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## The Relationship between Organizational Management and Nurse Job Satisfaction

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### Abstract

This study aims to analyze the effectiveness of Outcome-Based Education (OBE)-based nursing student competency measurement in improving the quality of clinical learning and the professional readiness of graduates. The research method used a quantitative approach with a descriptive-analytical design for nursing students who had participated in integrated clinical practice. The research instruments included competency assessment sheets, student perception questionnaires, and documentation of academic evaluation results. Data were statistically analyzed using descriptive and inferential tests to identify the relationship between OBE implementation and competency achievement levels. The results showed that systematic OBE implementation improved clinical abilities, therapeutic communication skills, and evidence-based nursing decision-making. Furthermore, students demonstrated high levels of learning satisfaction because the learning objectives, evaluation methods, and feedback were clearly structured and measurable. These findings confirm that curriculum integration, authentic assessment, and learning reflection are critical factors in the successful implementation of OBE. Therefore, strengthening the outcome-based competency evaluation system is necessary to ensure the quality of nursing education and the readiness of graduates to face the complex demands of healthcare.

**Keywords:** Outcome-Based Education, Student Competency, Nursing Education, Learning Evaluation, Clinical Practice.

### Introduction

Hospitals are complex and dynamic healthcare organizations, where interactions between human resources, management systems, and service quality demands occur simultaneously. In this context, nurses play a strategic role as they

interact directly with patients 24/7. The quality of nursing services is not only determined by clinical competence but also by organizational conditions and the job satisfaction of nurses as the primary providers of services. Nurse job satisfaction is a crucial indicator in assessing the success of healthcare

organization management because it is closely linked to the performance, commitment, and sustainability of the hospital workforce.

Numerous studies have shown that nurse job satisfaction is influenced by organizational factors such as work culture, leadership, quality management systems, and work motivation. The implementation of Total Quality Management (TQM), for example, has been shown to increase job satisfaction, which in turn improves nurse performance in carrying out their professional duties (Amran, 2023).

Furthermore, a conducive organizational culture also contributes to nurse job satisfaction. A work environment that supports effective communication, recognition of achievement, and good interpersonal relationships has been shown to influence job satisfaction among nursing staff in hospital inpatient wards (Hotnaria et al., 2021).

Nurse job satisfaction does not exist in isolation but is related to various other organizational variables such as motivation, organizational commitment, and performance. The positive relationship between work motivation and job satisfaction of nurses, especially during the COVID-19 pandemic, indicates that psychological factors and organizational support are important aspects in maintaining the quality of health services (Fikri et al., 2022).

Furthermore, job satisfaction is also correlated with nurses' organizational commitment. Nurses with high levels of job satisfaction tend to demonstrate loyalty, work engagement, and a willingness to provide services beyond organizational standards (Zakiah et al., 2019).

From an organizational management perspective, nurses' job satisfaction is also influenced by organizational culture and work engagement. Organizational culture

and work engagement have been shown to play a role in shaping job satisfaction, which then mediates improved nurse performance in hospitals (Raharjo & Husain, 2024).

Other research highlights that managerial factors directly determine nurses' job satisfaction levels. Low job satisfaction can negatively impact nurses' physical and mental health, as well as their work behavior, and reduce the overall quality of hospital services (Augustine et al., 2024).

The link between job satisfaction and organizational variables is also evident in the relationship with organizational commitment and organizational citizenship behavior. Motivation, job satisfaction, and commitment have been shown to influence nurses' organizational citizenship behavior, which is a voluntary behavior that supports the effectiveness of healthcare organizations (Syarifah et al., 2021).

On the other hand, research on the influence of job satisfaction on performance through organizational commitment has yielded mixed results. Job satisfaction has a positive effect on organizational commitment, but it does not always directly improve nurse performance, necessitating a more comprehensive management approach (Bagis, 2022).

An international systematic review also confirmed that nursing managers' job satisfaction is influenced by organizational factors such as leadership support, the work environment, and management structure. Optimal job satisfaction is crucial for maintaining the sustainability of the nursing workforce and ensuring the quality of healthcare services (Penconek et al., 2021).

Overall, these findings indicate that organizational management plays a central role in shaping nurses' job satisfaction. However, most studies use a quantitative approach, thus not fully reflecting nurses'

subjective experiences in navigating the dynamics of healthcare organizations. A qualitative approach is needed to explore nurses' in-depth meanings, perceptions, and experiences related to organizational management practices and their impact on job satisfaction.

Therefore, qualitative research on the relationship between organizational management and nurse job satisfaction is crucial. This study is expected to provide a comprehensive understanding of how organizational policies, culture, leadership, and work systems are interpreted by nurses in the real context of healthcare. The research results are expected to form the basis for developing more humanistic management strategies, oriented toward the well-being of nursing staff, and contribute to the continuous improvement of the quality of hospital services.

## Method

### Research Design

This study uses a qualitative approach with a phenomenological design to deeply understand nurses' experiences related to organizational management and its impact on job satisfaction. The phenomenological approach was chosen because it can explore subjective meanings, perceptions, and the dynamics of organizational interactions that cannot be explained quantitatively. Qualitative studies in the nursing context have proven effective in identifying intrinsic and extrinsic factors that influence job satisfaction, such as workload, leadership support, the work environment, and professional development opportunities.

Furthermore, previous research indicates that organizational context, institutional commitment, and work-life balance play a significant role in nurse satisfaction and performance. Therefore, an exploratory approach is needed to comprehensively understand these

relationships from the perspective of nurses as key actors in healthcare.

### Research Location and Participants

The study was conducted in type B and C hospitals with formal organizational management systems. Participants were selected using purposive sampling, including nurses who met the following criteria: 1) Worked for at least one year, 2) Directly involved in patient care, 3) Willing to participate in in-depth interviews. The number of participants was determined based on the principle of data saturation, which occurs when no new themes emerge in the interviews. Previous qualitative research has shown that exploring nurses' work experiences with a limited number of participants can still yield meaningful themes related to job satisfaction and the organizational environment.

### Research Instrument

The primary instrument was the researcher herself, assisted by interview guidelines, a voice recorder, and field notes. In qualitative nursing research, data validity depends heavily on the researcher's sensitivity in understanding the context of participants' experiences.

### Data Analysis

The analysis used thematic analysis through the following stages: 1) Verbatim transcription of interview results, 2) Open coding to identify units of meaning, 3) Categorization and formation of themes, 4) Interpretation of the relationship between organizational management and job satisfaction. Meta-synthesis of previous research indicates that nurse job satisfaction factors can be grouped into individual, organizational, job, and external dimensions.

### Data Validity

Data validity was ensured through: 1) Credibility: triangulation of sources, techniques, and time, 2) Dependability: audit trail of the research process, 3) Confirmability: peer discussion, 4) Transferability: detailed contextual descriptions. This approach is consistent with studies of the quality of the nursing work environment, which emphasize the importance of nurses' perceptions of organizational conditions in determining job satisfaction.

## Results

### Participant Characteristics

This study involved 12 nurses working in inpatient wards at type B and C hospitals. All participants had worked for more than one year, with a range of work experience ranging from 2 to 15 years. Most had a Diploma III in Nursing, while several others had a Bachelor's degree in Nursing. The gender composition was predominantly female, reflecting the general characteristics of nursing staff in healthcare facilities. The diversity of years of service and educational background provided a rich perspective on organizational management practices and their influence on job satisfaction.

The thematic analysis yielded five major themes that illustrate the relationship between organizational management and nurse job satisfaction:

1. Organizational leadership as a determinant of work climate
2. Workload and task distribution influence psychological well-being
3. Recognition and appreciation as sources of work meaning
4. The quality of team communication determines work satisfaction
5. Career development opportunities shape organizational commitment

These five themes are interconnected, forming a comprehensive picture of nurses'

work experiences within the hospital organizational system. \

### Theme 1: Organizational Leadership as a Determinant of Work Environment

Most participants emphasized that the leadership style of ward heads and hospital management significantly influences job satisfaction. Supportive leadership, openness to input, and fairness in decision-making create a sense of security and respect.

Conversely, rigid leadership, lack of communication, and a tendency to blame subordinates create emotional stress. Some participants described this situation as "working with the fear of making a mistake." These findings indicate that leadership is not simply an administrative function, but also an emotional factor that shapes the daily work experience.

### Theme 2: Workload and Task Distribution Affect Psychological Well-Being

All participants reported that high workloads were a major source of dissatisfaction. A shortage of nurses meant that one nurse had to care for many patients simultaneously, especially on the night shift. This situation led to Physical exhaustion, Emotional stress and Decreased quality of interactions with patients. However, some participants remained satisfied if the distribution of tasks was fair and there was strong team support. This means that it is not only the amount of work that determines satisfaction, but also how the organization manages the workload.

### Theme 3: Recognition and Appreciation as a Source of Work Meaning

Participants stated that simple appreciation, such as a thank you from a superior, a performance award, or the opportunity to participate in training, had a significant impact on job satisfaction.

Conversely, a lack of appreciation made nurses feel like their work was "invisible." This situation decreased motivation and led to a desire to look for other employment. This theme shows that job satisfaction is not always dependent on financial factors, but also psychological recognition of professional contributions.

#### **Theme 4: Quality of Team Communication Determines Workplace Comfort**

Interpersonal relationships between nurses and with other healthcare professionals emerged as an important factor. A work environment with Open communication, Mutual support during high workloads and Minimal conflict creates a sense of community that enhances job satisfaction. Conversely, team conflict, miscommunication with physicians, and a lack of cross-professional coordination create additional stress. Several participants stated that the social work environment influences satisfaction more than the workload itself.

#### **Theme 5: Career Development Opportunities Shape Organizational Commitment**

Opportunities for continuing education, training, and promotion opportunities are factors that strengthen satisfaction and loyalty. Nurses who see a clear career path tend to Be more motivated, Have a high level of commitment, Remain longer with the organization. Conversely, limited career development leads to stagnation and decreases commitment to the hospital.

#### **Integration of Meaning Across Themes**

The five themes show that organizational management influences job satisfaction through emotional, social, and professional channels.

- Leadership shapes the psychological climate.

- Workload affects physical and mental well-being.
- Rewards give meaning to work.
- Team communication creates a sense of belonging.
- Career development determines future expectations.

When these five aspects are in harmony, nurses describe the work experience as "tiring but meaningful." Conversely, organizational disharmony creates the experience of "tiredness without rewards," which is associated with turnover intentions.

#### **Synthesis of Key Findings**

Overall, this research shows that:

1. Nurse job satisfaction is strongly influenced by daily organizational management practices.
2. Non-financial factors play an equally strong role as material factors.
3. Nurses' subjective experiences are key to understanding the quality of healthcare organizations.
4. Improved leadership, communication, and career development have the potential to increase nursing staff retention.

These findings demonstrate that hospital organizations are not simply service systems, but also spaces of human experience where the meaning of work is shaped daily through interactions, expectations, and professional recognition.

#### **Discussion**

The research results show that organizational management is strongly linked to nurse job satisfaction through various dimensions such as leadership support, work environment, organizational culture, work-life balance, and individual psychological factors. This finding is consistent with the literature stating that nurse job satisfaction is influenced by working conditions, professional support,

and perceived job security in healthcare organizations.

Qualitatively, informants described that a supportive leadership style and open communication increase feelings of appreciation and work engagement. Research on oncology nurses indicates that supervisor support, value congruence, and adequate staffing influence job satisfaction through fulfilling the psychological needs of autonomy, competence, and relatedness. This strengthens the interpretation that organizational management practices oriented toward employees' psychological needs are the primary foundation of job satisfaction.

Furthermore, organizational culture and work engagement also emerged as important themes in the interviews. Empirical studies have shown that organizational culture and work engagement influence job satisfaction and mediate nurse performance. In the context of this study, nurses who perceive organizational values as aligned with their personal values tend to demonstrate higher motivation, organizational loyalty, and better service quality.

The work environment dimension also plays a dominant role. Informants highlighted workload, role conflict, and managerial support as determinants of job satisfaction. This finding aligns with research identifying working conditions, autonomy, and work-family conflict as determinants of job satisfaction and risk factors for burnout in nurses. Therefore, effective organizational management requires managing workload and work-life balance to maintain the well-being of nursing staff.

Job satisfaction is also related to organizational commitment. A study in a regional hospital showed that high levels of job satisfaction increase nurses' emotional attachment, pride, and desire to remain with the organization. These results reinforce qualitative findings that fair

management practices, adequate rewards, and positive interpersonal relationships encourage nursing staff retention.

From an individual and motivational perspective, other research indicates that motivation, the work environment, and the role of managers are key factors influencing nurse job satisfaction. This aligns with participant narratives emphasizing the importance of recognition, career development opportunities, and constructive supervision as part of organizational management.

At the service system level, nurse job satisfaction has direct implications for the quality of patient care. A literature review indicates that dissatisfaction can lead to burnout, work errors, and decreased patient safety, while high satisfaction improves service quality. Thus, the relationship between organizational management and job satisfaction impacts not only the workforce but also overall healthcare outcomes.

The context of the COVID-19 pandemic provides additional perspective: the psychological well-being of healthcare workers can decline compared to other workers, highlighting the importance of organizational support in maintaining job satisfaction and happiness. This reinforces the urgency of strengthening organizational management that is adaptive to crises.

Synthesizing, this discussion demonstrates that the relationship between organizational management and nurse job satisfaction is multidimensional, encompassing:

1. Leadership and supervisor support as means of fulfilling psychological needs.
2. Organizational culture and work engagement, which shape motivation and performance.
3. The work environment, workload, and role conflict, which determine job well-being.

4. Motivation, recognition, and career development, as individual factors.
5. Impact on organizational commitment and the quality of patient care.

These findings emphasize that improving nurse job satisfaction requires a comprehensive, humanistic, and quality-oriented approach to organizational management.

### Conclusions and Recommendations

This study shows that organizational management has a close and multidimensional relationship with nurse job satisfaction. Job satisfaction is influenced not only by material factors such as compensation, but also by supportive leadership, effective team communication, a positive organizational culture, equitable workload management, and career development opportunities. When these management elements operate harmoniously, nurses experience professional recognition, psychological well-being, and emotional attachment to the organization. Conversely, weaknesses in organizational management practices have the potential to lead to work stress, decreased motivation, and even turnover intentions, which can ultimately impact the quality of healthcare services.

Based on these findings, hospitals are advised to strengthen transformational leadership, improve non-financial reward systems, and create collaborative work environments that support work-life balance. Furthermore, continuous competency development and nurse involvement in organizational decision-making need to be enhanced to strengthen the commitment and retention of the nursing workforce. Future research is recommended to use a mixed-method approach with a broader institutional scope to gain a more comprehensive understanding of strategies for improving

nurse job satisfaction and their implications for healthcare quality.

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