



Job Satisfaction Towards Employee Loyalty In Hospitals

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ABSTRACT

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This study aims to analyze the influence of job satisfaction on employee loyalty in hospitals through a qualitative literature review. In the context of healthcare, job satisfaction is a crucial factor determining employee loyalty and performance. The study reviews national studies published between 2020 and 2025, focusing on factors such as compensation, leadership style, work motivation, organizational culture, and career development. The results indicate that job satisfaction is positively and significantly related to employee loyalty. Factors such as compensation, leadership style, motivation, organizational culture, and career development opportunities have been shown to influence job satisfaction levels, which ultimately impact employee loyalty to the hospital. Furthermore, transformational leadership and work motivation act as supporting factors that strengthen the relationship between satisfaction and loyalty. Therefore, increasing job satisfaction through inspirational leadership strategies, fair reward systems, and sustainable career development can be a strategic step in building employee loyalty and improving overall hospital organizational performance.

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INTRODUCTION

Loyalty and job satisfaction have a significant influence on performance improvement, with increased job satisfaction directly proportional to improved performance (Arden & Johan, 2025). Employee loyalty is crucial in the era of globalization, where human resource management is crucial for achieving an efficient and loyal workforce (Harahap & Sugiarti, 2024).

We are currently in an era of global competition and intense business competition. Many organizations, especially companies, are competing for customers, both through word of mouth and social media. Many companies are currently racing to introduce their products to enter the global market and gain recognition among the general public (Angraini & Izzati, 2025).

Increasingly fierce global and business competition requires companies to have human resources who can contribute actively and diligently to every task they undertake. Every organization definitely needs human resources, and the most important human resource is one with loyalty (Cahyani et al., 2023).

There are many factors that affect employee performance. Some of the factors include compensation, leadership style, motivation and job satisfaction. Compensation is a network of various subprocesses to provide rewards to employees for implementation and to motivate employees to achieve the desired level of achievement. If the leadership style is appropriate for the situation faced in the organization or work unit, it will make the work climate conducive, and ultimately will provide high motivation and improve employee performance in achieving work targets (Hasnah & Asyari, 2022).

Job satisfaction in hospitals is influenced by various factors such as the reward system, work environment, interpersonal relationships, career development opportunities, and managerial leadership. When these factors are met, employees tend to develop a strong sense of belonging and loyalty to the hospital where they work. Conversely, job dissatisfaction can lead to increased turnover, low motivation, and decreased quality of patient care (Ardan & Johan, 2025).

Several studies have shown a positive relationship between job satisfaction and employee loyalty in hospitals. (Harahap & Sugiarti, 2024) found that job satisfaction acts as a mediating variable between compensation and career development on employee loyalty at Intan Husada Hospital, Garut. Similar results were also found by (Sopali et al., 2021), who reported that good job satisfaction significantly influenced employee loyalty at Dr. Reksodiwiryo Class III Hospital, Padang.

This study used a methodological approach to review and synthesize various research findings related to the relationship between job satisfaction and employee loyalty in hospitals. This approach provides a comprehensive overview of the factors influencing job satisfaction, its impact on employee loyalty, and managerial strategies that can be implemented to improve the well-being of healthcare workers. By compiling the results of previous research, this study is expected to serve as a reference in making human resource policies in hospitals, particularly in efforts to improve employee retention and the quality of healthcare services.

Employee loyalty and job satisfaction are critical factors influencing organizational performance in healthcare. High job satisfaction fosters emotional attachment, commitment, and long-term retention, which are essential for maintaining quality patient care (Ardan & Johan, 2025; Harahap & Sugiarti, 2024). This study systematically reviews recent literature to synthesize key factors influencing job satisfaction and loyalty in hospital settings and to provide evidence-based recommendations for human resource management.

METHODE

This study used a literature review with a descriptive approach to examine the results of previous studies examining the relationship between job satisfaction and employee loyalty in hospitals. Data sources were obtained from various national journals indexed by Google Scholar, published between 2020 and 2025, to ensure the data was up-to-date and relevant.

A literature search was conducted using the keywords "job satisfaction," "employee loyalty," and "hospital." Only full-text studies conducted within hospital settings and published in English or Indonesian that addressed job satisfaction and/or employee loyalty were included. Studies outside the healthcare context or those irrelevant to the topic were excluded. A total of 5 articles met these criteria and were reviewed. The selected articles were analyzed thematically, with findings grouped according to factors influencing job satisfaction and their impact on employee loyalty. A summary table was created to present the key themes identified across the studies.

RESULT AND DISCUSSION

Table 1. Literature Review Results

Title	Author (Year)	Study Focus	Method	Key Findings
Factors Affecting Employee Performance in Hospitals: <i>Systematic Review</i>	Fadhilatul Hasnah et al. (2022)	Factors affecting employee performance in hospitals	Systematic review	Compensation, leadership style, motivation, and job satisfaction positively affect employee performance.
Factors Influencing Employee Performance: Leadership, Motivation and Job Satisfaction (Study) <i>Literature Review</i> (HRM)	Zulkifli (2021)	Leadership, motivation, and job satisfaction	Qualitative literature review	Leadership, motivation, and job satisfaction strongly influence employee performance; satisfied employees perform better.
Transformational Leadership in Improving Nurse Job Satisfaction: <i>Literature Review</i>	Hadi Suwe et al. (2020)	Transformational leadership and nurse satisfaction	Literature review	Transformational leadership improves job satisfaction through charisma, inspiration, intellectual stimulation, and individualized consideration.
Literature Study: Service Quality Factors on Loyalty Patients in Indonesian Hospitals	Engga Purnama et al. (2023)	Service quality and patient loyalty	Literature review	Service quality (reliability, responsiveness, assurance, empathy, tangibles) influences patient satisfaction and loyalty.
The Influence of Service Quality on Patient Satisfaction in Outpatient Units in Hospitals: A Narrative Literature Review	Umi Khoirul Bariya et al. (2024)	Service quality and patient satisfaction	Narrative literature review	Outpatient satisfaction is positively influenced by service quality, which indirectly affects patient loyalty.

Based on the thematic synthesis of the reviewed literature, several key factors consistently emerged as influencing job satisfaction and employee loyalty in hospitals. Leadership, particularly transformational and supportive styles, was identified as a critical determinant, positively affecting employees' engagement, motivation, and commitment. Compensation, career development opportunities, and recognition were also highlighted as significant contributors to satisfaction, enhancing employees' loyalty and reducing turnover intentions. Additionally, organizational culture and work environment were found to mediate the relationship between job satisfaction and loyalty, fostering emotional attachment and a sense of belonging among healthcare staff. These findings provide a foundation for the subsequent discussion, which explores how job satisfaction, leadership, and motivation interact to strengthen employee loyalty in hospital settings.

Discussion

Job Satisfaction as a Key Variable in Increasing Employee Loyalty

Job satisfaction plays a central role as a determining variable in increasing employee loyalty. Empirical studies show that when employees are satisfied with aspects of their jobs – such as their work itself, work relationships, compensation, and career development – their emotional attachment and commitment to the organization tend to increase. For example, a study of employees at the Class IIA Tangerang Women's Correctional Institution found that job satisfaction had a positive and significant effect on employee loyalty, with a regression coefficient of 0.737 and a significance level of $p = 0.000$ (Murwanti & Rifani, 2023).

In the hospital context, job satisfaction plays a crucial role in ensuring the continuity of quality healthcare services. Employees who are satisfied with their working conditions tend to be more enthusiastic and motivated to meet patient needs. Research (Roziq et al., 2024) supports this finding, indicating that organizational culture and employee loyalty are strongly correlated with the morale of management staff at RSUD X. A well-implemented culture provides room for employees to develop, feel valued, and take pride in their work.

One reason why job satisfaction has proven crucial is because employee loyalty is driven not only by employment contracts or the lure of compensation, but rather by a sense of satisfaction and emotional engagement with the job and the organization. Studies examining the relationship between "job satisfaction" and "employee loyalty" show a strong correlation: a study at a school of social health found a correlation coefficient of 0.573 between job satisfaction and job loyalty (Abidin, 2024). Therefore, organizational management particularly institutions like hospitals must view job satisfaction not simply as an HR indicator, but as a strategic variable linking working conditions to the organization's long-term outcomes. By strengthening job satisfaction, organizations enable the development of employee loyalty that continuously contributes to performance, retention, and service quality.

The Role of Transformational Leadership and Motivation on Satisfaction and Loyalty

Participatory leadership styles generally provide opportunities for employee development, enabling employees to continue to innovate and be creative. These leadership styles can vary based on motivation, power, or orientation toward specific tasks or individuals (Saputra et al., 2024).

An effective leader is one who has the ability to play an active role in carrying out leadership roles, whether as a direction setter, change agent, spokesperson, or coach to improve the performance or work morale of employees in an organization. Leadership style directly or indirectly shows a leader's belief in the abilities of his subordinates (Fortuna, 2025).

With high work motivation, both intrinsic and extrinsic, employees feel more valued and motivated to make maximum contributions, thus increasing job satisfaction and increasing their likelihood of showing loyalty to the organization. Other studies have shown that when employees feel satisfied with leadership support and working conditions, they are more loyal and demonstrate a stronger emotional attachment to the organization (Matondang & Abadi, 2024). Effective leadership and transparent communication channels have been identified as important drivers of the success of organizational support programs (Huda et al., 2025).

Thus, in the context of healthcare organizations such as hospitals, implementing transformational leadership combined with appropriate motivational strategies such as performance recognition, career development, and employee empowerment can be an effective approach not only to increase job satisfaction but also to build long-term employee loyalty. This employee loyalty, in turn, has the potential to increase workforce stability, reduce turnover, and strengthen overall organizational performance.

These findings suggest several strategies that hospitals can implement to strengthen employee satisfaction and loyalty. First, leadership programs should be developed to foster transformational behaviors that inspire, motivate, and support staff (Hadi Suwe et al., 2020; Fortuna, 2025). Second, fair and transparent compensation systems should be designed to reward performance and maintain equity (Fadhilatul Hasnah et al., 2022). Third, career development and recognition programs can enhance employees' sense of value and engagement (Harahap & Sugiarti, 2024). Finally, a supportive organizational culture should be promoted to improve overall well-being and strengthen the emotional attachment of employees to the institution (Roziq et al., 2024; Ardan & Johan, 2025).

Although the reviewed studies consistently highlight the positive relationship between job satisfaction and employee loyalty, gaps remain. Specifically, the mediating role of organizational culture and the effects of targeted leadership interventions require further exploration (Saputra et al., 2024; Huda et al., 2025). Future research could employ longitudinal designs and quantitative validation across diverse hospital settings to provide stronger empirical evidence and more generalizable insights.

CONCLUSION

Job satisfaction and transformational leadership have been proven to be important factors in increasing employee loyalty. Employees who are satisfied with their jobs, work relationships, and career development tend to have a strong emotional attachment to the organization.

Meanwhile, transformational leadership supported by effective work motivation can create a positive work environment that encourages employee enthusiasm and commitment. Therefore, increasing job satisfaction through an inspirational leadership style is a key

strategy for building employee loyalty and strengthening organizational performance and stability, particularly in the healthcare sector.

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