

DETERMINANT FACTORS RELATED TO THE WORK MOTIVATION OF EXECUTIVE NURSES AT YARSI HOSPITAL JAKARTA

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ABSTRACT

Background: Motivation is a drive that stimulates employees to seek and achieve satisfaction in their work. A balance of intrinsic and extrinsic motivation leads to greater job satisfaction and will enhance performance. Objective: This study aims to determine the relationship between gender, age, education, work experience, marital status, compensation, coaching, and supervision with the work motivation of executive nurses at YARSI Hospital Jakarta. Method: This research uses a quantitative method with an analytical survey and a cross-sectional approach. The number of respondents in this study was 130 executive nurses in outpatient and inpatient wards. Bivariate data analysis used chi-square and logistic regression for multivariate analysis. Result: Relationship between compensation and work motivation, with a p-value of $0.001 < 0.05$. Relationship between coaching and work motivation, with a p-value of $0.014 < 0.05$. There is no relationship between supervision and work motivation. Multivariate analysis results showed that the education variable has an OR value of 0.447, higher than coaching and compensation. Conclusion: The conclusion of the study indicates that coaching, compensation, and education are variables related to work motivation, with education being the most influential variable in increasing work motivation.

Keywords: Coaching, Compensation, Education, Motivation, Nurses.

Introduction

Healthcare services play an essential role in maintaining and improving the health status of the community. Generally, all company leaders desire good work results from all employees. Employees are expected to perform and complete their main tasks and functions adequately. A hospital is a healthcare service influenced by the advancement of medical technology and the socio-economic life of the community, providing high-quality and affordable services to enhance the provided care and achieve a high level of health (Setyawan, 2015).

The performance of nurses in a hospital can be measured through individual performance assessments, performance monitoring, and evaluation of individual performance implementation. This performance evaluation can be conducted through daily work records, making the evaluation of nurses' performance more objective. Nurses can experience physical and mental fatigue due to the constant vigilance required in their duties. Physical and mental fatigue can affect work motivation. A decrease in work motivation can negatively impact patient care. Employees are not yet satisfied with the results of their work, such as freedom from threats and safety from workplace risks (Hutahaeen and Harefa,

2019).

After conducting interviews with several nurses at YARSI Hospital from January to February 2023, the following information was obtained. Inter-unit communication is still suboptimal, inter-unit communication is ineffective, there is no reward system, there is a lack of nursing staff, and there is no objective assessment of nursing staff performance. There is no specific time for patient handovers. The nurses also stated they were very enthusiastic about working under these conditions. However, based on the information obtained, the researcher wants to determine the extent of the motivation of executive nurses at YARSI Hospital to provide the best service to patients.

This study aims to provide input on solving these problems and to determine the relationship between determinant factors and motivation. By identifying these determinant factors, the researcher will be able to inform the hospital to follow up on nursing issues and help nurses provide patient care in line with the hospital organization's expectations, thereby enhancing the image of YARSI Hospital.

Method

The type of research used is quantitative, employing analytical research methods and a cross-sectional approach. This approach is used to identify the factors most strongly related to or most closely associated with nurses' work motivation. The research was conducted at YARSI Hospital in Jakarta. The study population consists of executive nurses in outpatient and inpatient wards. The research was conducted in both outpatient and inpatient wards. The sample size for this study is 130 respondents, determined using the Slovin formula.

The data collection tool used by the researcher is a questionnaire. The validity of an instrument (questionnaire) is tested by conducting a validity test, which involves correlating the scores of each variable with the total score. The correlation technique used is Pearson Product Moment correlation. An instrument is considered valid by comparing the r table value with the calculated r value. If the calculated r value $>$ r table value, then the questions in the questionnaire are considered valid. Data analysis consists of univariate analysis using frequency distribution, bivariate analysis using the chi-square test, and multivariate analysis using logistic regression. All data are analyzed at a 95% significance level ($\alpha=0.05$).

Results

The characteristics of respondents consist of eight variables described according to their data types, namely numerical and categorical. The characteristics of the respondent variables related to categorical variables include gender, age, education, work experience, marital status, compensation, coaching, supervision, and motivation, presented in frequency and proportion distributions. The distribution of gender characteristics shows that 75.4% (98 people) of respondents are female. The age characteristic indicates that 94.6% (123 people) of respondents are ≤ 40 years old. Regarding education level, 63.1% (80 people) have a diploma in nursing (DIII). For work experience, 83.1% (108 people) have ≤ 5 years of work experience, and 61.5% (80 people) of respondents are unmarried. Respondents who rated compensation as good amounted to 98.5% (89 people), 90.8% (118 people) rated coaching as good, 82.3% (107 people) rated supervision as good, and 51.5% (67 people) had good motivation. The conclusion from the univariate analysis of the research questionnaire shows that the average achievement score is still less than 80% in the compensation and supervision questionnaires.

There is a significant relationship between compensation and motivation, with the p -value for the compensation variable being $0.001 < 0.05$. There is a significant relationship between coaching and motivation, with a p -value of $0.014 < 0.05$. There is no significant relationship between supervision and motivation, with a p -value of $0.251 > 0.05$. The results of the multivariate analysis show that after conducting bivariate analysis, the variables of education level, compensation, and supervision meet the criteria for multivariate analysis. The results indicate that the education level variable increases motivation by 0.447 times with an OR value of 0.447, compensation increases by 0.310 times with an OR value of 0.310, and coaching increases motivation by 0.30 times with an OR value of 0.30. The

conclusion is that, in this study, the education level is more dominant in enhancing respondent motivation.

Discussion

Relationship between Compensation and Work Motivation of Staff Nurses

Fifty-five individuals were found to have good compensation and good motivation. The research results indicate a significant relationship between compensation and work motivation. Afifah (2017) defines compensation broadly, including salary, honorarium, or bonuses. Salary serves as financial compensation received by employees contributing to organizational goals. Mundakiri (2018) conducted a study showing that rewards and work motivation affect employee job satisfaction. However, compensation does not directly influence employee performance. Despite compensation being a motivating factor, current compensation policies often fail to meet employee expectations. Karomah (2019) emphasizes the need for fair and rational compensation programs, compliant with applicable laws and ensuring internal and external consistency. In conclusion, the analysis underscores the critical role of motivation in enhancing staff work motivation. Compensation can be provided both financially and non-financially. Hospital management should adopt policies to reward high-performing employees, motivating all staff to improve their performance. Compensation also ensures financial security for employees and their families.

Relationship between Coaching and Work Motivation of Staff Nurses

The study found that 65 respondents received effective coaching with good motivation. A chi-square test with a p-value of $0.014 < 0.05$ indicates a significant relationship between coaching and work motivation. Management typically uses coaching to explore employees' potential to maximize performance. Coaching fosters learning more effectively than teaching and allows managers to explore employees' potential, creating strong relationships between supervisors and staff. The competitive and challenging workplace necessitates continuous skill enhancement to keep pace with advancements in knowledge and technology. Coaching effectively develops skills and personalities.

Suandi's study (2022) supports this, demonstrating that coaching positively influences motivation, with a t-statistic of $10.637 > 1.96$ and a p-value of $0.000 < 0.05$, confirming the hypothesis. Coaching enhances employees' capacity for independent learning, personal growth, and problem-solving. Based on this research and previous studies, coaching is essential for all employees, boosting confidence in solving workplace challenges. Interviews indicate RS YARSI maintains an effective coaching system. New nurses undergo three months of coaching supervised by shift leaders. Given the larger number of CN1s compared to CN2s and CN3s, competent technical guidance for nurses is essential. Therefore, CN2s and CN3s are expected to receive more professional and competent nurses in their fields.

Relationship between Supervision and Work Motivation of Staff Nurses

The study identified 58 respondents with good supervision and good motivation. However, the research shows no significant relationship between supervision and work motivation. Supervision is integral to overall management functions and inseparable from organizational functions. According to Manullang (2012), supervision involves identifying completed tasks, evaluating them, and making corrections to ensure tasks align with plans. Lolasari Novelly Hutabarat's research (2019) shows that supervision, organizational culture, and rewards collectively positively and significantly impact employee motivation within their work units. Some aspects of supervision may negatively or insignificantly affect employee motivation, while organizational culture and remuneration significantly and positively impact personnel motivation at the North Sumatra Regional Police.

In conclusion, the analysis highlights the differences between theory and research. Supervision does not always correlate with motivation, as motivation is influenced by various factors, whether positive or negative. Supervision in hospitals ensures quality control over employees in implementing

organizational work culture to achieve organizational goals. Higher expertise typically requires less supervision.

Conclusions

The conclusion of this study is that there is a significant relationship between compensation and work motivation with a p-value of $0.001 < 0.05$. Fifty-five respondents with good compensation exhibit good motivation, while 29 respondents with less adequate compensation show less motivation. There is a significant relationship between coaching and work motivation, with a p-value of $0.014 < 0.05$. Sixty-five respondents with effective coaching display good motivation, whereas 10 respondents with inadequate coaching exhibit less motivation. There is no significant relationship between supervision and work motivation, with a p-value of $0.251 > 0.05$. Fifty-eight respondents with good supervision have good motivation, whereas 14 respondents have less motivation. Education is the variable most strongly associated with work motivation, with an odds ratio of 0.447, higher than coaching and compensation.

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