

THE EFFECT OF INTRINSIC AND EXTRINSIC MOTIVATION ON JOB SATISFACTION OF EXECUTIVE NURSES AT ROYAL PRIMA MEDAN HOSPITAL IN 2023

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ABSTRACT

Nurses are the most critical resource in running a hospital service, so nurses must have intellectual abilities, interpersonal communication, and technical and moral abilities. This study aims to analyze the effect of intrinsic and extrinsic motivation on nurses' job satisfaction. This type of research is a quantitative non-experimental descriptive (cross-sectional survey) and associative analysis conducted at RSU Royal Prima Medan in January 2023. The population is nurses at Royal Prima Hospital, as many as 423 people; the technique of determining the number of samples of Structural Equation Modeling (SEM), then the number of pieces is determined to be 100 people, the method of determining the model is non-probability sampling purposive sampling approach, the criteria for nurses who want to be respondents. Data analysis used is univariate, bivariate (Chi-Square test), and multivariate analysis with multiple logistic regression. The results of the research variable Award (X1), Achievement (X2), Supervision (X3), and Responsibility (X4) have an influence on job satisfaction variables with a p -value < 0.05 . While the variable Wages (X5), Work Environment (X6), and Status (X7), with a p -value > 0.05 , does not influence the variable job satisfaction of executive nurses at Royal Prima Medan Hospital. The results of multivariate analysis, the variable that has the highest OR value is the responsibility variable with OR 9.765 and a p -value of $0.002 < 0.05$. In conclusion, the most influential variable is the responsibility variable, with an OR value of 9.765, meaning that a high sense of responsibility has a chance of 9.765 times affecting the job satisfaction of nurses at Royal Prima Medan Hospital.

Keywords: *Responsibility, Motivation, Satisfaction.*

1. INTRODUCTION

Nurses are workers who have the main task of providing services in the form of health care to individuals, families, groups, and communities in health efforts, disease prevention, disease healing, and recovery, as well as fostering community participation in the context of independence in the health sector. In the health care system in hospitals, doctors, nurses, and midwives also have a critical position. Nurses are the spearhead and have an essential role in producing quality health services in hospitals because the services they provide are continuously carried out 24 hours a. Nurse motivation is necessary to improve nurse performance when providing nursing services. The writing of this article aims to conduct a review of the literature related to the influence of intrinsic motivation and extrinsic motivation on nurse performance.

Since nurses are the most critical resource in running a hospital service, nurses must have intellectual abilities, interpersonal communication, and technical and moral abilities. The characteristics of nurses that always determine the direction and strength of work are motivation and others such as level of knowledge, work skills, the authority given, innovative values, dedication, and devotion to each profession. 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. Job satisfaction is an individual's general attitude toward his work. Someone with high job satisfaction shows a positive attitude toward his job, while someone dissatisfied with his career shows a negative attitude.

Based on the results of an initial survey conducted by researchers at Royal Prima Medan Hospital, the satisfaction rate of executive nurses is still not optimal, with around 56.6% of 30 administrative nurses. Furthermore, the results of field interviews with several nurses found that nurses were less motivated in carrying out their duties. Therefore, researchers are interested in researching the effect of intrinsic and extrinsic motivation on the job satisfaction of executive nurses at Royal Prima Medan Hospital in 2023.

2. RESEARCH METHODS

This type of research is non-experimental quantitative research with a descriptive approach (cross-sectional survey) and associative analysis. The research was conducted at RSU Royal Prima Medan in January 2023. The population in this study was 423 executive nurses at Royal Prima Hospital. Structural Equation Modeling (SEM) sampling technique, suggestions from Hair et al. which states that the number of samples in SEM analysis is 100-200, so the number of samples taken in this study was determined to be 100 people. The sampling technique is a non-probability sampling purposive sampling, the criteria for nurses wanting to become respondents. Data analysis used is univariate, bivariate (Chi-Square test), and multivariate analysis with multiple logistic regression.

3. RESULTS AND DISCUSSION

Table 1. Chi-Square Test Results

Variable	Work Satisfaction		Total	Pearson Chi-Square Asymp.Sig. (2-sided)
	Not Satisfied	Satisfied		
Awards	None	23	36	0.019
	Available	10	31	
Achievements	Available	18	22	0.010
	None	15	45	
Supervision	Available	13	12	0.005
	None	18	57	
Responsibility	Low	25	25	0.001
	High	12	38	
Wages	Not UMR compliant	31	52	0.209
	Appropriate	7	10	
Work Environment	Not Comfortable	31	51	0.154
	Comfortable	10	8	
Status	No Position	33	55	0.223
	Position available	4	8	

Source: Primary data processed, 2023.

Table 1 shows the Pearson Chi-Square value of each variable, 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 ($\alpha = 0.05$). Therefore, 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 ($\alpha = 0.05$). Therefore, based on this comparison, H_0 is accepted; these variables do not influence job satisfaction.

Before the multivariate analysis is carried out with multiple logistic regression tests, each variable is tested for its significance level separately. Variables with a significance level > 0.025 will be excluded or not included in the

multivariate analysis of multiple logistic regression. From table 4.6, the results obtained that the variables Award (x1), achievement (x2), Supervision (x3), and Responsibility (x4) have a signification value <0.025 . Then these variables will be included in the multiple logistic regression test.

Table 2. Simple Logistic Regression Test Results

Variable	P value	Keterangan
Awards	0.017	Candidate
Achievements	0.012	Candidate
Supervision	0.006	Candidate
Responsibility	0.000	Candidate
Wages	0.267	Not a Candidate
Work Environment	0.108	Not a Candidate
Status	0.116	Bukan Kandidat

Source: Primary data processed, 2023.

Meanwhile, the variables of Product Specificity (x5), Implementer Competence (x6), and Implementer Behavior (x7) have a significance value > 0.025 . Then these variables will not be included in the multivariate model test.

Table 3 Multivariate approach

Variable	B	P value	OR	95% C.Ifor EXP(B)	
				Lower	Upper
Awards	-0.193	0.034	1.304	0.151	4.423
Achievements	1.078	0.012	3.785	0.912	7.235
Supervision	2.145	0.009	4.045	1.032	9.233
Responsibility	2.018	0.002	9.765	1.435	34.98

Source: Primary data processed, 2023.

Based on Table 3. independent variables, namely Reward, 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 9.765, meaning that a high sense of responsibility has a 9.765 times chance of affecting the level of job satisfaction of nurses at Royal Prima Medan Hospital.

The effect of rewards on nurse job satisfaction

Statistically, the reward variable has a p-value (of 0.019) smaller than the 95% significance level ($\alpha = 0.05$). Based on this comparison, H_0 is accepted, meaning these variables influence nurses' job satisfaction levels. According to the researcher's assumption, the rewards given to nurses significantly affect nurses' job satisfaction in the Inpatient Room of the Royal Prima Medan General Hospital. Awards are all income in the form of money, direct or indirect goods employees receive in return, or services provided to the company. Awards mean all forms of payroll or rewards to employees and arise because of their employment. The results of this study are in line with Sunarto's research (2017), which states that Reward (X1), Punishment (X2), and Job Satisfaction (X3) has a positive effect on employee performance at PT Sinarmas Insurance Central Jakarta with the regression equation $Y = 5.346 + 0.30X_1 + 0.721X_2 + 0.204X_3$. The lower the reward, punishment, and job satisfaction, the lower the employee performance at PT Sinarmas Insurance, Central Jakarta. The contribution of compensation, discipline, and job satisfaction is 0.823 or 82.3%, while other factors influence the remaining 17.7% (Sunarto et al., 2017).

Supported by Rahmawati's research (2017), from the results of the regression equation, it can be seen that the regression coefficient value of each variable, namely the work environment conditions and the reward system, shows a positive relationship direction (unidirectional) with the job satisfaction of PT Panca Wana Indonesia employees. These results indicate that the better the working environment conditions and the reward system of PT. Panca Wana Indonesia will further increase job satisfaction (Rahmawati, 2017). The reward system is made to increase employee productivity, improve work discipline, reduce employee absenteeism, increase loyalty, and

reduce employee turnover. In general, employees will be more excited and passionate about work if aspects of their work such as compensation, work environment conditions, motivation from leaders, and social security are by employee expectations. Therefore, applying the right reward system to individuals who excel will have a pretty good impact based on employees. If an employee gets satisfaction in doing work, he will be more active in doing his job, which directly impacts the performance of employees (Siagian et al., 2021); (Kurniawan, 2018).

The effect of achievement on nurse job satisfaction.

Statistically, the achievement variable has a p-value (of 0.010) 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 researchers' assumption, nurses with good job performance significantly affect nurses' job satisfaction in working in the Inpatient Room of the Royal Prima Medan General Hospital. Furthermore, Simanjuntak's research (2015) states that job performance appraisal positively and significantly affects job satisfaction, characterized by a p-value of 0.00, less than 5%. Therefore, performance appraisal in a company can affect employee job satisfaction, so the company must have an effective performance appraisal system to increase employee job satisfaction (Simanjuntak, 2015)

The effect of supervision on nurse job satisfaction.

Statistically, the supervision variable has a p-value (0.005) 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. Therefore, according to the researcher's assumption, good supervision significantly affects nurses' job satisfaction in working in the Inpatient Room of the Royal Prima Medan General Hospital. Furthermore, Parlindungan's research (2021) states that supervision substantially influences the performance of District Court Special Class I-A Medan employees. So that supervision is high or increased, performance can improve.

Conversely, the commission will decrease if the charge is low or decreases (Parlindungan et al., 2021). Likewise, the results of Sutedi's research (2022) state that there is a positive and significant influence between supervision and employee job satisfaction at the Makmur Mandiri Saving and Loan Cooperative, Tangerang City Branch (Sutedi et al., 2021). Control aims to make organizational resources obedient and compliant to follow the rules that are their responsibility so that achieving organizational goals can run smoothly. In addition, management can stimulate work discipline because employees feel that they get attention, guidance, and instructions from the leadership; the administration can directly know the ability and occupation of each subordinate to provide an objective assessment (M. Basri Kamal, 2015).

The effect of responsibility on nurse job satisfaction.

Statistically, the responsibility variable has a p-value (0.001) 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. Therefore, according to the researcher's assumption, the higher responsibility of nurses significantly affects the job satisfaction of nurses in the Inpatient Room of the Royal Prima Medan General Hospital. However, this is not by Pangulimang's 2019 research on Factors Associated with the Job Satisfaction of Nurses in the Inpatient Room of Rsud Lapangan Sawang, with the results of the study showing that there is no relationship between responsibility and job satisfaction ($p=0.487$), there is the relationship between salary and job satisfaction ($p=0.002$), and there is a relationship between working conditions and job satisfaction ($p=0.001$). Therefore, this study can be concluded that there is no significant relationship between responsibility and job satisfaction, and there is an important relationship between salary, working conditions, and job satisfaction. Working conditions are the most dominant relationship (Pangulimang et al., 2019). Responsibility is an attitude related to promises or demands regarding rights, duties, and obligations by the rules, values, norms, and customs adopted by community citizens (Mokodompit et al., 2021).

The effect of wages on nurses' job satisfaction.

Statistically, the wage variable has a p-value (0.209) more significant than the 95% significance level ($\alpha = 0.05$). Based on this comparison, H_0 is accepted, meaning this variable does not influence nurses' job satisfaction levels. Therefore, according to the researcher's assumption, wages by the minimum wage do not affect nurses' job satisfaction in working in the Inpatient Room of the Royal Prima Medan General Hospital. This research is not in line with Putri's research on Factors Related to Job Satisfaction of Inpatient Nurses of Tugurejo Semarang Regional General Hospital, with the results of the study showing that Respondents have good recognition (67.5%), responsibility (55%), development potential (60%), promotion opportunities (51.3%), income (66.3%), working conditions (60%), hospital administration and policies (82.5%), the interaction between individuals (90%),

supervision (66.3%). Variables associated with job satisfaction of inpatient nurses at Tugurejo Hospital Semarang are recognition ($p = 0.000$), potential development ($p = 0.000$), promotion opportunities ($p = 0.000$), income ($p = 0.000$), working conditions ($p = 0.000$), hospital administration and policies, interactions between individuals ($p = 0.000$) and supervision ($p = 0.000$). At the same time, the variable is not associated with the job satisfaction of inpatient nurses at Tugurejo Hospital Semarang to be responsible ($p = 0.365$). To manage nurses' job satisfaction, hospital management should be able to create a pleasant working environment, provide positive feedback, and improve the career path system (Putri et al., 2018). Salaries and wages are monetary compensation employees receive due to their position as employees who contribute to achieving company goals (Lestari, 2019). Wages play a vital role in workers and the survival of the industry. Wages are a form of compensation where workers receive payment from employers for work or services performed to fulfill their needs. The provision of wage remuneration is the most complex task for the industry. Still, it is also the most meaningful aspect for workers because the size of the wage reflects the value of their work among the workers themselves, their families, and society. It is also essential for the industry because it demonstrates its efforts to retain human resources so that they have high loyalty and commitment to the industry (Akmal, 2010).

The influence of work environment on nurses' job satisfaction

Statistically, the work environment variable has a p-value (0.154) more significant than the 95% significance level ($\alpha = 0.05$). Based on this comparison, H_0 is accepted, meaning this variable does not influence nurses' job satisfaction levels. Therefore, according to the researcher's assumption, the work environment does not affect nurses' job satisfaction working in the Inpatient Room of the Royal Prima Medan General Hospital. This study's results align with Lumentut (2015); the results showed that motivation, discipline, and work environment significantly affected employee job satisfaction. Cause partially affects employee job satisfaction, while discipline and work environment have no considerable impact (Lumentut & Dotulong, 2015). Creating a good and conducive work environment can affect employee productivity, which in other words, can increase profits for the company (Ardianti et al., 2018). The work environment is everything around the worker that can affect him in carrying out his duties. Employees are very concerned about their work environment for personal comfort and to make it easier to do the task well. Therefore, the company must endeavor so that its employees can have a favorable view of their work environment because the work environment is very influential in the work done (Ahmad et al., 2019); (Rosmani, 2020).

The effect of status on nurse job satisfaction

Statistically, the work environment variable has a p-value (0.223) more significant than the 95% significance level ($\alpha = 0.05$). Based on this comparison, H_0 is accepted, meaning this variable does not influence nurses' job satisfaction levels. According to the researcher's assumption, the status of nurses in having a position does not affect nurses' job satisfaction in working in the Inpatient Room of the Royal Prima Medan General Hospital. This research is not in line with research by Jamalina in 2018 on the Effect of Work Environment on Nurses' Job Satisfaction at Massenrempulu Enrekang Hospital. The results show that leadership significantly affects nurses' job satisfaction. The positive and significant impact is indicated by a significance value of $0.001 < 0.005$ α value and the value of t count = $19.692 > t$ table = 1.960. nurse-doctor collaboration has no significant effect on nurse job satisfaction. The insignificant impact is indicated by a significance value of $0.245 > 0.005$ α value and t value = $1.170 < t$ table = 1.960. Participation in decision-making has a significant effect on nurses' job satisfaction. The value of the t count shows the positive and significant impact = $1.990 > t$ table = 1.960. And the most influential variable is leadership, with a p-value of $0.000 < 0.005$ (Jamalina, 2006).

Multivariate Analysis Results

Based on multivariate analysis, it can be explained that the independent variables, namely Awards, Achievement, Supervision, and Responsibility, 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 9.765, meaning that a high sense of responsibility has a 9.765 times chance of affecting the level of job satisfaction of nurses at Royal Prima Medan Hospital.

4. CONCLUSIONS

After analyzing and discussing the influence of intrinsic and extrinsic motivation on 100 respondents, it is concluded that simultaneously, the variables of Reward (X1), Achievement (X2), Supervision (X3), Responsibility (X4) have an influence on job satisfaction variables with a p-value < 0.05 . While the variable Wages (X5), Work Environment

(X6), and Status (X7), with a p-value > 0.05 , does 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 9.765, meaning that a high sense of responsibility has a 9.765 times chance of affecting the level of job satisfaction of nurses at Royal Prima Medan Hospital.

