

## MOTIVATION AND JOB SATISFACTION ON THE PERFORMANCE OF HEALTH WORKERS AT RSIA AISYIYAH PEKAJANGAN

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### Abstract

Employee motivation and job satisfaction are important aspects in human resource management. Healthcare professionals must do their best as healthcare leaders. Therefore, it is very important to meet the needs of health workers and ensure job satisfaction. This research aims to quantify the impact of these variables and provide insights that can guide improvements in human resource strategies within healthcare organizations to enhance employee performance. This research is a quantitative research with a cross-sectional method. A sample of 127 respondents was obtained using Proportional Random Sampling. After filling in informed consent, respondents filled out motivation, satisfaction and performance questionnaires. After that, data processing and analysis was carried out using SPSS. The calculated F value is 13.212 > F table 3.92 and the sig is 0.000 < 0.05. From these results it can be said that simultaneously, the variables Motivation (X1) and Satisfaction (X2) influence the performance variable (Y). In the multiple liner regression test, the result was  $Y = 16.981 + 0.127X1 + 0.291X2 + e$ . Motivation and satisfaction have a significant effect on the performance of health workers.

**Keywords:** Motivation, Job Satisfaction, Performance, Health Workers

### Introduction

Hospital is health service unit that contribute to provide comprehensive and integrated services to the community. Hospital has authority and responsibility for maintaining public health in their work areas (Berseneva et al., 2022; Whitaker, 2010). The role of the hospital is so important that it encourages all stakeholders involved to always improve the performance and quality of their services optimally and professionally (Mulya & Meilani, 2023; Paraisu & Mulyanti, 2023). One of the important factors that supports the provision of good health services in the community are a human resource factor, in this case health workers (Health Ministry of the Republic of Indonesia, 2009)

Health workers are professions with performance that are considered vital in health services (Isnaeni et al., 2018). Performance is a work achievement, namely a comparison between real work results and set work standards (Du & Li, 2021; Mudhofar, 2021). Therefore, the hospital strives to always improve the performance of its health workers in order to achieve the goals that have been set together. Various ways can be taken to improve the performance of health workers, including by realizing an organizational culture, motivation and job satisfaction that are in line with the expectations of health workers. The low performance of health workers can be influenced by many factors, for example, such as motivational factors, job satisfaction, leadership, work climate and

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organizational culture.

The results of a preliminary study based on interviews conducted at RSIA Aisyiyah Pekajangan on 5 health workers found that they tended to have no problems as evidenced by the fact that there were only 1-2 out of 5 health workers who had problems with leadership, work climate and organizational culture at the hospital. However, they still face the problem of low work motivation because there are health workers who leave the official schedule for the reason of family interests. 3 out of 5 health workers said that work motivation in hospitals is lacking because there are no rewards for outstanding health workers. In addition, they face the problem of lack of satisfaction with professional development and continuing education because 4 out of 5 health workers stated that they were not satisfied because the salary was not suitable. And there is criticism from patients about the service that has not been maximized due to the lack of manpower in a room.

Therefore, as an organization of medical personnel, hospitals are currently required to be able to work effectively, efficiently and professionally and have a shared commitment (Berseneva et al., 2022; Sudarta et al., 2023). Based on this, the researcher wants to analyze the motivation and job satisfaction of health workers at RSIA Aisyiyah Pekajangan. This research aims to quantify the impact of these variables and provide insights that can guide improvements in human resource strategies within healthcare organizations to enhance employee performance.

### **Research Method**

This study is a quantitative research with a direct survey method without providing treatment to the respondents (Creswell & Creswell, 2018). The research will analyze the correlation using a cross sectional approach, which is a study at one time and one time data collection using several variables at once. The dependent variable was performance. The independent variables were motivation and job satisfaction.

The research location is RSIA Aisyiyah Pekajangan. The population in the study was the entire health workers at RSIA Aisyiyah in 2024 Pekajangan as many as 190. The sampling technique was Proportional Random Sampling of 127 research subjects based on Krejcie & Morgan table. Data collection used was questionnaire. The research was carried out in June 2024. This research carried out univariate analysis, multivariate analysis with using the multiple regression.

### **Results and Discussion**

Data has been collected with the title "Motivation and Job Satisfaction for the Performance of Rsia Aisyiyah Pekajangan Health Workers" from June 1, 2024 to June 7, 2024. Data collection was carried out by distributing questionnaires. The provisions to become respondents based on inclusion and exclusion criteria have been explained to all health workers at Rsia Aisyiyah Pekajangan. The inclusion criteria of respondents are health workers of productive age (15-64 years) (Pusdatin Ministry of Health, 2021), health workers who are willing to participate in the research. The respondents' exclusion criteria were health workers who were inactive.

Based on the determination of the number of samples based on the Krejcie & Morgan table. There are many popular research samples as many as 190 respondents, so the sample size used is 127 people. The results of data collection and analysis are as follows.

**Demographic data**

a. Demographic data of respondents by age

**Table 1. Respondents by Age**

| Age               | Frequency | Persentase |
|-------------------|-----------|------------|
| 20 - 30 years old | 2         | 1.6        |
| 31 - 40 years old | 121       | 95.3       |
| 41 - 50 years old | 4         | 3.1        |
| Total             | 127       | 100.0      |

From the table above, based on age, it is known that respondents with the age of 20-30 years are 2 (1.6%), 31-40 years old are 121 (95.3%) and 41-50 years are 4 (3.1%).

b. Demographic data of respondents by gender

**Table 2. Respondents by Gender**

| Gender | Frequency | Percentage |
|--------|-----------|------------|
| Male   | 18        | 14.2       |
| Female | 109       | 85.8       |
| Total  | 127       | 100.0      |

Based on the gender in the table above, it is known that respondents with male gender are 18 (14.2%) and female as many as 109 (85.8%).

c. Demographic data of respondents based on length of work

**Table 3. Respondents by Length of Work**

| Age     | Frequency | Percentage |
|---------|-----------|------------|
| < 5 yrs | 22        | 17.3       |
| > 5 yrs | 105       | 82.7       |
| Total   | 127       | 100.0      |

Based on the known occupation of respondents with the length of work in the table above, it is known that respondents with a working period of < 5 years are 22 (17.3%) and > 5 years are 105 (82.7%)

**Normality Test Results**

**Table 4. Normality Test Results**

| Model   | Unstandardized Residual |
|---|-------------------------|
| N   | 127                     |
| Test Statistic                                | .073                    |
| Asymp. Sig. (2-tailed) <sup>c</sup>           | .091d                   |
| Monte Carlo Sig. (2-tailed) <sup>e</sup> Sig. | .486                    |

From the table above, the Asymp value is known. Sig. (2-tailed)<sup>c</sup> of 0.091 and Monte Carlo Sig. (2-tailed)<sup>e</sup> of 0.486 > 0.05 from these results can be interpreted that the data used in the regression model have normal distributed residuals.

**Linearity Test Results**

**Table 5. Linearity Test Results**

| Variable         | Sig. Deviation (Linierit) | Sig. | Result      | Conclusion |
|------------------|---------------------------|------|-------------|------------|
| Motivation       | 0.985                     | 0,05 | Sig > Alpha | Linier     |
| Job Satisfaction | 0.626                     | 0,05 | Sig > Alpha | Linier     |

Based on the data in Table 19 above, the results of the linearity test that the ANOVA calculation obtained a Sig value, in the Deviantion from linearity line of the

Motivation variable (X1) obtained a Sig value, of  $0.985 > 0.05$  (Alpha), the Satisfaction variable (X2) obtained a Sig value, of  $0.626 > 0.05$  (Alpha). Thus it can be concluded that of all the independent variables greater than Alpha (0.05), it can be concluded that the data states that the independent variable has a relationship with the dependent variable or a linear regression model.

### **Multicollinearity Test Results**

**Table 6. Multicollinearity Test Results**

| Variable         | Collinearity Statistics |       |
|------------------|-------------------------|-------|
|                  | Tolerance               | VIF   |
| Motivation       | .975                    | 1.025 |
| Job Satisfaction | .975                    | 1.025 |

From the table above, it is known that the tolerance and VIF values in the variables of Work Motivation and Job Satisfaction are  $0.975 > 0.1$  and  $1.025 < 10$ . From these results, it can be interpreted that there is no multicollinearity or there is no similarity between independent variables.

### **Multiple Linear Regression Test Results**

**Table 7. Multiple Linear Regression Test Results**

| Model            | Unstandardized Coefficients |                  | T Test |      |
|------------------|-----------------------------|------------------|--------|------|
|                  | B                           | Std. Error       | T      | Sig. |
| (Constant)       | 16.981                      | (Constant)       |        |      |
| Motivation       | 0.127                       | Motivation       | 2.062  | .041 |
| Job Satisfaction | 0.291                       | Job Satisfaction | 4.326  | .000 |

From the table above, the multiple linear regression equation is obtained as follows:

$$Y = 16.981 + 0.127X_1 + 0.291X_2 + e.$$

From the equation it can be explained as follows:

- 1) It is known that the constant value is 16.981, this means that if the variables of Work Motivation (X1) and Job Satisfaction (X2) are fixed or do not increase, then the Performance (Y) value is 16.981.
- 2) The value of the regression coefficient in the Work Motivation variable (X1) is 0.127. This means that if the variable of Work Motivation (X1) experiences an increase of one unit with the record of the variable Job Satisfaction (X2) remaining, the Performance variable (Y) will increase by 0.127. In the Work Motivation variable (X1), it is known that the calculated t value is  $2.062 > t$  table 1.979 and sig.  $0.041 < 0.05$ . From these results, it can be interpreted that the Work Motivation variable (X1) has a positive and significant effect. Work Motivation (X1) has a positive and significant effect on the performance variable (Y).
- 3) The regression coefficient value in the Job Satisfaction variable (X2) is 0.291. This means that if the Job Satisfaction variable (X2) experiences an increase by one unit with the record of the Job Motivation variable (X1) remaining, the performance variable (Y) will increase by 0.291. In the Job Satisfaction variable (X2), it is known that the calculated t value is  $4.326 > t$  table 1.979 and sig. by  $0.000 < 0.05$ . From these results, it can be interpreted that the Job Satisfaction variable (X2) has a positive and significant effect on the performance variable (Y).

**F Test**

**Table 8. F Test Results**

| <b>F</b> | <b>Sig.</b>       | <b>Result</b> |
|----------|-------------------|---------------|
| 13.212   | .000 <sup>b</sup> | Significant   |

It is known that the F value of the table in this study is where  $N = 127$  and  $K = 2$ . It was 3.92. From the table above, it is known that the F value is calculated as 13.212 > the F table is 3.92 and sig. by  $0.000 < 0.05$ . From these results, it can be said that simultaneously or together the variables of Job Motivation (X1) and Job Satisfaction (X2) have an effect on the performance variable (Y).

**Determination Coefficient Test**

**Table 9. Determination Coefficient Test Results**

| <b>R</b> | <b>R Square</b> | <b>Result</b>    |
|----------|-----------------|------------------|
| .419a    | .162            | Strongly related |

From the table above, it is known that the R value is 0.419, the value is in the range of 0.41-0.7 (Sujarweni & Endaryanto, 2012). This means that the variables of Job Motivation (X1) and Job Satisfaction (X2) have a strong relationship with the performance variable (Y). It is also known that the value of R square is 0.162 or  $0.162 \times 100 = 16.2\%$ . It can be said that the total contribution given by the variables of Work Motivation (X1) and Job Satisfaction (X2) to Performance (Y) is 17.1%. While the remaining 83.8% were affected by Sedangkan sisanya 83,8% dipengaruhi oleh other variables outside the variables studied.

**Discussion**

Research on "motivation and job satisfaction on the performance of health workers at RSIA Aisyiyah Pekajangan" was carried out in June 2024 at RSIA Aisyiyah Pekajangan. The research design used is analytical research with a cross sectional approach where the method of collecting data related to independent variables and dependent variables is carried out at one time.

**1) Analysis of Work Motivation Affects Health Worker Performance**

The results of the analysis of the research data showed that most of the respondents had work motivation to improve their performance. Based on the statistical test, the calculated t value was obtained  $> 2.062$  t table 1.979 and the sig was  $0.000 < 0.05$ . From these results, it can be interpreted that "Ha1" is acceptable, which means that Work Motivation partially exerts an influence on health workers.

The results of the study show that motivation has an effect on performance, meaning that the higher the level of motivation for work of health workers, the higher their performance level will be, and conversely, the lower their motivation, the lower their performance level will decrease. This result is in accordance with the opinion of Alhakami (2018) who states that motivation is an encouragement for a person to do work, and if employees have a strong drive from within themselves or a drive from outside of themselves, employees will be encouraged to do something well and ultimately produce good performance, and vice versa.

Based on research conducted by Arif et al. (2019) which states that work motivation plays an important role in the performance of health workers. Every individual who is able to choose a good work motivation will be able to adapt well

and quickly. Good self-adjustment if individuals or in this case health workers are able to achieve satisfaction, overcome problems, frustrations, and also conflicts. Good work motivation is very important in the environment of health workers has the meaning of as an individual, they have a high willingness and ability to solve an existing problem.

## **2) Job Satisfaction Affects Health Worker Performance**

Based on the results of the analysis of the research data, it was shown that respondents had Job Satisfaction to improve their performance. Based on statistical tests, the calculated t-value was obtained at  $4.326 > t$ , table 1.979 and sig at  $0.000 < 0.05$ . From these results, it can be interpreted that  $H_{a2}$  is acceptable, which means that Job Satisfaction partially exerts an influence on health workers.

The results of the study show that job satisfaction affects performance, meaning that if the level of Job Satisfaction is higher, the performance of the health workers tends to be higher and vice versa, the lower their job satisfaction, the lower their performance level will decrease. High levels of Job Satisfaction can reduce negative impacts in hospitals such as stress, burnout, depression, and anxiety. This result is in accordance with Aduo-Adjei et al. (2016) which states that Job Satisfaction has an important role in improving the performance of individuals and organizations, in this case hospitals.

According to Baljoon et al. (2018), job satisfaction felt by health workers, both with appropriate salaries, work in accordance with skills, and relationships with superiors are well established, which is reflected in employees' positive attitudes towards work and everything faced in the work environment. On the other hand, if job satisfaction is not achieved, it can have a bad effect on the hospital, it can be in the form of laziness, negligence, and strikes.

## **3) Work Motivation and Job Satisfaction Simultaneously Affect the Performance of Health Workers**

From the results of the research data analysis test, it was shown that simultaneously or together the variables of Job Motivation and Job Satisfaction had an effect on the performance variables. This can be seen in the F statistical test that the F value is calculated as  $13.212 > F$  table is 3.92 and the sig is  $0.000 < 0.05$ . From these results, it can be interpreted that  $H_{a3}$  can be accepted which means both Job Motivation and Job Satisfaction can have an influence on the workforce.

Based on the results of the study, it is known that motivation and job satisfaction simultaneously have a significant effect on the performance of health workers. This shows that motivation and job satisfaction are very decisive in increasing the work of health workers as resource assets in hospitals. Therefore, hospitals as health worker organizations should always pay attention to policies and have businesses that can cause health workers to be motivated and good job satisfaction so that they can improve their performance.

The relationship between Job Motivation and Job Satisfaction is in line with Santoso and Sholikha (2023) statement that Job Motivation is able to increase the level of Job Satisfaction. The existence of a positive influence means that if the work motivation is high, then the job satisfaction will also be high. And vice versa. Work Motivation is one of the sources of Job Satisfaction to fight stress. Health workers who are active in using Work Motivation when stress is high are more likely to succeed in dealing with stress and it shows that the individual has good Job Satisfaction.

## Conclusion

The effect of work motivation on the performance of health workers at RSIA Aisyiyah Pekajangan was obtained with a regression coefficient value in the Work Motivation variable (X1) of 0.127. This means that if the variable of Work Motivation (X1) experiences an increase of one unit with the record of the variable Job Satisfaction (X2) remaining, the Performance variable (Y) will increase by 0.127. In the Work Motivation variable (X1), it is known that the calculated t value is  $2.062 > t$  table 1.979 and sig.  $0.041 < 0.05$ . From these results, it can be interpreted that the Work Motivation variable (X1) has a positive and significant effect on the performance variable (Y).

The effect of job satisfaction on the performance of health workers at RSIA Aisyiyah Pekajangan was obtained with a regression coefficient value in the Job Satisfaction variable (X2) of 0.291. This means that if the Job Satisfaction variable (X2) experiences an increase by one unit with the record of the Job Motivation variable (X1) remaining, the performance variable (Y) will increase by 0.291. In the Job Satisfaction variable (X2), it is known that the calculated t value is  $4.326 > t$  table 1.979 and sig. by  $0.000 < 0.05$ . From these results, it can be interpreted that the Job Satisfaction variable (X2) has a positive and significant effect on the performance variable (Y).

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