

The Influence of Organizational Support, Team Collaboration, and Job Security on Job Satisfaction of Health Workers at Regional General Hospitals

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Abstract

The study examines the effects of organizational support and team collaboration and job security on job satisfaction among healthcare staff working in a regional general hospital. The study used quantitative research methods which involved researchers distributing questionnaires to 130 selected participants who were chosen through purposive sampling. The researchers conducted data analysis by using multiple linear regression which needed testing of both validity and reliability together with normality testing and heteroscedasticity testing and multicollinearity testing. The research found that organizational support and team collaboration and job security positively impacted job satisfaction which reached statistically significant results. Healthcare workers can perform their duties in a secure work environment which exists because organizations provide support and teams work together and employees have job security. The three variables together explain all changes that occur in job satisfaction levels. The study results assist hospital administrators in developing successful plans which will enhance healthcare worker job satisfaction and improve healthcare service delivery.

Keywords: *organizational support, team collaboration, job security, job satisfaction, health workers.*

INTRODUCTION

Regional public hospitals need to assess healthcare worker job satisfaction because it forms an essential component of their human resource management operations. Healthcare workers who experience job satisfaction show positive effects on their own health which subsequently affects how well they deliver healthcare services to the community (Mohzana et al., 2026; Amrullah et al., 2026). Public hospitals in the region base their staffing requirements for essential services on the needs of their dedicated healthcare workforce who provide high-quality healthcare at affordable prices (Murcahyanto et al., 2022). Healthcare workers face challenges to their job satisfaction because of multiple factors which include their restricted access to facilities together with their heavy responsibilities and their requirement to manage patients who present various medical issues (Mpuon et al., 2024). Organizations face two main problems when employees express decreased job satisfaction because their performance decreases and their absenteeism increases which leads to greater employee turnover rates (Peter et al., 2024; Trirahayu & Hendratni, 2023). The healthcare outcomes for patients decline when

healthcare workers with low job satisfaction develop relationship problems with their patients (Ferdiansyah & Hendratni, 2024; Harahap et al., 2025).

The extent to which organizations support their employees through their recognition and resource allocation determines the level of job satisfaction which employees experience (Zakaria et al., 2025). Organizations provide employees with organizational support when they deliver both attention and appreciation and necessary resources for their work duties (Baskoro et al., 2025). The regional general hospital needs to establish its operational framework while protecting medical staff health rights through its organizational support system which must include sufficient medical equipment (Hendratni et al., 2025). Employees who perceive their organization as supportive will experience feelings of safety and worth which will result in greater job satisfaction. The job satisfaction of healthcare workers depends on both organizational support and their ability to work together as teams (Mohzana et al., 2025; Murcahyanto et al., 2022). The hospital setting requires teamwork because healthcare professionals from different fields must work together for patient care (Fahrurrozi et al., 2021; Pahrudin et al., 2022). Effective team collaboration enables healthcare professionals to exchange information while providing mutual assistance to reach their goals with maximum efficiency (Sudadi et al., 2023; Ramli et al., 2023). The workplace considers job security to be an essential component. Employees define job security as their understanding of how stable their employment will be and what their future holds with the organization (Zebua et al., 2023). The healthcare workforce in regional general hospitals requires employment security throughout their career to safeguard against potential job loss (Ridani & Sudadi, 2022; Riyadi et al., 2023). Employees who experience job security will have higher productivity because they will see work hazards as less dangerous and their future work activities as less dangerous (Hermawan et al., 2024; Ngurah et al., 2023).

The research will examine the effects of organizational support and team collaboration and job security on the job satisfaction of healthcare workers at a regional general hospital. The study aims to advance human resource management research by identifying the elements that determine job satisfaction within the healthcare field. The research will reveal new information about the relationship between organizational support and team collaboration and job security and their effects on job satisfaction. The study results will help hospital management create policies that enhance healthcare worker job satisfaction through better organizational support and improved teamwork and secure job positions. The implementation of advanced human resource management methods will enable regional general hospitals to deliver improved healthcare services to their patients.

RESEARCH METHODS

The researchers conducted a quantitative research study to determine the effects of organizational support and team collaboration on job security and their combined impact on job satisfaction for healthcare workers at a regional general hospital. The study population included doctors, nurses, and other medical personnel who worked in healthcare facilities. The researchers conducted purposive sampling to select healthcare professionals who met two criteria for study participation. The research team established a requirement that 130 respondents would participate in the study. Researchers collected data by using a questionnaire which included a five-point Likert scale that ranged from 1

to 5. Organizations used organizational support indicators and work facilities to measure their support while teams evaluated their performance through team coordination and communication and organizations measured their security through job stability and job certainty. The researchers established validity through t-test assessments which showed that results became significant at <0.05 threshold and they used Cronbach's Alpha method to test reliability which needed a minimum value of 0.70. The researchers conducted testing of model suitability through classical assumption tests which included normality testing and heteroscedasticity testing and multicollinearity testing. The researchers used multiple linear regression to analyze how independent variables impacted job satisfaction through both partial and simultaneous effects.

RESULTS AND DISCUSSION

The research instrument testing results demonstrate that all statement items belonging to organizational support and team collaboration and job security and job satisfaction variables present significance values which fall below 0.05. The reliability test using Cronbach Alpha shows that all variables have values above 0.70 which indicates that the research instrument has good internal consistency and is reliable. The classical assumption test results show that all research data requirements for regression analysis have been fulfilled. The normality test shows that the data is normally distributed the heteroscedasticity test shows no symptoms of heteroscedasticity and the multicollinearity test shows no high correlation between independent variables with a tolerance value greater than 0.10 and a VIF less than 10. The multiple linear regression analysis results show that organizational support and team collaboration together with job security have a combined impact on job satisfaction for healthcare workers who work at regional general hospitals. The coefficient of determination value shows that the model successfully explains job satisfaction variations because the three independent variables effectively demonstrate their impact on healthcare worker job satisfaction.

The study results show that organizational support provides complete advantages which lead to higher job satisfaction for healthcare workers who operate in regional general hospitals. The research shows that healthcare workers who receive higher levels of organizational support will achieve better job satisfaction results. Organizations demonstrate their support for employees through their efforts to protect employee welfare and their practice of acknowledging healthcare workers' achievements and their provision of suitable work environments. The work of healthcare staff at regional general hospitals requires dedication to their job tasks which creates a need for organizational support. Healthcare workers develop a sense of organizational support which results in them gaining both value and acknowledgment from their workplace that leads to increased work motivation and job satisfaction. The absence of organizational support leads to employee neglect which results in decreased work motivation. Organizational support creates a workplace environment that enables employees to develop positive relationships with their coworkers which leads to healthcare worker job satisfaction.

The research findings demonstrate that team collaboration delivers significant benefits to job satisfaction which healthcare personnel in regional general hospitals experience. The research results indicate that healthcare workers who perform better when working with their colleagues achieve higher job satisfaction. In hospitals medical professionals need to collaborate because teamwork serves as the fundamental

requirement for their medical practices. The presence of effective team collaboration occurs when team members engage in effective communication and create organized work plans while providing assistance to their teammates. The organization establishes a peaceful workplace environment which results in decreased employee conflicts. Team collaboration deficiencies create a situation where team members misunderstand each other resulting in patient care mistakes and additional pressure on employees. The situation leads to decreased job satisfaction among healthcare workers. The development of team collaboration functions as a critical method which increases job satisfaction and improves healthcare service quality.

The research demonstrated that job security enables healthcare workers at regional general hospitals to achieve higher job satisfaction which directly improves their work performance. The study found that increased job security which healthcare workers at the hospital perceived would result in their increased job satisfaction. Job security provides employees with work-related security that enables them to predict their future employment status which helps them to handle work-related stress and distress caused by job loss uncertainty. Healthcare workers at regional general hospitals need job security which protects them from employment loss to maintain their focus on delivering optimal patient care. Workers experience workplace anxiety because restricted job security decreases their satisfaction with work. The hospital management team must recognize job security as a fundamental factor that determines both healthcare worker job satisfaction and organizational stability.

CONCLUSION

The research findings show that healthcare workers in regional general hospitals experience improved job satisfaction when organizations provide support and teams work together while employees have job security. Healthcare organizations achieve increased employee job satisfaction through organizational support systems which provide necessary work resources for employees while the organization acknowledges their achievements and maintains their health. Team collaboration demonstrates its positive impact because effective teamwork abilities and strong communication skills together with organized coordination methods create a work environment which supports employees. The job security which healthcare workers receive together with their permanent employment situation brings them higher job satisfaction. Our research used three factors which included multiple components to measure how job satisfaction changes. The research results lead to the development of specific recommendations. Regional general hospitals should improve their organizational support through the creation of adequate workspaces and the establishment of fair compensation systems which protect their healthcare staff according to professional standards. Teams must establish better communication channels and develop training programs which involve multiple professions to improve their collaboration abilities according to their need for shared work environments. The management team requires to create comprehensive personnel policies which explain job security standards together with employee protective measures to protect healthcare workers rights.

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