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## **An Analysis of the Influence of Workload, Compensation, and Work Environment on the Job Satisfaction of Health Workers at Hermina Hospital, Cilegon**

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**Abstract:** Job satisfaction is a crucial factor in maintaining workforce performance and sustainability. Various changes in compensation systems, work environment conditions, and workload require a more in-depth analysis of the influence of these three aspects on job satisfaction. This study was conducted to identify the key determinants of job satisfaction as a basis for strengthening human resource management policies. The study aims to analyse the influence of workload, compensation, and the work environment on job satisfaction among healthcare workers. The study used SEMPLS with 200 respondents. The results of the study indicated that Compensation, Work Environment, and Workload had a positive and significant effect on Job Satisfaction. Among these variables, compensation emerges as the strongest predictor, followed by the work environment, whereas workload shows a smaller yet still significant effect. The study model also shows that these three variables are able to explain most of the variation in Job Satisfaction, with good validity, reliability, and predictive relevance. These findings confirm that employee job satisfaction is strongly influenced by fair compensation systems, supportive work environments, and well-regulated workload management.

**Keywords:** Workload, Work Environment, Job Satisfaction, Healthcare Workers, Organizational Support

### **INTRODUCTION**

Job satisfaction among healthcare workers has become a central issue in health service management because it directly affects staff performance, patient safety, and the overall quality of care. In hospitals, where employees face intense emotional and physical demands, maintaining optimal job satisfaction levels is essential to ensure workforce stability and the continuous delivery of services. The case of Hermina Hospital Cilegon, as part of a rapidly

expanding private healthcare network in Indonesia, offers an ideal context for exploring how workload, compensation, and the work environment collectively shape the job satisfaction of healthcare workers. These variables represent some of the most critical determinants of job satisfaction identified within both global and regional healthcare systems (Alkhateeb et al., 2025).

Workload is a factor that greatly influences the satisfaction and well-being of healthcare workers. Excessive workload can cause stress, fatigue, and decreased efficiency, which ultimately affects the quality of patient care (Hellín Gil et al., 2022). Studies conducted in various settings, including South Africa, show that higher workloads are associated with lower job satisfaction and decreased professional engagement among nurses and other healthcare workers (Ditlopo et al., 2024). In Indonesia, where hospitals often face limited staff-to-patient ratios, healthcare workers may face long working hours and intense emotional pressure, increasing the risk of burnout and dissatisfaction. Similarly, research by Rostami et al. (2021) underscores that mental workload significantly predicts job satisfaction, with job control acting as a moderating factor that can either alleviate or intensify the effects of high work demands.

The compensation systems also play a significant role in determining job satisfaction. Fair and transparent remuneration not only enhances motivation but also serves as recognition of workers' professional contributions and value. Inadequate compensation often leads to demotivation, absenteeism, and turnover, all of which are detrimental to healthcare institutions (Cahyadi et al., 2023). Research in Morocco's public health sector found that low financial rewards and limited opportunities for advancement were among the key drivers of dissatisfaction among healthcare professionals (Mouaddib et al., 2023). Therefore, compensation serves not only as an economic incentive but also as a psychological and social affirmation of an employee's perceived worth within an organization. For hospitals such as Hermina Cilegon, ensuring fair and competitive compensation structures is essential for retaining skilled personnel in an increasingly competitive labour market.

The work environment, both physical and psychosocial, has also been identified as a significant determinant of job satisfaction. A conducive work environment, characterized by adequate resources, supportive management, and harmonious coworker relationships, contributes to improved morale and better performance (Kim et al., 2024). In contrast, an unsafe or poorly organized workspace can undermine motivation and exacerbate work-related stress. A meta-analysis by Wulansari, Murti, and Tamtomo (2023) confirms that a positive work environment significantly increases the satisfaction of healthcare workers, with environmental support serving as a buffer against work-related stress. The quality of the work environment, particularly in healthcare settings, includes team collaboration, leadership style, communication channels, and the availability of necessary tools and equipment.

Globally, the reciprocal relationship between workload, compensation, and work environment has been consistently emphasized in predicting job satisfaction among healthcare workers. For example, Olaniran et al. (2022) found that in Africa and Asia, intrinsic motivators, such as community recognition and supportive supervision, combined with extrinsic factors such as adequate pay and well-managed workload, significantly influenced the motivation and satisfaction levels of community health workers. Similarly, a study by De Mesa et al. (2023) in the Philippines showed that improvements in workplace organization and investment in primary care infrastructure increased satisfaction and retention intentions among healthcare workers, especially when combined with effective workload management and fair compensation systems. These findings highlight the multidimensional nature of job satisfaction, which requires a holistic managerial approach.

The relationship among workload, compensation, and the work environment is not only empirical but also structural in shaping organizational dynamics within healthcare settings. Ditlopo et al. (2024) used a structural equation modelling approach to examine how the nursing practice environment, workload, and professional support collectively determine work

outcomes. Their findings affirm that the work environment has both direct and indirect influences on job satisfaction, mediated through workload and organizational support. This is in line with the work of Kim et al. (2024), which found that environments that promote collaboration, autonomy, and adequate resourcing significantly improve nurses' satisfaction and patient-care outcomes. For hospitals such as Hermina Cilegon, adopting a systems-based approach to human resource management can result in significant improvements in staff morale and institutional performance.

From a regional perspective, healthcare institutions in developing countries often face unique challenges, including limited financial resources, staffing shortages, and suboptimal working conditions, all of which can limit job satisfaction. Wulansari et al. (2023) noted that in Southeast Asia, workload tends to have a stronger negative correlation with job satisfaction compared with Western countries, largely due to inadequate workforce distribution and inconsistent compensation systems. Furthermore, Yanti (2022) emphasised that within Indonesian organizational contexts, the combined influence of compensation, workload, and the work environment significantly predicts employee satisfaction and retention. These patterns suggest that interventions addressing only one of these factors are unlikely to produce sustainable improvements unless integrated into broader human resource strategies.

Hermina Hospital Cilegon operates within this complex landscape, balancing patient-care demands with employee welfare considerations. As a private institution serving diverse socioeconomic groups, the hospital faces pressure to maintain operational efficiency while ensuring that employees feel valued, supported, and motivated. As a result, the interaction among workload, compensation, and the work environment is not merely theoretical but directly tied to service quality, staff turnover, and the hospital's overall reputation. In this context, examining how these factors influence job satisfaction provides strategic insights for organizational decision-making, particularly in enhancing human resource policies, fostering supportive leadership, and aligning institutional goals with employee needs.

In summary, multiple studies in different healthcare systems show that workload, compensation, and work environment are the main factors that influence the job satisfaction of healthcare workers (Ditlopo et al., 2024; Kim et al., 2024; Alkhateeb et al., 2025; Wulansari et al., 2023). This evidence highlights the importance of balanced workload management, fair compensation, and the creation of a positive work environment to maintain the performance of healthcare workers and staff well-being. For Hermina Cilegon Hospital, where service quality is highly dependent on employee motivation and satisfaction, this study aims to explore the extent to which workload, compensation, and work environment interact in shaping overall job satisfaction. These findings are expected to contribute not only to local institutional policies but also to broader discussions on workforce sustainability in the Indonesian health system.

## **METHOD**

This study used a quantitative research design with the Partial Least Squares-Structural Equation Modelling (PLS-SEM) method to examine the influence of Workload, Compensation, and Work Environment on Job Satisfaction among health workers at Hermina Cilegon Hospital. The quantitative approach was chosen to enable statistical testing of the relationship between latent variables, while PLS-SEM was chosen because of its suitability in handling complex models with many constructs and indicators, especially in conditions of abnormal data distribution and relatively small sample sizes (Hair et al., 2021).

The study population included all health workers employed at Hermina Cilegon Hospital, including doctors, nurses, and medical administrative staff. A total of 200 respondents were selected based on practical rules in PLS-SEM, which recommends a minimum sample size equivalent to ten times the number of the largest indicator related to any construct in the model (Hair et al., 2021). This approach ensures adequate statistical power and model reliability. The sampling technique used was purposive sampling, which targeted respondents who met the

inclusion criteria, such as having at least one year of work experience and being directly involved in patient care or hospital operational services.

Data was collected using structured questionnaires distributed online and offline. All constructs, Workload, Compensation, Work Environment, and Job Satisfaction, were measured using Likert scale items (1–5), ranging from “Strongly Disagree” to “Strongly Agree.” The questionnaire items were adapted from instruments that had been validated in previous studies relevant to organizational behavior in healthcare settings.

Data analysis was performed using SmartPLS 4.0. The analysis consisted of two stages: (1) evaluation of the measurement model (outer model) to assess validity and reliability, and (2) evaluation of the structural model (inner model) to test the hypothesized relationships between variables. Following Hair et al. (2021), reliability was evaluated using Composite Reliability (CR) and Cronbach's Alpha, while validity was evaluated through Average Variance Extracted (AVE) and Fornell–Larcker Criterion. The structural model was evaluated by analyzing the path coefficients ( $\beta$ ), t-values, and p-values obtained through bootstrapping with 5,000 resamplings to determine the significance of each relationship.

The application of PLS-SEM in this study is considered appropriate given its ability to test simultaneous causal relationships, produce robust results with a moderate sample size ( $n = 200$ ), and emphasize predictive modelling rather than strict distribution assumptions (Hair et al., 2021). Through this methodological approach, this study aims to provide empirical insights into how Workload, Compensation, and Work Environment collectively shape Job Satisfaction among healthcare workers at Hermina Cilegon Hospital.

## RESULTS AND DISCUSSION

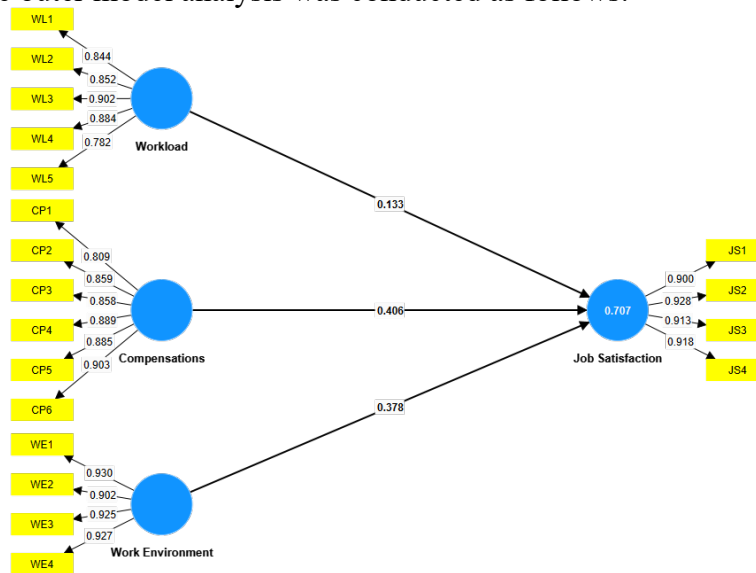
**Table 1.** Descriptive Analysis Results

Name	Mean	Median	Scale min	Scale max	Standard deviation
WL1	3.532	4	1	5	1.042
WL2	3.493	4	1	5	1.129
WL3	3.587	4	1	5	1.067
WL4	3.602	4	1	5	1.107
WL5	3.701	4	1	5	1.032
CP1	3.617	4	1	5	1.04
CP2	3.851	4	1	5	1.001
CP3	3.806	4	1	5	1.006
CP4	3.662	4	1	5	0.954
CP5	3.896	4	1	5	0.938
CP6	3.761	4	1	5	0.942
WE1	3.93	4	1	5	0.944
WE2	3.94	4	1	5	0.934
WE3	3.801	4	1	5	0.967
WE4	3.866	4	1	5	0.923
JS1	3.866	4	1	5	0.934
JS2	3.995	4	1	5	0.872
JS3	3.915	4	1	5	0.891
JS4	3.95	4	1	5	0.896

The descriptive analysis shows that all indicators recorded a median value of 4, with mean scores ranging from 3.49 to 3.99. This pattern suggests that most respondents tended to express agreement with the statements provided. The Workload variable demonstrated a moderate average accompanied by a relatively wide distribution of responses. On the other hand, the Compensations and Work Engagement variables showed higher mean values and more

consistent response patterns. Job Satisfaction recorded the highest mean and the lowest standard deviation among all variables, implying a generally favourable and relatively stable level of satisfaction among respondents. Overall, respondents' perceptions of the four variables can be categorised as positive.

Subsequently, the outer model analysis was conducted as follows:



**Figure 2.** Outer Model

The outer model contains tests of the relationship between indicators, including outer loadings as follows:

**Table 2.** Outer Loadings

	Compensations	Job Satisfaction	Work Environment	Workload
CP1	0.809			
CP2	0.859			
CP3	0.858			
CP4	0.889			
CP5	0.885			
CP6	0.903			
JS1		0.9		
JS2		0.928		
JS3		0.913		
JS4		0.918		
WE1			0.93	
WE2			0.902	
WE3			0.925	
WE4			0.927	
WL1				0.844
WL2				0.852
WL3				0.902
WL4				0.884
WL5				0.782

The outer loading results show that all indicators for the variables Compensation, Job Satisfaction, Work Environment, and Workload exceeded the threshold value of 0.70, indicating satisfactory convergent validity. The indicators for Compensations (0.809–0.903),

Job Satisfaction (0.900–0.928), Work Environment (0.902–0.930), and Workload (0.782–0.902) demonstrated strong contributions to their respective constructs. These values confirm that each item reliably reflects the underlying variable and performs well in measuring the intended concept.

**Table 3.** Result HTMT

	<i>Compensations</i>	<i>Job Satisfaction</i>	<i>Work Environment</i>	<i>Workload</i>
<i>Compensations</i>				
<i>Job Satisfaction</i>	0.848			
<i>Work Environment</i>	0.849	0.837		
<i>Workload</i>	0.703	0.693	0.703	

The HTMT values for all construct pairs were below the maximum limit of 0.90, ranging from 0.693 to 0.849. This indicates that there were no issues with *discriminant validity* between variables, meaning that each construct was unique and did not overlap excessively. Thus, the model can be said to have good discriminatory power.

**Table 4.** Results of Fornel Lacker

	Compensations	Job Satisfaction	Work Environment	Workload
Compensations	0.868			
Job Satisfaction	0.795	0.915		
Work Environment	0.797	0.789	0.921	
Workload	0.656	0.649	0.658	0.854

The Fornell-Larcker criteria indicate that the square root of the AVE for each construct is greater than its correlation with other constructs. For example, Job Satisfaction has a diagonal value of 0.915, which exceeds its correlation with Work Environment (0.789) and Workload (0.649). This indicates that the constructs in the model have adequate discriminant validity, meaning that each variable explains its own indicators more effectively than the indicators of other constructs.

**Table 5.** Cross Loadings Results

	Compensations	Job Satisfaction	Work Environment	Workload
CP1	0.809	0.662	0.614	0.511
CP2	0.859	0.653	0.699	0.58
CP3	0.858	0.654	0.677	0.556
CP4	0.889	0.703	0.7	0.584
CP5	0.885	0.73	0.74	0.602
CP6	0.903	0.728	0.712	0.581
JS1	0.709	0.9	0.732	0.602
JS2	0.775	0.928	0.789	0.653
JS3	0.709	0.913	0.68	0.541
JS4	0.71	0.918	0.679	0.569
WE1	0.727	0.757	0.93	0.609
WE2	0.694	0.677	0.902	0.585
WE3	0.749	0.71	0.925	0.61
WE4	0.764	0.758	0.927	0.62
WL1	0.53	0.509	0.53	0.844
WL2	0.464	0.509	0.5	0.852
WL3	0.52	0.57	0.537	0.902
WL4	0.559	0.508	0.523	0.884
WL5	0.689	0.638	0.681	0.782

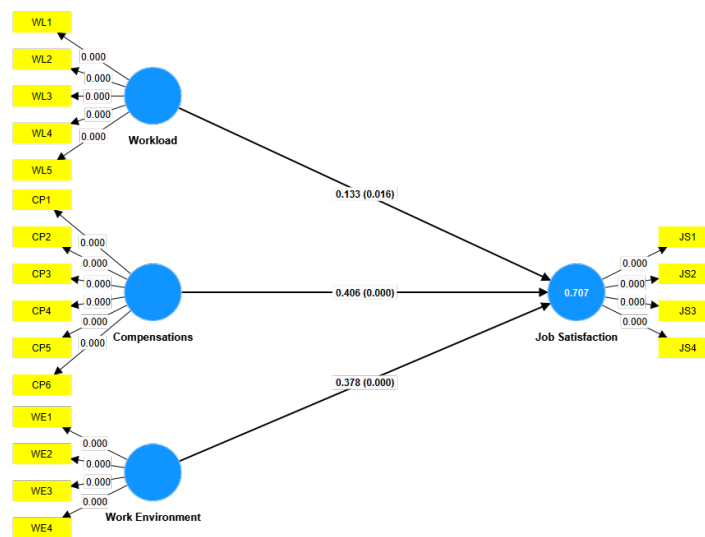
The cross-loading results further reinforce the discriminant validity of the model, as each indicator demonstrates its highest loading on the construct it is intended to measure compared with other constructs. For example, indicator CP6 records a loading of 0.903 on the Compensation construct, which is substantially higher than its loadings on Job Satisfaction, Work Environment, or Workload. This confirms that all items appropriately and distinctly represent their respective constructs.

**Table 6.** Construct Validity and Reliability

	Cronbach's alpha	Composite reliability (rho a)	Composite reliability (rho c)	Average variance extracted (AVE)
Compensations	0.934	0.936	0.948	0.753
Job Satisfaction	0.935	0.938	0.954	0.837
Work Environment	0.94	0.943	0.957	0.849
Workload	0.907	0.91	0.931	0.729

All variables show Cronbach's Alpha values ranging from 0.907 to 0.940 and Composite Reliability values between 0.931 and 0.957, indicating excellent internal consistency. The AVE values are also high (0.729–0.849), exceeding the recommended threshold of 0.50. These results confirm that all constructs meet the criteria for strong convergent validity and reliability, ensuring that the research instrument is stable and accurate.

After confirming the validity of all indicators and constructs, the analysis proceeded to the inner model to examine the hypothesised relationships among variables, as presented below.



**Figure 3.** Inner model

The inner model is a test of the relationship between variables, one of which is the R-Square test, as follows:

**Table 7.** R Square Results

	R-square	R-square adjusted
Job Satisfaction	0.707	0.703

The Job Satisfaction variable has an R<sup>2</sup> of 0.707, which means that 70.7% of the variance in job satisfaction can be explained by Compensation, Work Environment, and Workload. This

value is categorised as strong, indicating that the three independent variables have a significant influence on the formation of job satisfaction.

**Table 8. F Square Results**

	f-square
Compensations -> Job Satisfaction	0.188
Work Environment -> Job Satisfaction	0.163
Workload -> Job Satisfaction	0.031

The  $f^2$  value shows that compensation has a moderate effect on job satisfaction (0.188), and the work environment also shows a moderate effect (0.163). On the other hand, workload only has a small effect (0.031). These findings indicate that compensation and work environment contribute more significantly to increasing job satisfaction than workload.

**Table 9. Q Square**

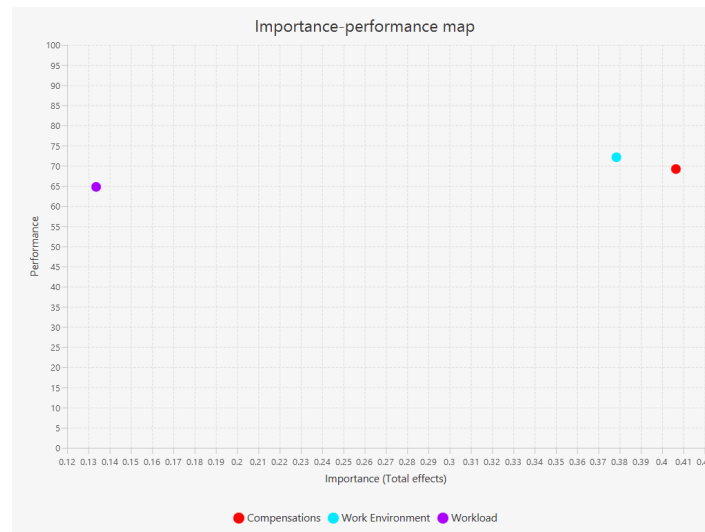
	SSO	SSE	Q <sup>2</sup> (=1-SSE/SSO)
Compensations	1206	424.75	0.648
Job Satisfaction	804	237.138	0.705
Work Environment	804	222.796	0.723
Workload	1005	418.631	0.583

The Q<sup>2</sup> value for all constructs was between 0.583 and 0.723, which means that all variables had predictive *relevance*. This indicates that the model had good predictive power and was able to accurately estimate endogenous variables.

**Table 10. Hypothesis Test Results**

	Original sample (O)	T statistics ( O/STDEV )	P values
Compensations -> Job Satisfaction	0.406	4.06	0.000
Work Environment -> Job Satisfaction	0.378	4.226	0.000
Workload -> Job Satisfaction	0.133	2.409	0.016

The hypothesis test results show that all three paths produce T values greater than 1.96 and p values below 0.05, indicating that all hypotheses are supported. Compensation has a significant positive effect on Job Satisfaction ( $\beta = 0.406, p = 0.000$ ), as does Work Environment ( $\beta = 0.378, p = 0.000$ ). Workload also shows a positive but relatively smaller effect ( $\beta = 0.133, p = 0.016$ ). These findings confirm that all three variables significantly influence job satisfaction, with compensation emerging as the strongest predictor.



**Figure 4. IPMA Map**

The Importance and Performance Map Analysis (IPMA) shows varying levels of importance and performance among the variables of Compensation, Work Environment, and Workload in shaping Job Satisfaction. Compensation shows the highest level of importance (0.406) but only moderate performance (69.189), making it a key area for improvement given its significant influence on job satisfaction. Work Environment shows the highest performance (72.117) accompanied by a fairly high level of importance (0.378), indicating that this aspect is functioning well and should be maintained due to its strong contribution to employee satisfaction. On the other hand, Workload shows the lowest level of importance (0.133) and relatively lower performance (64.757) compared to other variables. Although not a top priority, improvements in workload management can still provide additional benefits to increase job satisfaction. Overall, organizational improvement efforts should prioritize strengthening the compensation system while continuing to maintain the quality of the work environment.

The findings of this study indicate that Compensation, Work Environment, and Workload are critical determinants of employee Job Satisfaction. These results align with a large body of literature emphasizing that job satisfaction is greatly influenced by how organizations manage incentives, working conditions, and job demands. Among these three variables, Compensation emerges as the most influential factor in increasing Job Satisfaction. These results are in line with the research by Cahyadi et al. (2023) and Yanti (2022), which states that fair and proportional compensation strengthens employees' sense of value, increases motivation, and strengthens organizational commitment. Similarly, Olaniran et al. (2022) highlight that compensation remains one of the main factors influencing motivation and job satisfaction among healthcare workers in various work environments.

The work environment also has a significant positive influence on job satisfaction. A supportive and conducive work environment, characterised by effective supervision, collaborative relationships, and a comfortable physical environment, significantly improves employees' psychological well-being and their work experience. These results are in line with the findings of Kim et al. (2024), which show that high-quality working conditions significantly increase satisfaction and retention among healthcare workers. Similarly, a study by Mouaddib et al. (2023) in Morocco emphasizes that a harmonious work environment plays a major role in job satisfaction in the healthcare sector. Additional evidence from De Mesa et al. (2023) shows that strengthening work systems and organizational support directly increases satisfaction and reduces the intention to leave among healthcare professionals.

Workload has also been shown to affect job satisfaction, although its impact is relatively weaker than other variables. Although excessive workload can reduce satisfaction, its impact

can be influenced by the level of organizational support or control over work. Rostami et al. (2021) show that control over work moderates the negative effect of high workload on satisfaction, suggesting that autonomy and influence over work processes can protect employees from stress. These findings are consistent with Ditlopo et al. (2024) and Hellín Gil et al. (2022), who report that heavy workloads can undermine service quality and job satisfaction among healthcare workers. Similarly, a meta-analysis by Wulansari et al. (2023) provides strong evidence that workload is generally associated with lower satisfaction, although the magnitude may vary depending on environmental and organizational factors.

Overall, the current findings reinforce that improving job satisfaction requires a comprehensive approach involving a fair compensation system, a supportive and healthy work environment, and effective workload regulations. These findings are in line with a systematic review by Alkhateeb et al. (2025), which concluded that the main factors influencing healthcare worker satisfaction in various countries include the quality of the work environment, organizational support mechanisms, and compensation structures. Therefore, organizations must prioritize these factors simultaneously to develop a workforce that is satisfied, motivated, and capable of delivering optimal performance.

## CONCLUSION

This study proved that Compensation, Work Environment, and Workload were the main determining factors that shaped employee Job Satisfaction. Compensation emerged as the strongest predictor, highlighting the critical role of a fair and well-structured reward system in increasing employee satisfaction. A supportive and conducive work environment also made a significant contribution, showing that a safe, comfortable, and supportive workplace remains a basic requirement for employee well-being. Although Workload had the least influence among the three variables, it remained a relevant factor that can strengthen or reduce job satisfaction if not managed effectively. Overall, these findings highlighted that efforts to improve Job Satisfaction should prioritise improvements in compensation practices, maintaining a positive work environment, and balancing workloads, enabling employees to work optimally while feeling valued by their organisation.

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