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# Cross-Sectional Study of Work Motivation, Job Satisfaction, and Nurse Performance at Tanduale Regional General Hospital Bombana Regency

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### ABSTRACT

**Introduction:** Nurse performance is one of the key determinants of hospital service quality. In Regional General Hospital Tanduale, Bombana Regency, the issue of delayed salaries and high workloads may influence work motivation, job satisfaction, and ultimately performance. This study aims to Cross-Sectional Study of Work Motivation, Job Satisfaction, and Nurse Performance at Tanduale Regional General Hospital, Bombana Regency.

**Method:** This study applied a quantitative approach with a cross-sectional design, conducted from June to July 2025. The population was 122 nurses, with a minimum sample size of 94 respondents determined using the Slovin formula. Total sampling was applied based on inclusion criteria. Data were collected through structured questionnaires and analyzed using Path Analysis with Partial Least Squares Structural Equation Modeling (PLS-SEM) through Smart PLS.

**Result:** The results showed that extrinsic motivation had a significant effect on job satisfaction ( $\beta = 0.469$ ;  $p = 0.041$ ) and nurse performance ( $\beta = 0.735$ ;  $p = 0.004$ ). Meanwhile, intrinsic motivation did not significantly affect either job satisfaction ( $\beta = 0.325$ ;  $p = 0.149$ ) or nurse performance ( $\beta = -0.010$ ;  $p = 0.962$ ). Job satisfaction also did not significantly influence nurse performance ( $\beta = 0.211$ ;  $p = 0.401$ ) and did not act as a mediating variable.

**Conclusion:** The study concludes that extrinsic motivation such as salary, incentives, recognition, and supportive work conditions is the dominant factor influencing both job satisfaction and nurse performance.

### Introduction

Hospitals are socio-economic institutions with the primary responsibility of providing comprehensive health services to the community.

The quality of hospital services is largely determined by the performance of human resources, particularly nurses, who represent the largest group of health professionals and play a

direct role in delivering nursing care. However, various challenges remain, including a shortage of nurses, low job satisfaction, unfavorable work environments, and declining work motivation.<sup>[1]</sup>

Nurse performance is a critical factor in determining the quality of hospital services. Previous studies indicate that performance is influenced by motivation, job satisfaction, work environment, and organizational factors.<sup>[2]</sup> Both intrinsic and extrinsic work motivation have been shown to be strongly associated with job satisfaction and performance.<sup>[3]</sup> Conversely, job dissatisfaction may lead to higher turnover, absenteeism, and a decline in service quality.<sup>[4]</sup>

At the international level, studies reveal variations in nurse job satisfaction across countries. Factors such as financial incentives, supportive supervision, career development, and a positive work climate are considered key determinants of job satisfaction and performance.<sup>[5]</sup> According to national health reports, job satisfaction among health workers in Indonesia remains moderate to low, particularly related to workload, compensation, and career development opportunities.<sup>[6]</sup> The Ministry of Administrative and Bureaucratic Reform also reported that more than 42% of nurses in regional hospitals expressed dissatisfaction with their working conditions, leading to high turnover rates and reduced optimal performance.<sup>[7]</sup> Similar conditions are also observed in Southeast Sulawesi Province, especially in Bombana Regency, where health worker distribution is relatively adequate in total numbers but uneven across districts

Tanduale Regional General Hospital serves as the main referral hospital in Bombana Regency, employing 305 health workers, including 122 nurses of health services.<sup>[8]</sup> However, in November 2024, the hospital faced a severe crisis when all health workers staged a three-day strike due to unpaid salaries for six consecutive months. This event disrupted hospital operations and reflected weaknesses in human resource management, particularly in compensation and reward systems. Compared to Bombana's total population of approximately 160,650 people, the ratio indicates that each nurse at Tanduale Regional Hospital is theoretically responsible for serving more than 1,000 residents, suggesting a substantial workload burden that can significantly influence motivation, job satisfaction, and performance.<sup>[8]</sup>

Previous studies highlight that work motivation, both intrinsic and extrinsic, has a strong and significant influence on job satisfaction and performance. Conversely, job dissatisfaction can lead to absenteeism, high turnover, and decreased service quality.<sup>[9]</sup> Nevertheless, limited research has specifically examined how motivation and job satisfaction interact to affect nurse performance in the context of regional hospitals such as Tanduale Regional Hospital, where unique challenges such as strikes, workload disparities, and delayed compensation exist.

This condition highlights the need for a scientific study to analyze these relationships and provide evidence-based recommendations for improving hospital management policies. The purpose of this study is to analyze the relationship between work motivation, job satisfaction, and nurse performance at Tanduale Regional General Hospital, Bombana Regency.

## Method

This study used a quantitative cross-sectional design to analyze the relationship between work motivation, job satisfaction, and nurse performance. The study was conducted at Tanduale Regional General Hospital, Bombana Regency from June to July 2025. The population consisted of 122 nurses, and the sample was determined using total sampling, with inclusion criteria being: (1) nurses working at Regional General Hospital Tanduale, (2) having at least one year of service, and (3) willing to participate. Based on Slovin's formula, the minimum required sample was 94. Data were collected using structured questionnaires and analyzed with Path Analysis using PLS-SEM with SmartPLS software.

## Result

Based on the table shown, this study reveals the mechanism of the influence of work motivation on nurse performance through job satisfaction, with substantial explanatory power, namely  $R^2 = 0.787$  for nurse performance and  $R^2 = 0.536$  for job satisfaction. The model shows that extrinsic work motivation has a dominant influence on job satisfaction ( $\beta = 0.469$ ;  $p = 0.041$ )

compared to intrinsic work motivation ( $\beta = 0.325$ ;  $p = 0.149$ ), indicating that external factors such as salary, rewards, and working conditions have a stronger impact on shaping nurses' job satisfaction than internal factors such as a sense of responsibility and self-development.

Path analysis shows that job satisfaction does not have a significant effect on nurse performance ( $\beta = 0.211$ ;  $p = 0.401$ ), so that the role of job satisfaction as a mediator between work motivation and nurse performance was not statistically confirmed. These findings indicate that improvements in nurse performance are more directly influenced by extrinsic motivation ( $\beta = 0.735$ ;  $p = 0.004$ ) than by improvements in job satisfaction. In terms of indicators, nurse performance is most strongly explained by indicator Z9 (loading = 0.928), followed by Z10 (0.895) and Z5 (0.851), reflecting that interprofessional collaboration, the ability to establish partnerships with patients and families, empathy, and patient-centered care are the main dimensions in assessing nurse performance. Meanwhile, job satisfaction is most strongly shaped by indicators Y9 (loading = 0.844) and Y8 (0.780), indicating that salary delays and compliance with SOPs are important factors that contribute to satisfaction and comfort at work.

Based on the findings, it can be concluded that extrinsic motivation is the dominant factor that significantly influences both job satisfaction and nurse performance at Tanduale Regional

General Hospital. Factors such as compensation, incentives, recognition, and supportive working conditions were proven to be the main drivers of improved nurse performance. This highlights the importance of external aspects of human resource management in maintaining the quality of hospital services

In contrast, intrinsic motivation did not show a significant effect on either job satisfaction or performance, nor did job satisfaction have a direct impact on nurse performance.<sup>[10]</sup> This indicates that although nurses may possess internal drive, external conditions such as reward systems, welfare, and work environment play a more decisive role in determining their productivity. In other words, when basic needs and fair recognition are not fulfilled, intrinsic motivation alone is insufficient to enhance performance optimally.<sup>[11]</sup>

Furthermore, the mediation analysis revealed that job satisfaction does not mediate the effect of either extrinsic or intrinsic motivation on nurse performance.<sup>[12]</sup> This suggests that performance improvement is more effectively achieved through the direct fulfillment of extrinsic factors, without relying on job satisfaction as an intermediary. Therefore, hospital management strategies should prioritize providing fair compensation, performance recognition, and a conducive work environment as strategic steps to improve nurse performance at Tanduale Hospital.

**Tabel 1.**  
**Results of CFA Test on Constructs Between Variables**

No.	Relationship Between Variables	Original Sampel (O)/ $\beta$	Sampel Mean (M)	Standard Deviation (STDEV)	T Statistics (O/STDEV)	P Values
<b>Direct Effect</b>						
1	Extrinsic Motivation (Xe) → Job Satisfaction (Y)	0,469	0,597	0,229	2,044	0,041
2	Extrinsic Motivation (Xe) → Nurse Performance (Z)	0,735	0,631	0,254	2,889	0,004
3	Intrinsic Motivation (Xi) → Job Satisfaction (Y)	0,325	0,233	0,225	1,442	0,149
4	Intrinsic Motivation (Xi) → Nurse Performance (Z)	-0,010	0,089	0,205	0,048	0,962
5	Job Satisfaction (Y) → Nurse Performance (Z)	0,211	0,197	0,250	0,841	0,401
<b>Indirect Effect (Mediation)</b>						
1	Extrinsic Motivation (Xe) → Job Satisfaction (Y) → Nurse Performance (Z)	0,099	0,133	0,177	0,559	0,576
2	Intrinsic Motivation (Xi) → Job Satisfaction (Y) → Nurse Performance (Z)	0,068	0,047	0,077	0,885	0,376

## Discussion

The findings of this study emphasize the crucial role of extrinsic motivation in influencing job satisfaction and nurse performance at Tanduale Regional General Hospital. The results show that extrinsic motivation has a significant and dominant effect ( $\beta = 0.735$ ;  $p = 0.004$  and  $\beta = 0.469$ ;  $p = 0.041$ ), indicating that factors such as salary, incentives, recognition, and supportive working conditions are the main drivers of improved performance. This is in line with previous research at Andhika Hospital, South Jakarta, which found a highly significant relationship between extrinsic work motivation and nurse job satisfaction, with  $p = 0.000$ . Nurses with high extrinsic motivation were 6.9 times more likely to experience job satisfaction compared to those with low motivation. Extrinsic factors included incentives, supervision, and a supportive work environment.<sup>[13]</sup> Similarly, a study conducted at Permata Bunda Hospital in Medan reinforced these findings, showing that supervision, incentives, and interpersonal relationships were significant extrinsic motivation variables influencing the performance of inpatient nurses. Regression test results demonstrated significant p-values for

supervision ( $p = 0.006$ ), incentives ( $p = 0.001$ ), and interpersonal relationships ( $p = 0.019$ ), underscoring the importance of extrinsic motivation in enhancing nurse performance.<sup>[14]</sup>

Further analysis also showed that intrinsic motivation did not have a significant effect on either job satisfaction or nurse performance at Tanduale Regional General Hospital, with a path coefficient of  $\beta = 0.325$ ,  $p = 0.149$  for job satisfaction, and  $\beta = -0.010$ ,  $p = 0.962$  for nurse performance. The p-values greater than 0.05 indicate that these relationships are not statistically significant.

These results are consistent with the other study, which found that the dominant determinants of job satisfaction were workload, supervisor relationships, and the availability of training.<sup>[15]</sup> Intrinsic motivation, such as the sense of meaningfulness at work, did not have a significant impact when job stress and task burden were not addressed.<sup>[16]</sup> Similarly, Al-Abdali et al. reported that leadership support, workload management, and team cohesion were the strongest predictors of nurse job satisfaction, while intrinsic motivation and personality factors played only secondary roles, particularly when the work environment was unsupportive.<sup>[17]</sup> Thus, although intrinsic

motivation may have a positive orientation, its impact is limited if working conditions and organizational systems are not conducive.<sup>[18]</sup>

Another important finding is that job satisfaction did not have a significant effect on nurse performance ( $p = 0.401$ ) and was unable to mediate the relationship between work motivation and performance. This indicates that performance improvement is more effectively achieved directly through extrinsic motivation rather than through job satisfaction as an intermediary. A previous study conducted at Jayapura Regional General Hospital stated that job satisfaction, together with organizational support, simultaneously had a positive effect on nurse performance, explaining about 21.7% of the variance in performance. However, without strong organizational support, the influence of job satisfaction on performance tends to decrease significantly.<sup>[19]</sup> Furthermore, social environmental factors and a supportive work culture can strengthen the positive relationship between job satisfaction and performance. The absence of these elements may weaken or render the relationship insignificant.<sup>[20]</sup>

## Conclusion

Overall, these findings emphasize that to improve nurse performance, hospital management needs to prioritize extrinsic factors through fair compensation, timely salary payments, reward systems, and a supportive work environment. Addressing these issues is crucial not only to enhance nurse motivation and performance but also to ensure patient safety and the long-term quality of hospital services.

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