General Hospital Pontianak, including data on the number of patient visits, number of employees by unit, employee absenteeism data, and the Community Satisfaction Index (Siregar, 2017). The population in this study consisted of 53 employees in 2025, excluding the Head of the Emergency Department, and the entire population was used as the sample using a total sampling technique (Sugiyono, 2021).

Research variables were measured using a Likert scale with five levels of responses, ranging from strongly disagree to strongly agree (Sugiyono, 2021). Data quality tests were conducted through validity tests using product moment correlation and reliability tests using the Cronbach's Alpha method with a reliability criterion greater than 0.60 (Siregar, 2017). Data analysis was performed using classical assumption tests, including normality tests using Kolmogorov-Smirnov, linearity tests using Test for Linearity, and multicollinearity tests based on tolerance values and Variance Inflation Factor (VIF) (Purnomo, 2016; Nugraha, 2022; Priyatno, 2013). Hypothesis testing was conducted using multiple linear regression analysis, correlation coefficient, coefficient of determination, as well as simultaneous tests (F-test) and partial tests (t-test) with a significance level of 0.05 to determine the simultaneous and partial effects of work stress and job involvement on job satisfaction.

RESULTS AND DISCUSSION

Test Research Instruments

a. Validity Test

The validity test was conducted by correlating the score of each questionnaire item with the total score to ensure that the instrument measured the intended construct. The calculated r-value was compared with the r-table value of 0.270 at a significance level of 0.05 with $df = 51$ ($n = 53$). The validity test was used to determine whether a questionnaire was valid or not. Testing was carried out using Product Moment (Pearson) correlation by comparing the calculated r-value and r-table value at a significance level of 5% ($\alpha = 0.05$) with degrees of freedom $df = n - 2$. Thus, $df = 53 - 2 = 51$. At a significance level of 0.05, the r-table value used was 0.270. The test results are presented in Table 1.

Table 1.

Validity Test Results

Variable	Indicator	r-count	r-table	Description
Work Stress (X1)	X1.1	0.571	0.270	Valid
	X1.2	0.752		
	X1.3	0.749		
	X1.4	0.409		
	X1.5	0.845		
	X1.6	0.582		
	X1.7	0.652		
	X1.8	0.790		
	X1.9	0.449		
	X1.10	0.597		
	X1.11	0.771		
	X1.12	0.455		
	X1.13	0.830		
	X1.14	0.832		
	X1.15	0.835		
	X1.16	0.682		
	X1.17	0.710		
	X1.18	0.703		
	X1.19	0.631		
	X1.20	0.519		
Job Involvement (X2)	X2.1	0.807	0.270	Valid
	X2.2	0.751		
	X2.3	0.750		
	X2.4	0.793		
	X2.5	0.640		
	X2.6	0.744		
Job Satisfaction (Y)	Y.1	0.491	0.270	Valid
	Y.2	0.376		
	Y.3	0.625		
	Y.4	0.662		
	Y.5	0.534		
	Y.6	0.666		
	Y.7	0.688		

Y.8	0.751
Y.9	0.740
Y.10	0.512
Y.11	0.329
Y.12	0.820
Y.13	0.760

Source: Processed Data, 2026

Based on the results shown in Table 1, all indicators for the variables Work Stress (X1), Job Involvement (X2), and Job Satisfaction (Y) have r-count values greater than the r-table value of 0.270. Therefore, all statements are declared valid and suitable for use as research instruments.

b. Reliability Test

After the instruments were declared valid, reliability testing was conducted to assess the level of consistency or reliability of questionnaire items using the Cronbach’s Alpha method. Instruments are declared reliable if the Cronbach’s Alpha value ≥ 0.60 . The reliability test results are presented in Table 2.

Table 2.
Reliability Test Results

Variable	Cronbach’s Alpha	N of Items	Minimum Reliabilities	Description
Work Stress (X1)	0.932	20	0.60	Reliable
Job Involvement (X2)	0.840	6		
Job Satisfaction (Y)	0.850	13		

Source: Processed Data, 2026

Based on the reliability test results in Table 2, all research variables, namely Work Stress (X1), Job Involvement (X2), and Job Satisfaction (Y), have Cronbach’s Alpha values above the minimum threshold of 0.60. Therefore, all statement items are declared reliable and suitable for use as research instruments.

Classical Assumption Test

a. Normality Test

The normality test was conducted to ensure that the research data are normally distributed using the Kolmogorov–Smirnov method. The results of the normality test processed through SPSS are presented in Table 3.

Table 3.
Normality Test Results

Test	Value
N (Sample)	53
Test Statistic	.102
Asymp.Sig.(2-tailed)	.200c

Source: Processed Data, 2026

Based on the normality test results in Table 3 above, the Asymp. Sig. (2-tailed) value obtained is 0.200. This value indicates that it has exceeded the predetermined normality significance limit of 0.05, so it can be concluded that the data in this study are normally distributed.

b. Linearity Test

The linearity test was conducted to determine whether the relationship between the independent variables and the dependent variable is linear using the Test for Linearity method. The relationship between variables is declared linear if Sig.Linearity < 0.05. The linearity test results using SPSS are presented in Table 4.

Table 4.
Linearity Test Results

Variable	Sig. Linearity	Description
Job Satisfaction * Work Stress	.000	Linear
Job Satisfaction * Job Involvement	.000	

Source: Processed Data, 2026

From Table 4, it can be seen that the linearity test results between the independent variables and the dependent variable show a Sig.Linearity value of 0.000. This value is smaller than 0.05, therefore the relationship between the variables is declared linear.

c. Multicollinearity Test

The multicollinearity test was conducted to determine whether there is a strong correlation among the independent variables in the regression model. A high correlation among independent variables can cause regression coefficients to become inaccurate and reduce the quality of the model. The multicollinearity test results processed using SPSS are presented in Table 5.

Table 5.
Multicollinearity Test Results

Variable	Tolerance	VIF
Work Stress	.933	1.072
Job Involvement	.933	1.072

Dependent Variable: Job Satisfaction

Source: Processed Data, 2026

Based on Table 5 of the multicollinearity test, it can be seen that the variables Work Stress (X1), and Job Involvement (X2) have a VIF value of 1.072 (< 10.00) and a Tolerance value of 0.933 (> 0.10). Thus, it can be concluded that there are no symptoms of multicollinearity among the independent variables in this study.

Hypothesis Test

a. Multiple Linear Regression Analysis

Multiple linear regression analysis was used to test the effect of independent variables on the dependent variable, both simultaneously and partially. The regression coefficient results based on SPSS data processing are presented in Table 6.

Table 6.

Multiple Linear Regression Analysis Results

Variable	Coefficients	T Statistic	Significance Value
(Constant)	2.237	5.536	.000
Work Stress	-.196	-2.947	.005
Job Involvement	.526	7.470	.000

Dependent Variable: Job Satisfaction

Source: Processed Data, 2026

Based on Table 6, the multiple linear regression equation is as follows:

$$Y = 2,237 - 0,196 X_1 + 0,526 X_2$$

From the multiple linear regression equation, it can be explained as follows:

- 1) The constant value (a) of 2.237 means that when Work Stress (X1) and Job Involvement (X2) are zero, then Job Satisfaction (Y) remains at 2.237 units.
- 2) The regression coefficient value (b1) for the Work Stress variable (X1) is -0.196 with a negative direction, indicating that every one-unit increase in Work Stress will cause a decrease of 0.196 in Job Satisfaction.
- 3) The regression coefficient value (b2) for the Job Involvement variable (X2) is 0.526 with a positive direction, indicating that every one-unit increase in Job Involvement will cause an increase of 0.526 in Job Satisfaction.

b. Correlation Coefficient Analysis (R)

The correlation coefficient is used to measure the strength of the relationship between two or more variables and to determine the direction of the relationship. In this study, correlation analysis was conducted using the Product Moment method. The correlation coefficient value is presented in Table 7.

Table 7.
Correlation Coefficient Test Results (R)

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.787a	.619	.604	.27070

Predictors: (Constant), Job Involvement, Work Stress.

Source: Processed Data, 2026

Based on Table 7, the correlation value (R) obtained is 0.787. This value indicates that the relationship between Work Stress and Job Involvement on Job Satisfaction falls into the Strong category, because the value is within the range of 0.600–0.799.

c. Determination Coefficient (R²)

The coefficient of determination test (R²) is used to assess the extent to which independent variables explain the variation in the dependent variable. Based on the coefficient of determination (R²) results presented in Table 7 above, the R-Square value obtained is 0.619. This value indicates that the variables Work Stress and Job Involvement contribute 61.9% to Job Satisfaction. The remaining 38.1% is influenced by other variables not included in this study.

d. Simultaneous Test (F test)

The simultaneous test (F test) was conducted to analyze whether all independent variables together have a significant effect on the dependent variable in the study. Based on the simultaneous hypothesis testing (F test) results using SPSS, the results can be seen in Table 8.

Table 8.
Simultaneous Test Results (F test)

Model	Sum of Squares	Mean Square	F	Significance
Regression	5.964	2.982	40.696	.000b
Residual	3.664	.073		

Dependent Variable: Job Satisfaction

Predictors: (Constant), Job Involvement, Work Stress

Source: Processed Data, 2026

Based on the simultaneous test (F test) results presented in Table 9, it is known that the calculated F value obtained is 40.696, which is greater than the F table value of 3.18, and the significance value obtained is 0.000, which is below 0.05. Based on these results, H3 is accepted. It is concluded that the variables Work Stress and Job Involvement simultaneously have a significant effect on Job Satisfaction.

e. Partial Test (t test)

The partial test (t test) was used to determine the effect of each independent variable on the dependent variable separately, either by comparing the calculated t value and the t table value, or based on the significance value (Sig.) at a 95% confidence level ($\alpha = 0.05$). The partial hypothesis testing (t test) results using SPSS are presented in Table 9.

Table 9.
Partial Test Results (t test)

Research Variable	Coefficients	T Statistic	Significance Value
(Constant)	2.237	5.536	.000
Work Stress	-.196	-2.947	.005
Job Involvement	.526	7.470	.000

Dependent Variable: Job Satisfaction

Source: Processed Data, 2026

Based on Table 9, the calculated t value is compared with the t table value of 1.675 to explain the partial test results (t test), which show that:

- 1) The Work Stress variable (X1) obtained a calculated t value of -2.947 which is greater than the t table value of 1.675 and has a significance value of 0.005 which is smaller than 0.05. Based on these results, H1 is accepted. Therefore, it can be concluded that partially Work Stress has a negative and significant effect on Job Satisfaction.
- 2) The Job Involvement variable (X2) obtained a calculated t value of 7.470 which is greater than the t table value of 1.675 and has a significance value of 0.000 which is smaller than 0.05. Based on these results, H2 is accepted. Therefore, it can be concluded that partially Job Involvement has a positive and significant effect on Job Satisfaction.

DISCUSSION

The Effect of Work Stress on Job Satisfaction

The results show that Work Stress has a negative and significant effect on Job Satisfaction of employees in the Emergency Department of Dr. Soedarso Hospital Pontianak. This is evidenced by a regression coefficient value of -0.196 with a significance value of 0.005 which is smaller than 0.05. These results indicate that an increase in the level of work stress experienced by employees significantly decreases the level of job satisfaction. This

study is consistent with the findings of Gofur (2018) and Bhastary (2020), that work stress has a negative and significant effect on job satisfaction. This condition reflects that work pressure, task burden, and job demands in the Emergency Department environment have the potential to create psychological discomfort that directly impacts employees' assessments of their work. Thus, the higher the perceived work stress, the lower the job satisfaction possessed by employees.

The Effect of Job Involvement on Job Satisfaction

The regression analysis results show that Job Involvement has a positive and significant effect on Job Satisfaction. This is indicated by a regression coefficient value of 0.526 with a significance level of 0.000 which is smaller than 0.05. These results show that the higher the employee's involvement in work, the higher the job satisfaction felt. This study also strengthens the findings of Seprianto (2021) and Alfian et al (2018) which show that job involvement has a positive and significant effect on job satisfaction. High job involvement reflects a sense of ownership, commitment, and employees' emotional attachment to their work, thereby encouraging the emergence of satisfaction in working. This condition becomes important in the context of the Emergency Department, where high demands for professionalism and work dedication can increase work meaning and employee satisfaction.

The Effect of Work Stress and Job Involvement on Job Satisfaction

Based on the simultaneous test (F test) results, it is known that Work Stress and Job Involvement together have a significant effect on Job Satisfaction, with a calculated F value of 40.696 and a significance value of 0.000 which is smaller than 0.05. In addition, the coefficient of determination (R^2) value of 0.619 indicates that the two independent variables are able to explain 61.9% of the variation in employee Job Satisfaction, while the remainder is influenced by other factors outside the research model. These results emphasize that employee job satisfaction in the Emergency Department is not only influenced by the level of work stress, but also by the extent to which employees are actively involved in their work. This study is consistent with the findings of Syazida et al (2022) which state that simultaneously work stress and job involvement have a significant effect on employee job satisfaction, although partially the study found that work stress did not have a significant effect; however, simultaneously work stress and job involvement still have an important role in explaining variations in job satisfaction. This indicates that job satisfaction is not only influenced by one factor separately, but by the interaction of several related working conditions, including stress levels and employee involvement in work. The combination of good work stress management and increased job involvement becomes a key factor in improving employee job satisfaction in the hospital environment.

CONCLUSION

This study proves that work stress and job involvement have an important role in shaping the job satisfaction of employees in the Emergency Department of Dr. Soedarso Hospital Pontianak. The regression analysis results show that work stress has a negative and significant effect, while job involvement has a positive and significant effect on job satisfaction. Both variables have a significant effect with a strong relationship strength ($R = 0.787$), and are able to explain 61.9% of the variation in employee job satisfaction, while the remaining 38.1% is influenced by other factors outside the research model. The simultaneous test (F test) results prove that work stress and job involvement together have a significant

effect on employee job satisfaction. Partially, the t test results show that work stress has a negative and significant effect on job satisfaction, while job involvement has a positive and significant effect on job satisfaction. These results emphasize the importance of managing work stress and increasing job involvement in efforts to improve employee job satisfaction, especially in high-demand work environments such as the Emergency Department. Practically, these results imply the importance of effective work stress management and increasing job involvement as managerial strategies to improve employee job satisfaction, especially in high-demand work environments such as the Emergency Department. For future research, it is recommended to examine other variables that may influence job satisfaction in order to explain the proportion of variation that has not been accommodated in this research model.

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