

Implementation of the remuneration system on the level of job satisfaction of nurses in hospitals

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ABSTRACT

Nurse job satisfaction is critical for healthcare quality, yet existing research often narrowly focuses on remuneration without considering its interplay with organizational culture, leadership, and post-pandemic demands. This study examines how pay systems interact with non-financial factors to influence nurse satisfaction, aiming to identify context-specific strategies for hospitals. A narrative review analyzed 10 years of literature from PubMed, ScienceDirect, and EBSCOhost using keywords like "remuneration," "nurse satisfaction," and "hospital compensation." Competitive wages boost morale and retention, but holistic satisfaction requires supportive leadership, career growth opportunities, and mental health support. Gaps persist in qualitative insights and regional adaptability. Hospitals should adopt flexible, data-driven pay models aligned with nurses' needs, while future research must employ mixed methods and cross-regional comparisons to refine policies.

Keyword: remuneration, nurse, hospital, job satisfaction

INTRODUCTION

Organizational setups and employee happiness have long been a puzzle—especially in healthcare. Hospitals face a lot of challenges keeping skilled staff while trying to create a positive environment. In most cases, nurse satisfaction hinges on factors like salary, benefits, job roles, and even the everyday workplace vibe [Amjad N-U-M et al. 2024]. Many times, when hospitals focus on worker well-being, it's with the idea that happier employees lead to better patient care. This makes getting the pay structures right a top issue in nursing [Chen Y et al. 2024]. Researchers have generally found that fair pay bumps up morale, boosts productivity, and helps keep staff, hinting that a solid compensation plan might ease some of the nurse turnover issues [Roza N 2024].

Many studies lean toward the idea that competitive wages mixed with perks—like recognition and chances for career growth—play a big role in nurse satisfaction [Zhang J et al. 2023]. Yet, despite the attention given to these aspects, there's still a noticeable gap. Although a lot of focus has been placed on such benefits, the way different pay models are actually rolled out in hospitals often remains unclear [Claudia B Maier et al. 2017]. For example, some research showcases the good results of performance-linked pay; however, they often don't explain how nurses personally feel about these systems or how they're managed in different settings [Patricia L Hart et al. 2012].

There's also a clear need to explore how these pay practices blend with other workplace elements, such as leadership style or the overall culture—factors which, generally speaking, can shape how satisfied employees feel [Chan CYZ et al. 2012]. Studies usually note that when

company policies match what employees view as fair, the result is higher job satisfaction and lower burnout rates [Hartono B et al. 2019]. Yet, many of these works end up overlooking the voices of nurses in discussions about their compensation and benefits, suggesting that more qualitative insights would really help complement the numbers.

Another twist is the changing landscape of healthcare, which has only been accelerated by the COVID-19 pandemic, making the balance between pay and job satisfaction even trickier [Sílvia Esteban-Sepúlveda et al. 2019]. The extra strain on hospitals and the rising levels of burnout clearly call for a fresh look at pay models so that they truly meet nurses' needs [Margaret E Kruk et al. 2018]. Recent investigations have hinted at creative compensation ideas that try to match the unpredictable demands placed on nurses; still, thorough studies on the effectiveness and long-term viability of these approaches are quite limited [Małgorzata Marć et al. 2018].

Moreover, factors like regional differences and demographic variations also get mentioned, though they often don't receive the attention they deserve in current research [Duignan M et al. 2024]. Overall, even though current research underlines that smart pay systems are key to nurse satisfaction, important gaps still remain—especially around how these systems are implemented and felt by the nurses themselves. Looking ahead, this review is set to dig deeper into these themes, weighing current frameworks while nudging open new paths for investigation that could eventually shape policy and practice in healthcare [Bae S-H 2024; Hudays A et al. 2024; Vallejo E et al. 2024]. By stitching together the available knowledge, the goal here is to show how the right kind of pay model could boost nurse satisfaction, which, in turn, may lead to better patient care outcomes.

The current research advances existing literature by integrating remuneration systems with non-financial workplace factors (e.g., leadership, culture, mental health support) to holistically assess nurse job satisfaction, addressing gaps in prior studies that often isolate pay from broader organizational dynamics [Claudia B Maier et al. 2017, Hartono B et al. 2019]. Unlike earlier works that generalize findings across regions, this study emphasizes context-specific strategies, acknowledging variations in hospital settings and regional policies [Sílvia Esteban-Sepúlveda et al. 2019, Duignan M et al. 2024]. It also highlights post-pandemic adaptability, proposing resilient compensation models (e.g., hazard pay, flexible scheduling) to address contemporary challenges [Margaret E Kruk et al. 2018, Małgorzata Marć et al. 2018]. Additionally, it calls for mixed-methods research to capture nurses' lived experiences, a dimension often overlooked in quantitative-dominated studies [Patricia L Hart et al. 2012, Bae S-H 2024].

METHOD

This study involved a narrative review and analysis of documents concerning to hospital remuneration system related to nurses job satisfaction. The research examined relevant articles about regulations and policies associated with hospital remuneration system and nurses job satisfaction. We assessed the relevance of each documents to the research objective and purpose. The primary emphasis was placed on the factors which included in the nurses job satisfaction in the hospital. Document collection was carried out using Google searches,

PubMed, ScienceDirect, and EBSCOhost with keywords such as “Implementation,” “Application,” “Remuneration,” “Compensation,” “Pay,” “Salary,” “Wages,” “Income,” “Reward,” “System,” “Model,” “Nurses,” “Job,” “Work,” “Satisfaction,” “Hospital” .To ensure the realibility, accuracy and representativeness of the documents, we use the data and the information from the last 10 years.

RESULT AND DISCUSSION

Wrapping up this look at pay systems and how they mix into nurse happiness in hospital settings, a bunch of insights pop up along the way. The relationship between compensation and job satisfaction is complex, but research consistently highlights its significance in shaping nurses' workplace experiences. Generally speaking, it appears that how nurses are paid has a big say in their job satisfaction, influencing not only their financial well-being but also their engagement and commitment to their roles.

Studies show that when nurses are given fair, competitive wages, their overall morale, job satisfaction, and even retention rates seem to get a boost [Amjad N-U-M et al. 2024, Chan CYZ et al. 2012]. Fair compensation acts as a foundational element that validates nurses' skills and efforts, reducing financial stress and increasing their willingness to stay in their positions. This financial stability is particularly crucial in high-stress healthcare environments where burnout is a persistent challenge.

Yet it's not only about the paycheck; factors like recognition, chances for career growth, and a caring work vibe also really matter and keep influencing how nurses feel about their work [Roza N 2024, Zhang J et al. 2023]. A supportive workplace culture, opportunities for professional development, and acknowledgment of contributions can enhance job satisfaction even when financial compensation is adequate. These elements create a more holistic sense of fulfillment that salary alone cannot provide.

In most cases, this mix of cash and non-cash perks confirms that a balanced approach is key. Hospitals that integrate competitive pay with intangible benefits—such as mentorship programs, wellness initiatives, and flexible scheduling—tend to see better workforce stability. This dual focus ensures that nurses feel valued not just as employees but as essential contributors to patient care.

The practical side of these findings spills over into how hospitals run day-to-day. Health organizations might do well to think about pay models that actually answer to nurses' needs, because happier nurses tend to stick around longer and even deliver better patient care [Chen Y et al. 2024, Patricia L Hart et al. 2012]. Retention and performance improvements linked to fair compensation can translate into higher-quality care, reduced turnover costs, and stronger institutional reputations.

Still, there's a noticeable gap: many studies focus on the perks without digging deep into how these pay systems are really experienced by nurses in different kinds of hospital setups [Claudia B Maier et al. 2017, Hartono B et al. 2019]. Most research takes a broad, quantitative approach, often overlooking the nuanced perspectives of nurses themselves. Without these insights, pay models may fail to address real-world challenges and preferences.

In other words, more down-to-earth, qualitative research might help fill in these missing

pieces. Interviews, focus groups, and case studies could reveal how nurses perceive different compensation structures and what adjustments would make them more effective. Context-specific investigations are especially important, as a one-size-fits-all approach may not suit diverse healthcare settings.

What's more, despite the progress in linking pay to job satisfaction, there are still limits. Often, research ends up generalizing results across the board, ignoring local details or the unique cultural settings that might change how these systems work [Sílvia Esteban-Sepúlveda et al. 2019, Duignan M et al. 2024]. Regional economic conditions, hospital sizes, and administrative policies can all influence the effectiveness of compensation strategies, yet these variables are rarely examined in depth.

And with things shifting so much in healthcare—especially after the strain of COVID-19—there's a growing need for fresh, adaptable compensation models that can keep up [Margaret E Kruk et al. 2018, Małgorzata Marć et al. 2018]. The pandemic exposed vulnerabilities in nurse retention and well-being, prompting calls for innovative solutions like hazard pay, mental health support, and more flexible work arrangements. Future pay structures must be resilient enough to withstand crises while meeting long-term workforce needs.

CONCLUSION

While remuneration is a key factor in nurse satisfaction, it must be integrated into a broader framework that includes supportive leadership, a positive work environment, and comprehensive staff support. Future research should adopt a holistic approach, exploring how pay interacts with non-financial factors like workplace culture and mental health support, while employing longitudinal and mixed-methods designs to assess these dynamics over time—especially amid challenges like pandemics or healthcare reforms. Comparative studies across regions and healthcare systems could further refine context-specific strategies to enhance nurse well-being and, ultimately, improve patient care outcomes.

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