
THE IMPORTANCE OF JOB MOTIVATION AND JOB SATISFACTION ON THE IMPROVEMENT OF HOSPITAL NURSES' PERFORMANCE

Novalien Carolina Lewaherilla, Harvey Hiariej, Asiani Sijabat, Grace Hubertina
Tahapary, Ashwin Siahainenia
Universitas Pattimura, Indonesia
Politeknik Negeri Ambon, Indonesia
Email: novalewaherilla21@gmail.com, harveyhiariej@gmail.com,
asianisijabat99@gmail.com, gracetahapary6@gmail.com, Ashwinsiahai@gmail.com

ABSTRACT

KEYWORDS

Work Motivation, Job Satisfaction, Nurse Performance

This study aims to determine the extent to which the influence of work motivation and job satisfaction on the performance of nurses at GPM Sumber Hidup Hospital Ambon. This type of research uses a quantitative method approach. The sampling technique used was saturated sampling technique, namely all nurses at GPM Ambon Hospital, totaling 50 people. Data collection techniques using questionnaires and observations that have been tested for results. This research was processed using SPSS version 25. The types of data used in this study were primary data and secondary data. The data analysis method used in this research is descriptive analysis, instrument test, classical assumption test, multiple linear regression test and hypothesis test. Based on the results of data analysis, the research data instrument test was declared valid and reliable. In the classical assumption test, the research results are normally distributed. In the t test (partial) it was found that work motivation (X1) has a positive effect on nurse performance (Y), job satisfaction (X2) has a positive and significant effect on nurse performance (Y).

INTRODUCTION

Human Resource Management currently plays a vital role in an organization or a company, and the human resource factor is the most crucial aspect in an activity. Organizations and companies will require potentially competent human resources, both leaders and employees, in tasks and supervision that determine the achievement of the company's goals. The existence and competence of a company or organization are influenced by humans, a critical element within the organization. This means that the existence and competence of an organization can be achieved through human activities within it (Mulyana, 2010).

Nursing staff development management is based on human behavior (Raza et al., 2018). The quality of hospital services is significantly determined by nursing services or nursing care (Beccaria et al., 2018). Therefore, the success of nursing services heavily depends on the performance of nurses. Nurses form the largest group in a hospital organization, working 24 hours a day, which highlights them more than other healthcare teams (Kaya et al., 2022). The development and training of nurses are activities that need to be undertaken by leadership. Results: Research results show that nurse work motivation falls into the high category (65.7%), and nurse performance falls into the excellent category (57.1%). Meanwhile, the results obtained from statistical tests show a correlation between nursing motivation and nurse performance, with a correlation value of 0.728 with $p < 0.001$. Keywords: work motivation;

nurse performance; care; RSUD the head of the ward to support nursing performance (Tunjungsari, 2011).

Quality service has become a demand in today's era, and for that reason, the importance of service to the community in the healthcare field needs to prioritize service convenience and procedures (Frieden, 2014). This is intended so that service procedures can be well executed by emphasizing procedures and administration, work units and/or authorized personnel providing services, cost details and payment procedures, schedules, the rights and obligations of service providers and recipients, as part of the service process until its completion (Mosadeghrad, 2014).

Two important factors influencing nurse performance are work motivation and job satisfaction. Motivation is a factor that primarily guides behavior within an organization. Motivation comes from the English word 'motive,' which means the state within an individual that creates strength, drives, encourages, and directs (Handoko, 2002:252). Motivation is the state within an individual that drives their desire to carry out various activities to achieve desired goals. Thus, motivation is a factor within a person that drives behavior to achieve specific goals. In practice, a nurse with high work motivation tends to have good and high performance. Therefore, motivation is a highly substantial factor in improving nurse performance (Priyantini & Ayatulloh, 2023).

In addition to work motivation, nurse performance is also determined by job satisfaction. According to As'ad (2002:133), job satisfaction is the joyous emotional condition of employees when looking at the work they do. Job satisfaction reflects a person's feelings about their job. This is evident in their attitude towards work and everything in their work environment (Surodilogo & Rahardjo, 2010). According to Handoko, creating employee job satisfaction is the duty of every leader. This is because job satisfaction is a factor that can encourage and influence employee work spirit so they can work well and achieve (Changgriawan, 2017; Murti & Srimulyani, 2013). To ensure employee satisfaction, a manager needs to provide a supportive and enjoyable work environment, as well as adequate job safety.

According to Mangkunegara (2009:67), employee performance is the quality and quantity of work achieved by an employee in performing their responsibilities as assigned to them. According to Martoyo (2008:141), there are many factors that affect employee performance, including: work motivation, job satisfaction, stress levels, physical work conditions, recruitment, job analysis, job descriptions, compensation systems, economic and technical aspects, and other behaviors. Based on several performance factors, it can be concluded that among internal factors are intellectual ability, work discipline, job satisfaction, and employee motivation. External factors consist of leadership style, work environment, compensation, and management systems within the organization. These factors need to be considered by superiors to optimize employee performance (Sudirman, 2013).

In Hendra Chelvi Lasa's research, the study utilized linear regression analysis titled "The Effect of Work Motivation and Work Discipline on Employee Performance" as a case study at UD Hampanan Rejeki Surabaya. The research above shows that the work motivation regression coefficient has a positive and significant influence on job satisfaction. There is also earlier research conducted by Wibowo (2011:379) stating that motivation is the driving force behind a series of human behavioral processes in achieving goals.

Based on research conducted by Pratama et al., (2017), this research utilized multiple linear regression analysis with the title "The Influence of Work Motivation and Job Satisfaction on Employee Performance" as a case study of employees at Giant Hypermarket Mall Olympic Garden Malang. From the research results, it is evident that work motivation and job satisfaction have a positive and significant influence on employee performance. There is also

earlier research conducted by (Suwati, 2013:43) stating that motivation serves as the driving force for employees to utilize their abilities, skills, talents, energy, and time in carrying out various activities that are their responsibilities, thus achieving the organization's goals and objectives.

The hospital is one of the health service facilities frequently utilized by the public to seek health-related assistance. The success of a hospital in performing its function is marked by the improvement in the quality of hospital services. The quality of a hospital is significantly influenced by several factors. The most dominant factor is human resources. According to the Republic of Indonesia Law No. 36 of 2009 concerning health, health workers are grouped according to their expertise, such as medical personnel, pharmacists, nursing staff, community and environmental health workers, nutritionists, physical skill workers, medical technicians, and others supporting health service providers. Nursing staff comprises the majority, approximately 60-70% of the staff in a hospital, mainly dominated by female nurses (Manik, 2010).

Based on the number of nurses working in hospitals, it is apparent that nurses play a significant role in healthcare services. Nurses are required to have high performance to provide maximal healthcare to the public. Performance is the work result achievable by an individual or a group of people in an organization, aligned with their respective responsibilities and authorities, aiming to achieve the organization's objectives in a legal, non-violating manner and in line with moral and ethical standards (Wahab, 2012).

Nursing staff job motivation is not always in a favorable condition; hence there is a need to enhance work motivation when it declines (Aini, 2014). Boosting nursing staff motivation can be done by fulfilling employees' needs and acknowledging their work results. According to Hasibuan (2007:149), there are two methods to enhance nurse motivation, directly by fulfilling nurses' needs, materially and non-materially, and indirectly by providing facilities to support their work. Motivation, according to Luthans (2006), is the process as an initial step for an individual to act due to physical and psychological deficiencies, or in other words, is a drive to fulfill specific goals. From both expert opinions, it can be concluded that motivation is the impulse to perform actions as a step towards meeting needs, achieving goals, and fulfilling organizational objectives (Fadhil & Mayowan, 2018). Giving motivation will be effective if nurses believe that achieving organizational goals will also lead to achieving personal goals (Brahmasari & Suprayetno, n.d.).

One effort to enhance nursing staff work motivation is by performing job redesign and job enrichment. Similarly, to improve nurse performance, achievement, recognition, challenges, interest, responsibility, promotions, salaries, and benefits should be provided (Agustin et al., 2019). With increased high work motivation and good performance, it is possible to reduce absenteeism and turnover, making a positive impact on the organization and having a positive image in society. Based on the descriptions above, the researcher is interested in studying the relationship between work motivation and nurse performance. The purpose of this study is to analyze the relationship between work motivation and nurse performance in the inpatient ward (Sanuddin & Widjojo, 2013).

RS. Sumber Hidup (GPM) is a hospital in Ambon City. The hospital serves patients from both Ambon City and outside the region. RS. Sumber Hidup (GPM) receives patients to be treated with support from expert doctors and quality nurses. Quality services are provided with modern and complete medical equipment. There are hospital rooms for inpatient treatment. The visiting hours for patients of RS. Sumber Hidup (GPM) are well arranged, ensuring maximum rest for both child and adult patients.

The phenomenon of job satisfaction among nurses at Sumber Hidup GPM Hospital in Ambon is their dissatisfaction with what they receive. In other words, the compensation or salary they receive does not match the work they have been doing. The motivation phenomenon underlines the dissatisfaction of nurses in Sumber Hidup GPM General Hospital in Ambon. Their motivation and enthusiasm at work have decreased, affecting their duties and responsibilities as nurses providing quality healthcare to the public. This has led nurses at Sumber Hidup GPM Hospital in Ambon to become lazy, indifferent, and negligent in performing their tasks, ultimately impacting nurse performance.

Looking at the age of RS Sumber Hidup, in 2021, it has reached 75 years. In its early years, the hospital's activities were primarily oriented towards outpatient care, including antenatal examinations (Cramp Clinic), which then evolved into a "Birthing House." In 1980, the Birthing House at GPM was developed into a "Maternity Hospital." Alongside the improvement in medical services, such as surgeries, particularly Caesarean sections, its status was upgraded to a "General Hospital" in 1990 and remains so till now.

THEORETICAL STUDIES

Work Motivation

Motivation is a person's desire to do something due to encouragement from themselves and from outside employees. In addition, motivation can also be interpreted as encouraging employees to take action because they want to do it. In an organization, leaders in this case are required to play a more important role in providing stimulation and encouragement so that employees are more motivated in producing satisfactory output and continue to strive to further improve their work.

Job Satisfaction

According to Robins (2008), job satisfaction is a general attitude towards work due to the difference between the number of rewards received and those that should be received. An employee in a company has a set of wants, needs, and desires that come together and form an expectation that is expected to be fulfilled in the workplace. Job satisfaction will be obtained if there is a match between the expectations of workers and the reality obtained at the place where they work. Employees with high job satisfaction will show a positive attitude towards their work, while dissatisfied employees will show a negative attitude towards their work.

Nurse Performance

Performance is something that is considered to have value and has become the main goal of the company, in addition to profit, because profit alone is not enough if it is not accompanied by efficiency and effectiveness. In this case, performance becomes the process by which the company assesses or evaluates the performance of its nurses. Performance is a real achievement shown by an individual after the nurse carries out her role and duties in the company. Performance is expressed as a behavior that shows the importance of a process to carry out job tasks rather than the results in determining the concept of performance.

RESEARCH METHOD

This type of research uses quantitative descriptive methods, which are methods that aim to make pictures or descriptives about a situation objectively using numbers, starting from data collection, interpretation of the data and appearance and results. to analyze the effect of work motivation and job satisfaction on nurse performance at GPM Ambon Life Source Hospital.

This study used 2 types of data sources, namely primary and secondary. And on the sample is a portion of such population. Sample selection for this study was carried out using non-probability sampling techniques by means of saturated samples. According to Sugiyono (2011: 81) Samples are part of the number and characteristics possessed by the population. So that the sample is part of the existing population, so for sampling must use a certain method based on existing considerations. Based on the above opinion, this study will use population data, namely the population of nurses at GPM Ambon Life Source Hospital with 50 medical nursing respondents.

RESULTS AND DISCUSSION

Test Data Validity

The validity test is used to measure the validity or validity of a questionnaire. If the questions in the questionnaire reveal what the questionnaire measures, then the questionnaire is considered valid (Gozhali, 2011). To measure validity, this can be done by comparing the score of the question item with the total score of the construct or variable. Meanwhile, to determine the validity or absence of the score of each question item, statistical standards are set as follows:

- If r counts $>$ r table and is positive, then the variable is valid
- If r counts $<$ r table, then the variable is invalid.

Tabel 4.8
Uji Validitas

Variabel	Item	R hitung	R tabel	Keterangan
Motivasi kerja (X1)	X1.1	0,786	0,278	Valid
	X1.2	0,822	0,278	Valid
	X1.3	0,773	0,278	Valid
	X1.4	0,834	0,278	Valid
	X1.5	0,663	0,278	Valid
Kepuasan Kerja (X2)	X2.1	0,487	0,278	Valid
	X2.2	0,649	0,278	Valid
	X2.3	0,672	0,278	Valid
	X2.4	0,471	0,278	Valid
	X2.5	0,453	0,278	Valid
	X2.6	0,514	0,278	Valid
Kinerja Perawat (Y)	Y.1	0,573	0,278	Valid
	Y.2	0,660	0,278	Valid
	Y.3	0,763	0,278	Valid
	Y.4	0,566	0,278	Valid

Sumber: data primer diolah spss versi 25

Based on table 4.8 above, it can be concluded that with the results of the *validity test* of all statement indicators contained in the questionnaire as a measure of the effect of work motivation on nurse performance, the results of all statement items submitted by researchers in the questionnaire are declared valid. This proves that the calculated r value is greater than the table r value (r value count $>$ table r value), where the table r value is 0.278 with a sample of 50 nurses at GPM Ambon Life Source Hospital. (Ghozali, 2006)

2. Reliability Test

Reliability testing aims to determine the level of consistency of the instruments measured. Reliability is a prerequisite for a questionnaire to be effective for a particular purpose. Reliability tests are carried out jointly on all question items in a questionnaire. Reliable instruments will provide correct data and in accordance with actual conditions. A variable is said to be reliable or reliable if it gives a value of *Cronbach's Alpha* ≥ 0.60 (Ghozali, 2011). The following table is presented from the results of reliability testing:

Tabel 4.9
Uji Reliabilitas

Variabel	Jumlah Item	Cronbach's alpha	Nilai Standar	Keterangan
Motivasi Kerja (X1)	5	0,832	0,60	Reliabel
Kepuasan kerja (X2)	6	0,762	0,60	Reliabel
kinerja Perawat (Y)	4	0,643	0,60	Reliabel

Source: primary data processed spss version 25

Based on table 4.9 above, it can be concluded that the reliability test results of all indicators in the statement items contained in the questionnaire on each variable have a standard value of 0.60. Thus, it can be concluded that the questionnaire data used in this study is reliable or acceptable.

3. Berganda Linear Regress Analysis

Multiple linear regression analysis was used to determine the magnitude of the influence of work motivation and job satisfaction variables on nurse performance. The complete statistical calculations in multiple linear regression analysis are in the appendix and further described in table 4.12 below:

Table 4.13
Multiple Regression Analysis Results

Sub Variabel	Nilai Analisis Regresi Linier Berganda	t Hitung	Sig	Keterangan
(X1) motivasi kerja	.038	.374	.030	Signifikan
(X2) kepuasan kerja	.123	1.069	.069	Signifikan
nilai konstanta				

Source: primary data processed spss version 25

The regression equation model can be obtained by looking at the unstandardized coefficients in the table above, then the regression equation can be formulated:

$$Y = 15.010 + 0.038X1 + 0.123X2$$

Description: Y : Employee Performance

X1 : Work Motivation

X2 : Job Satisfaction

Influence of Work Motivation on Nurse Performance

The results of this study indicate that work motivation significantly influences the performance of nurses. Those with high work motivation will have the drive to utilize all their abilities for work. This is shown with a significance value (t) smaller than $\alpha = 0.5$ ($0.001 < 0.05$). The higher the motivation provided, the higher the level of achievement. This aligns with the view of Newstrom and Davis (1997) as cited in Riniwati (2011:50), mathematically explaining the relationship between performance and motivation, where $P = M \times A$, signifying the role of motivation and ability in high nurse performance, supported by the diversity provided in the form of better productivity.

Based on the hypothesis testing results using the t -test (partial), it's evident that the work motivation variable has a positive and significant impact on nurse performance at Sumber Hidup GPM Hospital in Ambon. This is substantiated by a significant value of $0.030 < 0.05$, indicating that work motivation significantly affects nurse performance. It implies that when nurses experience high work motivation, their performance also improves. Appropriate and good motivation can enhance and foster nurses' work enthusiasm because with suitable compensation, high nurse performance can be achieved. Work motivation is a determining factor in achieving nurse performance. It is hoped that work motivation can accomplish the desired goals of the Hospital.

Motivation works by someone consciously acknowledging an unsatisfied need, creating a goal and an action that is hoped to become a means to achieve the goal. If the goal is achieved, the need will be satisfied, so the same action will likely be repeated if a similar need arises. Therefore, motivation can be described as a form of encouragement aimed at providing the spirit to enhance an individual's performance, so that in the future, they can have high performance levels and lead the company or organization toward a good goal.

Motivated nurses at Sumber Hidup GPM Hospital in Ambon will have the drive to perform their tasks, which in turn will lead to achieving performance. The degree of motivation provided by leaders to nurses will also affect the level of nurse performance. Nurses who receive high motivation will show high performance. Conversely, if the motivation given to nurses is low, their performance will also decrease. This research aligns with Safrinasari's (2008) study, where work motivation has a positive and significant impact on nurse performance. These findings are also consistent with studies by Wahyuni (2009) and Oktobriani (2011), stating that work motivation significantly influences employee performance.

The Effect of Job Satisfaction Variables on Nurse Performance

Based on the results of hypothesis testing on the results of the t test (partial) which shows that the variable of job satisfaction has a positive and significant effect on the performance of nurses at GPM Ambon Source of Life Hospital. This means that the higher the satisfaction felt by the nurse, the more the nurse's performance increases. This can be proven by the value of a significant level of t test results (parsial) of $0.004 > 0.05$ which means that job satisfaction has a positive and significant influence on nurse performance.

Job satisfaction will greatly affect the self-actualization of nurses at GPM Ambon Source of Life Hospital by the act of appointing abilities and skills towards work adjustments. Nurses who do not gain job satisfaction will also not gain psychological maturity and in turn will experience frustration. These nurses will daydream a lot, have low morale, get tired and bored quickly, emotionally unstable, often miss tasks, and do activities that have nothing to do with the work done, while nurses who get job satisfaction usually have a good record of attendance and turnover than those who do not get job satisfaction. The existence of job satisfaction has a

very important meaning for the continuity of performance, both for nurses and hospitals in achieving good goals.

According to Luthans (1995: 114), states that one that affects employee job satisfaction is the work itself (the work it self). A measure of nurses' job satisfaction is that they can enjoy the job at hand. To be able to complete the task obligations properly and on time. Their main result in work is their own work, in order to feel that they will try to put their performance above the satisfaction they receive. By making satisfaction with what they do is an interest that must be carried out, they will try to carry out their duties with a sincere heart, and the task given is not a burden to be borne, but an obligation that must be completed.

This explanation is in accordance with research conducted by Rama Difayoga (2015) which shows that work skills have a positive and significant effect on nurse performance (case study at Panti Wilasa Citarum Hospital Semarang). This research is in line with research conducted by Meylin Rahmawati (2020) and Anandyas Khoirunnisa Retnaningrum (2016), showing that the results of their research are that job satisfaction has a positive and significant effect on nurse performance (case study on female nurses at RSUD Wonosari Yogyakarta).

CONCLUSION

Based on the results of data analysis conducted previously, from the entire study can be drawn the following conclusions: 1. The variable of work motivation has a significant direct effect on the performance of nurses at GPM Ambon Source of Life Hospital, the influence produced is positive, it means that the higher the level of nurse work motivation, the higher the level of nurse performance at GPM Ambon Source of Life Hospital is increasing. 2. And on the variable of job satisfaction has a significant direct effect on the performance of nurses at GPM Ambon Source of Life Hospital, the resulting influence is positive, it means that the higher the level of nurse job satisfaction, the higher the level of nurse performance at GPM Ambon Source of Life Hospital.

REFERENCES

- Aini, N. (2014). Hubungan Motivasi Kerja Dengan Kinerja Karyawan Pada PT. Pertamina Retail Di Bright Surabaya. *Universitas Islam Negeri Sunan Ampel Surabaya*.
- Brahmasari, I. A., & Suprayetno, A. (n.d.). *Pengaruh Motivasi Kerja, Kepemimpinan dan Budaya Organisasi Terhadap Kepuasan Kerja Karyawan serta Dampaknya pada Kinerja Perusahaan (Studi kasus pada PT. Pei Hai International Wiratama Indonesia)*.
- Changgriawan, G. S. (2017). Pengaruh kepuasan kerja dan motivasi kerja terhadap kinerja karyawan di One Way Production. *Agora*, 5(2).
- Fadhil, A., & Mayowan, Y. (2018). Pengaruh motivasi kerja dan kepuasan kerja terhadap kinerja karyawan AJB Bumiputera. *Jurnal Administrasi Bisnis*, 54(1), 40–47.
- Ghozali, I. (2006). *Aplikasi analisis multivariate dengan program SPSS*. Badan Penerbit Universitas Diponegoro.
- Manik, E. I. H. M. (2010). *Pengaruh Kepuasan Kerja KARYAWAN Terhadap Intensi Turnover Pada Call Center Telkomsel Di Medan*. Universitas Medan Area.
- Mulyana, M. (2010). Manajemen sumber daya manusia (sdm) ritel dalam meningkatkan kinerja perusahaan. *Jurnal Ilmiah Ranggagading*, 10(2), 164–170.
- Murti, H., & Srimulyani, V. A. (2013). Pengaruh Motivasi Terhadap Kinerja Pegawai Dengan Variabel Pemediasi Kepuasan Kerja Pada PDAM Kota Madiun. *JRMA (Jurnal Riset Manajemen Dan Akuntansi)*, 1(1), 10–17.
- Pratama, M. R. B., Al Musadieq, M., & Nurtjahjono, G. E. (2017). *Pengaruh motivasi kerja dan kepuasan kerja terhadap kinerja karyawan (studi pada karyawan giant hypermarket*

- mall olympic garden malang*). Brawijaya University.
- Priyantini, D., & Ayatulloh, D. (2023). Relationship of work motivation with nurse performance in Installation Room of Islamic Hospital. *The Journal of Palembang Nursing Studies*, 2(1), 60–66.
- Sanuddin, F. D. P., & Widjojo, A. M. R. (2013). Pengaruh kepuasan kerja dan motivasi kerja terhadap kinerja karyawan PT. semen tonasa. *Modus*, 25(2), 217–231.
- Sudirman, F. (2013). Pemberian motivasi dalam upaya meningkatkan efektifitas kerja pegawai pada Kantor Kecamatan Kuaro Kabupaten Paser. *E-Journal Ilmu Pemerintahan*, 1(1), 46–56.
- Surodilogo, L. B., & Rahardjo, M. (2010). *Analisis pengaruh lingkungan kerja dan motivasi kerja terhadap kepuasan kerja karyawan pt sumber sehat semarang*. Perpustakaan FE UNDIP.
- Tunjungsari, P. (2011). Pengaruh stres kerja terhadap kepuasan kerja karyawan pada kantor pusat PT. Pos Indonesia (Persero) Bandung. *Jurnal Universitas Komputer Indonesia*, 1(1), 1–14.
- Wahab, R. B. (2012). Pengaruh Kepuasan Kerja dan Motivasi Kerja terhadap Kinerja Karyawan pada PT Bank Mandiri (PERSERO) Tbk Makassar. *Universitas Hasanuddin Makassar*.

Copyright holders:

Novalien Carolina Lewaherilla, Harvey Hiariej, Asiani Sijabat (2023)

First publication right:

Devotion - Journal of Research and Community Service



This article is licensed under a [Creative Commons Attribution-ShareAlike 4.0 International](https://creativecommons.org/licenses/by-sa/4.0/)