

Perceptions of Collaborative Practice and Work Tenure in Relation to Healthcare Workers' Satisfaction at Amalia Medika Hospital

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ABSTRACT

Interprofessional collaboration is an essential component of healthcare delivery and is closely associated with healthcare workers' satisfaction. This study explores the relationship between healthcare workers' perceptions of collaborative practice, measured using the Collaborative Practice Assessment Tool (CPAT), work tenure, and job satisfaction at Amalia Medika Hospital. A quantitative correlational design was employed, involving all 123 healthcare workers through a total sampling technique. Data were collected using the CPAT questionnaire and a standardized job satisfaction scale. Multiple linear regression analysis was conducted after meeting classical assumption tests, including normality, multicollinearity, and heteroscedasticity. The results demonstrate that perceptions of collaborative practice are positively and significantly related to job satisfaction ($p < 0.05$), indicating that stronger perceptions of teamwork are associated with higher satisfaction in daily work activities. In contrast, work tenure shows no significant relationship with job satisfaction ($p > 0.05$), suggesting that satisfaction is more strongly influenced by factors such as opportunities for self-development, organizational support, and recognition at work. Simultaneously, perceptions of collaborative practice and work tenure are jointly related to job satisfaction, with a coefficient of determination (R^2) of 26.9%. Among the two variables, perceptions of collaborative practice exhibit a more dominant association with job satisfaction. These findings underscore the importance of fostering effective interprofessional collaboration as a key strategy for enhancing healthcare workers' job satisfaction at Amalia Medika Hospital.

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1. INTRODUCTION

Optimal healthcare delivery requires effective collaboration among healthcare workers across disciplines to ensure coordinated services, minimize task overlap, and enhance service quality as well as job satisfaction (Rahmawati, 2022). In modern healthcare systems, collaborative practice enables healthcare workers to support one another, share clinical information, and engage in team-based decision-making, which is essential for addressing increasingly complex patient needs (Okoroafor et al., 2022). Effective interprofessional collaboration is therefore recognized as a key component in strengthening healthcare system performance and workforce well-being.

The World Health Organization reports that by 2025 Indonesia is projected to maintain a skilled health workforce density above the minimum threshold of 44.5 healthcare workers per 10,000 population, reinforcing the capacity of both primary care and hospital services (Okoroafor et al., 2022). Despite this progress, Indonesia continues to face substantial healthcare challenges, particularly the high prevalence of non-communicable diseases, which account for approximately 74% of annual deaths. These conditions necessitate integrated, holistic, and sustainable healthcare services that involve collaboration among multiple health professions (Darwis, 2024).

Interprofessional collaboration has been shown to improve efficiency in case management, accelerate clinical decision-making, and enhance service quality, while also contributing to healthcare workers' job satisfaction. In addition to collaborative practice, work tenure is often associated with the development of professional competence, communication skills, and adaptability within healthcare teams. Healthcare workers with longer work tenure may demonstrate greater familiarity with interprofessional roles and teamwork dynamics, although the extent to which work tenure relates to job satisfaction remains inconsistent across studies (Viani et al., 2021; Munthe, 2024).

The quality of collaborative practice can be systematically assessed using the Collaborative Practice Assessment Tool (CPAT), which evaluates dimensions such as team relationships, coordination, barriers to collaboration, and patient-centered care. CPAT provides an objective framework for understanding how collaborative practices are perceived by healthcare workers and serves as a basis for improving teamwork and service quality within healthcare organizations.

Amalia Medika Hospital has continuously sought to enhance service quality through the implementation of interprofessional collaboration in clinical practice. However, medical record data from 2024 indicate that the application of interprofessional collaboration in inpatient services remains inconsistent, with fluctuating implementation rates throughout the year. This inconsistency suggests challenges in sustaining coordinated interprofessional practices, potentially leading to delayed clinical decision-making, increased risk of miscommunication, and irregularities in collaboration documentation. Factors such as case severity variation, staff rotation, and non-standardized documentation systems may further contribute to these challenges.

Previous studies have identified communication quality, organizational support, and work culture as important determinants of successful interprofessional collaboration (Kusumaningrum, 2025). Other research has highlighted the role of professional identity in shaping collaborative attitudes among healthcare workers, without explicitly examining its relationship with job satisfaction or work tenure (Pamungkasari & Parwatiningsih, 2020). These findings indicate a research gap regarding the relationship between healthcare workers' perceptions of collaborative practice, as measured by CPAT, work tenure, and job satisfaction.

Based on this gap, the present study aims to examine the relationship between perceptions of collaborative practice and work tenure in relation to healthcare workers' job satisfaction at Amalia Medika Hospital. Understanding these relationships is expected to provide evidence-based insights for strengthening interprofessional collaboration strategies and improving healthcare workers' well-being within hospital settings.

2. METHODS

This study employed a quantitative correlational design to examine the relationship between healthcare workers' perceptions of collaborative practice, work tenure, and job satisfaction at Amalia Medika Hospital. A quantitative approach was selected to enable systematic measurement and statistical analysis of relationships among variables based on established theoretical frameworks (Sugiyono, 2021).

The study population consisted of all healthcare workers employed at Amalia Medika Hospital, totaling 123 individuals. A total sampling technique was applied, in which the entire population was included as research respondents to ensure comprehensive representation. Data were collected using structured questionnaires as the primary research instruments. Perceptions of collaborative practice

were measured using the Collaborative Practice Assessment Tool (CPAT), while job satisfaction was assessed using a standardized job satisfaction scale. Work tenure was recorded based on respondents' length of employment.

Data analysis was conducted through several systematic stages. Descriptive statistical analysis was first performed to summarize respondent characteristics and research variables using measures such as means, frequencies, percentages, and standard deviations (Ghozali, 2021). Prior to inferential analysis, classical assumption tests—including normality, multicollinearity, and heteroscedasticity tests—were conducted to ensure that the data met the requirements for regression analysis.

To examine the relationship among variables, multiple linear regression analysis was applied to assess the association of perceptions of collaborative practice and work tenure with job satisfaction, both simultaneously and partially. Hypothesis testing was performed using t-tests to evaluate the partial relationships of each independent variable and an F-test to assess their joint relationship with job satisfaction. The coefficient of determination (R^2) was calculated to determine the proportion of variance in job satisfaction explained by the independent variables. The findings of these analyses provide an empirical basis for interpreting the relationships among variables and drawing objective research conclusions.

3. FINDINGS AND DISCUSSION

Results

Descriptive Analysis

Table 1. Descriptive Analysis Results

Statistics		Healthcare Worker Satisfaction	Perception of Collaboration	Tenure
N	Valid	123	123	123
	Missing	0	0	0
Mean		36,92	199,74	1,42
Std. Error of Mean		,442	2,548	,065
Median		36,00	205,00	1,00
Std. Deviation		4,900	28,254	,724
Minimum		19	107	1
Maximum		48	265	3

Based on the table above, the mean value of health worker satisfaction is 36.00, the standard deviation is 4.900, the smallest health worker satisfaction value is 19 and the largest health worker satisfaction is 48. The mean value of collaboration perception was 199.74, standard deviation was 28.254, the smallest collaboration perception value was 107 and the largest collaboration perception was 265. The mean value of the working period is 1.42, the standard deviation is 0.724, the smallest value of the working period is 1 (0 – 5 years) and the largest working period is 3 (>10 years).

Classic Assumption Test

Normality Test

Table 2. Normality Test Results

One-Sample Kolmogorov-Smirnov Test		
		Unstandardized Residual
N		123
Normal Parameters ^{a,b}	Mean	,0000000
	Std. Deviation	4,19011756
Most Extreme Differences	Absolute	,077
	Positive	,063
	Negative	-,077
Test Statistic		,077
Asymp. Sig. (2-tailed)		,068c

a. Test distribution is Normal.

b. Calculated from data.

c. Lilliefors Significance Correction.

Based on the table above, the results of the Kolmogorov-Smirnov normality test show that the value of Asymp. Sig. (2-tailed) of 0.068 which is greater than 0.05, so that it can be known that the residual data has a normal distribution.

Multicollinearity Test

Table 3. Multicollinearity Test Results

Coefficients ^a								
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	19,482	2,839		6,862	,000		
	Perception of Collaboration	,089	,014	,516	6,610	,000	1,000	1,000
	Masa Kerja	-,307	,528	-,045	-,582	,562	1,000	1,000

a. Dependent Variable: Healthcare Worker Satisfaction

Based on the table above, the results of the multicollinearity test show that the variables of collaboration perception and working period have a tolerance value of 1,000 which is greater than 0.1 and a VIF value of 1,000 which is still below 10, so it can be ensured that there is no problem of multicollinearity.

Heteroscedasticity Test

Table 4. Heteroscedasticity Test Results

Coefficients ^a						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	3,970	1,854		2,141	,034
	Persepsi Kolaborasi	-,006	,009	-,066	-,722	,472
	Masa Kerja	,317	,345	,084	,921	,359

a. Dependent Variable: Abs_RES

Based on the table above, the results of the heteroscedasticity test through Glejser regression showed that the collaboration perception variable had a significance value of 0.472 and a working period of 0.359, where both values were greater than 0.05. This indicates that there are no symptoms of heteroscedasticity.

Multiple Linear Regression Analysis

Table 5. Multiple Linear Regression Analysis Results

Coefficients ^a						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	19,482	2,839		6,862	,000
	Perception of Collaboration	,089	,014	,516	6,610	,000
	Masa Kerja	-,307	,528	-,045	-,582	,562

a. Dependent Variable: Healthcare Worker Satisfaction

$$Y = 19,482 + 0,089 X1 - 0,307 X2 + 0,0$$

The regression equation $Y = 19.482 + 0.089X1 - 0.307X2$ shows that a constant value of 19.482 indicates that if the variables of collaboration perception and working time are zero, then the level of labor satisfaction is at 19.482, while the coefficient of collaboration perception of 0.089 indicates that every increase of one point of collaboration score will increase the labor satisfaction score by 0.089 points assuming that other variables are constant, Meanwhile, the negative service period coefficient of -0.307 accompanied by insignificance indicates that the working period variable cannot be stated to have an effect on the level of health workers' satisfaction.

Uji Hypothesis

T test

Table 6. Test Results t

Coefficients ^a						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	19,482	2,839		6,862	,000
	Persepsi Kolaborasi	,089	,014	,516	6,610	,000
	Masa Kerja	-,307	,528	-,045	-,582	,562

a. Dependent Variable: Healthcare Worker Satisfaction

Based on the table above, the results of the t-test show that the collaboration perception variable has a significance value of 0.000 which is smaller than 0.05, so it can be concluded that collaboration perception has a positive and significant effect on the satisfaction of health workers. On the other hand, the service period variable obtained a significance value of 0.562 which was greater than 0.05, so it can be stated that the working period did not have a significant effect on the satisfaction of health workers.

Test F

Table 7. F Test Results

ANOVA ^a						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	787,223	2	393,611	22,051	,000b
	Residual	2141,964	120	17,850		
	Total	2929,187	122			

a. Dependent Variable: Healthcare Worker Satisfaction

b. Predictors: (Constant), Work Period, Perception of Collaboration

Based on the table above, the results of the F test show that the regression model has a significance value of 0.000 which is smaller than 0.05, with an F value calculated as 22.051, so it can be concluded that the variables of collaboration perception and work time simultaneously have a significant effect on the satisfaction of health workers.

Coefficient of Determination

Table 8. Determination Coefficient Results

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	,518a	,269	,257	4,225

a. Predictors: (Constant), Masa Kerja, Persepsi Kolaborasi

Based on the table above, the R² value of 0.269 and the Adjusted R² of 0.257 indicate that 26.9% of the variation of dependent variables can be explained by the variables of Work Tenure and Collaboration Perception. The remaining 73.1% was influenced by other variables not included in the model. This shows that although this regression model has the ability to explain dependent variables, its contribution is still relatively moderate because most of the variation is influenced by other factors outside the study.

Discussion

The Effect of Perception of Health Worker Collaboration on Job Satisfaction

Collaboration among healthcare workers plays an important role in shaping a supportive and cohesive work environment within healthcare settings. When healthcare workers perceive effective communication, mutual support, and clear role distribution within interprofessional teams, they tend to feel more valued, confident, and motivated in their professional roles. Such collaborative environments foster a sense of shared purpose in patient care, which is closely associated with higher levels of job satisfaction and psychological well-being.

The findings of this study demonstrate that perceptions of collaborative practice are positively and significantly related to healthcare workers’ job satisfaction. The positive regression coefficient indicates that stronger perceptions of teamwork are associated with higher levels of job satisfaction, while the statistically significant result confirms the robustness of this relationship. These findings suggest that healthcare workers who perceive collaboration as effective and supportive are more likely to experience satisfaction in carrying out their daily professional responsibilities.

This result is consistent with theoretical perspectives on interprofessional collaboration, which emphasize that cross-professional cooperation promotes mutual respect, trust, and shared responsibility among healthcare team members (Patima, 2023). A collaborative work climate provides opportunities for information exchange, shared decision-making, and the prevention of misunderstandings in clinical practice. In line with this, previous research by Chamariyah et al. (2024) indicates that effective interprofessional collaboration is associated with increased motivation and job

satisfaction, as healthcare workers feel actively involved and recognize the meaningfulness of their contributions to patient care.

The alignment between these theoretical frameworks and the present findings reinforces the importance of collaborative practice in enhancing healthcare workers' job satisfaction. Positive perceptions of teamwork reflect not only functional coordination but also the quality of interpersonal relationships within healthcare teams. Haris et al. (2023) similarly highlight that effective collaboration strengthens collegial relationships, improves the communication climate, and supports the psychological well-being of healthcare workers. These conditions position collaborative practice as a key organizational factor that can be leveraged by hospital management to promote job satisfaction and workforce well-being.

Overall, the findings of this study suggest that fostering positive perceptions of collaborative practice may contribute to a more satisfying work environment for healthcare workers. Strengthening interprofessional collaboration through supportive organizational policies, effective communication structures, and teamwork-oriented practices may therefore represent a strategic approach to enhancing job satisfaction in hospital settings.

The Influence of Long Work Experience on Health Worker Satisfaction

Work tenure is often assumed to be associated with the development of professional competence, procedural understanding, and adaptability within healthcare settings. Healthcare workers with longer tenure are generally expected to demonstrate higher confidence, greater role clarity, and improved collaboration skills. However, the relationship between work tenure and job satisfaction is not always linear, as job satisfaction may be shaped by various organizational and psychosocial factors beyond length of employment.

The findings of this study indicate that work tenure is not significantly related to healthcare workers' job satisfaction. This is reflected in the negative regression coefficient and the non-significant statistical result, suggesting that longer work tenure does not necessarily correspond to higher levels of job satisfaction. These findings imply that prolonged duration of employment may not guarantee positive work experiences and, in certain contexts, may be associated with feelings of fatigue, burnout, or career stagnation when expectations regarding recognition and career progression are unmet.

Previous studies have suggested that work tenure can enhance skills, professional maturity, and confidence in task performance (Batubara et al., 2025). Additionally, Fadhli and Khusnia (2021) argue that extended work experience may contribute to job satisfaction when accompanied by clear career development opportunities and appropriate recognition. However, other researchers emphasize that work tenure alone is insufficient to explain job satisfaction. Organizational rewards, workload balance, leadership support, and the quality of interpersonal relationships often play a more prominent role in shaping employees' perceptions of satisfaction (Susanto, 2020).

The present findings support the view that work tenure must be accompanied by supportive organizational policies in order to positively relate to job satisfaction. As noted by Ruki (2024), experienced healthcare workers may experience stagnation when institutions fail to provide adequate incentives, professional development opportunities, or recognition for long-term contributions. In such circumstances, longer tenure may lose its potential value as a source of satisfaction and instead become a neutral or even negative factor in the work experience.

Overall, this study suggests that while work tenure contributes to professional growth, it does not independently determine job satisfaction among healthcare workers. Organizational support mechanisms, including fair reward systems, career advancement pathways, and a positive work environment, appear to play a more critical role in shaping job satisfaction than length of service alone.

The Effect of the Combination of Perception of Collaboration and Work Experience on Health Worker Satisfaction

Healthcare worker satisfaction is influenced by multiple interrelated factors, including team collaboration and work experience. Both variables theoretically contribute to increasing individual motivation, job comfort, and productivity in health services. Strong collaboration provides opportunities for healthcare workers to develop their skills and knowledge, while work experience enriches individual contributions to teamwork. A balance between ability, role understanding, and effective communication forms the foundation for stable job satisfaction.

The findings of this study indicate that perception of collaboration and work experience together have a significant effect on healthcare worker satisfaction, as shown by the F-test results ($F = 22.051$, $p < 0.001$). The R^2 value of 0.269 suggests that these two variables explain approximately 26.9% of the variance in job satisfaction, while the remaining variance is influenced by other factors outside the scope of this study. Although work experience alone was not statistically significant, it still contributes to the overall model in combination with collaborative perception. This emphasizes that collaboration remains a key factor in enhancing job satisfaction, even when work experience is not the main driver.

Previous studies support this interpretation. Ananda (2024) highlighted that job satisfaction arises from interactions between internal and external factors, including work atmosphere, professional relationships, and opportunities for growth. Similarly, Idham et al. (2024) noted that satisfaction in healthcare professions is greatly influenced by the quality of team coordination and organizational support. Teamwork ensures that healthcare services are delivered effectively, while work experience helps workers adapt and contribute to team processes more efficiently.

This study shows that the combination of collaborative perception and work experience influences healthcare worker satisfaction, even though the contribution of work experience alone is limited. Kusumaningrum (2025) also emphasized that collaboration and a supportive work environment enhance satisfaction by increasing motivation and professional recognition. Likewise, Sinubu et al. (2021) reported that work experience can strengthen collaborative relationships, illustrating that these two factors can operate together even if their individual impacts differ.

The positive relationship between collaboration and job satisfaction aligns with findings from Rini et al. (2024), which indicate that improving collaborative skills through Interprofessional Education (IPE) enhances motivation and professional comfort. Pamungkasari & Parwatiningsih (2020) further support this by showing that perception of professional identity affects collaborative attitudes, suggesting that stronger perceptions of collaboration lead to greater satisfaction in performing healthcare tasks.

In contrast, the role of work experience in this study differs from previous research. Sinubu et al. (2021) found a link between nurses' work experience and collaboration, while this study shows that work experience did not significantly affect satisfaction. This discrepancy may stem from differing definitions of work experience: previous studies focused on its role in enhancing collaborative ability, whereas this study associated work experience with factors such as organizational rewards, promotions, and work environment—factors that may not automatically lead to increased satisfaction.

Overall, the findings confirm that collaborative perception is a stronger determinant of healthcare worker satisfaction than work experience. Hospital management should therefore prioritize fostering a collaborative work environment, providing organizational support, and strengthening teamwork. Such strategies address both the psychological and professional needs of healthcare workers, thereby improving job satisfaction and promoting staff loyalty, ultimately enhancing the quality of healthcare services.

4. CONCLUSION

This study concludes that the perception of interprofessional collaboration is a significant positive predictor of health worker satisfaction at Amalia Medika Hospital. Conversely, work experience did not demonstrate a significant impact, indicating that factors beyond tenure are more critical to job

satisfaction in this context. While both variables simultaneously influence satisfaction, collaboration emerges as the dominant determinant. Therefore, strengthening teamwork practices is a key strategy for improving the well-being and motivation of health workers, which in turn sustains the quality of hospital services.

Based on these findings, it is recommended that hospital management prioritizes fostering a collaborative culture. Actionable strategies include enhancing interprofessional communication, implementing regular team-building activities, and providing simulation-based training using tools like the Collaborative Practice Assessment Tool (CPAT). Developing and enforcing a Standard Operating Procedure (SOP) for collaboration within inpatient units is also crucial for ensuring consistency in patient care. Future research should expand the scope to include variables such as leadership styles, workload, and work-life balance to develop a more comprehensive model of health worker satisfaction.

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