

Original Research

The Relationship Between Work Motivation, Job Satisfaction, and Turnover Intention in Nurses



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Article Info	Abstract
<p>Article history: Received: 29 May 2023 Accepted: 29 July 2023</p>	<p><i>Introduction:</i> Nurses who have good work motivation can influence the increase in nurses' job satisfaction so that it can reduce nurses' turnover intention. This study aims to analyze the relationship between work motivation, job satisfaction, and turnover intention in nurses at Klungkung Hospital.</p> <p><i>Methods:</i> This study used a correlational research design with a cross-sectional approach. The sample used was 139 nurses with a stratified random sampling technique. The inclusion criteria in this study were: Associate nurses who work at Klungkung Hospital. The correlation test was carried out to analyze the relationship between the two research variables with numerical data types, while the multivariate analysis used in this study was Partial Least Square.</p> <p><i>Results:</i> Correlation test results show work motivation with job satisfaction has a strong and positive relationship ($r = 0.623$ and $p = 0.0005$), work motivation with turnover intention has a weak relationship and negative pattern ($r = -0.035$ and $p = 0.680$) and job satisfaction with turnover intention shows a moderate relationship, and has a negative pattern ($r = -0.252$ and $p = 0.003$). The results of the PLS analysis show that work motivation is related to job satisfaction ($t = 12.0422$), work motivation is related to turnover intention ($t = 2.3796$), and job satisfaction is related to turnover intention ($t = 4.0125$).</p> <p><i>Conclusion:</i> Work motivation has a good impact on increasing job satisfaction and decreasing nurses' turnover intention. Future researchers should examine more of these factors that affect turnover intention.</p>
<p>Keywords: nurses, job satisfaction, turnover, work motivation</p>	

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INTRODUCTION

Health institutions will always try to improve the performance of nurses to achieve institutional goals. Important organizations retain nurses with good competence and skills. The aspect that needs to be considered is that nurses get job satisfaction in carrying out their duties [1]. Job satisfaction is an individual feeling that differs from one person to another and is influenced by the standard values that apply to him. If a job is valued higher than one's wishes, then satisfaction with the job will be higher. Indicators in measuring job satisfaction are the work itself, salary, promotions, supervision, and co-workers [2].

Job satisfaction is related to the level of employee turnover. Employees who are satisfied with their jobs will last longer with their bosses, while employees who are dissatisfied tend to show high turnover rates [3]. This is supported by research by Masum, et al. (2016), with the research title "Job Satisfaction and Intention To Quit: An Empirical Analysis Of Nurses In Turkey". The results of this study indicate that there is a negative relationship between job satisfaction and turnover intention. In this case, if employee job satisfaction is high, the employee turnover rate will be low [4].

Turnover is a condition when an Employer stop being a member of the organization. Turnover can be detrimental if an organization loses employees who are productive and have unique competencies [1]. High turnover intention grabs the company's attention because it can disrupt the company's operations, increase costs in the

recruitment process as well as lost opportunity costs because new employees have to learn new skills [5]. In addition, losses are also felt by employees who are still working, they are likely to feel lost because they have to part with their previous co-workers [3].

Reducing the turnover rate can be done to provide work motivation for nurses. Based on existing empirical studies, there is a relationship between motivation, job satisfaction, and turnover intention. Research conducted by Kosi et al. (2015) on 203 high school teachers in Tamale Metropolis, Ghana found that motivation can affect teachers' job satisfaction and reduce turnover intention [6]. Another study was also conducted by Ananto, et al. (2016) which examined the effect of motivation on job satisfaction and turnover intention in Kumon course teachers in Bali and Lombok. The results of this study indicate 1) motivation has a positive and significant effect on job satisfaction, 2) job satisfaction has a negative and significant effect on turnover intention, 3) motivation has a negative and significant effect on turnover intention, and 4) motivation has a negative and significant effect on turnover intention through job satisfaction [7]. This study aims to analyze the relationship between work motivation, job satisfaction, and turnover intention in nurses at Klungkung Hospital.

METHODS

The research design used in this study was a correlational research design with a cross-sectional approach [15]. The variables

examined in this study were work motivation as the independent variable, while job satisfaction and turnover intention as the dependent variables.

The population in this study were all staff nurses at Klungkung Hospital, namely 212 nurses. This type of sampling uses probability sampling with a stratified random sampling technique. The number of samples obtained was 139 nurses who were distributed evenly and proportionally in 12 areas [16]. Inclusion criteria are general characteristics that are accessible to research subjects in a target population [17]. The inclusion criteria in this study were: Associate nurses who work at Klungkung Hospital. Associate nurse who worked for at least 1 year. Nurses who were willing to be respondents. Exclusion criteria are eliminating/excluding research subjects who have met the inclusion criteria in a study. The exclusion criteria in this study were:

1. The nurse who is the head nurse at the Klungkung Hospital.
2. The associate nurse who was on leave at the time of the study.
3. Nurses undergoing sanctions as a result of disciplinary actions.

The instrument uses a questionnaire that has previously been tested for validity and reliability. The questionnaire consists of four parts namely; Part A contains questions about the characteristics of nurses, Part B contains statements about nurse motivation, Part C contains statements about nurse job satisfaction, and Part D contains statements about nurse turnover intention.

Data analysis techniques using univariate analysis and bivariate analysis

were carried out to analyze two variables that were suspected to be related or correlated [15]. The bivariate analysis used in this study was the correlation test. The correlation test was carried out to analyze the relationship between the two research variables with numerical data types [18], while the multivariate analysis used in this study was Partial Least Square (PLS). PLS can simultaneously carry out two tests simultaneously, namely: 1) the measurement model used to carry out validity and reliability tests and 2) the structural model used to carry out causality tests (hypothesis testing with predictive models) [19]. Ethical approval for conducting the study was received from the ethical committees of the STIKES BINA HUSADA BADUNG BALI with number: 253/EA/KEPK-BUB-2020.

RESULTS

The Relationship Between Work Motivation and Job Satisfaction

In the results of the analysis above, the value of $r = 0.623$ and $p = 0.0005$ was obtained. These results indicate that the relationship between work motivation and job satisfaction shows a strong relationship and has a positive pattern, meaning that the higher the work motivation, the job satisfaction of nurses will increase. Statistical test results showed that there was a significant relationship between work motivation and nurse job satisfaction.

The Relationship Between Work Motivation and Turnover Intention

In the results of the analysis above, the value

of $r = -0.035$ was obtained, and the value of $p = 0.680$. These results indicate that the relationship between work motivation and turnover intention shows a weak relationship and has a negative pattern, which means that the higher the work motivation, the nurses' turnover intention will decrease. Statistical test results showed that there was no relationship between work motivation and nurse turnover intention.

The Relationship Between Job Satisfaction and Turnover Intention

In the results of the analysis above, the value of $r = -0.252$ was obtained, and the value of $p = 0.003$. These results indicate that the

relationship between job satisfaction and turnover intention shows a moderate relationship and has a negative pattern, which means that the higher the job satisfaction of nurses, the nurses' turnover intention will decrease. Statistical test results showed that there was a significant relationship between job satisfaction and nurse turnover intention.

Multivariate Analysis

The next stage was to test the structural model. At this stage the goal was to determine the influence of variables. This test used a comparison of the t test (t-test), if the calculated T value was greater than t table, $t\text{-value} > 1.96$ means the test was significant.

Table 1
Cross-tabulation of Work Motivation and Nurse Job Satisfaction

Variables	n	Corelation Value (r)	P value
Work Motivation	139	0,623	0,0005
Job Satisfaction	139		

Table 2
Cross-tabulation of Work Motivation and Nurse Turnover Intention

Variables	n	Corelation Value (r)	P value
Work Motivation	139	-0,035	0,680
Turnover intention	139		

Table 3
Cross-tabulation of Job Satisfaction and Turnover Intention of Nurses

Variables	n	Corelation Value (r)	P value
Job Satisfaction	139	-0,252	0,003
Turnover intention	139		

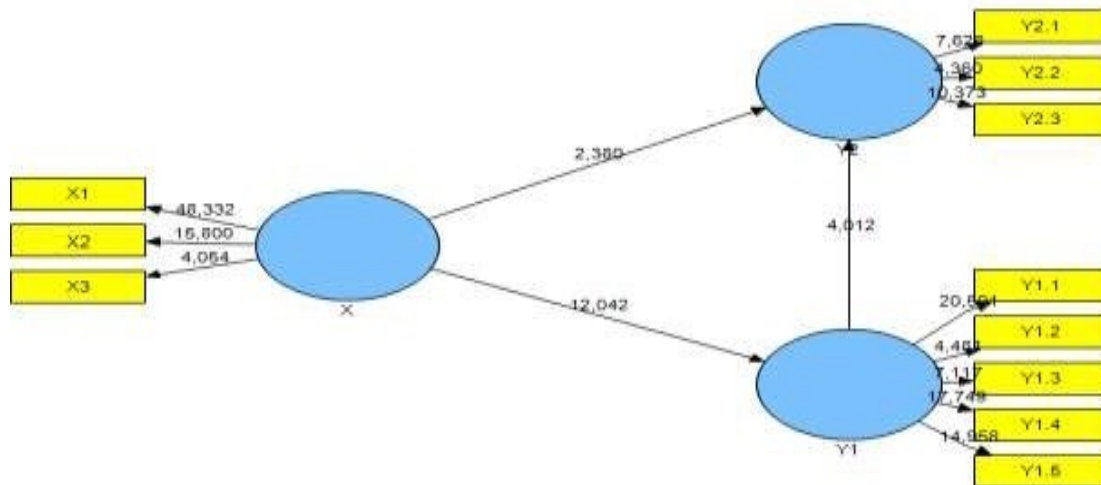


Figure 1. Structural Model

Table 4

Calculation Results of the T Test (T-Test) on the Relationship Between Work Motivation, Job Satisfaction, and Turnover Intention in Nurses

	Statistic	Interpretation
Work Motivation -> Job Satisfaction	12,0422	Significant
Work Motivation -> Turnover Intention	2,3796	Significant
Job satisfaction -> Turnover Intention	4,0125	Significant

DISCUSSION

Job satisfaction happens when employees feel like they have a stable job, room to grow in their career, and a good mix between work and personal life. If the motivation of employees were done perfectly, this will increase employee loyalty, reduce conflict and enhance relationships and it will further increase employee turnover and improve the relationship among the workforce which will encourage teamwork which will lead to maximum job satisfaction. One of the efforts to ensure the job satisfaction of nurses is

through increasing motivation by paying attention to and recognizing the dedication of implementing nurses and paying attention to infection control and discomfort due to the use of IPC (Zhang, Meng, et al. 2020) [23].

Based on several journals reviewed, job satisfaction is influenced by several factors, both from personal elements and from the scope of work. Sari, Erita Yuliasesti Diah, et al. (2022) [24] stated in their book that the internal element is a positive self-evaluation related to psychological resilience and refers to individual feelings about one's ability to be able to control the environment and the

impact caused by the environment. Based on a study by Lyu, et al., stated that psychological resilience and organizational identity have a significant relationship with nurse work engagement, energy, concentration, and dedication ($P < 0.01$) [25]. The term "organizational identity" suggests that members of an organization share a common identity with the organization in a variety of ways, such as their thoughts and actions. The negative aspects of work and organization impact nurses' levels of work motivation. In the event that nurses have support from their leaders while coping with hardships, their energy, feeling of devotion, also as occupation fulfillment will increment; subsequently, they will be more focused and dynamic as hypothesized by the persuasive theory [26]. Consequently, it is essential for nursing managers to advance the improvement of their leadership as well as the work environment with optimism and self-efficacy, and to enhance nurses' work motivation by strengthening their organizational identity [27].

In addition, work motivation is influenced by social support from colleagues, job feedback, expertise, autonomy, and opportunity. This was also conveyed by Sahir, Syafrida Hafni, et al. (2022) [28] in a book entitled "Leadership and Organizational Culture" where Schaufeli & Bakker (2003) stated that employee involvement is shaped by three aspects, namely vigor (strength, enthusiasm), dedication (playing a full role in the progress of the organization/company), absorption (ability to enjoy the work being done).

The job satisfaction of nurses varies from one nurse to another, as well as in the process, nurses also have different motivations in doing their work. The approach that can be taken to motivate nurses' work is through the employee engagement approach. It was also stated that apart from being influenced by emotional factors, job satisfaction was also influenced by other factors such as nurse engagement or employee engagement (Schaufeli, et al., 2002 in Hardianto, et al. 2021) [22]. In addition, the job satisfaction of nurses are also influenced by several factors such as peer relations, supervision/supervision, salary, and promotion (Damanik, et al 2020) [20].

Motivation is the factor that most influence individual behavior and satisfaction, where the level of individual motivation will affect all aspects of organizational performance. Yanti, et al. (2020) [21] in their journal said that the majority of nurses had a good performance. Nurses who are motivated to work well are often associated with implementing the use of appropriate IPC and compliance with hand washing to avoid the COVID-19 virus. Based on this statement, it can be shown that work motivation affects nurse satisfaction, meaning that if work motivation is high, nurse satisfaction is also high and if work motivation is low, nurse satisfaction is also low.

In addition, job satisfaction is also influenced by factors such as motivation, education, abilities, skills and knowledge, work environment, leadership, work relations, and salary. Based on several articles that have been reviewed, age is also one of the

factors that affect job satisfaction with a high level of involvement occurring in women.

The implication of nursing practice in this study is for increasing the awareness of nursing managers that work motivation is important in determining job satisfaction. With this awareness, of course, there will be efforts made to improve job satisfaction to decrease turnover intention.

LIMITATION

This study has several limitations. The factor affecting both job satisfaction and turnover intention is too complex. This study cannot explain all the factors in detail. Therefore, the author is looking forward to verifying the study result by doing further research on the interaction of each factor. There were still several factors that had not been widely intervened in the implementation of nurses' turnover intention, so further research is needed to find out how the theory of work motivation is applied to find out the job satisfaction of nurses.

CONCLUSION

Good work motivation has an impact on increasing nurses' job satisfaction. Good work motivation has no impact on reducing nurses' turnover intention. However, in the Partial Least Square (PLS) test, when work motivation, job satisfaction, and turnover intention are included in one model, work motivation is related to turnover intention. Good job satisfaction has an impact on reducing nurses' turnover intention.

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CONFLIC OF INTEREST

The authors declare that they have no financial or personal relationships that may have inappropriately influenced them in writing this article.

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