

## **BIBLIOMETRIC ANALYSIS: EXPLORING THE RELATIONSHIP BETWEEN REMUNERATION AND NURSES' JOB SATISFACTION TO IMPROVE HEALTH CARE QUALITY**

*Analisis Bibliometrik: Mengeksplorasi Hubungan Antara Remunerasi dan  
Kepuasan Kerja Perawat untuk Meningkatkan Kualitas Pelayanan Kesehatan*

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### **ABSTRAK**

*Sistem remunerasi yang adil merupakan salah satu faktor yang mempengaruhi kepuasan kerja perawat, yang pada akhirnya berdampak pada kualitas pelayanan pasien. Penelitian ini bertujuan untuk menganalisis hubungan antara remunerasi dan kepuasan kerja perawat serta mengeksplorasi perkembangan penelitian di bidang ini melalui pendekatan bibliometrik. Analisis bibliometrik dilakukan terhadap 162 artikel terindeks Scopus yang relevan, dipublikasikan antara tahun 2018 hingga 2023. Alat analisis data yang digunakan dalam penelitian ini berupa Vosviewer untuk mengidentifikasi tren dan pola perkembangan penelitian. Topik ini diambil karena pentingnya sistem remunerasi yang adil dalam meningkatkan kepuasan kerja perawat dan dampaknya terhadap kualitas pelayanan pasien. Temuan menunjukkan bahwa meskipun kompensasi finansial berperan penting, faktor-faktor lain seperti lingkungan kerja, dukungan manajemen, dan peluang pengembangan karir juga sangat mempengaruhi kepuasan kerja. Jurnal terkemuka seperti International Journal of Environmental Research and Public Health menunjukkan kontribusi signifikan dalam penelitian ini. Studi ini menekankan bahwa untuk meningkatkan kepuasan kerja perawat, perlu adanya pendekatan holistik yang mencakup berbagai aspek, bukan hanya remunerasi. Kebaruan dari penelitian ini terletak pada penggabungan analisis bibliometrik dengan fokus pada faktor-faktor non-finansial yang mempengaruhi kepuasan kerja, memberikan wawasan baru bagi pengelola rumah sakit dan pembuat kebijakan dalam merancang sistem remunerasi yang lebih efektif.*

**Kata kunci:** bibliometrik, kepuasan kerja, perawat, remunerasi

### **ABSTRACT**

A fair remuneration system is one factor that influences nurses' job satisfaction, which ultimately impacts the quality of patient care. This study analyzes the relationship between remuneration and nurses' job satisfaction and explores research development through a bibliometric approach. A bibliometric analysis was conducted on 162 relevant Scopus-indexed articles published between 2018 and 2023. The data analysis tool used in this research is Vosviewer to identify trends and patterns of research development. This topic was taken up due to the importance of a fair remuneration system in improving nurses' job satisfaction and its impact on the quality of patient care. Findings show that while financial compensation is important, other factors such as work environment, management support, and career development opportunities strongly influence job satisfaction. Leading journals such as the International Journal of Environmental Research and Public Health contribute significantly to this study. This study emphasizes that to improve nurses' job satisfaction, there is a need for a holistic approach that includes various aspects, not just remuneration. The novelty of this study lies in combining bibliometric analysis with a focus on non-financial factors that influence job

satisfaction, providing new insights for hospital managers and policymakers in designing a more effective remuneration system.

**Keywords:** bibliometrics, job satisfaction, nurse, remuneration

## INTRODUCTION

According to Ministry of Health Regulation No. 3 of 2020, a hospital is a healthcare institution that provides comprehensive health services for individuals, the efforts of this service are carried out by a diverse workforce working within it, including health staff and non-health staff [1]. The presence of medical and non-medical staff as employees has a very fundamental role in the organizational structure and is an important element in management and a key variable factor in determining the success of services in hospitals. Nurses as health workers, and as one of the largest human resources in a hospital, have an important role in maintaining the quality of service in the hospital, the presence of nurses in direct contact with patients can carry the image of the hospital, they must possess both the willingness and the capability to enhance their skills and knowledge to deliver high-quality patient care [2].

Job satisfaction is an emotional condition that can be positive or negative in nature which is reflected in the employee's view of his job. It reflects an evaluation of how employees feel about their jobs. If employees are satisfied, they tend to have a positive attitude towards their work and environment [3]. Job satisfaction is associated with a sense of fulfillment of needs, on the contrary, dissatisfaction occurs when one or more needs cannot be met [4]. Job satisfaction is crucial for every employee within an organization, as it drives their engagement in activities aimed at achieving the organization's goals [5]. When nurses are satisfied with their jobs, they are more prepared to deliver exceptional medical services. The positive effects of job satisfaction extend to nurses, patients, and the hospital itself, ultimately helping the hospital navigate through uncertain situations [2].

In an effort to stimulate job satisfaction, an institution implements several strategies, one of which is remuneration which aims to provide rewards as well as a form of agency appreciation to employees [6]. Nurses are still considered to be at a low level of welfare, with many receiving compensation below the regional minimum wage, which negatively affects the quality of healthcare services. As a result, there have been widespread calls for the government to address these issues and improve compensation. Enhancing nurse remuneration is seen as a crucial step toward resolving the welfare and compensation challenges faced by Indonesian healthcare workers, including nurses [7]. Employees' satisfaction and happiness with their work affect their performance, so if there is disappointment due to employee dissatisfaction with their work, it can affect their performance results [8]. Remuneration based on Fee for Position, Fee for People, and Fee for Performance shows employees that the hospital respects their efforts and length of service. Paying people based on the portion of work they do will also encourage them to work more efficiently when doing their job continuously in [9]. The factor of nurse satisfaction with remuneration is important in supporting the success of hospitals in running health services to their consumers in accordance with the development of the increasingly high demands of the health service industry market.

In recent years, job satisfaction has emerged as a central theme in organizational behavior studies, especially in healthcare settings. Nurses' job satisfaction is a key determinant of their performance, directly influencing patient care quality and organizational outcomes ([10]. Studies have consistently shown that remuneration is one of the primary factors affecting job satisfaction. For instance, adequate compensation boosts motivation and enhances nurses' commitment to their roles [11].

Research in different contexts has underscored the link between remuneration and job satisfaction. A study in Indonesia revealed that fair and proportional remuneration

positively impacts nurses' job performance, organizational commitment, and satisfaction, highlighting its role in sustaining healthcare delivery systems [12]. Similarly, a study in Malaysia identified remuneration as one of the most significant factors in determining nurses' job satisfaction, alongside work environment and fairness of treatment [13].

Despite the evident importance of fair compensation, many nurses, particularly in Indonesia, face challenges related to inadequate remuneration. Studies have highlighted that low wages demotivate nurses and compromise the quality of healthcare services delivered to patients [14]. Additionally, the growing prevalence of materialistic tendencies among healthcare workers can undermine the positive effects of remuneration on job satisfaction, posing a challenge to organizational strategies to improve workforce morale [15].

The pressing need to improve healthcare delivery systems in Indonesia is the primary motivation for this study. Remuneration has emerged as a critical issue that not only influences nurses' job satisfaction but also plays a vital role in ensuring the sustainability of healthcare services. Addressing disparities in compensation is essential for improving the welfare of healthcare workers and maintaining high-quality patient care. This study focuses on the relationship between remuneration and job satisfaction, providing empirical evidence to guide policy reforms and managerial decisions within the healthcare sector. Specifically, this research intends to analyze the correlation between remuneration and job satisfaction among nurses, identify key components of remuneration that significantly impact satisfaction levels, and offer actionable recommendations for policymakers and hospital administrators to develop remuneration systems that support nurse satisfaction and improved healthcare outcomes.

To achieve these objectives, this study adopts a thematic literature review approach. It systematically examines previous research to identify trends, evaluate the effectiveness of remuneration strategies, and highlight gaps in existing studies. The findings will form the basis for recommending practical interventions tailored to the needs of Indonesian healthcare workers.

## **METHODS**

This research used a bibliometric study design to analyze the literature related to remuneration and nurses' job satisfaction. This design allows researchers to explore trends, patterns, and relationships in relevant publications from the Scopus database, focusing on articles published between 2018 and 2023. Scopus was intentionally chosen because of its high quality and well-respected status among academic institutions around the world. Furthermore, Scopus offers aggregate data that demonstrate the impact of a journal or institution on the global scientific publication landscape. This is predicated on the hierarchical structure of citations to and from journal publications and institutional research papers [16].

The sample in this study consisted of articles indexed in the Scopus database that addressed the topics of remuneration and nurses' job satisfaction. Researchers searched using the terms "remuneration" and "job satisfaction" in the title, abstract, and keywords. The sampling technique used was purposive sampling, where articles were selected based on topic relevance, research quality, and data availability. From a total of 205 articles identified, 198 were screened through the screening process. Finally, 162 articles met the inclusion criteria and were included in the analysis.

The variables analyzed in this study encompass remuneration and job satisfaction, highlighting their interconnected roles in shaping nurses' professional experiences. Remuneration includes financial and non-financial benefits that directly impact the well-being and motivation of nurses, such as salaries, bonuses, allowances, and other forms of compensation. These elements serve as rewards for the work performed and as critical factors in retaining skilled nursing staff and ensuring their commitment to quality

care. On the other hand, job satisfaction reflects nurses' overall contentment with their roles and responsibilities, influenced by various factors beyond remuneration. These include the quality of the work environment, the level of support provided by management, opportunities for professional growth, and the interpersonal relationships within their teams. These variables provide a comprehensive framework for understanding the factors contributing to nurses' job satisfaction and the broader implications for workforce stability and healthcare quality.

The instrument used in this study was a bibliometric analysis tool, VOSviewer, which was used to map and analyze data from the selected articles. VOSviewer allows researchers to identify relationships between keywords, authors, and publications and explore literature trends. Data analysis was conducted using bibliometric methods to evaluate the number of publications, citations, and collaborations between authors. The researcher also applied statistical meta-analysis methods to measure the effects of the variables under study. The data obtained was analyzed descriptively to identify trends and patterns in research regarding remuneration and job satisfaction of nurses. In addition, qualitative analysis was conducted to explore key themes from the reviewed articles, providing deeper insights into the relationship between the variables under study.

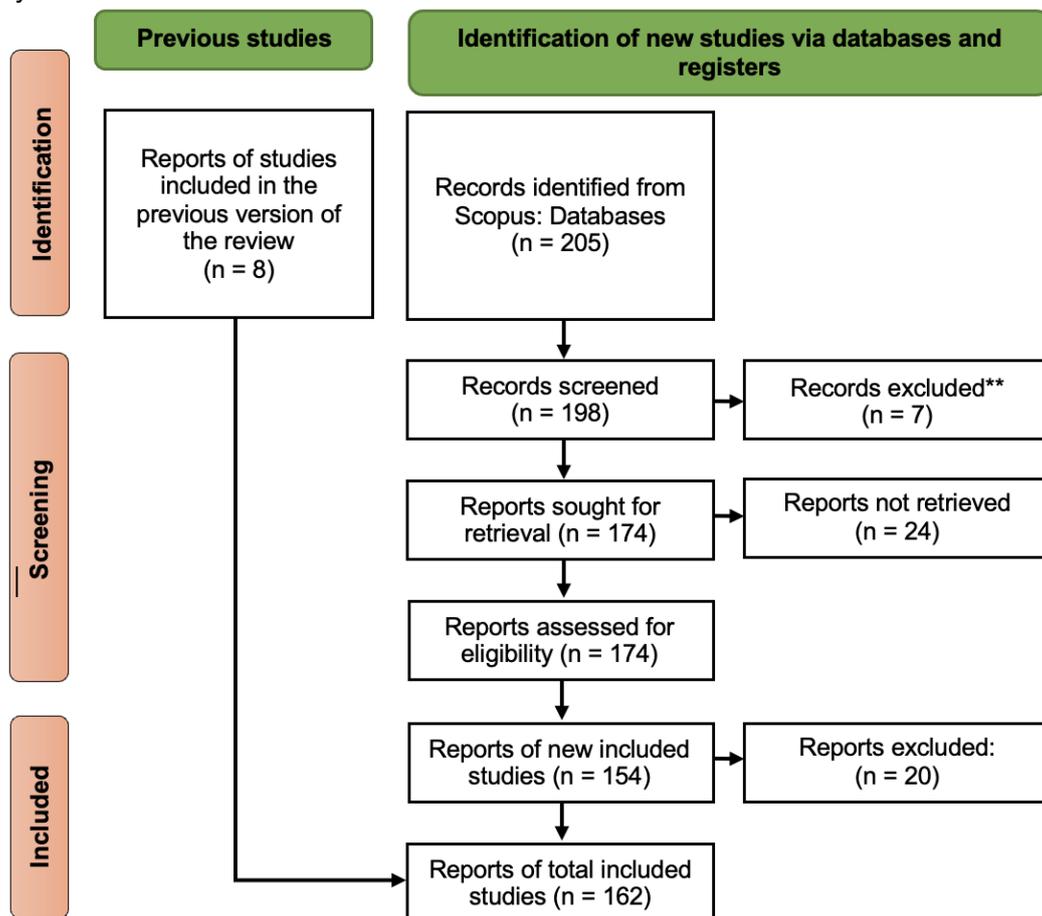


Figure 1. Publication selection in Scopus

## RESULT

The research results show that developing insight into nurse remuneration and job satisfaction using a bibliometric review has a positive impact on creating excellent service in hospital services, which will encourage improving nursing skills, work motivation, professionalism of nurses, and welfare of life. An analysis of the bibliometric

review obtained supports this finding. From scopus databases identified 205 scientific publications, a screening process was then carried out and a total of 162 publications were obtained that were suitable. There are ten researchers who are productive in publishing research results on remuneration and job satisfaction.

**Table 1. Number of Productive Researchers with Scientific Publications on Remuneration and Job Satisfaction**

Researcher Name	Number of Publications
Sibiya, M.N.	3
Haid, M.	2
Heimerl, P.	2
Khoza, T.E.	2
Kumar, S.	2
Lekić, N.	2
Lekić, S.	2
Mohammadnezhad, M.	2
Nkosi, B.P.	2
Rajaković-Mijailović, J.	2

Table 1 shows that from the list, only Sibiya, M.N., has the highest number of publications, namely three publications. No one researcher was significantly more dominant in the number of publications, indicating that this topic is often researched collaboratively. The number of researchers' publications shows that the majority of contributions come from a small group of productive researchers (10 of these researchers). This aligns with the Pareto principle that a small number of individuals often produces the most results. Therefore, researchers with only two or three publications can expand their contributions in the future by establishing more collaborations or delving into specific subtopics in remuneration and job satisfaction. More details about the trend of scientific publications on remuneration and job satisfaction can be seen in Figure 2 below.

**Table 2. The trend of Scientific Publications on Remuneration and Job Satisfaction**

Year of Publication	Number of Publications	Percentage (%)
2018	23	14.20%
2019	25	15.43%
2020	21	12.96%
2021	27	16.67%
2022	32	19.75%
2023	34	20.99%
Total	162	100.00%

Table 2 shows that the most numerous scientific papers on compensation and job satisfaction in 2023 were thirty-four, accounting for 20.99 percent of all publications indexed on Scopus. After that, in 2022 there were 32 publications (19.75%), twenty-seven (16.67%) in 2021, twenty-five (15.43%) in 2019, twenty-three (14.20%) in 2018, twenty-one (12.96%) in 2020. providing a clearer view of the trend in scholarly articles about pay and happiness on the job. There are ten affiliates/institutions that are productive in publishing research results on remuneration and job satisfaction. Diffusion of Innovation Theory (Everett Rogers) asserts that the trend of increasing publications can be explained as the spread of new ideas in academia, where remuneration and job satisfaction are becoming increasingly relevant topics, especially after the pandemic

increased awareness of the importance of work well-being. Thus, the spike in publications in 2022 and 2023 reflects rising global attention to labour issues, such as fair remuneration, work-life balance and mental health. The following affiliates/institutions that are productive in scientific publications on remuneration and job satisfaction can be seen in Table 3 below.

**Table 3. Affiliates/Institutions that are Productive in Scientific Publications on Remuneration and Job Satisfaction**

Affiliation/Institution Name	Number of Publications
University of Nigeria	4
London School of Hygiene & Tropical Medicine	4
University of Washington	3
University of Ottawa	3
Stellenbosch University	2
Universiti Kebangsaan Malaysia	2
Emory University School of Medicine	2
Durban University of Technology	2
King Abdulaziz University	2
The University of Auckland	2

Table 3 shows that the University of Nigeria and the London School of Hygiene & Tropical Medicine are the most productive institutions, with four publications each. Institutions such as the University of Nigeria tend to research remuneration issues in developing country contexts, where fairness in pay is a significant concern. Meanwhile, the London School of Hygiene & Tropical Medicine focuses on public health issues, often highlighting the relationship between remuneration, job satisfaction and the well-being of medical personnel. Globalization Theory has emphasized that publication trends show how remuneration and job satisfaction are developing into a global issue, with institutions from various parts of the world making significant contributions. The findings of scientific journal publications regarding remuneration and job satisfaction are in Table 4 below.

**Table 4. Scientific Journal Publications on Remuneration and Job Satisfaction**

Journal Name	Number of publications
Human Resources For Health	5
International Journal Of Environmental Research And Public Health	5
Journal Of Nursing Management	5
Academy Of Entrepreneurship Journal	2
African Health Sciences	2

Table 4 shows the order of the five journals with the highest number of publications, with five publications each, Human Resources for Health, International Journal of Environmental Research and Public Health, Journal of Nursing Management, Academy of Entrepreneurship Journal, African Health Sciences, and two each round out the list of journals. The writings on compensation and work satisfaction in scientific journals are shown clearly. Several specifically focus on the relationship between remuneration and job satisfaction among nurses have different discussions and conclusions. Research on job satisfaction and motivation among 424 nurses in public health facilities in Ethiopia revealed that 60.8% of nurses were satisfied with their jobs. Job satisfaction levels were higher among female nurses, those older than 29 years, and those with over 10 years of experience. Satisfaction with remuneration was a significant factor, and the study highlighted the need for equitable salaries and fringe benefits to reduce dissatisfaction [17]. Equity Theory (John Stacey Adams) is often used in research on remuneration and job satisfaction in the health sector, as found in the Human Resources for Health journal.

Employees in this sector are sensitive to the fairness of compensation compared to their workload. Thus, health-related journals focus more on remuneration and job satisfaction because these issues are directly related to health workforce retention, workload, and burnout levels. Meanwhile, journals such as *African Health Sciences* show efforts to highlight the issue of remuneration and job satisfaction in developing countries. However, the number of publications is still tiny compared to journals from developed countries.

The study concluded that the Ministry of Health should strengthen human resource management and training to enhance motivation and satisfaction among long-term hospital nurses [18]. Another study in the public health sector in Windhoek, Namibia, used a qualitative descriptive design to explore professional nurses' perceptions of factors influencing their retention. Through direct interviews with 11 professional nurses, two main themes emerged [19]. First, varied satisfaction with pay: Nurses had different levels of satisfaction with their pay. Public healthcare pay was seen as inadequate compared to private healthcare. Additionally, the work environment was unsupportive, and management was inadequate. Second, dissatisfaction and negative effects: Nurses experienced negative psychological impacts from the work environment and limited career growth opportunities, leading to dissatisfaction.

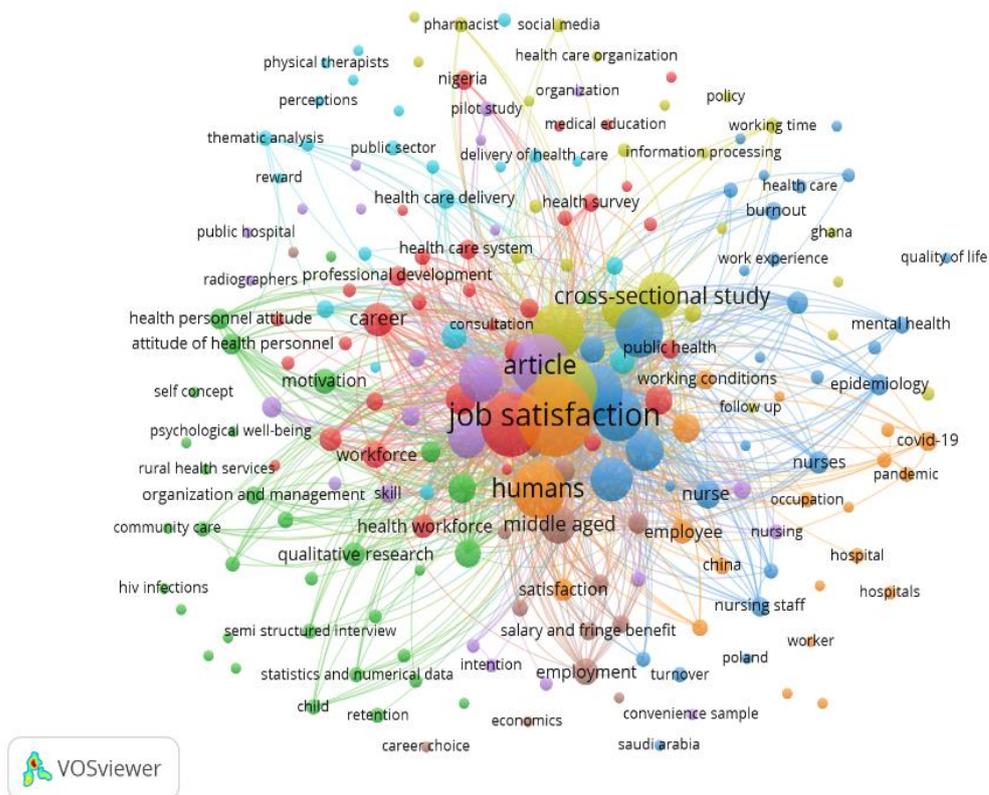
A study involving 302 nurses employed in hospitals during the COVID-19 pandemic found that dissatisfaction with the remuneration system was significant [20]. An online survey in Slovakia, which included 752 hospital nurses and 423 nursing students, identified factors influencing the migratory sentiments of nursing students and working hospital nurses. Remuneration, work organization, and employee benefits significantly affected job satisfaction. Good work organization and fair remuneration were crucial for fairly compensating nurses, while employee benefits contributed to higher commitment and satisfaction [21].

Qualitative research in the Czech Republic showed that various factors affect nurses' job satisfaction to different degrees. Higher financial remuneration was a motivator but not the primary predictor of job satisfaction. Key factors included communication and collaboration [22]. On the other hand a quantitative study at a university hospital in northern Portugal, involving 416 participants, revealed that nurses were poorly satisfied with recognition and remuneration. They were moderately satisfied with supervisors and staffing but satisfied with the organization and resources, co-workers, and professional recognition from patients and their families [23].

A study involving 113 nurses from rehabilitation units at the Health Service of the Autonomous Region of Madeira (SESARAM) revealed that most participants were moderately satisfied. To enhance job satisfaction, greater focus should be placed on overall satisfaction and specific areas such as "Satisfaction with leadership," "Satisfaction with organizations and resources," "Satisfaction with recognition and remuneration," and "Satisfaction with staffing" [24].

A cross-sectional study was conducted in randomly selected healthcare institutions in Poland, with 1,073 nurses participating anonymously and voluntarily. The findings reveal that nurses with master's degrees derive the most satisfaction from their relationships with supervisors, colleagues, and social interactions at work. However, financial factors, such as remuneration, the distribution of rewards, and the pension system, are the main sources of dissatisfaction. Qualitative analysis of open-ended responses supports Herzberg's theory, showing that internal factors like job content contribute to satisfaction, while external factors like pay lead to dissatisfaction [25].

In this study, keyword analysis was conducted on a total of 1276 keywords, with a minimum occurrence threshold set at 3. This resulted in the identification of 205 keywords that exhibit a significant correlation, with "human" being the most frequently used keyword by the authors. The visualization of this keyword analysis is presented in Figure 2.



**Figure 2. Keyword Visualization Using VOSviewer**

Research papers on compensation and job happiness indexed in the Scopus database from 2018-2023 generated 7 clusters, as shown in Figure 2, which shows the search results using the remuneration and job satisfaction keyword. Here are the clusters and their respective keyword counts: cluster 1, red, contains 49 keywords; cluster 2, green, 38; cluster 3, blue, 32; cluster 4, yellow, 30; cluster 5, purple, 26; cluster 6, light blue, 21; and cluster 7, orange, 18 keywords. Density visualization is one way that VOSviewer can show you how many keywords are present. A high keyword density indicates that there has been extensive research on the subject in question. On the other hand, a low density can present a chance for a fresh investigation. Figure 3 displays the whole keyword density.

Figure 3 shows that job satisfaction is very significant for humans, which means the importance of human actions and behaviour that are felt in the world of work, one of which is encouraging motivation, improving employee skills, and providing a clear career path. This finding is supported by encouraging the importance of job satisfaction in providing good working environment conditions for nurses in hospitals. Therefore, this condition is relevant to be realized so that it can provide job satisfaction to nurses. The hope is that they can be more enthusiastic in carrying out their profession professionally in serving hospital patients. Plus, providing a quality living environment that the public can feel. In this way, nurses are able to maintain good mental health by providing excellent service in hospitals, thus creating a good healthcare system.



increase job satisfaction and improve the quality of care provided to patients. Policies supporting professional development can help reduce turnover rates among nurses, often caused by job dissatisfaction. Improving the work environment is also crucial; policies that focus on creating a positive and supportive environment are essential, including providing adequate managerial support, recognizing achievements, and creating an inclusive work culture. Research shows that a good work environment can increase job satisfaction, improving nurse retention and quality of care.

However, while this study provides valuable insights into remuneration and job satisfaction, some limitations must be noted. Firstly, this study only used data from Scopus-indexed publications between 2018 and 2023, which may limit the scope of the study, as there are relevant studies that are not indexed in Scopus or that were published before this period. Therefore, the results obtained do not fully reflect the entirety of the existing literature in this field. In addition, this study highlights certain researchers and countries that are prolific in publications, but this may overlook contributions from other researchers and countries that have important findings but do not have a high number of publications, which may cause bias in the understanding of global trends in remuneration and job satisfaction research. Variability in the definition and measurement of "remuneration" and "job satisfaction" can also affect the results and conclusions drawn from the research, so it is important to consider the context and methodology used in each study when analyzing the results. Lastly, this study was conducted in a specific context and over a limited time; external factors such as health policy changes, global health crises (such as the COVID-19 pandemic), and socioeconomic dynamics may affect the study results. Therefore, the results cannot be generalized to a broader context without considering these factors. Understanding this study's policy implications and limitations will guide decision-makers in formulating policies that are more effective and responsive to the needs of nurses and the health system as a whole.

## CONCLUSION

The conclusion that can be drawn from the data of research publications conducted on the theme of remuneration in the Scopus database shows an increase in the number of studies from year to year from 2018 to 2023. The research shows a complex relationship between remuneration and job satisfaction in nurses working in different health facilities, although remuneration is a significant factor affecting job satisfaction, but this is not the only determinant. Other factors such as work environment, management support, career advancement opportunities, and professional recognition also play an important role. The reviewed studies also emphasized that although nurses generally found satisfaction in relationships with colleagues, supervisors, and organizational support, but dissatisfaction with remuneration remained a significant concern.

The recommendations of this research are important in determining how remuneration can be designed to reward hard work and support nurses' life balance. This is supported by increasing investment in multidisciplinary research involving economics, psychology, and management to develop new insights that can be applied in policy. There is still a lack of in-depth and relevant research regarding the relationship between remuneration, job satisfaction, and nurse performance.

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