

## Intrinsic and Extrinsic Motivation on Job Satisfaction and Nurse Performance at the Hospital

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### Abstract

Introduction: Poor motivation and limited health services-oriented are reducing job satisfaction, which may affect the quality of nurse performance. The aim of this study to analyze the intrinsic and extrinsic motivation on job satisfaction and nurse performance at the hospital. Methods: The study was explanatory research with a quantitative approach. The sample was 295 respondents from maternal and child hospital nurses. The sampling method is proportional random sampling area, the number of samples determined using the Slovin's formula. The analysis technique used the Structural Equation Model with PLS Warp analysis tools. Results: Predisposing factor (intrinsic and extrinsic motivation) significantly the nursing job satisfaction. The relationship between intrinsic and extrinsic motivation with job satisfaction and nursing performance was significant. Conclusion: Integration of self-esteem with extrinsic motivation has a good effect on job satisfaction which in increased nursing performance. However, it was important for hospital management to motivate their nurse through intrinsic and extrinsic motivation continuously.

**Keywords:** *Intrinsic motivation, Extrinsic motivation, Job satisfaction, Nurse performance.*

### Introduction

Job satisfaction is a general feeling that obtained from the cognitive and behavioral components of workers and feels comfortable with their job [1]. It also shows enthusiasm and professionalism at their job; those also apply in nursing worker at the hospital. Mother and Child Hospital is a hospital specifically intended for mothers and children with several services. The data form [2], the Maternal Mortality Rate in East Java has tended to rise in the last three years, from 2015 to 2017.

In 2016, the mother mortality rate of East Java Province reached 91.00 per 100.000 live births. This situation has increased compared to 2015 which reached 89.6 per 100.000 live births. Infant Mortality Rate (IMR) and Neonatal Mortality Rate (IMR) according to routine reports are relatively small, however when calculated the absolute mortality rate is still high as many as 4,722 babies die per

year and as many as 5.196 children under five die per year. In one day, 13 babies died, and 14 infants died. To achieve the National target, cross-program and cross-sectoral support and professional organizations related to efforts to improve maternal and infant health services are highly expected. Hospitals and health clinics as health service providers must carry out social functions internally and externally and have competitive advantages that are productive, innovative, creative, always enthusiastic and loyal.

Factors that can be used to improve employee performance, medical and paramedics, including motivation and job satisfaction [3]. Motivation has also been looked at based on previous theories that motivation is associated with the perspective of human resources in the acting approach. Leaders' assumptions and perspectives on the concept

of motivation tend to influence how they can use it to motivate and respect others [4].

Different studies were conducted to investigate the determinants of nurses' job satisfaction. On this dimension, the study conducted in Mother and Child Hospital showed that internal (Responsibility, achievement, award and opportunity to develop) and external (Salary, physical working condition and hospital policy) motivation were the main determinants of nurses' job satisfaction.

The objective of this study was to examine the internal and external motivation of nursing on job satisfaction and nurse performance at the hospital in Indonesia especially at Mother and Child Hospital, with the aim of improving their performance and productivity. The specific research question was: Does intrinsic and extrinsic motivation influence nurses' job satisfaction at Mother and Child Hospital.

## Methods and Material

### Study Design, Setting and Sampling

This research was explanatory research with a quantitative approach. The sample was nurses of maternal and child hospital. The unit analysis this research was nurses of

maternal and child hospitals with the population was 1.120. The sample was 295 respondents from maternal and child hospital nurses. The sampling method is proportional random sampling area, the number of samples determined using the Slovin's formula.

### Data Processing and Analysis

The analysis technique used the Structural Equation Model with PLS Warp analysis tools. The results of this study are useful in providing input on the creation of HR Placement strategies in the room, as well as encouraging hospital managers to value the performance of nurses, by valuing work done, achieving self-achievement, valuing relationships with superiors, friends and family.

### Ethical Considerations

The study has been approved by ethical commission from Nyai Ageng Pinasih Mother and Child Hospital, East Java Province, Indonesia. The number of ethical consideration: 133/134/RSIA-NAP/C.10/V/2019

## Results

### Distribution of Characteristic

**Table 1: Characteristic of respondents (n=295)**

Variable	n	%
Age		
≤ 30 years	34	11.5
31 – 40 years	166	56.3
41 – 50 years	92	31.1
≥ 51 years	3	01.0
Sex		
Male	41	13.9
Female	254	86.1
Education Level		
Diploma Degree 3	93	31.4
Diploma Degree 4	45	15.3
Bachelor Nursing	112	38.0
Registered Nurse (Ners)	45	15.3
Length of Work		
< 1 years	4	01.4
1 – 2 years	49	15.6
3 – 5 years	124	42.0
> 5 years	118	40.0

\*Ners: Professional nurse in Indonesia

Based on Table 1, the distribution of respondents based on was mostly in the range of 31-40 years with 166 people (56.3%), with the women five times more than men, 254 people. The highest level of education

was a bachelor of nursing and diploma level 3, 38% and 31.4%, respectively. Most of the respondents were employed around 3-5 years (42%). All of the participants showed homogeneity.

## Distribution of Intrinsic and Extrinsic

Table 2: Intrinsic and Extrinsic Motivation

Variables	Item	Mean Item	Mean Indicators
Intrinsic Motivation (X1)			
Responsible (X1.1)	X1.1.1.	4.10	4.16
	X1.1.2.	4.13	
Achievement (X1.2)	X1.2.1	4.09	4.09
Interest to be Health Care Worker (X1.3)	X1.3.1.	3.87	3.87
Appreciation (X1.4)	X1.4.1	3.96	3.96
Opportunity to Developed (X1.5)	X1.5.1.	4.03	3.96
	X1.5.2	3.93	
	X1.5.3	3.97	
Extrinsic Motivation (X2)			
Salary as a Health Care Worker (X2.1)	X2.1.1.	3.96	3.91
	X2.1.2.	3.86	
Physical Conditions (X2.2)	X2.2.1	3.83	3.85
	X2.2.2	3.83	
	X2.2.3	3.95	
Supervision / Schedules (X2.3)	X2.3.1.	3.72	3.65
	X2.3.2.	3.60	
Hospital policy (X2.4)	X2.4.1	3.90	3.90

Table 2 shows that intrinsic and extrinsic motivation has to affect nurse performance. Intrinsic motivation is mostly caused by their responsibilities and achievement factors,

with mean indicators 4.16 and 4.09, respectively. While extrinsic motivation that most influences are the amount of salary received and the policies in the hospital.

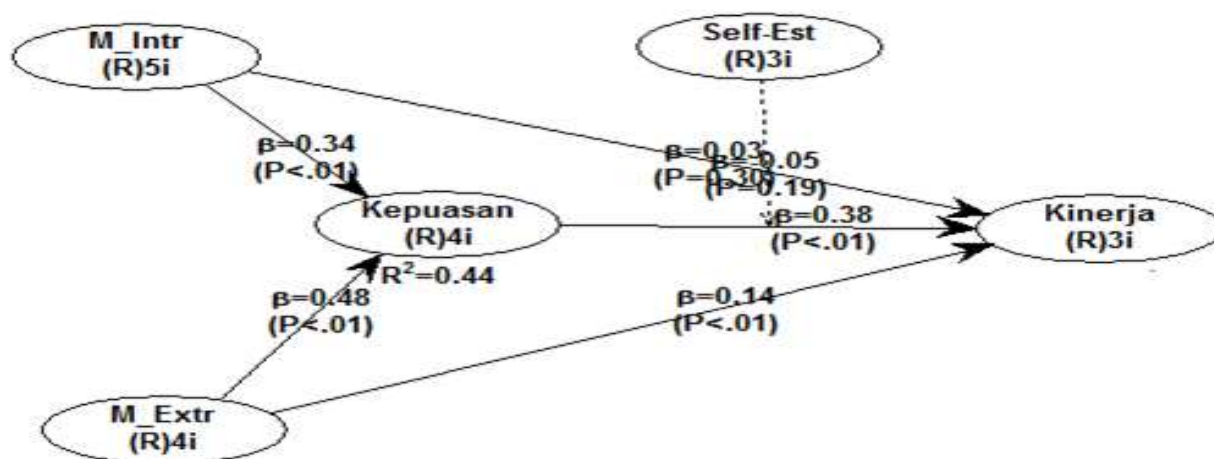


Figure 1: Structural Pathway Model Research

[Fig. 1] explains the result of the analysis of intrinsic and extrinsic motivation on nurse job satisfaction and nurse performance at Mother and Child Hospital in East Java.

The analysis shows the relationship between the variables with a level significant that can be seen in table 3.

Table 3: Path Coefficients Structural Model

Influence	Estimate	P-Value
Intrinsic Motivation → Nurse job satisfaction	0.338	0.000
Intrinsic Motivation → Nurse Performance	0.030	0.300
Extrinsic Motivation → Nurse job satisfaction	0.478	0.000
Extrinsic Motivation → Nurse Performance	0.137	0.009
Nurse job satisfaction → Nurse Performance	0.383	0.000
<b>Mediation Relationship</b>		
Intrinsic Motivation → Nurse job satisfaction → Nurse Performance	0.129	0.000
Extrinsic Motivation → Nurse job satisfaction → Nurse Performance	0.183	0.009
<b>Moderation Relationship</b>		
Self Esteem * Nurse job satisfaction → Nurse Performance	-0.052	0.185

Based on (Table.3) nine hypotheses were obtained as follows: (1) there was a significant influence from intrinsic

motivation and extrinsic on nurse job satisfaction, (2) there was no significant from intrinsic motivation on nurse performance,

(3) there was a significant influence from extrinsic motivation on nurse performance (4). There was also significant influence from nurse job satisfaction on nurse performance, (5) there was significant from intrinsic motivation on nurse job satisfaction to increased nurse performance, (6) there was significant from extrinsic motivation on nurse job satisfaction to increased nurse performance, (7) and there was no significant influence from self-esteem on nurse job satisfaction and nurse performance.

## Discussion

Intrinsic motivation has a significant relationship with job satisfaction of nurses, indicating that intrinsic motivation has been able to increase the job satisfaction of nurses in Maternal and Child Hospitals. Intrinsic motivation is characterized by a focus on satisfaction in performing a particular behavior for its own [5].

The concept put forward by [6] that intrinsic motivation is the motivation that the direction of stimulation comes from within a person without interference from outside factors. Where intrinsic motivation as a whole associates motivation with the work that is being done so that someone will feel that his work is fun, binding and satisfying to him. In other words, someone who is intrinsically motivated will find out for himself that the process gives satisfaction to him-self. Factors Influencing to Employee's performance such as job stress, physical stress, psychological stress, organizational stress and also motivation and communication [7].

The other research showed that nurses supposed job satisfaction, logistic provisions, and an enabling work environment as key intrinsic motivation factors that encouragement their work performance at the hospital [8]. The intrinsic motivation of nurses at the Mother and Child Hospital in East Java has been not able to be directed and developed to increase the achievement of nurse performance.

The results of this study are not in line with the statement of [9] which states that intrinsic motivation has a significant effect on nurse performance. Intrinsic motivation has many several aspects that can be improved on their job satisfaction, such as achievement, responsibility and also work itself [10].

Nurse's intrinsic motivation is formed because of responsibility, appreciation, achievement, work, and development. In other research, achievement has a significant on the nurse performance at General Hospital Lambuang Baji, Makasar Indonesia [11]. From the results of the analysis, it is known that the indicator that has the second-largest contribution to the intrinsic motivation variable is an indicator like the medical staff.

The wise step that can be taken by the management of the maternal and child hospital in East Java is to give appreciation and increase the liking of his profession as a medical staff. Extrinsic motivation has a significant effect on nurse job satisfaction. The higher effective extrinsic motivation will be effected on the higher the nurse's job satisfaction. External motivation showing a reason to participate in their job to achieve its own goals. Extrinsic motivation mostly influenced by situational aspects, such as the benefits factors [12].

The results of this study contradict [13] which states that extrinsic will question a person getting a response to something outside of his work, especially from others. On the other hand, this study also proves the items of the theory of [14], by providing facts about factors of acceptance, physical working conditions, supervision, and significant organizational policies in relation to motivation nurse job satisfaction. Extrinsic motivation is created from external stimuli and can be stimulated by incentives, awards and other praise. In the health care aspect, extrinsic motivation as force to interchange nurses to perform an excellent behavior that will bring benefits on their work place or organization [15].

Extrinsic motivation has a significant effect on nurses' performance in Maternal and Child hospitals in East Java. Work performance is linked to efficiency or perception-oriented terms such as supervisory ratings and goal accomplishments [16]. The results of this study reinforce and explain Campbell (1970) about extrinsic motivation which gives rise to motivation that can help improve the situation. The existence of extrinsic motivation that triggers to increase in nurse performance. Extrinsic motivation in this study was arranged through four indicators,

such as grants or salary as paramedics, physical conditions, scheduling official services, and hospital policies. Analysis of four indicators in the structural research model shows the important indicators in designing extrinsic motivation. Increased work performance, job satisfaction and great team are identified effects of nurses' motivation [17].

That situation also creates an environment where people ready to work with initiative, interest and enthusiasm, with a high personal and group satisfaction, and confidence to achieve their personal as well as organizational goals. Job satisfaction in this study formulates by four indicators such as satisfaction with the salary, their work, their chief and satisfaction with public works.

Other research states that a good leader will have an impact such as trust and opportunities to learn and develop their abilities, in addition to the leader's policy support their on-the-job choices and actions [18]. From the descriptive analysis that has been presented that the job satisfaction variable was significant. These results show that the nurse's job satisfaction has well

done, but not yet maximized. This information shows that there is still an opportunity to increase the need for nurses by making effective the job satisfaction of nurses at the mother and child hospital in East Java. The biggest factor that shapes job satisfaction is the satisfaction of coworkers to be able to help while carrying out their duties in the hospital. Employee performance is one of the key factors for reducing the quality of health services [19].

## Conclusion

The intrinsic motivation in Mothers and Child Hospital nurses has a good impact on the ability to nurse job satisfaction. While extrinsic motivation is obtained through salary and incentives, good and pleasant work environment, service schedules are determined fairly and involved in deciding the interests of the organization. Integration of self-esteem with extrinsic motivation has a good effect on job satisfaction which in increased nursing performance. However, it was important for hospital management to motivate their nurse through intrinsic and extrinsic motivation continuously.

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