



## **THE CORRELATION BETWEEN PATIENT LOAD, WORKING HOURS, AND TENURE ON JOB SATISFACTION AMONG FEMALE NURSES IN THE DIFFERENT INPATIENT WARDS OF A PRIVATE HOSPITAL IN JAKARTA: A PRELIMINARY STUDY**

**Helenia Putri<sup>1</sup>, Yohana Stefanie H. Samosir<sup>1</sup>, Tiffany Rebecca<sup>1</sup>, Innocentius Bernarto<sup>1</sup>**

<sup>1</sup>University of Pelita Harapan, Jakarta, Indonesia

[heleniaputri@gmail.com](mailto:heleniaputri@gmail.com)

---

### **Abstract**

*In this business era, the hospital's management must compromise between the human resources and the financial, especially for nurses. The management must analyse between the number of nurses, their workload, primarily their patient load and working hours to reduce turnover rate and higher job satisfaction that can improve their performance. Many studies try to explore these area but, for some variables is still contradictory, so this preliminary study try to see the correlation between patient load, working hours, and tenure on job satisfaction among female nurses in the different inpatient wards. This research employed a quantitative observational analytics with descriptive and associative approach, a cross sectional study. Among 29 female nurses who work in this private hospital in Jakarta, more than half of them have high job satisfaction, and there are no difference between different inpatient wards. The patient load and tenure did not have significant correlation with job satisfaction, but the working hours have significant correlation. Therefore, many other factors that have stronger correlation to the job satisfaction.*

**Keywords:** Job satisfaction, patient load, working hours, tenure, female nurses

@Jurnal Ners Prodi Sarjana Keperawatan & Profesi Ners FIK UP 2026

---

\* Corresponding author : Sudrisman

Address : Jalan Bandara Palmerah IV No. D-11B, Cemorokandang, Kedungkandang, Kota Malang, Jawa Timur

Email : [heleniaputri@gmail.com](mailto:heleniaputri@gmail.com)

Phone : 085815140585

## INTRODUCTION

In the age of globalization, business entities will increasingly dominate the global market by offering top quality services, creating high-quality products with strong competitiveness with rival companies or exploiting market opportunities. Quality services are intrinsically connected to the human resources in order to deliver strong performance and accomplishments. Human resources management vision often contradictory with the financial management, more workers means more money spent, so managements needs to compromise. Most healthcare workers that needed in a hospital are nurses, to care the patients during the treatment period in the inpatient wards. Management must analyse between the number of nurses and their workload, for example the patient load, their working hours, etc. to generate favourable results, reduce turnover, and evaluate job contentment (Aminuddin et al., 2023).

Affectiveness and commitment were shown to affect job satisfaction, whereas job satisfaction significantly impacts job performance. Nonetheless, job satisfaction acted as a mediator between affectiveness, and continuous commitment that affect job performance. Employee performance is affected by job satisfaction factors, which implies productivity and motivation, while job satisfaction plays a crucial role in employee performance in the human service sector. The findings of Dirdjo et al. (2023), which studied hospital staff, indicated that job satisfaction positively and significantly influenced performance, linking it to improved hospital outcomes and contributing to a more advanced healthcare system (Dirdjo et al., 2023). Aminuddin et al. (2023) research stated that organizational commitment and job satisfaction are crucial for enhancing nurse performance. Hospitals can enhance nurse performance by offering competitive salaries, refining the promotion process, and upgrading workplace conditions. Nurses who find satisfaction in their roles are motivated to perform at a high standard in the hospital. The effectiveness of nurses is crucial for hospitals. (Aminuddin et al., 2023). Many studies try to explore these area but, for some variables is still contradictory, so this preliminary study try to see the correlation between patient load, working hours, and tenure on job satisfaction among female nurses in the different inpatient wards.

## METHODS

This research employed a quantitative observational analytics with descriptive and associative approach, a cross sectional study. The descriptive approach was used to describe the variables patient load, working hours, tenure, and job satisfaction, while the correlation approach was used to test the relationship between patient load, working hours, and tenure on job satisfaction. This research was conducted in a private hospital at West Jakarta, Indonesia. Data collection was carried out from October – November 2025. This research use stratified sampling between inpatient wards, the population is female nurses, total 29 people as respondents. Data were collected using questionnaire that consisted of respondents' demographic data, number of patients that usually cared in a day, working hours per week, years of work, and job satisfaction questionnaire from a short form Minnesota Satisfaction Questionnaire for person in a medical field, consisted of 20 statements measured on a 1-5 Likert Scale (Not satisfied – extremely satisfied). Data were analysed using SPSS 25 software that included descriptive statistics, normality test, and correlation statistics using Pearson's correlation.

## RESULTS AND DISCUSSION

Among 29 female nurses who work in this private hospital in Jakarta, the median age of the nurses is 27 (22 - 50) years old, with a tenure 5 (0.2 - 25) years of work. Their median working hours per week are around 45 (10 - 60), and the number of patients they care for per day is around 10 (2 - 25). The data are collected from 66.7% of nurses working in the VIP room, 25.6% in class 1-3 inpatient rooms, and 7.7% in the intensive care unit. The ANOVA homogeneity test, the significance score is 0.720. Regarding job satisfaction, 69.2% of nurses report high satisfaction, while the remaining 30.8% report moderate satisfaction. From the intrinsic factors, the mean score is 40.33 (SD = 7.610), with the top three highest scores coming from authority, creativity, and the ability to utilise factors. From the extrinsic factors, the mean score is 24.74 (SD = 4.610), with the top three highest scores coming from company policies and practices, co-workers, and recognition factors. For the correlation results, patient load has -0.143 (p-value = 0.112), tenure has 0.167 (p-value = 0.80), and working

hours has -0.239 ( $p$ -value = 0.22) with the job satisfaction.

## Discussion

This study aimed to examine the influence of patient workload, working hours, and length of service on the job satisfaction of female nurses working in the inpatient wards of a private hospital in Jakarta. Every inpatient wards have different work environment, type of patients and cases to care, different supervisors, workload, also stress, this can affect the job satisfaction. However, in this study there is no difference result among every inpatient wards. Furthermore, one notable finding from this study was that more than half of the respondents reported high job satisfaction. None reported low job satisfaction. This indicates that the hospital has successfully implemented good management practices. This pattern suggests that the hospital has been able to implement management practices that foster a positive and supportive work environment. Such practices typically contribute to healthier workplace conditions, which in turn enhance employees' overall work satisfaction. Several studies have shown a strong positive relationship between job satisfaction and leadership. Leaders with a transformational style, characterized by being supportive and leading by example, can foster constructive psychological change in the workforce within an organization (Specchia et al., 2021). Also, when workers feel content with their work setting and professional roles, the overall economy benefits and becomes more resilient over time. Achieving continued job satisfaction requires a dual approach: establishing labour policies that prioritise fairness and humanity, and encouraging organisations to adopt workplace cultures that respect employees' dignity and meet their needs for a supportive and well-managed working atmosphere (İPŞİRLİ & NAMAL, 2023).

There are two types of aspects that influence a person's job satisfaction. The first aspect is the intrinsic aspect and the extrinsic aspect. The intrinsic aspect consists of activity, independence, variety, social status, moral values, security, social services, authority, ability utilization, responsibility, creativity, and achievement. Activity describes the extent to which the job can occupy an individual. Independence refers to a person's authority to work independently. Variety describes the opportunity to do various jobs. Social status refers

to the wider public's recognition of job stays. Moral values refer to this job not interfering with anything that can disturb the conscience. Security means the certainty of the job provided. Social services are the opportunity to help others. Authority describes the value of having power over others. Ability utilization refers to the opportunity to use existing abilities. Responsibility is responsibility in making decisions and actions. Creativity refers to the freedom to express new ideas. Meanwhile, achievement reflects the feeling obtained when completing a task. Based on the results of this study, it was found that the intrinsic factors that support job satisfaction of nurses in the hospital we studied include: having authority over others, the freedom to express new ideas, and the opportunity to maximize their competence (Humaria, 2008).

Extrinsic aspects of job satisfaction encompass various external factors originating from the work environment and significantly influence the extent to which an employee feels satisfied with their job. Compensation refers to the amount of reward or wages an employee receives as a form of appreciation for their contributions, which is usually a crucial element in creating job satisfaction. Advancement describes the opportunities the organization provides employees for promotions or career advancement, allowing them to develop professionally. Co-workers relate to how well relationships among co-workers are maintained in the daily work context, including social support and the ability to work collaboratively. Human relations supervision reflects a supervisor's ability to establish positive interpersonal relationships and provide sound guidance to employees. Technical supervision refers to a supervisor's technical ability or expertise in providing direction on tasks directly related to the job. Company policies and practices describe the extent to which the company's policies and practices are perceived as pleasant, fair, and supportive to employees. Working conditions encompass working conditions such as working hours, workspace temperature, office equipment, and work location, which can affect comfort and productivity. Finally, recognition refers to the form of appreciation or praise an employee receives for successfully completing a job, which can increase motivation and a sense of being appreciated. Based on the research results, it was

found that the hospital implemented policies and practices that were pleasant for nurses, had good relationships with other colleagues, and superiors gave awards to juniors when they did a good job (Humaria, 2008).

Patient numbers are one factor related to nurse job satisfaction. For this reason, the WHO has implemented policies to prioritize nurses and midwives to achieve universal healthcare (WHO, 2021). We can see the real relationship between the number of patients and a nurse's job satisfaction during the COVID-19 pandemic. Several studies have shown that job satisfaction levels among healthcare workers have drops drastically during the COVID-19 pandemic. This is due to a increase in the patient-nurse ratio (Yasin et al., 2023). A cross-sectional investigation conducted by **Chen et al.** reported that among the 996 nurses included in the survey, an increase in the average number of patients assigned to each nurse per day strongly linked to higher stress levels across all subscales of the NOSS. This findings shows that when the daily patient-to-nurse ratio rises, nurses experience a significant escalation in work-related stress that will reduce the job satisfaction. The study emphasizes that lowering the number of patients assigned to each nurse can help diminish this stressor and ultimately enhance the overall well-being of nursing personnel (Chen et al., 2025).

The relationship between tenure and job satisfaction still unclear, some studies said that tenure is a significant factor in job satisfaction, but some studies is not. Many studies try to examine the moderating effects of tenure on different aspect in job variables, but the results is still contradictory. This study shows that tenure has very low correlation with no significance (Sia et al., 2021). Through an analysis of employee job satisfaction in a study by Chongyu, it was found that weekly working hours have a significant impact on employee satisfaction. Based on this study, it is found that excessive working hours reduce employee well-being, as workers feel pressured to increase their labor intensity to stay competitive and avoid dismissal. In state-owned enterprises, strong internal competition and the desire for promotion further push employees to work longer. High housing prices in central cities force many workers to live far from their workplace, leading to long commutes that indirectly increase labor burden and lower job satisfaction. For employees in state-owned

enterprises, long commuting time—combined with limited overtime—significantly decreases overall job satisfaction (Chongyu, 2021). On the other hand, there is also research examining whether shorter working hours increase life satisfaction. This study found that reducing working hours has been shown to enhance overall life satisfaction across European populations. Elements such as social inclusion, interpersonal trust, perceived safety, and advances in digital access also contribute positively to life satisfaction. Moreover, employees in the private sector appear to benefit more substantially from shortened working hours compared to those in other occupational groups (Shao, 2022).

### Limitations

The findings of this study revealed a non-significant and weak correlation, which some studies still contradictory. The primary limitations of this study may have been underpowered, increasing the risk of a type II error. From the measured used, may have lacked the sensitivity or reliability to captures the relationship. Future research with larger, more diverse samples, explore more alternative variables, and more strong measurement instruments is needed to adequately test the proposed theoretical link.

### CONCLUSIONS

In conclusion, there are no difference in job satisfaction between the inpatient wards and more than half of the female nurses have high satisfaction for their job. The patient load and tenure did not have significant correlation with job satisfaction, but the working hours have significant correlation. This can be happened because many aspect have stronger influence on the job satisfaction, for example from the intrinsic and extrinsic factors, also this extrinsic factors comes from the hospital's management arrangement. Therefore, besides the arrangement of working hours, the management have to care about the work environment.

### REFERENCE

- Aminuddin, A., Musrah, A. S., Wijayanti, L. A., Utama, Y. A., & Suprpto. (2023). Commitment and Job Satisfaction with Nurse Job Performance. *Journal Of Nursing Practice*, 7(1), 209–215. <https://doi.org/10.30994/JNP.V7I1.342>



- Chen, Y. C., Wu, H. C., Ho, J. J., Cheng, N. Y., Guo, Y. L., & Shiao, J. S. C. (2025). Exploring the Association Between Patient–Nurse Ratio and Nurses’ Occupational Stressors: A Cross-Sectional Study. *Journal of Nursing Management*, 2025(1). <https://doi.org/10.1155/jonm/6160674>
- Chongyu, L. (2021). The influence of work salary and working hours on employee job satisfaction. *E3S Web of Conferences*, 253. <https://doi.org/10.1051/e3sconf/202125302078>
- Dirdjo, M. M., R. Syahab, S., Sureskiarti, E., & Suwanto, S. (2023). Job satisfaction and nurse performance. *Jurnal Ilmu Kesehatan*, 11(1), 25–40. <https://doi.org/10.30650/jik.v11i1.3700>
- Humaria, L. (2008). *The Correlation Between Conflict Resolution Style and Job Satisfaction on Nurses*. Universitas Indonesia.
- İPŞİRLİ, M., & NAMAL, M. K. (2023). Main Factors That Influence Job Satisfaction. *Yönetim ve Ekonomi Araştırmaları Dergisi*, 21(1), 205–223. <https://doi.org/10.11611/yea.1231706>
- Shao, Q. (2022). Does less working time improve life satisfaction? Evidence from European Social Survey. *Health Economics Review*, 12(1). <https://doi.org/10.1186/s13561-022-00396-6>
- Sia, sim pek, Bahari, muhammad idris, & Said, siti rafidah. (2021). The role of tenure as a moderator to job satisfaction and work engagement. *Education science and psychology*, 3(3), 19–30.
- Specchia, M. L., Cozzolino, M. R., Carini, E., Di Pilla, A., Galletti, C., Ricciardi, W., & Damiani, G. (2021). Leadership styles and nurses’ job satisfaction. Results of a systematic review. *International Journal of Environmental Research and Public Health*, 18(4), 1–15. <https://doi.org/10.3390/ijerph18041552>
- WHO. (2021). Global strategic directions for nursing and midwifery 2021-2025. In *Jama* (Vol. 292, Nomor 24).
- Yasin, Y. M., Alomari, A., Al-Hamad, A., & Kehyayan, V. (2023). The impact of COVID-19 on nurses’ job satisfaction: a systematic review and meta-analysis. *Frontiers in Public Health*, 11. <https://doi.org/10.3389/fpubh.2023.1285101>