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The Influence of Organizational Support and Workload on Nurses' Job Satisfaction at Pamanukan Medical Center Hospital

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Abstract

Organizational support and workload are key factors that reflect the level of job satisfaction among nurses. A supportive work environment and well-managed workload can enhance nurses' well-being in carrying out their duties. However, an imbalance between these two aspects may negatively affect job satisfaction. This study aims to identify and analyze the influence of organizational support and workload on nurses' job satisfaction at Pamanukan Medical Center Hospital. A descriptive quantitative and verification approach was employed, with questionnaires used as the data collection instrument. The population in this study consisted of all nurses working at Pamanukan Medical Center Hospital, totaling 90 individuals. Data analysis techniques included descriptive statistical tabulation, multiple linear regression analysis, and determination coefficient analysis. The results of the study indicate that: (1) Organizational support at Pamanukan Medical Center Hospital is categorized as "Moderate"; (2) The nurses' workload is classified as "Heavy"; (3) Nurses' job satisfaction is rated as "Moderate"; and (4) Organizational support and workload, both jointly and individually, have a significant impact on job satisfaction. These two variables contribute 93.7% to job satisfaction, while the remaining 6.3% is influenced by other factors not examined in this study. In conclusion, organizational support and workload are essential components in enhancing nurses' job satisfaction. Providing strong organizational support and managing workload effectively can significantly improve nurses' job satisfaction at Pamanukan Medical Center Hospital.

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1. Introduction

Management is the process of planning, organizing, coordinating, and supervising available resources in order to achieve goals effectively and efficiently (Gesi *et al.*, 2019) ^[1]. In practice, the application of management theory is evident when organizational leaders encourage their employees to contribute optimally to the achievement of organizational objectives (Peng *et al.*, 2022) ^[2]. The principles of management can also be applied in the healthcare sector, particularly in hospitals. Hospital management refers to the process of managing various medical resources through planning, organizing, and evaluating in order to establish an optimal hospital healthcare system. One of the most critical aspects of achieving optimal hospital management is Human Resource Management (HRM). HRM is considered a vital component of any organization in today's era of globalization, as the efficient utilization of human resources enables the sustainability of hospital organizations and supports long-term economic growth (Apriandika & Daud, 2023) ^[3]. Within hospital organizations, nurses represent one of the most essential human resources in enhancing hospital performance. Nurses constitute the largest proportion of healthcare professionals. This is further supported by data indicating that nurses make up the highest share of healthcare personnel, with a ratio of 175 per 100,000 population based on healthcare workforce density and distribution (BPS, 2018) ^[4]. A pressing issue concerning nurses is their job satisfaction in hospitals, as job satisfaction reflects an individual's feelings toward their work. Job satisfaction is evident in nurses' positive

attitudes toward their duties and the circumstances they encounter in the workplace (Fitrianasari *et al.*, 2013) ^[5].

The level of nurses' job satisfaction within hospital organizations is a key motivational driver in realizing the hospital's organizational goals. One indicator of nurses' job satisfaction is discipline, which can be observed through the absence rate. This serves as a benchmark for job satisfaction, indicating that the higher the rate of absenteeism, the lower the level of job satisfaction (Manihuruk, 2018) ^[6]. Nurses' job satisfaction is influenced by various factors, including workload. Workload significantly affects job satisfaction, as an excessive workload can lead to decreased levels of satisfaction among nurses (Hikmat & Melinda, 2019) ^[7].

According to a study conducted by the World Health Organization (WHO) (2020) ^[8], several Southeast Asian countries, including Indonesia, reported that nurses working in hospitals experience increasing workloads due to a shortage of nursing staff. The imbalance between the number of nurses and patients often leads to heightened workloads. Another factor that influences nurses' job satisfaction is organizational support. As stated by Handayani & Hamzah (2024) ^[9], organizational support has a significant impact on job satisfaction. This implies that the greater the organizational support provided to nurses, the higher their job satisfaction will be. Organizational support may be expressed through attention, affirmation, and respect key elements that fulfill the socio-emotional needs of nurses to achieve job satisfaction.

Pamanukan Medical Center Hospital is a Class C general hospital that serves as a major referral destination for many patients. The hospital must develop strategies to remain competitive and achieve its organizational vision and mission. To support the successful implementation of these strategies, Pamanukan Medical Center Hospital seeks to enhance performance quality by providing the best possible services through the efforts of all organizational elements. However, nurses' job satisfaction at the hospital remains a critical issue that needs to be addressed, particularly in light of the rising attendance rates observed between January and April 2024.

The high percentage of nurse absenteeism at Pamanukan Medical Center Hospital reflects a level of job dissatisfaction that requires immediate attention. Interviews conducted with several nurses revealed complaints regarding a mismatch between effort and compensation, as well as interpersonal tensions related to workplace seniority. These conditions indicate that nurses' job satisfaction is far from optimal. Hikmat & Melinda (2019) ^[7] identified a relationship between workload and nurses' job satisfaction in hospitals, while Inegbedion *et al.* (2020) ^[10] found that increased workload is associated with decreased job satisfaction.

Thus, it is evident that nurses' job satisfaction at Pamanukan Medical Center Hospital is relatively low, likely due to insufficient organizational support and excessive workload. Furthermore, the hospital's nursing workload is significantly high, as indicated by data on staffing needs based on workload calculations. In 2023, the hospital required 121 nurses, but by 2024, the workforce had dropped to just 90 nurses resulting in a shortfall of 31 staff members. This means that the workload meant for 121 nurses is now being handled by only 90, indicating that the current workload exceeds normal standards. Interviews with several nurses revealed that they feel uncomfortable in the workplace due to the high workload, especially during periods of increased patient volume, critical patient care, or when dealing with

uncooperative patient families. These conditions affect nurses' ability to provide optimal nursing care, both in terms of quantity and quality.

Although several studies have examined the impact of workload on nurses' job satisfaction (Hikmat & Melinda, 2019; Inegbedion *et al.*, 2020) ^{[7],[10]} as well as the effect of organizational support as an independent factor (Handayani & Hamzah, 2024) ^[9], few have analyzed both variables simultaneously within a single analytical model particularly in the context of Class C hospitals that often face resource constraints. Furthermore, there is a lack of research exploring nurses' perceptions of actual organizational support and workload conditions specifically at Pamanukan Medical Center Hospital. Therefore, this study is crucial to filling this research gap and providing evidence-based policy recommendations to hospital management.

Based on the aforementioned background, the research questions formulated in this study are as follows: (1) What is the level of organizational support at Pamanukan Medical Center Hospital? (2) What is the workload experienced by nurses at Pamanukan Medical Center Hospital? (3) What is the level of job satisfaction among nurses at Pamanukan Medical Center Hospital? and (4) What is the partial and simultaneous effect of organizational support and workload on nurses' job satisfaction at Pamanukan Medical Center Hospital? These questions aim to guide the research in identifying key factors that influence job satisfaction and provide relevant insights for hospital policy and management.

2. Literature Review

2.1 Definition of Management

Management is both a science and an art of organizing the utilization of human and other resources effectively and efficiently in order to achieve specific objectives (Hasibuan, 2009) ^[11].

2.2 Elements of Management

According to G.R. Terry, the elements of management, commonly known as the "6Ms," consist of man, money, methods, materials, machines, and market. *Man* refers to individuals responsible for carrying out the operational functions of the organization; *money* serves as the medium for transactions and funding; *methods* include the techniques or approaches that facilitate goal achievement; *materials* are the raw inputs required for production; *machines* are tools used to enhance work efficiency; and *market* represents the arena for the exchange of goods, services, or labor (Fitriyani *et al.*, 2024) ^[12].

2.3 Management Functions

According to George R. Terry, the core functions of management include: *planning*, the process of setting goals and determining the best means to achieve them; *organizing*, the arrangement of organizational structures and division of tasks to support plan implementation; *actuating*, the effort to mobilize organizational members to work effectively and efficiently through leadership, motivation, and communication; and *controlling*, the process of monitoring and evaluating activities to ensure alignment with established plans and making necessary corrections in case of deviations. These four functions are interrelated and serve as the foundation for achieving organizational goals optimally

(Hasibuan, 2009) ^[11].

2.4 Definition of Hospital Management

Hospital management is the process of planning, organizing, and evaluating various medical resources to produce an effective hospital medical service system (Badar, 2022) ^[13]. It involves organizing and managing hospital resources including human resources, finances, materials, and information to ensure the efficiency and effectiveness of healthcare services delivered to patients (Yusrawati & Muhandi, 2023) ^[14].

2.5 Functions of Hospital Management

According to Yusrawati & Muhandi (2023) ^[14], hospital management includes four main functions: operational management, which oversees daily activities, workflows, and inter-unit coordination; financial management, which covers budget management, cost control, and financial reporting; material management, responsible for the procurement, storage, and distribution of medical equipment and other necessities; and human resource management, focusing on planning, training, and developing staff to ensure quality healthcare services.

2.6 Definition of Human Resource Management

Human resources are the most critical element within an organization, as they are responsible for managing other resources such as capital, technology, and operational methods. Human resource management refers to the field that studies the relationships and roles of individuals within an organization (Priyono & Marnis, 2008) ^[15]. It includes the development, utilization, protection, and empowerment of the workforce to work effectively and efficiently in achieving organizational goals, employee welfare, and societal contribution (Susan, 2019) ^[16].

2.7 Functions of Human Resource Management

According to Priyono & Marnis (2008) ^[15], the functions of human resource management include: workforce planning, which involves labor forecasting and job analysis to determine roles and qualifications; staffing through recruitment and selection processes; performance appraisal for evaluation and motivation; improving employee and workplace quality through training, quality-of-work-life programs, and workplace condition improvements to ensure health and safety; and achieving effective labor relations by respecting employee rights, establishing grievance procedures, and conducting HR-related research.

2.8 Definition of Organizational Support

Organizational support refers to employees' perception of how much the organization values their contributions and cares about their well-being. Factors such as fair treatment, supervisor support, and recognition or rewards contribute to the perception of organizational support. Furthermore, it influences employees' psychological aspects, including job satisfaction, emotional well-being, and intention to remain within the organization (Stinglhamber & Caesens, 2020) ^[17].

2.9 Factors Influencing Organizational Support

According to Eisenberger, organizational support is influenced by individual experiences and observations of how the organization treats its employees daily. Three main aspects shape perceived organizational support: the

organization's attitude toward employee ideas, where appreciation fosters positive perception; the organization's response to employees facing difficulties, where indifference diminishes perceived support; and the attention to employee well-being and health, where active concern creates a positive impression (Baliartati, 2016) ^[18].

2.10 Definition of Workload

According to Pratama & Wahyuningtyas (2021) ^[19], workload refers to the extent to which an employee's capacity is required to complete assigned tasks. It can be indicated by the quantity of tasks, time constraints to complete them, and the individual's subjective perception of the tasks assigned.

2.11 Factors Influencing Workload

According to Septian & Puspitasari (2023) ^[20], workload is influenced by external and internal factors. External factors include physical job demands (e.g., layout and posture), work organization (e.g., hours, shifts, work methods), and work environment (physical, chemical, biological, and psychological). Internal factors involve bodily responses to external load, both somatic (e.g., gender, age, nutrition, health) and psychological (e.g., motivation, perception, belief, job satisfaction). An imbalance between workload and employee capacity can lead to negative outcomes such as reduced work quality, customer complaints, and increased absenteeism.

2.12 Definition of Job Satisfaction

Job satisfaction is the emotional and positive attitude that arises from one's work experience and various aspects of the job. When employees are satisfied with their job, they feel happy and less stressed, which fosters a sense of security to remain in the organization (Baliartati, 2016) ^[18].

2.13 Factors Influencing Job Satisfaction

According to Spector in Baliartati (2016) ^[18], job satisfaction is influenced by several factors, including job characteristics such as task significance, variety, autonomy, and positive feedback; organizational barriers such as interruptions from the environment or others; role variables such as ambiguity and role conflict; and work-family conflict. Additionally, high workload, low decision-making autonomy, and irregular work schedules (e.g., night shifts or part-time work) may reduce job satisfaction.

3. Conceptual Framework

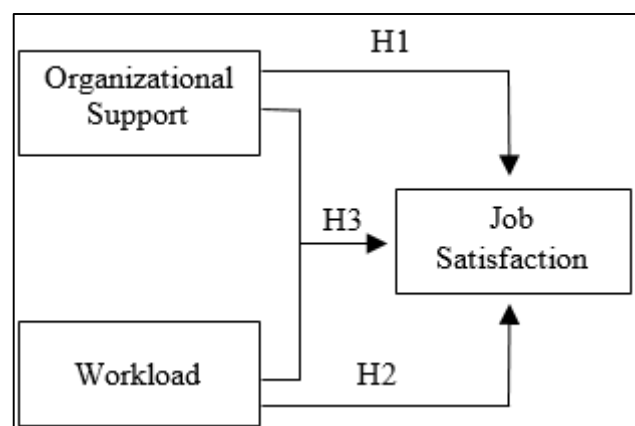


Fig 1: Conceptual Framework

H1: Organizational support has an effect on nurses' job satisfaction.

H2: Workload has an effect on nurses' job satisfaction.

H3: Organizational support and workload simultaneously affect nurses' job satisfaction.

3. Methodology

3.1 Area of the Study

Pamanukan Medical Center Hospital was established in 2011 through the initiative of physicians in the Subang Regency who were concerned with improving public access to healthcare services in the Northern Priangan region. The presence of this hospital is expected to facilitate the community in the northern coastal area (Pantura) in obtaining proper healthcare services.

3.2 Type and Method of Research

This study is descriptive-verify research employing a quantitative approach, aimed at testing the causal relationship between organizational support (X_1) and workload (X_2) on nurses' job satisfaction (Y). The testing is conducted through statistical analysis based on structured numerical data. The research design used is cross-sectional, in which all variables are measured at a single point in time. This method was chosen due to its practicality and its ability to allow for simultaneous analysis of relationships among variables. In addition, a case study approach is applied to understand the phenomenon of high nurse absenteeism, which is presumed to be associated with a lack of organizational support and a high workload, both of which are believed to affect job satisfaction at Pamanukan Medical Center Hospital.

3.3 Data and Sources

The primary data in this study include information on respondent profiles, such as age, job position, educational background, and length of employment of all nurses working at Pamanukan Medical Center Hospital. This study uses a total sampling technique, where the entire population is used as the sample, comprising 90 nurses as respondents.

3.4 Data Collection Techniques

Data collection is carried out using two methods: questionnaires and documentation. The questionnaire is distributed to all respondents to gather data on the research variables, which are then processed and analyzed. The questionnaire instrument utilizes a 5-point Likert scale, ranging from 1 = Strongly Disagree to 5 = Strongly Agree. Meanwhile, documentation is conducted directly at the hospital to supplement the data required for this research.

3.5 Data Analysis and Hypothesis Testing

The collected data will be analyzed using IBM SPSS Statistics version 29. The analysis includes validity and reliability testing, classical assumption tests, and multiple linear regression analysis to examine the influence of Organizational Support and Workload on Nurses' Job Satisfaction.

3.5.1 Validity and Reliability Testing

Validity and reliability testing is conducted to ensure the quality of the research instruments. The validity test aims to assess the extent to which the questionnaire items are capable of measuring what they are intended to measure, with the

criterion for validity being a correlation value > 0.30 . Meanwhile, the reliability test employs the Cronbach Alpha technique to assess the internal consistency of the instrument, whereby a variable is considered reliable if the Cronbach Alpha value is > 0.60 .

3.5.2 Classical Assumption Tests

- 1) Normality Test: The normality test aims to examine whether the residuals in the regression model are normally distributed. There are two methods for detecting whether residuals follow a normal distribution: graphical analysis and statistical tests.
- 2) Autocorrelation Test: To determine the presence of autocorrelation symptoms, the Durbin-Watson statistic is used.
- 3) Heteroscedasticity Test: If the variance of the residuals differs across observations, this condition is referred to as heteroscedasticity. To detect heteroscedasticity, scatter plot analysis and the Glejser test are applied.
- 4) Multicollinearity Test: To assess the presence of multicollinearity in the regression model, tolerance values and their reciprocal, the Variance Inflation Factor (VIF), are utilized.
- 5) MLR (Coefficient of Determination): Multiple Linear Regression (MLR) is used to assess the influence of independent variables on the dependent variable. The coefficient of determination is a statistical measure that indicates the extent to which the independent variables (X) explain the variation in the dependent variable (Y).

3.5.3 Model estimation

This study employs multiple linear regression analysis to determine the effect of the independent variables on the dependent variable. In this case, the independent variables are organizational support (X_1) and workload (X_2), while the dependent variable is job satisfaction (Y). The analysis is based on standardized regression results to observe the magnitude of each independent variable's influence on job satisfaction. The regression equation used in this study is as follows:

$$Y = a + bX_1 + bX_2 + \varepsilon$$

Explanation

Y = Dependent variable (Job Satisfaction)

X_1 = Independent variable 1 (Organizational Support)

X_2 = Independent variable 2 (Workload)

a = Constant

b = Regression coefficient

ε = Error term or residual

3.5.4 Hypothesis Testing

The partial t-test is used to examine the individual influence of each independent variable on the dependent variable. The test is conducted by comparing the t-value from the coefficients output with the t-table at a 0.05 significance level. If t-value $>$ t-table, then H_0 is rejected and H_a is accepted, indicating a significant influence of the independent variable (individually) on the dependent variable.

1. F-test (Simultaneous)

The simultaneous F-test is used to determine whether the independent variables jointly have a significant effect on the

dependent variable. The test is conducted by comparing the F-value from the ANOVA output with the F-table at a 0.05 significance level. If $F\text{-value} > F\text{-table}$, then H_0 is rejected and

H_a is accepted, meaning that variables X_1 and X_2 have a significant effect on Y .

4. Result and Discussion

4.1 Descriptive Analysis

Table 1: Classification of Assessment for Each Variable

Research Variable	Mean Score	Category
Organizational Support (X_1)	3.10	Moderate
Workload (X_2)	2.64	Heavy
Job Satisfaction (Y)	3.08	Moderate

Source: Processed Primary Data, 2024

The results presented in Table 4.1 indicate that nurses' perceptions of organizational support and job satisfaction fall into the "moderate" category, while workload is perceived as "heavy." These findings provide a preliminary overview that

underscores the importance of further examining the relationships among these variables through hypothesis testing.

4.2 Validity and Reliability Tests

Table 2: Validity Test Results

Variable	Number of Items	Number of Valid Items	r table	Remarks
Organizational Support	24	24	0.361	All items valid
Workload	26	26	0.361	All items valid
Job Satisfaction	35	35	0.361	All items valid

Source: Processed Primary Data, 2024

Based on the results of the validity test in Table 4.2, it can be concluded that all statement items have correlation values

above 0.361. Therefore, all items are considered valid and can be used as effective measurement tools in this research.

Table 3: Reliability Test Results

Variable	Cronbach's Alpha	Alpha Coefficient	Reliability Test Result
Organizational Support	0.848	0.70	Reliable
Workload	0.942	0.70	Reliable
Job Satisfaction	0.893	0.70	Reliable

Source: Processed Primary Data, 2024

The reliability test results presented in Table 4.3 indicate that all variables have an alpha coefficient above 0.70. Thus, all measurement constructs for each variable are considered

reliable and suitable for use as measurement instruments in this study.

4.3 Multiple Linear Regression Analysis Results

Table 4: Multiple Linear Regression (X_1 and X_2 on Y)

Coefficients ^a					
Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	106.294	1.446		73.516	<.001
1 Organizational Support	.304	.011	.747	27.416	<.001
Workload	-.270	.015	-.480	-17.617	<.001

a. Dependent Variable: Job Satisfaction

Source: Processed Primary Data, 2024

Based on the regression output in Table 4.4, the resulting regression equation is $Y = 106,294 + 0,304(X_1) - 0,270(X_2) + \varepsilon_1$. This means that the Organizational Support (X_1) variable has a positive influence on Job Satisfaction (Y) with a regression coefficient of 0.304. This implies that an increase in organizational support will result in an increase in

job satisfaction among nurses. On the other hand, the Workload (X_2) variable has a negative influence on job satisfaction with a regression coefficient of -0.270, indicating that an increase in workload will lead to a decrease in job satisfaction.

4.4 Testing the Influence of Organizational Support on Job Satisfaction

Table 5: t-Test Results (X₁ on Y)

Coefficients ^a					
Model		Unstandardized Coefficients		Standardized Coefficients	t
		B	Std. Error	Beta	Sig.
1	(Constant)	106,294	1,446		73,516
	Organizational Support	,304	,011	,747	27,416

a. Dependent Variable: Job Satisfaction

Source: Processed Primary Data, 2024

Based on the regression analysis above, the resulting regression equation is $Y = 106,294 + 0,304(X_1) + \varepsilon_2$. Table 4.5 shows that organizational support has a significant influence on job satisfaction. This is evidenced by the fact that the t-value > t-table, specifically $27.416 > 1.662$ (for positive t-values). This indicates that H_0 is rejected and H_a is

accepted, meaning organizational support has a positive and significant effect on job satisfaction. Therefore, the first hypothesis, which states that organizational support has a partial influence on employee job satisfaction, is supported.

Table 6: Coefficient of Determination (X₁ on Y)

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.863 ^a	.744	.741	2.654

a. Predictors: (Constant), Organizational Support

Source: Processed Primary Data, 2024

Table 4.6 shows that the R Square value is 0.744, meaning that 74.4% of the variation in job satisfaction can be explained partially by the organizational support variable, while the remaining 25.6% is explained by other variables outside the model. The correlation coefficient (R) of 0.863

indicates a very strong relationship between organizational support and job satisfaction. Additionally, the Adjusted R Square value of 0.741 indicates that 74.1% of the variation in job satisfaction can be accurately explained by the organizational support variable.

4.5 Testing the Influence of Workload on Job Satisfaction

Table 7: t-Test Results (X₂ on Y)

Coefficients ^a					
Model		Unstandardized Coefficients		Standardized Coefficients	t
		B	Std. Error	Beta	Sig.
1	(Constant)	106.294	1.446		73.516
	Workload	-.270	.015	-.480	-17.617

a. Dependent Variable: Job Satisfaction

Source: Processed Primary Data, 2024

Based on the regression analysis above, the resulting regression equation is $Y = 106,294 - 0,270(X_2) + \varepsilon_3$. Table 4.7 shows that the workload variable also significantly influences job satisfaction. This is evidenced by the t-value < t-table, specifically $-17.617 < -1.662$ (for negative t-values). This means H_0 is rejected and H_a is accepted, indicating that

workload has a negative and significant influence on job satisfaction. Therefore, the second hypothesis, which states that workload partially affects employee job satisfaction, is supported.

Table 8: Coefficient of Determination (X₂ on Y)

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.597	.456	.449	3.213

a. Predictors: (Constant), Workload

Source: Processed Primary Data, 2024

Table 4.8 shows that the R Square value is 0.456, meaning that 45.6% of the variation in job satisfaction can be partially explained by the workload variable, while the remaining 54.4% is explained by other variables outside the model. The correlation coefficient (R) of 0.597 indicates a moderate

relationship between workload and job satisfaction. Furthermore, the Adjusted R Square value of 0.449 shows that 44.9% of the variation in job satisfaction can be accurately explained by the workload variable.

4.6 Testing the Influence of Organizational Support and Workload on Job Satisfaction

Table 9: F-Test Results (X_1 and X_2 on Y)

ANOVA ^a					
Model	Sum of Squares	df	Mean Square	F	Sig.
1 Regression	2008,790	2	1004,395	661,771	<,001 ^b
Residual	132,043	87	1,518		
Total	2140,834	89			
a. Dependent Variable: Job Satisfaction					
b. Predictors: (Constant), Workload, Organizational Support					

Source: Processed Primary Data, 2024

From Table 4.9, it can be seen that organizational support (X_1) and workload (X_2) have a positive and significant influence on job satisfaction (Y). This is evidenced by the fact that the F-value > F-table, namely $661.771 > 3.101$. This indicates that H_0 is rejected and H_a is accepted, meaning that

organizational support and workload jointly have a significant influence on job satisfaction. Therefore, the third hypothesis, which states that organizational support and workload simultaneously affect employee job satisfaction, is confirmed.

Table 10: Coefficient of Determination (X_1 and X_2 on Y)

Model Summary ^b				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.969 ^a	.938	.937	1.232
a. Predictors: (Constant), Workload, Organizational Support				
b. Dependent Variable: Job Satisfaction				

Source: Processed Primary Data, 2024

Based on Table 4.10, the Adjusted R Square value is 0.937, indicating that the combined effect of organizational support and workload accounts for 93.7% of the variation in job satisfaction. This means the model is able to explain 93.7% of changes in job satisfaction, while the remaining 6.3% is explained by other factors not examined in this study.

4.1 The Influence of Organizational Support on Job Satisfaction

The results of the first hypothesis test indicate that organizational support (X_1) has a positive and significant partial effect on nurses' job satisfaction (Y) at Pamanukan Medical Center Hospital. This suggests that the nurses at the hospital have received adequate organizational support, such as fairness, supervisor support, and organizational recognition, which in turn enhances their job satisfaction. Organizational support helps to create a more comfortable work environment and motivates nurses to perform their duties more professionally. However, if such support is not consistently provided or is perceived as unfair, job satisfaction may decline, ultimately affecting the quality of service and overall nurse performance.

These findings are in line with the study by Nenin Kartika Sari (2019) ^[21], which stated that the better nurses perceive organizational support, the higher their level of job satisfaction. High job satisfaction will be reflected in improved service quality, which eventually increases satisfaction among patients or service recipients.

4.2 The Influence of Workload on Job Satisfaction

The results of the second hypothesis test show that workload (X_2) has a negative and significant partial effect on nurses' job satisfaction (Y) at Pamanukan Medical Center Hospital. This indicates that an excessive workload leads to a decline in nurses' job satisfaction. The more work assigned, the lower the level of job satisfaction experienced by nurses. From the employees' perspective, workload refers to the assessment of task demands that require significant physical and mental

effort. On the other hand, job satisfaction arises when there is a balance between expectations and what is actually received at work.

The study found that the workload imposed by the hospital is still perceived as heavy, leading to decreased job satisfaction among nurses. Furthermore, the decline in satisfaction is also due to the mismatch between workload and compensation. According to initial interviews, dissatisfaction stems from compensation that is not aligned with the demands of the job. This finding is consistent with the study by Arisanti & Kusumayadi (2023) ^[22], which revealed that excessive workload can reduce job satisfaction levels. Additionally, dissatisfaction arising from this issue may negatively impact employee performance. Individuals who are satisfied with their jobs tend to exhibit greater work motivation, whereas low job satisfaction is often attributed to high workloads.

4.3 The Influence of Organizational Support and Workload on Job Satisfaction

The results of the third hypothesis test demonstrate that organizational support (X_1) and workload (X_2) have a simultaneous and significant effect on nurses' job satisfaction (Y) at Pamanukan Medical Center Hospital. The significant influence of both variables highlights the importance of balancing organizational expectations with nurses' needs. Organizational support helps nurses feel valued and motivated, while effective workload management ensures that tasks assigned are not overwhelming or beyond their capacity. In the context of Pamanukan Medical Center Hospital, these results offer valuable insights for management to enhance organizational support while also addressing workload management. Maintaining job satisfaction in this way can positively impact the quality of healthcare services provided to patients.

These findings are supported by the study of Lubis & Nurhayati (2020) ^[23], which found that workload and organizational support jointly have a significant impact on job satisfaction. High workloads tend to exert additional

pressure, reducing job satisfaction due to physical and psychological burdens. However, a strong perception of organizational support such as concern for employee well-being, fair rewards, and supervisor support can serve as a counterbalance. Therefore, the synergy between well-managed workloads and optimal organizational support is crucial in creating a productive work environment, which in turn enhances employee job satisfaction.

This study offers a new contribution by demonstrating that organizational support and workload simultaneously influence nurses' job satisfaction in the context of a private hospital in Subang Regency, specifically Pamanukan Medical Center Hospital. These findings enrich the literature, which has predominantly focused on public hospitals or hospitals in large urban areas. Thus, the study expands understanding of nurse work dynamics in private and regional healthcare settings and provides empirical grounds for contextual managerial decision-making.

Despite offering a clear picture of the influence of organizational support and workload on nurses' job satisfaction, this study is limited by its sample scope, which only includes one private hospital. Therefore, the findings cannot yet be widely generalized. Future research is recommended to involve hospitals from various regions or types and to consider other factors such as leadership style or organizational culture, which may also influence job satisfaction.

5. Conclusion

Based on the findings of this study, the following conclusions can be drawn:

1. Organizational support at Pamanukan Medical Center Hospital is categorized as "moderate", indicating that while nurses perceive a certain level of support from the hospital, there remains room for improvement to foster a more supportive work environment.
2. Nurses experience a "heavy", primarily due to staffing limitations, which may negatively affect work efficiency and increase physical and mental fatigue.
3. Job satisfaction among nurses is also categorized as "moderate", reflecting areas for improvement in aspects such as compensation, career development, and interpersonal relationships, all of which are important for enhancing nurse loyalty and retention.
4. Organizational support and workload simultaneously have a significant influence on job satisfaction. Organizational support has a positive effect, while workload has a negative effect on job satisfaction.

This study offers a new contribution by showing that organizational support and workload jointly influence nurses' job satisfaction in a private hospital setting in Subang Regency, thus expanding the understanding that has largely focused on public hospitals or major urban healthcare institutions. Therefore, enhancing organizational support and improving workload management are strategic steps toward increasing nurses' job satisfaction at Pamanukan Medical Center Hospital.

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