



Analysis Of Factors Associated With Job Satisfaction And Its Relationship To Community Satisfaction

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ABSTRACT

The quality of services at RSUD Taman Husada has not met the expected standards, partly due to disparities in employment status affecting compensation and career development. Assessing employee job satisfaction is crucial, as it directly influences service effectiveness and patient satisfaction. This study aimed to describe job satisfaction and community satisfaction at RSUD Taman Husada and to analyze the factors associated with job satisfaction and its relationship to community satisfaction. This study employed a cross-sectional design involving 250 employees at Taman Husada Regional Hospital. Data were collected using a structured questionnaire to assess job satisfaction and community satisfaction. Statistical analyses, including Spearman's rank correlation and logistic regression, were conducted to identify significant factors associated with job satisfaction and its relationship to public satisfaction. The results showed that job satisfaction was categorized as high (78.42), while the community satisfaction index was very good (89.59). Significant factors influencing job satisfaction included achievement, recognition, responsibility, advancement, work itself, compensation, job security, working conditions, organizational policies, technical supervision, and interpersonal relationships ($p < 0.005$). The most dominant factor was work itself ($OR = 16.89$). No significant relationship was found between job satisfaction and community satisfaction in the aspect of employee behavior ($p = 0.715$). It was concluded that intrinsic and extrinsic factors significantly affect job satisfaction. However, a direct relationship with community satisfaction has not been established.

Keywords: Job satisfaction; community satisfaction; Motivation

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INTRODUCTION

The global strategy adopted by the 69th World Health Assembly aims to accelerate progress toward achieving Universal Health Coverage (UHC) and the Sustainable Development Goals (SDGs) by improving access to health workers and strengthening health systems (1). Over the past decade, sustained attention to human resources for health has played a crucial role in advancing UHC, particularly through improvements in service coverage (2). In the WHO South-East Asia Region, the substantial increase in health workforce production reflects the region's growing capacity and presents a strategic opportunity to further expedite progress toward UHC (2). The World Health Organization has emphasized that improving HRH management is critical to ensuring access to effective and equitable health services, especially in low- and middle-income countries (3). In Indonesia, disparities in healthcare human resources, including unequal distribution, varied employment status, and limited access to career advancement, remain persistent issues affecting service quality and institutional performance (4).

National data suggest that medical human resources are among the most crucial elements in improving public health in Indonesia, and their satisfaction significantly impacts healthcare delivery (5). According to Lette (2020), improving human resource management in health institutions is expected to enhance overall service effectiveness and quality. Recent findings highlight that health workers' job satisfaction correlates closely with their performance, motivation, and patient care outcomes (6). Robbins (2001) identifies job satisfaction as a major factor influencing the quality of service in healthcare institutions, emphasizing that satisfied workers are more likely to be committed, motivated, and effective in their roles (7).

While the broader research gap on the relationship between job satisfaction and public or patient satisfaction is acknowledged, few studies have contextualized this issue within

specific local healthcare settings, such as RSUD Taman Husada. At the theoretical level, Herzberg's two-factor theory—comprising intrinsic motivators (e.g., achievement, responsibility, the work itself) and extrinsic hygiene factors (e.g., compensation, supervision, policies)—has been widely applied to evaluate job satisfaction among healthcare professionals (8). Prior research, including studies by Romsis & Mustakim (2020) and Sujarwinata et al. (2023), has shown that elements such as recognition, supervision, and working conditions significantly influence employee satisfaction (9,10). However, these studies seldom examine how these factors may also impact public or patient satisfaction within public hospitals. In the context of RSUD Taman Husada, where public satisfaction is a critical indicator of service performance, this research gap necessitates a comprehensive approach that concurrently explores the perspectives of both healthcare providers and service users.

At the local level, RSUD Taman Husada, a government hospital in Bontang, East Kalimantan, faces various challenges in managing its workforce. These include differences in employment status (PNS, PPPK, BLUD), inconsistent compensation systems, unequal career development opportunities, and suboptimal working conditions. Despite increases in service utilization—such as outpatient visits and bed occupancy—several service quality indicators remain unmet. Community satisfaction has also declined in specific areas, particularly regarding staff behavior and punctuality. According to PermenPANRB No. 14 of 2017, public satisfaction is a critical metric in evaluating healthcare service quality, making it essential for hospitals to align workforce satisfaction with community expectations (11).

This study aims to describe job satisfaction and community satisfaction at RSUD Taman Husada and to analyze the factors associated with employee satisfaction, as well as its relationship with public satisfaction. The findings are expected to provide evidence-based

recommendations for improving HR management policies and enhancing service quality in regional public hospitals.

METHODS

This study employed a quantitative, cross-sectional design and was conducted at RSUD Taman Husada in early 2025. The population comprised all workers, including various categories of health personnel such as doctors, nurses, administrative staff, technical support staff and manajerial, with a sample of 250 selected using stratified random sampling. Data were collected through a structured questionnaire developed that assessed intrinsic and extrinsic job satisfaction factors based on Herzberg's theory. Independent Variables, which included intrinsic factors (Achievement, recognition, responsibility, advancement opportunities, and the nature of the work itself) and extrinsic factors (Compensation, job security and safety, working conditions, organizational policies, technical supervision, and interpersonal relationships). Job Satisfaction and Public Satisfaction as a Dependent Variables. The data on public satisfaction were obtained from a patient satisfaction survey conducted at Taman Husada Regional Public Hospital (RSUD Taman Husada), in accordance with the Regulation of the Minister for Administrative and Bureaucratic Reform (PermenPANRB) No. 14 of 2017. The population consisted of all patients currently visiting the hospital. A total of 250 respondents were selected as the sample. The inclusion criteria were patients who were receiving care in the Emergency Department, inpatient wards, or outpatient clinics.

Likert-scale responses were analyzed using SPSS 26.0. Spearman correlation was used for bivariate analysis, and logistic regression for multivariate analysis to identify dominant factors. Data is presented in the form of narratives and tables. This research has obtained

ethical clearance approval from the Health Research Ethics Commission of the Faculty of Medicine, Mulawarman University, number: NO.28/KEPK-FK/II/2025.

RESULTS

Characteristics of Respondents

A total of 250 workers from RSUD Taman Husada participated in this study. The majority of respondents were nurses (35.6%) and non-clinical health workers (32%), with a predominant proportion being female (70.8%). Most respondents had an educational level of D3/D4/S1 (81.2%) and had been employed for more than five years (77.6%). This shows that most of the workforce has quite a long experience in their work. The majority were permanent civil servants (PNS) (62%).

Table 1. Respondent Characteristics

Characteristics Respondent	N	%
Profession		
Specialist Doctor	15	6.0
General Practitioner	10	4.0
Nurse	89	35.6
Midwife	14	5.6
Dental Therapist	2	0.8
Anesthesia Technician	1	0.4
Medical Record Officer	1	0.4
Radiographer	4	1.6
Electromedical Staff	1	0.4
Nutritionist	2	0.8
Pharmacist	19	7.6
Physiotherapist	3	1.2
Laboratory Analyst	7	2.8
Environmental Health	1	0.4
Medical Physicist	1	0.4
Non-Medical Personnel	80	32.0
Gender		
Male	73	29.2

Female	177	70.8
Education Level		
D3/D4/S1	203	81.2
Master's Degree (S2)	20	8.0
High School	27	10.8
Years of Service		
1-5 Years	56	22.4
> 5 Years	194	77.6
1-5 Years	56	22.4
Employment Status		
BLUD	59	23.6
PNS	155	62
PPPK	36	14.4

Source : Primary Data, 2025

Validity and Reliability Testing

The validity test was conducted using the Spearman's rank correlation coefficient for each item in the questionnaire. The results indicated that all correlation values were ≥ 0.30 , suggesting that each item had a strong and statistically significant correlation with the overall construct it intended to measure. Therefore, all items met the criteria for construct validity.

Furthermore, the reliability test produced a Cronbach's alpha (α) value of 0.968, which is significantly higher than the commonly accepted threshold of 0.60 for internal consistency (Nunnally & Bernstein, 1994). This indicates that the questionnaire items demonstrated excellent reliability, meaning the instrument yields consistent and stable results across repeated administrations.

Based on these findings, it can be concluded that the entire questionnaire is both valid and reliable for measuring the constructs under investigation.

Descriptive Analysis of Research Variables

This study measured several variables related to employees' perceptions of their work environment and performance. The results are summarized below.

Table 2. Summary of Job Satisfaction Variable Ratings

Variable	Good (%)	Poor (%)
Achievement	80,4	19,6
Recognition	61,2	38,8
Responsibility	59,6	40,4
Advancement	52,8	47,2
The Work Itself	85,2	14,8
Compensation	58,4	41,6
Job Safety and Security	72,0	28,0
Working Conditions	63,6	36,4
Organizational Policies	51,2	48,8
Technical Supervision	67,6	32,4
Interpersonal Relationships	80,4	19,6
Job Satisfaction	60,4	39,6
Community Satisfaction	70,0	30,0

Source : Primary Data, 2025

A majority of respondents (80.4%) perceived their achievements as good, while only 19.6% believed their achievements were still lacking. A total of 61.2% of respondents felt they received adequate recognition from others for their performance. In terms of responsibility, 59.6% of respondents rated their sense of responsibility as good in carrying out their duties. Slightly more than half of respondents (52.8%) perceived good career advancement opportunities, though 47.2% still felt they lacked sufficient opportunity for growth. The majority of respondents (85.2%) considered the nature of their job to be good. More than half of respondents (58.4%) believed that their compensation was good, although 41.6% still expressed dissatisfaction. A total of 72% of respondents rated the safety and security conditions in the workplace as good. A majority of respondents (63.6%) rated the physical

and social work environment positively, suggesting a generally supportive atmosphere, although 36.4% disagreed. Organizational policies were perceived as good by 51.2% of respondents, though 48.8% still expressed dissatisfaction. The majority of respondents (67.6%) perceived the technical supervision provided by supervisors as good. Most respondents (80.4%) reported good interpersonal relationships in the workplace. A total of 60.4% of respondents expressed satisfaction with their job, while 39.6% still felt unsatisfied. The variable "Community Satisfaction" received a positive rating from 70% of respondents.

Overview of Job Satisfaction and Public Satisfaction

The Job Satisfaction Index at RSUD Taman Husada was 78.42, classified as high. Most individual satisfaction indicators ranged from 68 to 83, also falling within the "high" category, except for the item *"the job itself"*, which was categorized as very high. Although the overall job satisfaction level at RSUD Taman Husada was categorized as high, compensation emerged as the lowest-rated dimension among all evaluated variables, with a score of 71.97. While this score still falls within the "high" satisfaction category, it indicates a relative weakness in the hospital's human resource management system and highlights an area requiring strategic improvement.

The Community Satisfaction Index (IKM) was 89.59, indicating very good public satisfaction. This finding reflects a generally positive public perception of the hospital's service delivery and responsiveness. However, a closer examination of the IKM components reveals that not all service aspects received equally favorable evaluations. It showed by three service elements—*service time (U3)*, *service products (U5)*, and *infrastructure (U9)*—scored lower and were classified as only good. Although these dimensions still meet acceptable service standards, they represent relative weaknesses compared to other service elements assessed. Despite the overall positive rating, some respondents reported dissatisfaction in

these specific aspects, suggesting a gap between service expectations and delivery. This discrepancy suggests that, despite the hospital's strong overall performance, some patients continue to experience dissatisfaction in specific areas.

Factors Influencing Job Satisfaction

Table 3. Bivariate Correlation Between Job Satisfaction and Contributing Factors

Variable	Correlation Coefficient (R)	p-value
Achievement – Job Satisfaction	0.404**	0.000
Recognition – Job Satisfaction	0.497**	0.000
Responsibility – Job Satisfaction	0.517**	0.000
Advancement – Job Satisfaction	0.545**	0.000
The Work Itself – Job Satisfaction	0.423**	0.000
Compensation – Job Satisfaction	0.561**	0.000
Job Safety and Security – Job Satisfaction	0.661**	0.000
Working Conditions – Job Satisfaction	0.611**	0.000
Organizational Policy – Job Satisfaction	0.617**	0.000
Technical Supervision – Job Satisfaction	0.610**	0.000
Interpersonal Relations – Job Satisfaction	0.437**	0.000

Source : Primary Data, 2025

All factors were significantly associated with job satisfaction ($p < 0.05$), indicating that both intrinsic and extrinsic factors contribute meaningfully to overall employee satisfaction.

Dominant Factors Affecting Job Satisfaction

Table 4. Logistic Regression of Dominant Factors on Job Satisfaction

Independent Variable	P-value	Odds Ratio (OR)
Achievement	0.694	1.305
Recognition	0.413	1.521
Responsibility	0.725	1.206
Advancement	0.190	1.937
The Work Itself	0.001	16.892
Compensation	0.670	1.249
Job Safety and Security	0.001	7.610
Working Conditions	0.219	1.874
Organizational Policy	0.000	7.860
Technical Supervision	0.435	1.632
Interpersonal Relations	0.422	1.948

Source :

Primary Data, 2025

The most influential factor was the work itself ($p = 0.001$, $OR = 16.892$), followed by job safety and security ($p = 0.001$, $OR = 7.610$), and hospital policy ($p = 0.000$, $OR = 7.860$). These results suggest that intrinsic motivation and organizational support mechanisms are key drivers of job satisfaction among health workers.

Relationship Between Job Satisfaction and Public Satisfaction

Table 5. Correlation Between Job Satisfaction and Community Satisfaction

Variable Relationship	Correlation Coefficient (R)	p-value
Job Satisfaction – Public Satisfaction	0.023	0.715

Source : Primary Data, 20

The Bivariate analysis showed no statistically significant relationship between job satisfaction and public satisfaction based on staff behavior indicators ($p = 0.715$). This

suggests that other external or structural factors may mediate community satisfaction beyond staff perceptions of their work.

DISCUSSION

Employee job satisfaction reflects their perception of their work, including their willingness to remain with a particular organization and the extent to which their job is associated with positive or negative aspects. The high level of job satisfaction at RSUD Taman Husada suggests a generally positive work environment supported by both intrinsic and extrinsic motivators. Herzberg's theory was supported, with intrinsic factors such as meaningful work being the primary source of satisfaction. This indicates that employees' expectations of their work are largely aligned with the reality provided by the hospital. Job satisfaction is shaped by the discrepancy between what an employee expects (needs, values, and aspirations) and what they perceive they receive from their job (12). High levels of job satisfaction suggest effective organizational management, implying that the institution is well-managed (13). Univariate analysis showed that 151 respondents (60.4%) reported good job satisfaction, while 99 respondents (39.6%) indicated dissatisfaction.

According to Lie et al. (2021), patient satisfaction represents the level of contentment with healthcare services received (14). Satisfied patients often share positive experiences, enhancing the reputation and loyalty towards healthcare facilities (Suhita et al., 2023). Liu et al. (2021) and Ai Z et al. (2022) further emphasized that high-quality healthcare services positively correlate with increased visitation and improved Public Satisfaction Index (IKM) (15, 16, 17). In RSUD Taman Husada, the IKM score reached 89,59, falling into the "Very Good" service quality category. Some elements rated as very satisfactory, particularly in relation to service charges. According to the SERVQUAL model developed by Parasuraman et al., service quality is determined by five key dimensions: tangibles, reliability,

responsiveness, assurance, and empathy (18). The high satisfaction related to service charges can be linked to the tangibles and assurance dimensions. Affordable and transparent pricing reflects a tangible aspect of service delivery that patients can clearly observe and assess. Moreover, when patients perceive the cost of services as fair and proportional to the care received, it contributes to their sense of trust and confidence in the health institution, a critical component of the assurance dimension (18). Nevertheless, three service elements—waiting time, service products, and availability of facilities—were still rated only as “Good.” Some patients reported delays in registration and in doctors beginning services in outpatient clinics. This is consistent with findings by Taber et al.(2015), which showed that time has a direct influence on satisfaction, and Xie & Or (2017), who identified long waiting times as a major cause of dissatisfaction (19, 20).

Although the overall IKM is high, these findings underscore the importance of not relying solely on aggregate indicators when assessing service performance. A high total score may obscure critical issues within individual service dimensions. From a public health management perspective, these sub-indicators provide actionable insight for targeted quality improvement efforts. Therefore, it is essential that hospital leadership not only maintain the general performance standard but also prioritize improvement in areas where public satisfaction remains suboptimal. Interventions such as improving scheduling systems, enhancing the physical environment of service areas, and increasing resource allocation for service delivery units may significantly improve satisfaction with service timeliness, quality, and infrastructure.

The study found that all tested factors had a significant relationship with job satisfaction, with "the work itself" being the most dominant factor (OR = 16.89). This aligns with Herzberg's theory, which posits that intrinsic factors such as job content are primary motivators for job satisfaction (Herzberg, 1966). When a job is meaningful, challenging, and

aligned with the employee's competencies, it enhances ownership, motivation, and organizational commitment.

Psychologically, employees are more enthusiastic and emotionally engaged when their jobs reflect their interests and potentials (7). Conversely, a mismatch between job requirements and employee capabilities may result in job stress, frustration, and emotional exhaustion. Luthans (2002) described job satisfaction as arising from engaging tasks, learning opportunities, and responsibility. Jobs that are interesting, non-repetitive, and status-enhancing are more likely to be satisfying (21).

These findings are supported by studies from Okoye & Ifeyinwa (2023) and Runtuwene (2023), who highlighted the importance of aligning individual characteristics with job demands. Proper job fit allows employees to demonstrate achievement and feel appreciated—two key motivators per Herzberg's theory (22, 23).

However, 37 respondents (14.8%) still reported dissatisfaction. This is often due to job placements that do not align with an employee's talents or competencies. For example, assigning health workers to administrative tasks may cause dissatisfaction due to skill mismatches. According to Utomo in Romsy (2020), employees are more satisfied when assigned tasks that match their interests, talents, knowledge, and skills (9).

At RSUD Taman Husada, these results suggest the need to evaluate staff placements, especially those in direct contact with patients. Misplacement of non-high-school graduates in administrative roles or assigning untrained employees to high-risk areas may decrease perceived competence and comfort. Therefore, hospital management should develop talent- and competency-based policies for recruitment, training, and career development. Implementing interest-based rotations and targeted training can help optimize workforce potential.

Other significant factors influencing job satisfaction included achievement, recognition, responsibility, advancement opportunities, compensation, job security, working conditions, policies, technical supervision, and interpersonal relationships. These findings are consistent with Romsy & Mustakim (2020), who found that recognition, responsibility, and working conditions significantly affect job satisfaction among healthcare workers.

Fair and transparent compensation systems also play a crucial role. Sujarwinata et al. (2023) confirmed that compensation significantly contributes to perceived justice and well-being among staff. Wahyuhadi et al. (2021) also demonstrated a significant positive relationship between remuneration and salary satisfaction. According to Apriliani & Hidayah (in Wahyuhadi et al., 2023), improved remuneration increases job satisfaction among nurses (24). Suboptimal job satisfaction can stem from delayed salary payments, perceived misalignment between salary and workload, or discrepancies in employment status.

Interestingly, the study found no significant correlation between job satisfaction and community satisfaction related to employee behavior. This may be due to external factors influencing public perception, such as queue systems, waiting times, and service availability. These findings support those of Okoye & Ifeyinwa (2023), who also concluded that job satisfaction does not directly affect patient satisfaction. Although the logistic regression model demonstrated a strong predictive ability, with a Nagelkerke R Square value of 0.739, indicating that approximately 73.9% of the variance in job satisfaction could be explained by the independent variables included, it also suggests that 26.1% of the variation remains unaccounted for. This indicates the potential influence of other relevant factors not examined in this study, such as organizational culture, leadership style, work-life balance, or personal psychological characteristics. The omission of these variables may limit the comprehensiveness of the findings. Furthermore, the cross-sectional design of this study restricts the ability to infer causal relationships. Future research employing longitudinal

designs and incorporating a broader range of variables is recommended to provide a more complete understanding of the determinants of job satisfaction among healthcare workers.

CONCLUSIONS AND RECOMMENDATIONS

This study underscores the significant role of both intrinsic and extrinsic factors in shaping job satisfaction among hospital employees at RSUD Taman Husada, with "the work itself" emerging as the most dominant factor—supporting Herzberg's two-factor theory. While overall job satisfaction was reported to be high, no direct association was found between employee satisfaction and public satisfaction related to staff behavior. Based on these findings, it is recommended that hospital management implement competency-based staff placement strategies to better align roles with individual strengths and motivations. Additionally, efforts should be made to enhance extrinsic conditions through improved compensation systems and by addressing service elements that directly influence public satisfaction, such as physical infrastructure and waiting times. Future research should adopt a longitudinal design to examine the long-term impact of these interventions, particularly in exploring how improvements in job satisfaction may translate into better patient care outcomes and overall institutional performance.

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