



Influence of Intrinsic and Extrinsic Motivation on Job Satisfaction of Implementing Nurses at RSU Royal Prima Marelan in 2021

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Abstract: *Job satisfaction is an individual's general attitude toward the work he or she does. A person with a high level of job satisfaction shows a positive attitude towards his or her job, while someone dissatisfied with his work shows a negative attitude towards his work. Nurses are the spearhead and have an important position in producing the quality of health services in hospitals because the services they provide are carried out for 24 hours continuously. The purpose of this study was to determine the effect of intrinsic and extrinsic motivation on the job satisfaction of the managing nurse. This type of research is a non-experimental quantitative study with a descriptive approach (cross-sectional survey) and associative analysis, conducted at Royal Prima Marelan Hospital, March 2021. The study population of 377 people, determining the number of samples with the formula SEM (Structural Equation Modelling) was not obtained 100 samples. The sample determination technique used in this study is to use a purposive sampling approach. Bivariate analysis with Chi-Square test, and multivariate with multiple logistic regression with p-value (0.05). The results of the study that simultaneously, the variable Award (X1), Achievement (X2), Supervision (X3), Responsibility (X4), has an influence on the variable of job satisfaction with p-value < 0.05. While the variable Wage (X5), Work Environment (X6), Status (X7), with a p-value of > 0.05, does not affect the variable job satisfaction of the managing nurse at Royal Prima Marelan Hospital. The results of the multivariate analysis, that from independent variables namely Awards, Achievement, Supervision, Responsibility, which allegedly affect job satisfaction the most influential is the variable of responsibility with a p-value of 0.017 < 0.05. Finally, the OR value obtained is 7,516, meaning a high sense of responsibility, which has a 7,516 times chance of affecting the level of job satisfaction of employees at Royal Prima Marelan Hospital.*

Keywords: *intrinsic; extrinsic; responsible; Royal Prima Marelan*

I. Introduction

Paramedics, especially nurses, are the most dominant workforce in performing tasks in the management of hospital organizations, the main task of services in the form of health care to individuals, families, groups, and communities in health efforts, disease prevention, disease healing, and recovery and fostering community participation in the framework of independence in the field of health. Job satisfaction and the performance of important nurses get attention from the leadership and management of the hospital. A hospital leader must also be able to instill organizational goals in all subordinates (followers) to be in line with his personal goals as a member of the organization so that consciously and voluntarily, subordinates will strive to achieve these goals (Lousyiana & Harlen, 2015). The characteristics of nurses who determine the direction and strength of work are motivation, level of knowledge, job skills, the authority given, innovative value, dedication, and devotion to the profession (Makta et al., 2013).

Intrinsic motivation is something that arises from within the individual, such as activities to gain certain skills, obtain information and understanding, develop attitudes to succeed, enjoy life, desire to be accepted by others while the extrinsic motivation of something that arises due to influence from outside the individual, such as gifts, praise, invitations, commissions, or compulsions from others so that under these circumstances are willing to do something (Mardalena, 2017). Job satisfaction is an individual's general attitude toward the work he or she does. A person with a high level of job satisfaction shows a positive attitude towards his job, while someone who is dissatisfied with his job shows a negative attitude towards his work (Sirait et al., 2017). Based on Chiuman (2019) research, at Royal Prima Medan Hospital, there is a relationship between internal and external motivation and work related to nurse performance. Nurses who had higher internal motivation had a 3,061 times chance of performing better than nurses who had lower internal motivation scores. In addition, nurses with higher external motivation scores had a 2,761 times chance of performing better compared to nurses who had lower external motivation scores (Chiuman, 2019).

According to Pratama (2017), about the influence of intrinsic motivation on the performance of the implementing nurse at kindergarten hospital. IV delivery was obtained from research with the distribution of frequency of Achievement of the executing Nurse at Tk. IV Pematang Siantar Hospital, it is known that the majority of the achievements of nurses implementing good categories as many as 28 org (45.9%) and a minority of bad categories as many as 15 people (24.6%) (Pratama, 2017). Saputra Research (2018), on the influence of motivation on the performance of implementing nurses in the documenting of nursing care in the hospitalization room of Permata Bunda Kota Medan Hospital, obtained the results of logistic regression tests obtained that 3 motivational variables affect the performance of nurses at Permata Bunda Hospital, namely supervision ($p = 0.006$), incentives ($p = 0.001$), and interpersonal relationships ($p = 0.019$) (Saputra, 2020).

Low levels of satisfaction and motivation are common in developing countries. Internationally, 43,000 nurses from 700 hospitals in the United States, Canada, England, Scotland and Germany show that the number of nurses' dissatisfaction with their jobs ranges from 17% to 41%. The percentage of nurses' desire to leave their job attendance varies from 17% to 39% (Rochman et al., 2016). Based on the results of the initial survey conducted by researchers at RSU Royal Prima Marelán, the satisfaction rate of implementing nurses is still not maximal, which is about 56.6% of the 30 implementing nurses. The results of field interviews with some nurses found that nurses are less motivated in carrying out their duties. The purpose of this study was to determine the effect of intrinsic motivation (responsibility, reward, achievement) and extrinsic (supervision, wages, work environment, status) on the job satisfaction of the implementing nurse.

II. Review of Literatures

Intrinsic motivations are motives that become active or function does not require outside stimulation, because in each individual there is an urge to do something (Kristine, 2017); (Fatma, 2020) and the effect on the performance of nurses is the responsibility, the award (Riyadi, 2020), achievement (Ridwan & Padjadjaran, 2005); (Rosyid, 2019). Extrinsic motivation is the motivation that functions with the presence of external push factors (Wirawan & Afani, 2018). Frederick Herzberg's Theory in Wibowo (2014), the dimensions of extrinsic motivation consist of supervision, wages, work environment and status (Wibowo, 2014). Job satisfaction is a positive employee's feeling that affects the job

status (Wibowo, 2014). Job satisfaction is a positive employee's feeling that affects the job or work situation. A person with a high level of job satisfaction shows a positive attitude towards the work (Rafida, 2020). Job satisfaction affects the level of employee discipline, meaning that if satisfaction is obtained from work, good employee discipline (Syardiansah, 2020). Hospitals are one part of the health care system, in general, providing services for the community in the form of health services including medical services (Zainuri, 2021).

III. Research Methods

This type of research is non-experimental quantitative research with a descriptive approach (cross-sectional survey) and associative analysis. Research site at Royal Prima Marelan Hospital, in March 2021. The population in this study was 377 people, the number of sampling with SEM (Structural Equation Modelling (SEM) Technique, so that the sample count was set at 100 samples. Sample selection uses a purposive sampling approach, with criteria for inclusion of nurses who are willing to be respondents.

Table 1. Definition of Operational

Variable	Definition of Operational	Parameter	Measuring Instrument	Measuring Scale
Independent Variables of Intrinsic Motivation				
Responsibility	Responsibility is human awareness of intentional or unintentional good behavior or deeds.	1. High 2. Low	Questionnaire	Nominal
Appreciation	An award is something that is given to an individual or group if they perform an advantage in a particular field.	1. Exist 2. None	Questionnaire	Nominal
Achievement	Achievement is the result that has been achieved by someone in carrying out activities.	1. Exist 2. None	Questionnaire	Nominal
Extrinsic Motivation				
Supervision	Supervision in general is the director and control to the level of employees who are below it in an organization or group.	1. Exist 2. None	Questionnaire	Nominal
Wages	Wages are avengers in the form of money and so on that are paid to repay services or as a laborer who has been spent to do something.	1. According to UMR 2. Not appropriate UMR	Questionnaire	Nominal
Work environment	The work environment is the social, psychological, and physical life in the company that affects workers in carrying out their duties.	1. Comfortable 2. Uncomfortable	Questionnaire	Nominal
Status	Status is one of the places	1. There's	Questionnaire	Nominal

Variable	Definition of Operational	Parameter	Measuring Instrument	Measuring Scale
	or positions of a person in a social group or society in general with respect to the existence of others around him.	department 2. There's no department		
Dependent Variables				
Job Satisfaction	A measure of the level of satisfaction of workers with the type of work they have to do with the nature of their work tasks, the results of work achieved, the form of supervision obtained and a sense of relief and liking for the work they pursue.	1. Satisfied 2. Not satisfied	Questionnaire	Nominal

According to Notoatmodjo in 2017 data analysis is divided into 3, namely univariate, bivariate (Chi-square), and multivariate (multiple logistic regression) methods (Notoatmodjo, 2017).

IV. Discussion

4.1 Results

a. Overview of Research Variables

Descriptive statistics are concerned with the collection and ranking of data. Descriptive statistics describe the character of the sample used in the study. More descriptive statistics in this study are shown in table 1:

Table 1. Overview of Research Variables X and Y

Variable	Minimum	Maximum	Mean	Standard Deviation
Appreciation	1	3	2.71	0.48
Achievement	2	5	2.89	0.57
Supervision	1	4	2.73	0.55
Responsibility	1	4	2.85	0.52
Wages	1	5	3.02	0.67
Work Environment	1	5	2.96	0.58
Status	1	4	2.94	0.60

Source: Processed primary data, 2021.

The average answer score of the Award variable is 2.71 and the standard deviation is 0.48, Achievement variables are 2.89 and standard deviations are 0.57, Supervised variables are 2.73 and standard deviations are 0.55, Responsibility variables are 2.85 and standard deviations are 0.52, Wage variables are 3.02 and standard deviations are 0.67, Work Environment variables are 2.96 and standard deviations are 0.58, Status variables are 2.94 and standard deviations are 0.60. Where all standard deviation variables are smaller than the average value. This indicates that the distribution of data will be the respondent's perception of the variables x1, x2, x3, x4, x5, x6, x7.

b. Data Analysis *Chi-square*

From Table 2. Pearson Chi-Square values are obtained each variable, with a significance rate of 95% ($\alpha = 0.05$). On the basis of the comparison, the variables of Reward (X1), Achievement (X2), Supervision (X3), Responsibility (X4), have a p-value smaller than the signification number of 95% ($\alpha = 0.05$). On the basis of the comparison, then H_a accepted, meaning that these variables have an influence on the level of job satisfaction. While the variable Wage (X5), Work Environment (X6), Status (X7), has a p-value greater than the signification number of 95% ($\alpha = 0.05$). On the basis of this comparison, H_0 is accepted, these variables have no effect on job satisfaction.

Table 2. Test Results *Chi Square*

Variable		Job Satisfaction		Sum	Pearson Chi-Square Asymp.Sig. (2-sided)
		Not satisfied	Satisfied		
Appreciation	None	26	35	61	0.010
	Exist	7	32	39	
Achievement	None	18	20	38	0.017
	Exist	15	47	62	
Supervision	None	13	10	23	0.006
	Exist	20	57	77	
Responsibility	Low	25	26	51	0.001
	High	8	41	49	
Wages	Not according to UMR	31	58	89	0.268
	Appropriate UMR	2	9	11	
Work Environment	Uncomfortable	31	57	88	0.200
	Comfortable	2	10	12	
Status	There is no department	32	58	90	0.103
	There's a department	1	9	10	

Source: Processed primary data, 2021.

c. Bivariate Selection

Before multivariate analysis with multiple logistic regression tests, each variable is first tested for signification. Where variables that have a signification rate of > 0.025 , will be excluded or not included in the multivariate analysis of multiple logistic regressions. From table 3. The results obtained, that the variable Award (x1), Achievement (x2), Supervision (x3), Responsibility (x4), has a signification value of < 0.025 . Then the variable will be included in the double logistic regression test.

Table 3. Simple Logistic Regression Test Results

Variable	<i>p-value</i>	Information
Appreciation	0.009	Candidate
Achievement	0.017	Candidate

Supervision	0.008	Candidate
Responsibility	0.000	Candidate
Wages	0.246	Not a candidate
Work Environment	0.177	Not a candidate
Status	0.074	Not a candidate

Source: Processed primary data, 2021

As for the specific product variable (x5), implementing competence (x6), implementing behavior (x7), has a signification value of > 0.025 . Then these variables will not be included in the multivariate model test.

d. Multivariate Analysis

Based on Table 4. It can then be explained as follows, that of the independent variables namely Awards, Achievement, Supervision, Responsibility, which allegedly affect job satisfaction, the most influential is the responsibility variable with a p-value of $0.017 < 0.05$. The OR value obtained is 7,516, meaning a high sense of responsibility, has a 7,516 times chance of affecting the level of employee job satisfaction at Royal Prima Marelan Hospital.

Table 4. Multivariate Approach

Variable	B	p-value	OR	95% C.I.for EXP(B)	
				Lower	Upper
Appreciation	-0.195	0.821	0.823	0.151	4.473
Achievement	1.001	0.059	2.722	0.961	7.708
Supervision	1.111	0.049	3.037	1.003	9.194
Responsibility	2.017	0.017	7.516	1.438	39.292

Source: Processed primary data, 2021.

4.2 Discussion

a. Effect of Rewards on Nurse Job Satisfaction

Statistically, the reward variable has a p-value (0.010), smaller than the signification number of 95% ($\alpha = 0.05$). Based on these comparisons, H_a is accepted, meaning that the award variable influences the level of job satisfaction of nurses. According to the assumption of the researchers, the award given to nurses greatly affects the job satisfaction of nurses in the Inpatient Room of Royal Prima Medan General Hospital. This is by Evanda's 2017 research on the Effect of Motivation, Career Development on Job Satisfaction and Performance of Nurses at Dr. Soebandi Jember Hospital with the results of the analysis are: motivation has a direct and significant influence on the job satisfaction of nurses in dr. Soebandi Hospital, Jember, career development has a direct and significant effect on nurse job satisfaction in dr. Soebandi Hospital, Jember, motivation has a direct and significant influence impact on the performance of nurses in dr. Soebandi Hospital, Jember, career development has a direct and significant effect on the performance of nurses at dr. Soebandi Hospital, Jember, job satisfaction has a direct and significant effect on performance nurses at dr. Soebandi Jember Hospital (Evanda, 2017).

b. Effect of Performance on Nurse Job Satisfaction

Statistically, the achievement variable has a p-value (0.017), smaller than the

signification number of 95% ($\alpha = 0.05$). Based on the comparison, H_0 is accepted, meaning that the pretense variable influences the level of job satisfaction of nurses. According to the assumption of nurse researchers that there is good work performance greatly affects the job satisfaction of nurses in working in the Inpatient Room of Royal Prima Marelan General Hospital. This is by Laima's 2019 research on the Effect of Work Placement, Workload and Job Satisfaction on Nurse Work Performance at Talaud Hospital with the results of research obtained, work placements have a positive and insignificant effect on the Work Performance of nurses at Talaud Hospital. Workload has a positive and significant effect on the work performance of nurses at Talaud Hospital. Job Satisfaction has a positive and insignificant effect on the work performance of nurses at Talaud Hospital. Work Placement, Workload, and Job Satisfaction simultaneously have a significant effect on the Work Performance of nurses at Talaud Hospital. The RSUD must always improve the composition of the work placement according to the educational background and field of expertise, optimizing the division of nurses' working hours (Laima et al., 2019).

c. The Effect of Supervision on Nurse Job Satisfaction

Statistically, the supervised variable has a p-value (0.006), smaller than the signification number of 95% ($\alpha = 0.05$). Based on these comparisons, H_0 is accepted, meaning that the supervision variable influences the level of job satisfaction of nurses. According to the assumption of researchers, the existence of good supervision greatly affects the job satisfaction of nurses in working in the Inpatient Room of Royal Prima Marelan General Hospital. This is by Pawatten's research title the relationship between supervision and workload with nurse job satisfaction at hospitalization installation C Blu RSUP Prof. Dr. R. D. Kandou Manado city and the results show there is a significant relationship between supervision and job satisfaction nurses with a p-value of 0.035 ($p < 0.05$), and there is a significant relationship between workload and nurse job satisfaction with p-value 0.049 ($p > 0.05$) (Pawatte, 2018).

d. Influence of Responsibility on Nurse Job Satisfaction

Statistically, the responsibility variable has a p-value (0.001), smaller than the signification number of 95% ($\alpha = 0.05$). Based on the comparison, H_0 is accepted, meaning that the variable of responsibility influences the level of job satisfaction of nurses. According to the assumption of the researchers, the higher the responsibility of nurses greatly affects the job satisfaction of nurses in the Inpatient Room of Royal Prima Marelan General Hospital.

This is not by Pangulimang et al, 2019 research on Factors Related to Nurse Job Satisfaction in the Inpatient Room of Sawang Field Hospital with the results showing that there is no relationship between responsibility and job satisfaction ($p = 0.487$), there is a relationship between salary and job satisfaction ($p = 0.002$) and there is a relationship between work conditions and job satisfaction ($p = 0.001$). This study can be concluded that there is no significant relationship between responsibility and job satisfaction and there is a significant relationship between salary, working conditions, and job satisfaction. The most dominant related is the working conditions (Pangulimang et al., 2019).

e. Effect of Wages on Nurse Job Satisfaction

Statistically, the wage variable has a p-value (0.268), greater than the signification figure of 95% ($\alpha = 0.05$). Based on the comparison, H_0 is accepted, meaning that the variable does not affect the level of job satisfaction of nurses. According to the assumption

of Regional minimum wage (UMR) appropriate wage researchers do not affect the job satisfaction of nurses in working in the Inpatient Room of Royal Prima Marelan General Hospital. The theory of job satisfaction is a two-factor theory put forward by Herzberg by blocking it into a factor of satisfiers-dissatisfiers. Satisfiers are factors that cause job satisfaction (achievement, promotion, recognition, responsibility, the job itself, and rewards). Factors dissatisfiers are factors that cause dissatisfaction (salary/wages, job security, working conditions, status, job security, supervision, and interpersonal relationships of employees).

This research is not in line with the research Sandra (2017), where from the results of his research entitled Analysis of Differences in Factors That Affect Job Satisfaction of Civil Servant and non-civil servant nurses at Hospital Prof. Dr. Margono Soekarjo Purwokerto. In the wage factor, civil servant nurses feel high as many as 61 people, while non-civil servant nurses feel low as many as 52 people. Based on the results of the Mann-Whitney test, there are differences in wage factors that affect the job satisfaction of civil servants and non-civil servants. It was found that non-civil servant nurses feel low wages because they think wages have not been in line with expectations and have not been able to meet daily needs. From the results of the study, there are differences in wage factors that affect the job satisfaction of civil servants and non-civil servants, with a significance value of 0,000 less than the p-value (0.05) (Sandra & Sondari, 2017).

f. Effect of the Work Environment on Nurse Job Satisfaction

Statistically, the work environment variable has a p-value (0.200), greater than the signification number of 95% ($\alpha = 0.05$). Based on the comparison, H_0 is accepted, meaning that the variable does not affect the level of job satisfaction of nurses. According to the assumption of the work, environment researcher does not affect the job satisfaction of nurses in working in the Inpatient Room of Royal Prima Marelan General Hospital.

g. Effect of Status on Nurse Job Satisfaction

Statistically, the work environment variable has a p-value (0.103), greater than the signification number of 95% ($\alpha = 0.05$). Based on the comparison, H_0 is accepted, meaning that the variable does not affect the level of job satisfaction of nurses. According to the assumption of the researchers, the status of nurses in having a position does not affect the job satisfaction of nurses in working in the Inpatient Room of Royal Prima Medan General Hospital.

This study is not in line with the research, Jamalina in 2018 on the Effect of the Work Environment on The Job Satisfaction of Nurses at Massenrempulu Enrekang Hospital with the results of the study showing that leadership has a significant effect on the job satisfaction of nurses. The positive and significant influence was indicated by a significance value of $0.001 < 0.005$ α value and a calculated t value = $19,692 > t$ table = 1.960. The significance effect of $0.245 > 0.005$ α value and t count = $1,170 < t$ table = 1,960. Participation in decision-making had a significant effect on nurse job satisfaction. Positive and significant influence indicated by t count value = $1,990 > t$ table = 1,960. And the most influential variable is leadership with a value of $p = 0.000 < 0.005$ (Jamalina et al., 2019).

h. Multivariate Analysis Results

Based on multivariate analysis, it can be explained as follows, that from independent variables namely Awards, Achievement, Supervision, and Responsibilities that allegedly affect job satisfaction. The most influential variable is the responsibility variable with a p-

value of $0.017 < 0.05$. The OR value obtained is 7,516, meaning a high sense of responsibility, which has a 7,516 times chance of affecting the level of employee job satisfaction at Royal Prima Marelan Hospital.

V. Conclusion

After analysis and discussion of the influence of intrinsic and extrinsic motivation on 100 respondents, it was concluded that simultaneously, the Reward variable (X1), Achievement (X2), Supervision (X3), Responsibility (X4), has an influence on the variable of job satisfaction with $p\text{-value} < 0.05$. While the variable Wage (X5), Work Environment (X6), Status (X7), with a $p\text{-value} > 0.05$, does not influence the variable of work satisfaction of the executing nurse in Royal Prima Marelan Hospital.

The results of the multivariate analysis, that from independent variables namely Awards, Achievement, Supervision, Responsibility, which allegedly affect job satisfaction the most influential is the variable of responsibility with a $p\text{-value} < 0.05$. The OR value obtained is 7,516, meaning a high sense of responsibility, has a 7,516 times chance of affecting the level of job satisfaction of employees at Royal Prima Marelan Hospital.

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