Intrinsic Motivation on The Nurses Performance In General Hospital of Labuang Baji Makassar

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Abstract : The main factor that affecting the performance of health workers is their motivation in working. The study aimed to analyze the impact of intrinsic motivation on the nurses performance in Inpatient of General Hospital Labuang Baji Makassar. Mixed methods designs have been used to combine quantitative and qualitative approaches with cross sectional study design. The population of the study consisted of all nurses executor in inpatient which amounts to 130 peoples. The sampling technique in this research was *accidental sampling* amounts to 108 peoples. The data were collected through questionnaires and an in-depth interview guide. There were 14 informants which consisted of chief of nursing unit, head of nursing room, nurses team leader, nurses and patient. Data were analyzed with Chi-Square and logistic regression test by using SPSS 20 software. The results showed that there was an effect of achievement (p=0,002), recognition (p=0,002) and responsibility (p=0,038) on the nurses performance. The results of logistic regression analysis shows that achievement is the most affected variable on the nurses performance in Inpatient of General Hospital Labuang Baji Makassar. Furthermore, all of intrinsic motivation variables that affect on the nurses performance need to be considered and used as a benchmark in the future policy making in hospital institutions.
Keywords : intrinsic motivation, nurses performance, inpatient.

Introduction

The largest health human resources in the hospital is the nurse which number and needs are the most among all of health workers such as doctors, midwives, etc, because nurses provide services to the patients for 24 hours [1]. So, the role of the nurses becomes the determinant in improving the quality of health services in the hospital. Nurses must be able to compete professionally. Nurses having big contribution in achieving hospital performances. Therefore, the quality of nurses will enhance professionalism on an ongoing basis [2].

Based on the complex job and function of nurses, the hospital needs professional human resources in performing the main job and function as the responsibilities of nurses in serving patients [3]. Motivation talks about how to encourage nurse morale, to be willing to work by providing the optimall capability and expertise to achieve organizational goals [4]. Basically, hospitals not only expect nurses or health workers who are capable and skilled, but also the most important is they want to work harder, discipline and having desire to achieve the optimal results. The greater motivation of nurses, the higher performance will be achieved as well. Whereas, the lower workload of nurses, the performance of nurses will be more better. [5].

The General Hospital of Labuang Baji Makassar is a class B non-teaching hospital and belongs to province government, which is a referral hospital from district. One of the indicators to assess the efficiency of services performance in General Hospital of Labuang Baji is by looking at the value of Bed Occupancy Rate (BOR). Achievement level of BOR in the General Hospital of Labuang Baji fluctuated and decreased in 2014-2016. Take a look in 2014, indicator of bed efficiency BOR reached 44.74%. In 2015 increased 46.78% and drastic decreased in 2016 with value 29.18%. BOR data in General Hospital of Labuang Baji hasn't yet reached the ideal BOR standard of the Ministry of Health Republic of Indonesia with value 60% to 85%. In addition, number of patient visits in Inpatient of General Hospital Labuang Baji has fluctuated or unstable in the last three years where the number of visited has increased from 11,542 visited in 2014 to 12,199 visited in 2015. In 2016, the number of patient visits drastic decreased with 7,419 visited. Decreasing BOR and patient visits in the hospital shows that the services provided by health workers were not maximal.

Previous research has been done by [6] in Pakistan, the result shows that motivation is the key tools for improved employee performance and job satisfaction. Employee performance and job satisfaction would be attained when an individuals is motivated to ensure effort by his or her personal determination. This study is supported by the results of previous research by [7] in Egypt, showed that Performance appraisal had a highly significant positive impact on nurses' intrinsic motivation and nurses' work outcomes. This study also indicated that nurses' intrinsic motivation had a highly significant positive relationship with nurses' work outcomes. Another study was also been done by [8], showed that there is a significant influence of intrinsic motivation: achievement, responsibility, opportunity to move forward and recognition on the nurses performance. In addition, the study condected by [9], showed that intrinsic motivation factors are considered more important compared to extrinsic motivational factors.

Previously, some of research has studied about intrinsic motivation. But the research is mostly done using quantitative or qualitative methods only and yet not many researchers who studied mixed method. Based on several research studies, theories about the intrinsic motivation, the researcher is interested to study about intrinsic motivation on the nurses performance in General Hospital Of Labuang Baji Makassar. The study aimed to analyze the effect of intrinsic motivation on the nurses performance in Inpatient of General Hospital Labuang Baji Makassar.

Materials and Methods

Location and Study Design

The study was conducted at General Hospital Of Labuang Baji Makassar. The type of study was mixed method with cross sectional study design. Mixed method is combining or linking quantitative and qualitative methods [10]. Quantitative and qualitative data are collected at the same time and analyzed to complete each other [11].

Population and Sample

The population in study consisted of all nurses executor in Inpatient of General hospital Labuang Baji which amounts to 130 peoples. The sampling technique in this research was *accidental sampling* amounts to 108 peoples**.**

Data collection Methods

1. Quantitative

Primary data were collected by the researcher using questionnaires on respondent identity and item questions about the research variables. Secondary data obtained from the documents related institutions namely General Hospital of Labuang Baji Makassar.

2. Qualitative

The data were colected by in-depth interiew to 14 informants which consisted chief of nursing unit, head of nursing room, nurses team leader, nurses and patient. The researcher as an instrument (human instrument) of data collection by using an in-depth interview guide. Data were also collected by using voice recording devices with prior approval from informants.

Interviews data in the form of voice recording processed to be manual transcription, prepared and typed into written form Microsoft Word program. Then coding to determine categories and themes based on facts told by the research informants. Interpretation the meaning of the public perception theme conveyed in the narrative and equipped with excerpts of the interview. The process to ensure the validity of the findings in this study was conducted by source triangulation.

Data analysis

Data analysis in this study are univariate, Bivariate and Multivariate analysis. Univariate analysis conducted to shows the characteristics of all respondents which presented by frequency distribution tables. Bivariate analysis conducted to find out the effect of each dependent variable and independent variable by using Chi-Square test with interval confidence 95% and $\alpha = 0.05$. Multivariate analysis, conducted to find out which variables are the most effected on the nurses performance.

Results

Characteristics of Respondents

Table 1 shows the characteristics of all respondents by gender, age, last education, employment status and salary. Based on the characteristics of gender, most of respondent were woman as many as 103 respondents (95.4%) and men were 5 respondents (4.6%). Most respondents age group 20-39 years as many as 86 respondents (79.6%) and the lowest were ≥ 40 years as many as 22 respondents (20.4%). The last education shows that most respondents were graduated from College (Bachelor's degree and Ners) as much as 80 respondents (74.1%). And the lowest were graduated from Nurse Academy (Diploma) as many as 28 respondents (25.9%). Employment status shows that the most respondent were civil servants as many as 77 respondents (71.3%) and the lowest were non civil servants as many as 31 respondents (28.7%). The characteristics of nurses salary shows that the most respondent get more than $\geq$ \$167.9066 as many as 83 respondents (76.9%) and respondents who get salary less than < \$167.9066 as many as 25 respondents (23.1%).

Table 1: Characteristics of Respondents

Characteristics of Respondents	Category	Frequency	
		n	**%**
Gender	Man	5	4.6
	Woman	103	95.4
	Total	**108**	**100**
Age	20 – 39 year	86	79,6
	≥40 year	22	20,4
	Total	**108**	**100**
Last Education	Nurse Academy (Diploma D3, D4)	28	25,9
	College (Bachelor's degree, Ners)	80	74,1
	Total	**108**	**100**

Employment Status	Civil Servant	77	71.3
	Non Civil Servant	31	28.7
	Total	**108**	**100**
Salary	$\geq$\$167.9066	83	76.9
	<\$167.9066	25	23.1
	Total	**108**	**100**

Source: Primary Data, 2018

Table 2: Univariat Analysis Distribution of Respondents Based on Assessment of Achievement, Recognition and Responsibility in Inpatient of General Hospital Labuang Baji Makassar

Variables	n	%
Achievement		
Good	102	94.4
Not Good	6	5.6
Total	**108**	**100**
Recognition		
Good	89	82.4
Not Good	19	17.6
Total	**108**	**100**
Responsibility		
Good	105	97.2
Not Good	3	2.8
Total	**108**	**100**

Source: Primary Data, 2018

Table 2 shows that 108 total of nurses, respondents with good achievement were 102 respondents (94.4%), respondents with good recognition were 89 respondents (82.4%) and respondents with good responsibility were 105 respondents (97.2%).

1. Achievement

Table 3 shows that 102 respondents who rated good for achievement, there were 9 respondents (8.8%) who rated nurses performances are low and 93 respondents (91.2%) rated nurses performances are high. From 6 respondents who rated achievement not good, there were 4 respondents (66.7%) who rated nurses performance are low and 2 respondents (33.3%) rated that nurses performances are high, with significance rate = 0.002 (p< 0,05).

Table 3: Bivariat Analysis The Effect of Achievement, Recognition and Responsibility on The Nurses Performance in Inpatient of General Hospital Labuang Baji Makassar 2018

Variables	Nurses Performance				Total		Statistic Test
	High		Low				
	n	%	n	%	n	%	
Achievement							
Good	93	91.2	9	8.8	102	100.0	*p*=0.002
Not Good	2	33.3	4	66.7	6	100.0	
Pengakuan							
Good	83	93.3	6	6.7	89	100.0	*p*=0.002
Not Good	12	63.2	7	36.8	19	100.0	
Tanggung Jawab							
Good	94	89.5	11	10.5	105	100.0	*p*=0.038
Not Good	1	33.3	2	66.7	3	100.0	

Source: Primary Data, 2018

2. Recognition

Table 3 shows that 89 respondents who rated good for recognition, there were 6 respondents (6.7%) who rated nurses performances are low and 83 respondents (93.3%) rated nurses performances are high. From 19 respondents who rated recognition not good, there were 7 respondents (36.8%) who rated nurses performance are low and 12 respondents (63.2%) rated that nurses performances are high, with significance rate = 0.002 (p< 0,05)

3. Responsibility

Table 3 shows that 105 respondents who rated good for responsibility, there were 11 respondents (10.5%) who rated nurses performances are low and 94 respondents (89.5%) rated nurses performances are high. From 3 respondents who rated responsibility not good, there were 2 respondents (66.7%) who rated nurses performance are low and 1 respondents (33.3%) rated that nurses performances are high, with significance rate = 0.038 (p<0,05).

Table 4 shows that equation the final model of logistic regression is to determine the variable of intrinsic motivation that most affected on the nurses performance by looking the highest value of Exp (B). The highest is in the achievement variable which 143,846 times on the nurses performance in Inpatient of General Hospital Labuang Baji Makassar, with significance rate = 0.001.

Table 4: Multivariat Analysis The Results of Logistic Regression Analysis Test on The Effect of Achievement, Recognition and Responsibility on The Nurses Performance in Inpatient of General Hospital Labuang Baji Makassar 2018

Variabel		B	S.E	Wald	df	Sig.	Exp (B)
Step 1ª	Achievement	4,818	1,896	6,460	1	0,011	123,717
	Recognition	0,203	1,312	0,024	1	0,877	1,225
	Responsibility	4,127	1,839	5,033	1	0,025	61,970
	Constant	-21,283	5,564	14,630	1	0,000	0,000
Step 2ª	Achievement	4,969	1,727	8,274	1	0,001	143,846
	Responsibility	4,530	1,377	10,825	1	0,004	92,742
	Constant	-20,986	5,377	15,234	1	0,000	0,000

Source: Primary Data, 2018

Discussion

This study was combining or linking quantitative and qualitative research method, which is data were collected at the same time and analyzed to complete each other.

1. Achievement

The results showed that the achievement has a significant effect on the nurses performance in Inpatient of General Hospital Labuang Baji Makassar, with significance rate 0,002 (p<0,05). Most of respondents rated good for the nurses achievement. The reason is because of respondents perceive that the capability of nurses in providing health care services to patients was good enought. Nurses have their own skills and have been trained and experienced (RP, SR, AS, NS, IB, ANZ, HA, YS). The quotes of interview presented with Indonesian and English.

"...Kemampuan perawat dalam memberikan pelayanan kepada pasien sudah bagus. Perawat memiliki keterampilannya masing-masing dan semuanya sudah berpengalaman"(NS, 36 years old).

"... The skill of nurses in giving health care services to the patient is good. The nurses having their each skill and all of them was experienced" (NS, 36 years old).

In addition, nurses have working based on the standard operating procedures (SOP) because nursing is relating to human life. Therefore, it shouldn't be carelessly because it will become a problem, so it must be in

appropriate with implementation procedures (RP, SR, NS, ANZ, HA, YS). The quotes of interview presented with Indonesian and English.

"...Pekerjaan sudah sesuai SOP. Karena keperawatan berhubungan dengan nyawa manusia, jadi tidak boleh asal-asalan, harus sesuai dengan standar prosedur pelaksanaan yang ada" (SR, 39 years old).

"...Yes, we have working with SOP. Nursing is relating to human life, so it shouldn't be carelessly and must be in appropriate with implementation procedures (SR, 39 years old).

This result was in line with research conducted by [12]. The study showed that needs of achievement has the second largest influence variables on the employee performance. This means that, the higher of the employees motivation on the needs of achievement will hence the higher performance that generated by the employees. The performance of nurses will impact the quality of service provided that create the optimal of patient satisfaction. According to [13], the main ways of maintaining patient satisfaction by providing higher quality services consistently.

2. Recognition

The results showed that recognition has an effect on the nurses performance in Inpatient of General Hospital Labuang Baji Makassar, with significance rate 0,002 (p<0,05). Most of respondents rated good for the recognition. The reason is because of the leaders giving nurses trainings and funded by the hospital as a support to improve nurse performance. (RP, SR, AS, HS, AN, NS, ANZ, HA, YS). The quotes of interview presented with Indonesian and English.

"...Iya saya pernah mengikuti pelatihan dari rumah sakit seperti pelatihan BTCLS, PPI, MPKP dan pelatihan manajemen keperawatan. Pelatihan tersebut dibiayai oleh rumah sakit" (HA, 38 years old).

"...I've been followed the trainings which is funded by the hospital, such us training of Basic Trauma Cardiac Life Support, Prevention of Infectious Diseases, professional nursing practice model, and nursing management training" (HA, 38 years old).

According to study conducted by [14], shows that much effort and support is needed to keep the workforce motivated in order to maintain and further improve job performance. However, Table 3 shows that there were 19 nurses who claim not good for recognition. The reason is because the desire of nurses were not appropriate with the support that they accepted by the leader, so that the nurse's motivation is low and also their performance becomes low. The nurses needs other supports like incentives (IB, VR). The quotes of interview presented with Indonesian and English.

"...Sikap pimpinan dalam memberikan dukungan kepada perawat baik. Namun, dukungan tersebut hanya sebatas kalimat tidak disertai dengan pemberian uang" (IB, 58 years old).

"...The leader support to nurses was good. But, the support just only by the sentences not accompanied by the incentives (IB, 58 years old).

This result agreed with other study conducted by [15] [16]. There were a positive effect of the recognition on the nurse's performance due to nurse skill and capability in working, so that the nurse is respected and rewarded by others, not only nurses fellow, but also the leaders and the head of the nurses room [16]. This study in line by Peterson dan Plowman theory, that there were *"the desire for recognition"*, means that desire for recognition, respect and social status, is the last kind of needs that drives people to work [17]. However, the results of the study were quite different has been done by [18]. The results showed that there were no effect o recognition on the nurses performance either perceived by the nurse or based on observations.

3. Responsibility

The results showed that responsibility has an effect on the nurses performance in Inpatient of General Hospital Labuang Baji Makassar, with significance rate 0,038 (p<0,05). Most of respondents rated good for the responsibility. The reason is because most of nurses has been responsible for the work that given to them. such as not procrastinating their job (RP, AS, HS, AN). The quotes of interview presented with Indonesian and English.

"Perawat bertanggung jawab penuh dalam menyelesaikan pekerjaan dan mendokumentasikannya serta tidak menunda-nunda karena dituntut untuk segera diselesaikan. Setelah pekerjaan selesai perawat segera menulis dilembar implementasi karena akan ada evaluasi" (AS, 38 years old).

"...Nurses takes full responsibility in completed and documented their job and does not procrastinate as it is required to be completed immediately. After the job is complete the nurse should writes the implementation sheet because there will be an evaluation" (AS, 38 years old).

The result of that interview was reinforced by one of the informants who was the patient which is hospitalizing in Inpatient of General Hospital Labuang Baji, showed that nurses responsibility was good. Nurses quickly to respond when needed and did not procrastinate (FU, DM, HM). The quotes of interview presented with Indonesian and English.

"...Iya, perawat cepat tanggap bila dibutuhkan. Segera datang jika dipanggil pasien dan melayani dengan cepat. Contohnya, kemarin tiba-tiba anakku menggigil dan perawat dengan segera datang memeriksanya, perawat disini bagus" (DM, 42 years old).

"...Yes, nurses quickly to respond when in need. Coming immediately if calling by the patients and giving service immediately. For example, yesterday my daughter suddenly shivered and the nurse immediately came to checked it, the nurse here is good" (DM, 42 years old).

However, Table 3 shows that there were 3 respondents who lack of responsibilities because there are nurses still doubt in taking the risk when mistakes caused by the nurses (IB, HA). The quotes of interview presented with Indonesian and English.

"...Karena semua tindakan yang dilakukan dirumah sakit dibawah tanggung jawab rumah sakit, jadi rumah sakit yang menanggung resikonya. Namun, yang membuat kesalahan tetap akan diberi sanksi berupa teguran" (IB, 58 years old).

"...Because all of nursing actions in the hospital under the responsibility of the hospital, so the hospital should have bear the risk. However, those who making a mistake will be give sanctions in the form of reprimand" (IB, 58 years old).

This results agreed with other study conducted by [15], [19] showed that responsibility has a positif effect on the nurses performances. However, the results of the study were different has been done by [18], [20], showed there were no an effect of responsibility on the nurses performance.

Based on the multivariate test results by using logistic regression showed the variable of intrinsic motivation that most affected on the nurses performance is achievement with 40,557 times to the performance of nurses than the other variables in Inpatient of General Hospital Labuang Baji Makassar, with significance rate = 0.001. This indicates that, the higher intrinsic motivation of nurses on the needs of achievement will be hence the higher performance that generated by the nurses.

Conclusions and Recommendations

Based on the research that has been done, the results showed that there was an effect of achievement (p=0,002), recognition (p=0,002), and responsibility (p=0.038) on the nurses performance. The result of logistic regression analysis showed that achievement is the most affected variable on the nurses performance in Inpatient of General Hospital Labuang Baji Makassar. Furthermore, all of intrinsic motivation variables that affect on the nurses performance need to be considered and used as a benchmark in future policy making in hospital institutions.

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