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The Impact of Salary, Interpersonal Relationships, and Promotion Opportunities on Job Satisfaction Among Nurses in Bandar Lampung

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Abstract

Job satisfaction among nurses is a critical factor influencing the quality of patient care and the effectiveness of healthcare delivery. This study aims to investigate the impact of salary, interpersonal relationships, and promotion opportunities on job satisfaction among nurses at DKT TK IV 02.07.04 Hospital in Bandar Lampung. Using a quantitative research design with a cross-sectional approach, the study analyzed data from 86 nurses through a structured questionnaire. Descriptive statistics indicated moderate overall job satisfaction, with high satisfaction related to interpersonal relationships and moderate satisfaction with promotion opportunities. Multiple linear regression analysis revealed that salary, interpersonal relationships, and promotion opportunities significantly and positively influence job satisfaction, explaining 62.4% of the variance. The findings underscore the importance of competitive compensation and supportive work environments while highlighting areas for improvement in career advancement policies. These insights provide actionable recommendations for enhancing job satisfaction and improving healthcare service quality.

Keywords: Job satisfaction, Nurses, Salary, Interpersonal relationships, Promotion opportunities

1. Introduction

Job satisfaction is a crucial determinant of both the quality of patient care and the overall effectiveness of healthcare delivery systems (Kravitz, 1998; Naidu, 2009). Nurses, as key healthcare providers, significantly influence patient well-being and the standards of care within healthcare institutions (Castaneda & Scanlan, 2014; Mrayyan, 2006). Despite an expanding body of research into job satisfaction, there remains a notable gap in understanding how specific factors impact job satisfaction among nurses in Indonesia, especially within local healthcare settings (Lu et al., 2012; Samad et al., 2020; Yew et al., 2020; Erlina, 2023).

This study aims to address this gap by examining the influence of salary, interpersonal relationships, and promotion opportunities on job satisfaction among nurses at DKT TK IV 02.07.04 Hospital in Bandar Lampung. Given the importance of job satisfaction in ensuring high-quality patient care, exploring these factors is essential for developing strategies to enhance the work environment for nurses (Atefi et al., 2016; Yew et al., 2020; Jainah et al., 2024).

While previous research has identified various determinants of job satisfaction, such as salary and supportive work environments, these studies often focus on contexts outside Indonesia (Barusman & Cahyani, 2024; Rahmi & Meilani, 2023; Jainah, 2023). Research in Western countries, for instance, has highlighted the role of fair compensation and positive interpersonal relationships in boosting job satisfaction (Akinwale & George, 2020; Jainah et al., 2024; Seregig et al., 2021). However, there is limited research on how these factors specifically impact job satisfaction in Indonesian hospitals, particularly in Bandar Lampung.

This study seeks to fill this void by providing localized insights into how salary, interpersonal relationships, and promotion opportunities affect job satisfaction among nurses in this specific setting. By addressing the following research questions—How does salary impact job satisfaction among nurses at DKT TK IV 02.07.04 Hospital? What role do interpersonal relationships play in influencing job satisfaction? How do promotion

opportunities affect job satisfaction in this context?—the study aims to offer a detailed analysis that can guide hospital management in improving working conditions.

The primary objective is to quantify and understand the impact of these factors on job satisfaction (Defrizal et al., 2015; Smith et al., 2024). This analysis is intended to inform policy and management practices that can enhance job satisfaction and working conditions for nurses. Improved job satisfaction is expected to lead to better patient care and overall healthcare service quality in the region (Akinwale & George, 2020; Al-Enezi et al., 2009; Lu et al., 2012; Hakim et al., 2020). By focusing on the specific needs and experiences of nurses in Bandar Lampung, this research aims to provide actionable insights that will contribute to both better working environments for nurses and improved healthcare outcomes.

2. Research Method
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This This study adopts a quantitative research design with a cross-sectional approach to evaluate job satisfaction among nurses. This design allows for a comprehensive snapshot of the current state of job satisfaction and the factors influencing it at a particular moment in time. The cross-sectional approach is particularly suitable for capturing the immediate effects of salary, interpersonal relationships, and promotion opportunities on job satisfaction, providing insights into these relationships as they exist within the studied population (Caston & Braito, 1985; Gazioglu & Tansel, 2006; Gillespie et al., 2016; Scott et al., 2006; Enakesda & Jainah, 2024).

The sample for this study comprised 86 nurses employed at DKT TK IV 02.07.04 Hospital in Bandar Lampung. This sample size was selected to represent a substantial proportion of the hospital's nursing staff, ensuring that the findings are reflective of the broader nurse population within the institution. The sample size was calculated to be adequate for statistical analysis, allowing for reliable and generalizable results.

Data were collected through a structured questionnaire, designed to gather detailed information on various aspects of job satisfaction. The questionnaire included sections on demographic information, salary satisfaction, interpersonal relationships, and promotion opportunities (Davis, 2004; Gazioglu & Tansel, 2006; Gregson, 1990; Shouksmith et al., 1990; Jainah & Sulaiman, 2024). To ensure the reliability and validity of the instrument, the questionnaire underwent a pre-test phase. This phase involved assessing the clarity and effectiveness of the questions and revising them as necessary based on feedback. Following the pre-test, the finalized questionnaire was administered to the participants, who were asked to respond to each item based on their experiences and perceptions (Artino Jr. et al., 2014; Draugalis et al., 2008; Weber et al., 2011; Rusdiyanto et al., 2024).

For data analysis, multiple linear regression was employed to examine the impact of salary, interpersonal relationships, and promotion opportunities on job satisfaction. This analytical method was chosen for its ability to quantify the contribution of each factor to job satisfaction and to assess the significance of these contributions (Caston & Braito, 1985; Conway et al., 1987; Gazioglu & Tansel, 2006; Lee & Wilbur, 1985; Rusli & Jainah, 2024). Multiple linear regression allows for the simultaneous evaluation of multiple variables, providing a nuanced understanding of how each factor influences job satisfaction. The results from this analysis will offer valuable insights into which factors are most influential and how they interact to affect overall job satisfaction among the nurses in the study (Lu et al., 2012).

3. Result and Discussion
Descriptive Statistics

The descriptive analysis revealed that a significant proportion of nurses at DKT TK IV 02.07.04 Hospital were moderately satisfied with their jobs, with 45.3% of respondents indicating overall satisfaction. Examining specific aspects of job satisfaction, 64% of respondents expressed satisfaction with their interpersonal relationships at work, emphasizing the importance of a supportive and collaborative work environment among the nursing staff. However, only 58.1% of respondents reported satisfaction with promotion opportunities, suggesting that while some contentment exists, there is

substantial room for improvement in career advancement practices within the hospital.

Regression Analysis

The multiple linear regression analysis confirmed that salary, interpersonal relationships, and promotion opportunities each significantly influence job satisfaction among nurses. The regression coefficients demonstrated a strong positive impact for each factor. Specifically, the salary factor had a t-value of 4.800 with a p-value less than 0.001, underscoring its critical role in job satisfaction. Similarly, interpersonal relationships had a t-value of 3.784 and a p-value less than 0.001, highlighting its significant influence. Promotion opportunities also had a notable impact, with a t-value of 4.614 and a p-value less than 0.001. The overall regression model explained 62.4% of the variance in job satisfaction, with an F-value of 45.301, indicating that the model fits the data well and that these factors collectively provide a strong explanation of job satisfaction among the nurses.

4. Discussion

The findings of this study align with existing literature, which emphasizes the crucial roles of salary, interpersonal relationships, and promotion opportunities in shaping job satisfaction (Akinwale & George, 2020; Lu et al., 2012). This study contributes to the literature by offering specific insights into the context of Indonesian healthcare settings, an area that has been underexplored in previous research (Samad et al., 2020; Yew et al., 2020). The high level of satisfaction with interpersonal relationships reflects the value nurses place on a positive and collaborative work environment, consistent with global findings on the significance of workplace culture (Castañeda, 2017; Mrayyan, 2006).

However, the moderate satisfaction with promotion opportunities suggests potential gaps in career advancement policies. This finding indicates that while some nurses feel supported in their career progression, others may perceive limitations in their opportunities for advancement. Addressing these concerns is crucial, as career growth is a key component of job satisfaction (Atefi et al., 2016).

The significant impact of salary on job satisfaction underscores the need for competitive and equitable compensation structures that align with the education, skills, and responsibilities of nurses. This finding is consistent with research in other contexts, which has also highlighted the importance of fair compensation (Rahmi & Meilani, 2023). To enhance job satisfaction and retain skilled nursing staff, hospital management should consider revising salary structures to better reflect the value and contributions of their nursing workforce. Additionally, improving promotion opportunities by ensuring that career advancement policies are clear, accessible, and supportive of professional growth is essential. By addressing these areas, the hospital can foster a more satisfying work environment and ultimately improve the quality of healthcare services provided in the region (Al-Enezi et al., 2009; Yew et al., 2020).

5. Conclusion

This study has demonstrated that salary, interpersonal relationships, and promotion opportunities are significant determinants of job satisfaction among nurses at DKT TK IV 02.07.04 Hospital in Bandar Lampung. The findings suggest that hospital management should focus on improving these factors to enhance job satisfaction and, consequently, the quality of healthcare services.

Future research should explore additional factors that may influence job satisfaction, such as work-life balance, job security, and professional development opportunities. By addressing these areas, healthcare institutions can create a more supportive and satisfying work environment for nurses, ultimately leading to better patient care and improved healthcare outcomes.

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