



## Determinants of extrinsic motivation on nurses' job satisfaction in Royal Prima Marelan Hospital in 2024

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### Abstract

Job satisfaction reflects a person's general attitude towards their job, with a high level of satisfaction indicating a positive attitude and vice versa. This study aims to analyze the effect of intrinsic and extrinsic motivation on the job satisfaction of executive nurses at Royal Prima Marelan Hospital in 2024. This type of research is quantitative and non-experimental, with a descriptive approach (cross-sectional survey) and associative analysis. The study was conducted at RSU Royal Prima Marelan in January 2024. The population was 233 people, and the sample used Structural Equation Modeling (SEM), determined 100 people, using the nonprobability sampling technique purposive sampling approach—data analysis using univariate, bivariate (Chi-Square), and multivariate analysis with multiple logistic regression. The results of the Chi-Square test research obtained the variables Award (p-value 0.011), Achievement (p-value 0.008), Supervision (p-value 0.002), and Responsibility (p-value 0.000) have an influence on job satisfaction variables with a p-value  $\leq 0.05$ . While the variables of Wages (p-value 0.164), Work Environment (p-value 0.221), and Status (p-value 0.112), with a p-value  $> 0.05$ , do not influence the variable job satisfaction of executive nurses at Royal Prima Medan Hospital. The results of multivariate analysis, that of the independent variables, namely Reward, Achievement, Supervision, and Responsibility, which are thought to affect job satisfaction, the most influential variable is the responsibility variable with a p-value of  $0.002 < 0.05$ . The OR value obtained is 12.407, meaning that a high sense of responsibility has a 12.407 times chance of affecting the level of job satisfaction of nurses at Royal Prima Medan Hospital.

**Keywords:** Motivation, responsibility, determinant, satisfaction, nurse

### Introduction

As paramedical personnel who play a dominant role in hospital functions, nurses are responsible for providing health care to individuals, families, groups, and communities (Indra Marjaya 2019) [4]. Their duties involve health efforts, disease prevention, healing, recovery, and fostering community participation to achieve self-reliance in the health sector. As the driving force of hospital activities, job satisfaction and nurse performance are important aspects that require special attention from hospital leaders and management (Jufrizen and Rahmadhani, 2020) [5]. Hospital leaders are also expected to be able to align organizational goals with the personal purposes of their staff members so that each team member consciously and voluntarily contributes to achieving common goals (Liana 2020) [6]. As Human Resources (HR) in organizing health services in hospitals, health workers are crucial assets needed to attain optimal performance (Wardani, Mukzam, and Mayowan 2016) [12]. Work motivation is the main factor that influences HR performance in this context. In the hospital healthcare system, the role of nurses, midwives, and doctors is very significant. As the frontline, nurses are crucial in providing quality health services, with tasks carried out continuously for 24 hours (Rahardjo and Dewi 2016) [9]. Therefore, nurses' motivation plays a central role in improving their performance when providing nursing services. This article aims to review the literature relating to the impact of intrinsic and extrinsic motivation on nurses' performance.

Given that nurses are the most critical resource in running a hospital service, nurses are required to have intellectual abilities, interpersonal communication, and technical and

moral abilities (Tintami, Pradhanawati, and Nugraha 2012) [11]. The characteristics of nurses that always determine the direction and strength of work are motivation and others, such as level of knowledge, work skills, authority given, innovative values, dedication, and devotion to the profession (Nur and Simanjorang 2020) [7]. Intrinsic motivation arises from within the individual, for example, activities to gain specific skills, obtain information and understanding, develop attitudes to succeed, enjoy life, and desire to be accepted by others. In contrast, extrinsic motivation arises due to influences from outside the individual, such as gifts, praise, invitations, orders, or coercion from others so that under these circumstances people want to do something (Huda and Farhan 2019) [3]. Job satisfaction reflects a person's general attitude towards his job, with a high level of satisfaction showing a positive attitude and vice versa. This study aims to analyze the effect of intrinsic and extrinsic motivation on the job satisfaction of executive nurses at Royal Prima Marelan Hospital in 2024.

### Research Methods

This type of research is quantitative and non-experimental, with a descriptive approach (cross-sectional survey) and associative analysis. The research was conducted at Royal Prima Marelan Hospital in January 2024. The population in this study was 233 executive nurses at Royal Prima Hospital. The sample according to Hair *et al.*, the sample size in a survey, if it is too large, will make it difficult for researchers to be able to get a suitable research model. It is recommended that the appropriate sample size ranges from 100 to 200 respondents so that interpretation estimates can be used with Structural Equation Modeling (SEM). So the

number of samples taken in this study was determined to be 100 people, non-probability sampling technique using purposive sampling approach, criteria for nurses who want to be respondents—data analysis using univariate, bivariate (Chi-Square), and multivariate analysis with multiple logistic regression.

**Results**

From Table 1. in this study, the Pearson Chi-Square value of each variable was obtained, with a significance level of 95% ( $\alpha = 0.05$ ). Based on this comparison, the variables of Reward (X1), Achievement (X2), Supervision (X3), and Responsibility (X4) have a p-value more minor than the 95% significance level ( $\alpha = 0.05$ ). Based on this comparison,  $H_a$  is accepted, meaning these variables influence job satisfaction. While the variables of Wages (X5), Work Environment (X6), and Status (X7) have a p-value more significant than the 95% significance number ( $\alpha = 0.05$ ). Based on this comparison,  $H_0$  is accepted; these variables do not influence job satisfaction.

**Table 1:** Chi-Square Test Results Research Variables Determinants of Extrinsic Motivation on Job Satisfaction of Nurses at Royal Prima Marelan Hospital in 2024

Variable		Job Satisfaction		Total	p-value
		Not Satisfied	Satisfied		
Award	None	22	37	59	0.011
	Available	11	30	41	
Achievements	None	18	22	40	0.008
	Available	15	45	60	
Supervision	None	13	12	25	0.002
	Available	18	57	75	
Responsibility	Low	25	25	50	0.000
	High	12	38	50	
Salary	Not following the minimum wage	31	52	83	0.164
	Appropriate	7	10	17	
Work Environment	Uncomfortable	31	51	82	0.221
	Comfortable	10	8	18	
Status	No Position	33	55	88	0.112
	Position	4	8	12	

Source: Primary data processed, 2024.

**Table 2:** Multivariate Approach to Determinants of Extrinsic Motivation on Job Satisfaction of Nurses at Royal Prima Marelan Hospital in 2024

Variable	B	P value	OR	95% C.I.for EXP(B)	
				Lower	Upper
Awards	-0.193	0.022	2.114	0.151	4.414
Achievements	1.078	0.004	4.445	0.912	7.235
Supervision	2.122	0.007	8.012	1.032	9.223
Responsibility	2.251	0.002	12.407	2.115	33.145

Source: Primary data processed, 2024.

Based on Table 2. it can be explained that of the independent variables, namely Awards, Achievement, Supervision, and Responsibility, which are thought to affect job satisfaction, the most influential is the responsibility variable with a p-value of 0.002 < 0.05. The OR value obtained is 12.407, meaning that a high sense of responsibility has a 12.407 times chance of affecting the level of job satisfaction of nurses at Royal Prima Medan Hospital.

**Discussion**

**The effect of rewards on nurse job satisfaction**

Statistically, the reward variable has a p-value (0.011) smaller than the 95% significance level ( $\alpha = 0.05$ ). Based on this comparison,  $H_a$  is accepted, meaning these variables influence nurses' job satisfaction levels. Rewards have the potential to have a positive impact on nurses' job satisfaction. Providing appropriate and sustainable tips can increase nurses' motivation and well-being, thus potentially forming a positive work atmosphere. Therefore, it can be assumed that a positive influence exists between the reward variable and nurses' job satisfaction.

Following research conducted by Evanda in 2017 on the impact of motivation and career development on job satisfaction and nurse performance at Dr. Soebandi Jember Hospital, the results of the analysis were found as follows:

1. Reason has a direct and significant influence on nurses' job satisfaction at Soebandi Hospital, Jember;
2. Career development has a direct and vital effect on nurses' job satisfaction at Soebandi Hospital, Jember;
3. Motivation has a direct and critical impact on nurse performance at Soebandi Hospital, Jember;
4. Career development has a direct and substantial effect on nurse performance at Soebandi Hospital, Jember;
5. Job satisfaction directly and significantly affects nurse performance at Soebandi Hospital, Jember.

**The effect of achievement on nurse job satisfaction.**

Based on statistical analysis, the achievement variable shows a p-value of 0.008, smaller than the 95% significance level ( $\alpha = 0.05$ ). Therefore, it can be concluded that the alternative hypothesis ( $H_a$ ) is accepted. This indicates that the achievement variable has a significant influence on the level of job satisfaction of nurses. The researcher assumes that nurses with good job performance substantially impact their job satisfaction while working in the Inpatient Room of Royal Prima Medan General Hospital.

This is following Laima's research in 2019 on the Effect of Job Placement, Workload, and Job Satisfaction on the Work Performance of Nurses at RSUD Talaud with the results of the study obtained:

1. Job Placement has a positive and insignificant effect on the Work Performance of nurses at Talaud Hospital
2. Workload has a positive and significant impact on the Work Performance of nurses at Talaud Hospital
3. Job Satisfaction has a positive and insignificant effect on the Work Performance of nurses at Talaud Hospital (
4. Job Placement, Workload, and Job Satisfaction simultaneously significantly affect the Work Performance of nurses at Talaud Hospital. The RSUD must always pay attention to the composition of work placement according to educational background and field of expertise and optimize the division of working hours of nurses.

**The effect of supervision on nurse job satisfaction.**

Statistically, the supervision variable has a p-value (0.002) smaller than the 95% significance level ( $\alpha = 0.05$ ). Based on this comparison,  $H_a$  is accepted, meaning that this variable influences nurses' job satisfaction levels. According to the researcher's assumption, good supervision greatly influences nurses' job satisfaction in working in the Inpatient Room of the Royal Prima Medan General Hospital.

This follows Pawatten's research titled *The Relationship Between Supervision and Workload with Nurses' Job Satisfaction at Inpatient Installation C Blu Rsup Prof. Dr. R. D. Kandou Kota Manado*. The results showed a significant relationship between supervision and nurses' job satisfaction, with a p-value of 0.035 ( $p < 0.05$ ). There was a substantial relationship between workload and nurses' job satisfaction, with a p-value of 0.049 ( $p > 0.05$ ).

The relationship between supervision variables and the level of job satisfaction of nurses in the Inpatient Room of the Royal Prima Medan General Hospital can be explained by the quality of supervision, including guidance, support, and positive feedback. Good supervision provides clear guidance regarding nurses' duties and responsibilities, while support and constructive feedback create a positive work environment. Nurses can feel recognized and supported through supervision, increasing motivation and job satisfaction. Nurses' involvement in decision-making, problem-solving, and recognition and reward for their performance can also strengthen the relationship between supervision and job satisfaction. Therefore, good supervision is identified as a vital factor in shaping nurses' positive perceptions of their work in the hospital.

#### **The effect of responsibility on nurses' job satisfaction**

Based on statistical analysis, the responsibility variable has a significant p-value (0.000), smaller than the significance level of 95% ( $\alpha = 0.05$ ). With the acceptance of the null hypothesis ( $H_0$ ), it can be concluded that the variable responsibility significantly influences the level of job satisfaction of nurses in the Inpatient Room of Royal Prima Medan General Hospital. The researchers' assumptions show that the higher the level of responsibility nurses carry, the more significant the positive impact on their job satisfaction in carrying out duties within the Royal Prima Medan General Hospital. A high responsibility factor can reflect the nurse's active involvement in her duties and responsibilities, thus increasing job satisfaction.

This does not follow Peldimang's 2019 study on *Factors Associated with Nurses' Job Satisfaction*.

The existence of a relationship between the variable responsibility and the level of job satisfaction of nurses can be explained by several factors. First, a high level of commitment usually reflects more trust and expectation of nurses in carrying out their duties and responsibilities. Feeling trusted and acknowledged by management can provide additional motivation and a sense of self-worth, increasing job satisfaction. In addition, high commitment can also trigger a sense of accomplishment and self-fulfillment because nurses feel they make a significant contribution to providing health services. When nurses think their responsibilities are recognized and valued, this can positively impact their perception of work, affecting job satisfaction. In addition, this relationship may also be because nurses who feel they have a clear responsibility tend to have it.

#### **The effect of wages on nurses' job satisfaction.**

Based on statistical analysis, the wage variable has a p-value of 0.164, more significant than the significance level of 95% ( $\alpha = 0.05$ ). Therefore, the null hypothesis ( $H_0$ ) is accepted with such considerations. This means that there is no significant influence between wage variables and the level of job satisfaction of nurses in the Inpatient Room of Royal

Prima Medan General Hospital. According to the researchers' assumptions, this indicates that the wage level in accordance with the Regional Minimum Wage (UMR) does not significantly impact nurses' job satisfaction in carrying out their duties at the hospital. Other factors may be more dominant in influencing nurses' job satisfaction, and more research is needed to identify those factors.

The absence of an association between wage variables and nurses' job satisfaction levels in this study may be due to several factors. One of them could be because the wages received by nurses are considered appropriate or adequate by them, so the wage factor is not the primary determinant of job satisfaction. In addition, other aspects such as work environment, career development opportunities, and non-financial rewards may dominate nurses' job satisfaction in the Inpatient Room of Royal Prima Medan General Hospital. Therefore, although wages do not show a significant relationship, this does not necessarily mean wages are unimportant, but rather that other factors may predominate in nurse job satisfaction.

This research is not in line with Putri's research on *Factors Associated with Job Satisfaction of Inpatient Nurses of Tugurejo Regional General Hospital Semarang* with the results showing that Respondents have good introduction (67.5%), responsibility (55%), development potential (60%), promotion opportunities (51.3%), income (66.3%), working conditions (60%), hospital administration and policy (82.5%), interaction between individuals (90%), supervision (66.3%). Variables related to the work of inpatient nurses Satisfaction of Tugurejo Hospital Semarang are recognition ( $p = 0.000$ ), potential development ( $p = 0.000$ ), promotion opportunities ( $p = 0.000$ ), income ( $p = 0.000$ ), working conditions = 0.000), hospital administration and policy, interaction between individuals ( $p = 0.000$ ) and supervision ( $p = 0.000$ ). While the variable was unrelated to the job satisfaction of inpatient nurses at Tugurejo Hospital, Semarang became the responsibility ( $p = 0.365$ ). To manage nurse job satisfaction, hospital management must create a pleasant working environment, provide positive feedback, and improve the career pathway system.

#### **The effect of the work environment on nurses' job satisfaction**

Statistically, the work environment variable has a p-value (0.221) more remarkable than the 95% signification figure ( $\alpha = 0.05$ ). Based on this comparison,  $H_0$  is accepted, meaning that the variable does not influence nurse job satisfaction. According to the researcher's assumption, the work environment does not affect nurses' job satisfaction in the Inpatient Room of Royal Prima Medan General Hospital.

The absence of an association between work environment variables and nurse job satisfaction in this study may be caused by several factors. One could be that, although the work environment does not show a statistically significant relationship, other aspects such as social interaction, leadership, and peer support may dominate nurses' job satisfaction in the Inpatient Room of Royal Prima Medan General Hospital. In addition, individual perceptions of the work environment may vary, and some aspects may be emphasized more than measured in the study. Therefore, although the work environment does not show a significant relationship, it does not necessarily mean that the work environment does not influence nurse job satisfaction.

This study's results align with Pioh's research (2016); the analysis results obtained a Path coefficient (Beta) in the Coefficients table of 0.510 with a significance of 0.004. Because the significance value < from 0.05 ( $0.004 < 0.05$ ), it can be interpreted that the Work Environment variable (X2) has a significant favorable influence on the Job Satisfaction variable (Y1). Thus, the hypothesis that there is a significantly favorable influence of the work environment (X2) on job satisfaction (Y1) is accepted (Pioh and Tawas, 2016) [8]. The better the work environment, the more it will increase the job satisfaction of existing employees (Saputra and Sudharma 2017) [10]. A good work environment will affect employee job satisfaction (Astuti and Iverizkinawati 2018) [1]; (Hanafi and Yohana 2017) [2].

### The effect of status on nurse job satisfaction

Statistically, the work environment variable has a p-value (0.112), more significant than the 95% significance figure ( $\alpha = 0.05$ ). Based on this comparison, H0 is accepted, meaning that the variable does not influence nurse job satisfaction. According to the researcher's assumption, the status of nurses in having a position does not affect the job satisfaction of nurses working in the Inpatient Room of Royal Prima Medan General Hospital.

This research is not in line with Jamalina's 2018 research on the Effect of Work Environment on Nurse Job Satisfaction at Massenrempulu Enrekang Hospital, with the study's results showing that leadership significantly affects nurses' job satisfaction. The positive and significant influence is demonstrated by a significance value of  $0.001 < 0.005$   $\alpha$  value and a calculated t value = 19.692 > t table = 1.960. Nurse-doctor collaboration has no significant effect on nurse job satisfaction. The insignificant impact is shown by a significance value of  $0.245 > 0.005$   $\alpha$  value and a calculated t value = 1.170 < t table = 1.960. Participation in decision-making has a significant effect on nurses' job satisfaction. The calculated t value = 1.990 > t table = 1.960 shows a positive and considerable influence. And the most influential variable is leadership, with a p = 0.000 < 0.005 value.

This research does not align with Jamalina's 2018 research on the Effect of Work Environment on Nurse Job Satisfaction at Massenrempulu Enrekang Hospital, which shows that leadership significantly affects nurses' job satisfaction. The positive and significant influence is demonstrated by a significance value of  $0.001 < 0.005$   $\alpha$  value and a calculated t value = 19.692 > t table = 1.960. Nurse-doctor collaboration has no significant effect on nurse job satisfaction. The insignificant impact is shown by a significance value of  $0.245 > 0.005$   $\alpha$  value and a calculated t value = 1.170 < t table = 1.960. Participation in decision-making has a significant effect on nurses' job satisfaction. The calculated t value = 1.990 > t table = 1.960 shows a positive and considerable influence. Leadership is the most influential variable, with a p = 0.000 < 0.005 value.

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