



# Correlation Between Nurses' Job Satisfaction and Motivation, and Nurses' Performance in Indonesia: A Cross Sectional Study in Soewandi Hospital

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Nurses' performance is one of the factors that determine hospital performance. The performance of nurses is influenced by two factors, namely nurses' motivation and job satisfaction. However, not every hospital pays attention to these two factors; as a result, there is decreasing performance of the organization, which has also been experienced by Soewandi hospital in Indonesia. This study explains about the correlation between nurses' job satisfaction and motivation, and nurses' performance at Soewandi hospital in Indonesia. The study used a cross-sectional design. There were 120 nurse respondents as samples in this study. Technique used for taking the sample was simple random sampling. Data collection technique used was questionnaire and interviews. Result of research using statistics test of Spearman's rho found correlation between nurses' motivation and nurses' performance with the value of  $p = 0.003$  and the value of contingency coefficient of 0.556. Meanwhile, the correlation between nurses' satisfaction and nurses' performance has  $p = 0.000$  with contingency coefficient of 0,661. The results of this study showed that the performance of nurses in the hospital is determined by two factors, namely nurses' job satisfaction and nurses' motivation.

**Keywords:** Satisfaction, Motivation, Performance, Treatment, Hospital Service.

## 1. INTRODUCTION

Nurses' performance is a result of the work in terms of the quality and quantity achieved by nurses in performing the tasks in accordance with the responsibilities given to them.<sup>1</sup> In facing the current era of globalization, service performance is important for hospitals in providing plenary and quality services. The ability to perform tasks is the key element in assessing performance, but the tasks will not be completed properly without the support of willingness and motivation. The problem is that not every hospital in Indonesia earns high patient satisfaction scores in terms of nursing service, long administration services, nurse discipline, all of which have been experienced by Soewandi Hospital in Indonesia.

Various factors can influence the performance of nurses, such as work discipline, education levels, work motivation, training, work facilities, years of service, and incentives.<sup>2-4</sup> The characteristics of nurses can also affect their performance, which includes age, education, and years of service. In addition, length of employment, supervision, rewards, co-employment relationships and employment conditions can create low job satisfaction, which in turn can decrease the performance of nurses. Work motivation, on the other hand, can give positive impact to the nurses' performance, but if the feedback from nursing management in for example promotion, cooperation, and increasing income does

not match the nurses' expectation, it will decrease motivation of nurses to give their best performance.

Preventing low level of nurses' performance can be done by fixing the cause factors, such as by implementing work discipline, salary based on incentive system, giving further education, giving supervision, establishing good working relationships and creating a comfortable and safe work environment for nurses, and the important factor is always creating nurses' satisfaction and motivation so that they are able to provide the best nursing service. The purpose of this study is to explain the correlation between the nurses' satisfaction and motivation, and the nurses' performance of at Soewandi Hospital in Indonesia.

## 2. METHODS

### 2.1. Design

This study used a cross-sectional design method by collecting data in one-time.

### 2.2. Participants

In this study, the number of participants was 120 (all are nurses). The samples were taken using simple random sampling. The inclusion criteria from the study sample were: (1) minimum education of nursing diploma; (2) nurse executor. This study was approved by the ethics Institute of Muhammadiyah University of

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Surabaya. Prior to data collection, all the respondents were given informed consent. The data were collected using standardized interviews and questionnaires.

**2.3. Instrument**

The instruments used in this study included performance questionnaire with 6 indicators, namely service orientation, integrity, commitment, discipline, cooperation and leadership with a total of 30 questions with 5 answer choices (1 = never, 2 = rare, 3 = sometimes, 4 = often, 5 = always).

The instrument used for measuring work motivation was motivational questionnaire, covering 35 questions, with 7 indicators: salary, job security, working conditions, responsibility, cooperation, technical supervision qualities, interpersonal relationship quality among colleagues with superiors and subordinates with 5 answer choices (1 = disagree, 2 = agree, 3 = hesitate, 4 = agree, 5 = strongly agree).

The instruments used to measure job satisfaction were 20 satisfaction questionnaires with 7 indicators: responsibilities, rewards, jobs, promotional opportunities, supervision, coworkers and working conditions, with a total of 30 questions, with 5 answer choices (1 = very dissatisfied, 2 = dissatisfied, 3 = quite satisfied, 4 = satisfied, 5 = very satisfied). Likewise, demographic data were collected from questionnaires, including nurses' characteristic data (length of work, education, nursing position, gender, experience).

**2.4. Data Analysis**

Data analysis in this study used descriptive statistics to calculate the characteristic picture of respondents (nurses) with frequency distribution and percentage, mean and standard deviation. Spearman's rho test was used to analyze the relationship between variables of satisfaction, and motivation with nurses' performance. All statistical analysis used SPSS 22.0 version software (SPSS, Inc., Armonk, NY) and  $p < 0.05$  was considered significant. The cross tabulation was used to analyze categorical data.

**3. RESULTS AND DISCUSSION**

Table I shows the demographic characteristics of respondents that include: the largest range of age percentage of respondents was 37–40 years (34%), with female gender equal to 58%, education of respondent was 74%, and working time was 8 years with 68%.

Table II shows the levels of motivation of nurses working at Soewandi hospital in Indonesia, measured using seven indicators namely salary, job security, working conditions, responsibility, cooperation, technical supervision quality and interpersonal relationship qualification among coworkers, superiors and subordinates, and flat. All indicators showed a high motivation, with an average rating above 3.56, with a distribution of data between 0.26 and 0.58.

Table III shows the levels of satisfaction of nurses working at Soewandi hospital in Indonesia, as measured using seven indicators including responsibilities, rewards, workload, promotion opportunities, supervision implementation, relationship with worker and average work condition. The indicators were quite satisfied, averaging over 3.08, with a distribution of data from 0.49 to 0.92.

Table IV shows the levels of performance of nurses working at Soewandi hospital in Indonesia, as measured using six indicators

**Table I. Demographic characteristics of respondents (N = 120).**

Variable	Frequency	Percentage
<b>Age</b>		
25–28 years old	22	18
29–32 years old	12	10
33–36 years old	18	15
37–40 years old	41	34
41–44 years old	18	15
45–48 years old	8	7
49–52 years old	1	1
<b>Sex</b>		
Male	50	42
Female	70	58
<b>Education</b>		
Diploma	31	26
Graduate	89	74
<b>Years of service</b>		
<8 years	82	68
>8 years	38	32

namely service orientation, integrity, commitment, discipline, cooperation, and average leadership. The indicators showed good performance, with an average score above 3.89, with the distribution of data between 0.60–1.01.

Table V shows the results of Spearman's rho statistics test with significant value of  $p < 0.05$ , it is found there was correlation between nurses' motivation and nurses' performance with the value of  $p = 0.003$ , and there was correlation between nurse satisfaction with treatment performance with value of  $p = 0.000$ .

Based on the results of study, it is shown that the performance of nurses in the hospital can be determined by two factors, namely the satisfaction factor and motivation of the nurses. This is shown from the results of statistical tests of Spearman' rho = 0.000 which is smaller than the value of  $\alpha = 0.05$  and the contingency coefficient is 0.661 approaching the number 1, means the relationship is stronger.

There are three theories about job satisfaction, including different theory, theory of justice, and two factor theories. Based on the two factors of nurses' job satisfaction theory is obtained based on various hospital rules that the nurses' job satisfaction is also influenced by the rewards, the workers themselves, the opportunity of promotion, supervision, co-workers, working conditions, and job security.<sup>5</sup> There are three general views of

**Table II. Motivation levels of nurses at Soewandi hospital in Indonesia, 2016 (n = 120).**

Nurses' motivation variable	Frequency				Mean	SD
	Low	Enough	High	Very high		
Salary	10 (8.3)	0 (0.0)	108 (90.0)	2 (1.7)	3.85	0.57
Job security	1 (8.0)	2 (1.7)	115 (95.8)	2 (1.7)	3.98	0.26
Working conditions	2 (1.7)	52 (43.3)	63 (52.5)	3 (2.5)	3.56	0.58
Responsibility	2 (1.7)	10 (8.3)	103 (85.8)	5 (4.2)	3.93	0.43
Teamwork	0 (0.0)	48 (40.0)	72 (60.0)	0 (0.0)	3.60	0.49
Quality supervision technical	10 (8.3)	0 (0.0)	108 (90.0)	2 (1.7)	3.85	0.57
Relationship quality interpersonal interaction work, with superiors and subordinates	0 (0.0)	10 (8.3)	106 (88.3)	4 (3.3)	3.95	0.34

**Table III. The levels of satisfaction of nurses at Soewandi hospital in Indonesia, 2016 (n = 120).**

Satisfaction variable	Frequency				Mean	SD
	Not satisfied	Satisfied enough	Satisfied	Very satisfied		
Responsibility	11 (9.2)	88 (73.3)	21 (17.5)	0 (0.0)	3.08	0.51
Rewards	14 (11.7)	34 (28.3)	72 (60.0)	0 (0.0)	3.48	0.69
Workload	14 (11.7)	50 (41.7)	56 (46.7)	0 (0.0)	3.35	0.68
Promotional opportunities	0 (0.0)	72 (60.0)	44 (36.7)	4 (3.3)	3.43	0.56
Implementation of supervision	0 (0.0)	51 (42.5)	69 (57.5)	0 (0.0)	3.57	0.49
Relationships with colleagues	1 (8.0)	56 (46.7)	52 (43.3)	11 (9.2)	3.60	0.66
Work conditions	4 (3.3)	23 (19.2)	50 (41.7)	43 (35.8)	4.06	0.92

the relationship between job satisfaction and job performance, namely: job satisfaction affects job performance, job performance affects job satisfaction, and job satisfaction-job performance is mediated by other variables such as rewards. Broadly speaking, job satisfaction is in line with performance.

This is indicated by the evidence that for the respondents with fairly satisfactory responses, almost all of them have sufficient performance, and for respondents with good job satisfaction responses mostly have a good performance as well. The affecting factors in the other nurses' job satisfaction such as rewards, promotional opportunities, coworkers, working conditions, and job security are closely linked to performance to achieve a balance between job satisfaction and job performance.<sup>6-10</sup> The results of questionnaires also show that for the questions of rewards, the majority of respondents choose satisfied answers.

Then the nurses' performance can also be determined by nurses' motivation factor. This is based on Spearman's rho statistics test = 0.003 with contingency coefficient 0.566 approaching number 1, hence stronger relation (significant). Motivation is a behavior that is shown by someone to satisfy the needs. Motivational factors that cause a person to be reduced or lost motivation, include: unsuitable environmental attitudes and conditions, pride and authority to be less, no help from the leaders, orders from superiors who are arbitrary, targets are too high, lack of equipment/materials to work, inadequate rewards.<sup>3</sup>

Marquis and Huston<sup>11</sup> say that motivation is an action that people do to complete the needs which has not been completed yet. In general, performance would increase when there is motivation that encourages a nurse to achieve something. The nurses'

**Table IV. The levels of nurses' performance in Soewandi hospital in Indonesia, 2016 (n = 120).**

Variable of performance	Frequency				Mean	SD
	Less	Enough	Good	Excellent		
Service orientation	4 (3.3)	7 (5.8)	78 (65.0)	31 (25.8)	4.13	0.66
Integrity	4 (3.3)	22 (18.3)	50 (41.7)	44 (36.7)	4.12	0.82
Commitment	10 (8.3)	14 (11.7)	75 (62.5)	21 (17.5)	3.89	0.78
Discipline	10 (8.3)	17 (14.2)	14 (11.7)	79 (65.8)	4.35	1.00
Teamwork	10 (8.3)	17 (14.2)	13 (10.8)	80 (66.7)	4.36	1.01
Leadership	6 (5.0)	23 (19.2)	87 (72.5)	4 (3.3)	3.74	0.60

**Table V. Spearman's rho statistical test results relationship between motivation and satisfaction, and the performance of nurses at Soewandi hospital in Indonesia, 2016 (n = 120).**

Variable	Nurses' performance	
	P	Contingency coefficient
Nurses' motivation	0.003	0.566
Nurses' satisfaction	0.000	0.661

motivation can be obtained from the outside or from the nurses themselves. Both of these factors are called dissatisfier-satisfier. Work motivation factors include: salary, job security, working conditions, responsibilities, cooperation, technical supervision quality, interpersonal relationship quality among colleagues and with superiors and subordinates.<sup>12-14</sup>

#### 4. CONCLUSION

Nurse's performance is one of the important factors in determining organization's performance in hospital. Nurses' performance can be influenced by two factors, namely nurses' satisfaction and motivation. Therefore, those two factors should be considered by managers of the hospital. Hence, in improving the performance of the organization, they should focus on two factors, namely nurse's satisfaction and motivation.

The suggestion given in this study is that hospital should place the program of motivation enhancement and nurse satisfaction as the main priority through salary improvement, job security, working condition, cooperation, quality of work relationship, workload arrangement, job promotion program, integrity building, commitment, discipline, and leadership.

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