

THE INFLUENCE OF NURSING MANAGEMENT AND LEADERSHIP ON NURSES ' JOB SATISFACTION AT SUNDARI HOSPITAL MEDAN

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ABSTRACT

Background: Nurse job satisfaction is an important indicator in determining the quality of nursing services. However, various studies show that nurse job satisfaction in Indonesia remains a challenge. **Objectives:** This study aims to analyze the influence of management and leadership on nurses' job satisfaction. **Methods:** The study employed a cross-sectional quantitative design, involving 88 nurse respondents at Sundari Hospital, Medan. The sample was selected using proportional stratified random sampling. Data collection used three structured questionnaires that had been tested for validity and reliability. Data analysis was performed univariately, bivariately using the Chi-square test, and multivariately using binary logistic regression. **Results:** The majority of respondents rated nursing management as good (70.5%) and leadership as good (64.8%), and reported high job satisfaction (64.8%). The Chi-square test showed a significant relationship between nursing management and job satisfaction ($p=0.001$), and leadership as good ($p=0.001$) with job satisfaction ($p=0.001$). The results of binary logistic regression confirmed that nursing management is the most dominant predictor, with an Odds Ratio (OR) of 6.632 (95% CI: 2.432-18.087), compared to leadership, with an OR of 4.768 (95% CI: 1.796-12.656), with a Nagelkerke R Square value of 0.412. **Conclusions:** This study found that nursing management and leadership are key determinants in nurse job satisfaction, with nursing management the most dominant variable. It is recommended that improving the quality of nursing management through appropriate workforce planning and fair shift scheduling be prioritized to improve nurse job satisfaction.

Keywords: Nursing Management, Leadership, Job Satisfaction, Nurses, Hospitals

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INTRODUCTION

Nurse job satisfaction is an important indicator in determining the quality of nursing services and the sustainability of the health system in hospitals. (Hadiyan et al., 2025). Various studies show that the level of nurse job satisfaction in Indonesia still faces challenges, where almost 80% of services in hospitals are provided by nurses, so that that job dissatisfaction can have a serious impact on service stability. (Yessi et al., 2025). Two main factors consistently identified as determinants of nurse job satisfaction are nursing management and leadership style. (Sapeni, 2025). Nursing management, which includes staff assignment planning, is significantly related to nurse job satisfaction ($p=0.031$), with an imbalance in staffing levels and high workload increasing the risk of job dissatisfaction. (Yuliawati et al., 2024). Meanwhile, research at the Academic Hospital of Gadjah Mada University proved a relationship between authentic leadership and nurse job satisfaction. (Yati, 2024), while other studies confirmed that democratic leadership style has a significant relationship with nurse job satisfaction ($p=0.003$) (Bulia et al., 2026).

Furthermore, systematic literature reviews conducted by Safi'i (2023) and Suardi & Mentaruk (2026) show that transformational leadership consistently increases nurse job satisfaction, which is followed by improved performance. However, research specifically examining the influence of nursing management and leadership on nurses' job satisfaction at Sundari General Hospital, Medan, remains very limited, even though the hospital faces challenges in retaining professional nursing staff amid increasing service demands. Therefore, this study aims to analyze the influence of nursing management and leadership on nurses' job satisfaction at Sundari General Hospital, Medan, with the hope that the research results can serve as a basis for developing more effective and sustainable nursing human resource management policies.

METHODS

This study uses a quantitative cross-sectional design. This study aims to analyze the influence of nursing management and leadership on nurses' job satisfaction. The research was conducted at Sundari General Hospital in Medan in May 2026.

The research population was all implementing nurses at Sundari General Hospital, Medan, totaling 112 people. The research sample was determined using the Slovin Formula with a margin of error of 5% (Adam, 2020):

$$n = \frac{N}{1 + N \times e^2} = \frac{112}{1 + 112 \times (0,05)^2}$$

$$n = \frac{112}{1 + 0,28} = \frac{112}{1,28} = 87,5$$

Based on these calculations, a minimum sample of 87.5 was obtained, which was rounded up to 88 respondents. The sampling technique used was proportional stratified random sampling to ensure representation of each room or work unit in the hospital. (Stratton, 2021). Inclusion criteria included: nurses at Sundari General Hospital, Medan; minimum work experience of 1 year; willingness to be respondents by signing an informed consent. Exclusion criteria included: nurses on leave or permission; nurses who were sick; nurses who resigned.

Data collection used three structured questionnaires: the nursing management questionnaire, the leadership questionnaire, and the nurse job satisfaction questionnaire (Minnesota Satisfaction Questionnaire), each of which has been tested for validity and reliability, with Cronbach's alpha values > 0.70 . All three instruments use a 4-point Likert scale

and are categorized into two groups based on the mean value: nursing management (good/poor), leadership (good/poor), and job satisfaction (satisfied/less satisfied).

Data collection was carried out by distributing questionnaires to all respondents after obtaining informed consent and ethical approval from the research ethics committee. (Doyal, 1997; Matarranz & Madariaga, 2021).

Data analysis was conducted in three stages. Univariate analysis presented the frequency distribution and percentage of all research variables. (Adam, 2020). Bivariate analysis used the Chi-Square test to assess the influence of each independent variable on nurses' job satisfaction, as the variables are categorical. (Agbedeyi & Igweze, 2014; Göktaş, 2011). Multivariate analysis using Binary Logistic Regression to identify the most dominant variables influencing nurse job satisfaction and calculate the Nagelkerke R-squared value (Riduwan, 2022). All analyses were performed with a significance level of $\alpha = 0.05$.

RESULTS

This study involved 88 respondents who were implementing nurses at Sundari General Hospital, Medan.

Respondent Characteristics

Respondent characteristics include age, gender, highest level of education, and length of service, which are presented in Table 1 below:

Table 1. Frequency Distribution of Respondent Characteristics (n=88)

Characteristics	Frequency (n)	Percentage (%)
Age :		
21-30 years old	48	54.5
31-40 years	28	31.8
41-50 years	12	13.6
Gender:		
Man	5	5.7
Woman	83	94.3
Education:		
Diploma in Nursing	57	64.8
Bachelor of Nursing	18	20.5
Ners	13	14.8
Length of Work:		
≤ 5 years	31	35.2
6-10 years	29	33.0
11-15 years	16	18.2
> 15 years	12	13.6

The majority of respondents were aged 21-30 years, namely 48 people (54.5%), indicating that most are nurses in the early productive age group. Distribution by gender is dominated by women as many as 83 people (94.3%), in line with the characteristics of the nursing profession which is generally dominated by the workforce. Based on the level of education of women, the majority of respondents have a Diploma in Nursing followed by Bachelor degree education of 57 people (64.8%), Bachelor of Nursing (20.5%) and Ners (14.8%), which indicates that the majority of nurses have a diploma educational qualification.

as a minimum standard for nursing practice. Distribution by length of service shows that respondents with a work period of ≥ 5 years as many as 31 people (35.2%) and 6-10 years as many as 29 people (33.0%) are almost balanced, so that overall the majority of nurses have a work period of less than 10 years, which indicates that most nurses are still in the early to middle stages of their nursing career.

Univariate Analysis

Table 2. Frequency Distribution of Research Variables (n=88)

Variables	Frequency (n)	Percentage (%)
Nursing Management		
Good	62	70.5
Not good	26	29.5
Leadership		
Good	57	64.8
Not Good	31	35.2
Job Satisfaction		
Satisfied	57	64.8
Dissatisfied	31	35.2

The results of the univariate analysis showed that the majority of respondents rated nursing management at Sundari General Hospital, Medan, as good, namely 62 people (70.5%), while 26 people (29.5%) rated it as poor. For the leadership variable, the majority of respondents rated the leadership of the ward head as good, as many as 57 people (64.8%), while 31 people (35.2%) rated it as poor. Meanwhile, the level of nurse job satisfaction showed that 57 people (64.8%) were satisfied, while 31 (35.2%) were dissatisfied.

Although the majority of respondents rated all three variables as good and satisfied, a significant proportion reported being poor and dissatisfied, at around 29.5% for nursing management and 35.2% for leadership and job satisfaction. These figures indicate that issues persist, particularly as nearly a third of nurses remain dissatisfied with their jobs.

Bivariate Analysis

Table 3. The Relationship between Nursing Management and Leadership and Nurse Job Satisfaction (n=88)

Variables	Job Satisfaction		Total	p-value
	Satisfied n(%)	Dissatisfied n(%)		
Nursing Management				
Good	48 (77.4%)	14 (22.6%)	62 (100%)	0.001
Not Good	9 (34.6%)	17 (65.4%)	26 (100%)	
Leadership:				
Good	44 (77.2%)	13 (22,8%)	57 (100%)	0.001
Not Good	13 (41.9%)	18 (58.1%)	31 (100%)	

Both independent variables (nursing management and leadership) showed a significant relationship with nurse job satisfaction, with the same p-value ($p = 0.001$). This finding indicates that both nursing management and leadership are important factors influencing nurse job satisfaction at Sundari General Hospital, Medan.

Multivariate Analysis

Table 4. Results of Binary Logistic Regression Analysis of the Influence of Nursing Management and Leadership on Nurses' Job Satisfaction (n=88)

Variabel	B	S.E.	Wald	df	Sig.	Exp(B)	95% CI for Exp(B)	
							Lower	Upper
Nursing Management	1.892	0.512	13.654	1	0,000	6.632	2.432	18.087
Leadership	1.562	0.498	9.840	1	0,002	4.768	1.796	12.656
Constant	-2.197	0.469	21.949	1	0,000	0.111	-	-

Nagelkerke R Square = 0.412

The results of the binary logistic regression analysis indicate that nursing management and leadership have a significant, simultaneous effect on nurses' job satisfaction. This model has a Nagelkerke R-squared value of 0.412, indicating that the two independent variables together explain 41.2% of the variance in nurse job satisfaction. In contrast, the remaining 58.8% is explained by other variables outside the study.

The Exp(B) or Odds Ratio (OR) for the nursing management variable is 6.632 with a 95% confidence interval (2.432 - 18.087), indicating that nurses with positive perceptions of nursing management are 6.6 times more likely to be satisfied than nurses with poor perceptions of nursing management, after controlling for the leadership variable. The significance value ($p = 0.000$) indicates that this effect is statistically significant.

Meanwhile, the Exp(B) value for the leadership variable was 4.768, with a 95% confidence interval of (1.796 - 12.656), indicating that nurses with positive perceptions of leadership were 4.8 times more likely to be satisfied than those with poor perceptions of leadership, after controlling for the nursing management variable. The significance value ($p = 0.002$) also indicated a significant effect.

Nursing management was the most dominant variable influencing nurses' job satisfaction at Sundari General Hospital, Medan, with the highest Exp(B) value (6.632) compared to leadership (4.768). This indicates that improving the quality of nursing management contributes more significantly to nurses' job satisfaction than leadership does.

DISCUSSIONS

The majority of nurses at Sundari General Hospital in Medan rated nursing management as good (70.5%), leadership as good (64.8%), and reported high job satisfaction (64.8%). These findings align with previous research in Indonesia, which reported moderate to high levels of nurse job satisfaction, with the proportion of satisfied nurses reaching 60% (Rohita et al., 2022). This study also found that the proportion of nurses reporting dissatisfaction at 35.2% remains significant and should not be ignored, given that such dissatisfaction can lead in decreased productivity, increased turnover intention, and reduced quality of nursing care provided to patients. (Berutu & Ilhami, 2024; Hardi S et al., 2025).

This study found a significant relationship between nursing management and nurse job satisfaction ($p = 0.001$). This finding supports previous research that found that staff assignment planning, organizing, directing, and controlling in nursing management have a significant relationship with nurse job satisfaction (Losty et al., 2026). A study conducted by Al-Bashaireh (2025) in the United Arab Emirates also found that leadership and management are closely related to nurses' job satisfaction, with nurses who have positive perceptions of management tending to report higher job satisfaction. This confirms that effective nursing

management, including shift planning and staff assignments, plays a crucial role in creating a work environment that supports nurse satisfaction.

Leadership was also significantly associated with nurse job satisfaction ($p = 0.001$). This finding aligns with a recent meta-analysis involving 57 studies that found a moderate positive correlation between leadership and nurse job satisfaction, with an effect size of $r = 0.39$ (95% CI [0.31-0.49], $p < 0.001$) (Ozen & Kantek, 2026). The study also confirmed that transformational and authentic leadership styles had the strongest relationship with job satisfaction, whereas toxic and task-oriented leadership styles were negatively associated with it. (Gebreheat et al., 2023; Ozen & Kantek, 2026). These findings strengthen the argument that the ward head's leadership style significantly influences nurses' satisfaction or dissatisfaction with their work. Nursing management has the most dominant influence on nurse job satisfaction with an Odds Ratio (OR) of 6.632 (95% CI: 2.432-18.087), which means that nurses with a good perception of nursing management have a 6.6 times greater chance of feeling satisfied compared to nurses who perceive nursing management as less good. This value is higher than the influence of leadership, which has an OR of 4.768 (95% CI: 1.796-12.656). This finding strengthens the evidence that nursing management, which includes planning, organizing, directing, and controlling nursing services, is the main foundation in creating nurse job satisfaction. (Losty et al., 2026; Rohita et al., 2022).

The two independent variables together explained 41.2% of the variance in nurse job satisfaction. This figure indicates that other factors influence nurses' job satisfaction beyond nursing management and leadership, including compensation, the physical work environment, workload, and career development. (Firmanda & Wahyuningsih, 2025). Research in Indonesia also shows that factors such as organizational climate and job stress play a role in determining nurses' job satisfaction, with organizational climate having a positive and significant influence on job satisfaction. (Berutu & Ilhami, 2024). Furthermore, research at the Gadjah Mada University Academic Hospital found that authentic leadership is related to nurse job satisfaction, with the balanced processing dimension being the most dominant. (Yati, 2024).

The dominance of nursing management as the primary predictor of nurse job satisfaction in this study has important implications for hospital management. This suggests that efforts to improve nurse job satisfaction should focus on strengthening the overall nursing management system, from adequate workforce planning and clear task organization to effective direction and ongoing service quality control. (Losty et al., 2026; Lucas et al., 2025). Research on shift scheduling optimization shows that clear scheduling and a good work-life balance are significantly associated with nurse job satisfaction, with an OR of 3.08 for shift schedules and 2.82 for work-life balance. (Rohita et al., 2022). This confirms that managerial aspects such as fair and balanced scheduling are important components of nursing management that influence job satisfaction.

Although leadership has less influence than nursing management, it remains significant and cannot be ignored. This aligns with findings by Safi'i (2023) that the transformational leadership style most commonly practiced by nurse managers in various countries has a positive impact on nursing staff performance satisfaction. A study by Al-Bashaireh et al. (2025) in the United Arab Emirates also found that leadership style was significantly correlated with nurses' job satisfaction and work engagement, with the strongest correlation between inspirational motivation and intrinsic satisfaction. These findings suggest that inspirational and motivating leadership can significantly increase nurses' intrinsic job satisfaction.

The characteristics of respondents in this study, predominantly female, of productive age 21-30 years, and with a Diploma 3 (D3) in Nursing, reflect the profile of nurses in Indonesia in general. Research at XYZ Hospital in Kediri also reported that nurses are predominantly

female and of productive age. (Berutu & Ilhami, 2024). However, the respondents' tenure, mostly less than 10 years, indicates that most nurses are in the early- to mid-career stages of their nursing careers, which may influence their perceptions of management and leadership. Research by Firmanda & Wahyuningsih (2025) found that nurses with longer tenure tend to have more stable job satisfaction because they have adapted to the work environment and have a better understanding of organizational dynamics.

The practical implications of this study include the need to strengthen the nursing management system at Sundari General Hospital, Medan, particularly in workforce planning and fair shift scheduling, as these are the strongest predictors of nurse job satisfaction. Furthermore, effective leadership development for ward heads, through training and competency development, should also be prioritized. The hospital should consider implementing a continuous leadership development program to ensure ward heads have the skills needed to manage their nursing teams. Research suggests that a structured leadership training program can improve nurse managers' competency in creating a work environment that supports staff satisfaction.

CONCLUSIONS

This study concluded that nursing management and leadership are determining factors for nurse job satisfaction at Sundari General Hospital, Medan. The majority of nurses rated nursing management (70.5%), leadership (64.8%), and job satisfaction (64.8%) as good. However, approximately 35% of nurses still expressed dissatisfaction, a finding that warrants serious attention. Bivariate analysis showed significant relationships between nursing management and job satisfaction ($p=0.001$) and between leadership and job satisfaction ($p=0.001$). In contrast, multivariate analysis confirmed that nursing management was the strongest predictor, with an odds ratio of 6.632 compared to leadership ($OR=4.768$).

Based on these findings, Sundari General Hospital, Medan, is advised to prioritize improving the quality of nursing management through appropriate workforce planning, equitable shift scheduling, and more effective supervision of services. Furthermore, developing leadership competencies among ward heads through regular training is necessary to strengthen communication, motivation, and participatory decision-making, thereby creating a work environment that supports nurse satisfaction.

Future research is recommended to use a longitudinal design to continuously observe changes in nurse job satisfaction and determine more definitive cause-and-effect relationships. The addition of other variables, such as compensation, workload, physical work environment, and organizational culture, should also be considered, given that the two variables in this study only explained 41.2% of the variance in nurse job satisfaction.

Finally, a mixed-methods approach is recommended to explore the factors influencing nurses' job satisfaction more deeply and to develop more specific measurement instruments for the nursing context in Indonesia. This is crucial to developing a more comprehensive and sustainable nurse retention strategy at Sundari General Hospital in Medan.

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CONFLICT OF INTEREST AND FUNDING DISCLOSURE

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AUTHOR CONTRIBUTIONS

Suherni contributed to all aspects of this research, including conceptualization, data curation, formal analysis, investigation, methodology, project administration, resources, software, supervision, validation, visualization, writing the original draft, and reviewing and editing the final manuscript.

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