

The Effect of Compensation, Work Motivation and Work Environment on Job Satisfaction of Hospital Nurses

Agusta Dian Ellina^{1*}, Sultan², Made Mahaguna Putra³

^{1,2} Institut Ilmu Kesehatan STRADA Indonesia

³ Sekolah Tinggi Ilmu Kesehatan Rustida

*Corresponding author: agustadian85@gmail.com

ABSTRACT

Background: Nursing as part of hospital services has an integral role that contributes to determining the overall quality of services. In order to improve the quality of hospital services, efforts are needed to improve the quality of nursing services.

Purpose: This study aims to determine the influence of compensation, work motivation and work environment on job satisfaction of Jayapura Hospital Inpatient Room Nurses. **Methods:** This study uses primary data which uses questionnaires and interviews with 186 nurses as a sample from the total number of 350 nurses at Jayapura Hospital. In this study, the researcher used quantitative analysis, multiple linear regression analysis and determination coefficient analysis with the help of SPSS version 23

Results: The results of the study obtained using the T-test and F-test partially showed that the variables of compensation, work motivation and work environment had a significant effect on the job satisfaction of nurses in the inpatient room of Jayapura Hospital. Meanwhile, simultaneously, the three variables, namely compensation, work motivation, and work environment, have a significant effect on the job satisfaction of nurses in the inpatient room of Jayapura Hospital.

Conclusion: Simultaneously, compensation, work motivation, and work environment have a positive and significant effect on the job satisfaction of inpatient nurses at Jayapura Hospital.

Keywords: compensation, job satisfaction, nurse, work environment, work motivation

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BACKGROUND

Management is a basic science that must be possessed in running and developing an organization (Fani et al., 2022). Management can be defined as a process that involves planning, organizing, directing, and controlling human, material, and financial resources in achieving organizational goals that have been set and mutually agreed. In a further sense, management is the process of using resources effectively to achieve predetermined goals or the effective use of resources to achieve goals (Juhji et al., 2020).

The main goal of management is to try to ensure the effective and efficient allocation of available resources to achieve the desired results (Afandi, 2018). Therefore, nursing as part of hospital services has an integral role that contributes to determining the overall quality of service. In order to improve the quality of hospital services, efforts are needed to improve the quality of nursing services. Nursing is a form of professional service provided by nurses to clients or patients. Nurses not only focus on the medical aspect, but also pay attention to the psychological, emotional, and social aspects of the client. Nursing has a humanistic approach, which means that nurses view clients as unique individuals with needs and values that need to be respected. Nurses strive to establish an empathetic and respectful relationship with clients, and strive to provide holistic and client-centered care. In the context of hospitals, nurses also play a role in interdisciplinary teams that work closely with doctors, therapists, and other medical personnel in terms of integrated and comprehensive services to patients. Collaboration and coordination between nurses and other health team members is essential in achieving optimal outcomes for patients.

Compensation is everything that is given to employees in exchange for good performance (Lamingrum, 2017). Compensation can be defined as all forms of remuneration that employees receive as appreciation in some form of their services or performance in a company or organization. Compensation can be in the form of physical and non-physical rewards given to individuals as a form of appreciation for the performance carried out (S. P. M. Hasibuan, 2008). One of the many benefits of compensation to employees is to produce job satisfaction and will also make employees maximize their performance (Adawiah et al., 2022). Appropriate and adequate compensation is able to influence employees' perception of the rewards they receive for their contributions and efforts in their work. Motivation plays an important role in influencing employee performance.

Motivation can be described as an internal state that contributes to an individual's actions, strives to achieve goals, and achieves his goals. When employee motivation is high, their morale is higher, focused, and hard work while carrying out their work tasks (Mathis & Jackson, 2012). Changes in employee motivation can positively affect aspects of performance in the work process. Work motivation is an internal drive that influences employee behavior to achieve goals and increase productivity. Employees or employees who have high motivation tend to perform better (Wuwungan et al., 2020).

Compensation along with work motivation are two important things that can improve employee performance. In addition, compensation can also affect job satisfaction (Mathis & Jackson, 2006). The attention given to employees and the effort to understand their needs, wants, and expectations can have a positive effect on employees, especially in terms of job satisfaction. When employees are given attention, appreciated, and noticed by management, they tend to feel more satisfied with their work. When an organization or employer pays good attention and understands the individual needs of employees, they are more likely to feel valued, recognized, and supported in achieving their personal and professional goals.

Low motivation can result in a decrease in employee morale and performance. The motivation aspect is a vital factor in achieving the success of an organization, both

individually and in groups (Indriyani, 2022). Motivation is simply a factor that triggers individuals to initiate and carry out a series of human behavior processes in order to achieve set goals. This encouragement is the basis for a person's work spirit in starting and completing tasks in accordance with their responsibilities. Motivation plays a role in arousing the individual's willingness to work and provides a foundation for efforts to achieve the goals that have been set. (Isnainy & Nugraha, 2019).

Some of the internal factors that can hinder the progress of nurses to work and play a professional role are low nurse confidence, lack of knowledge and motivation to conduct research on nursing studies, low salary standards, and still lack of nurses who serve as leaders in health institutions (Nursalam, 2014). Self-doubt can affect a nurse's ability to make decisions and deal with complex situations. A lack of self-confidence can also hinder the development of nurses' professional skills and abilities. Knowledge and motivation that are still minimal to conduct research on nursing studies is important in improving nursing practice. This can hinder the development of the role of nurses in providing evidence-based services.

Low salary standards and incentives make nurses not encouraged to excel, so that it can reduce the motivation of nurses in carrying out their duties and developing themselves professionally. In addition, the lack of nurses serving as leaders in health institutions can hinder the influence and contribution of nurses in strategic decision-making and policy development that supports the development of nurses' professional roles.

Another factor that can provide job satisfaction to nurses is the availability of a conducive work environment. The work environment includes all objects around employees that have an influence on the tasks carried out (Wijaya & Susanty, 2017). The work environment can be identified into two forms, namely the physical and non-physical environment. This factor is important because the environment has the potential to affect the psychology of an employee, which ultimately determines the performance they will produce. (Wijaya & Susanty, 2017).

The work environment can have both negative and positive effects. In nurses, this can lead to deterioration of services provided, increased negligence, increased hospital operating costs and worsened the reputation of the hospital. A good work environment will make employees comfortable at work, without any limitations in work between employees, and employees can focus on work so as to create high performance (Rahma, 2019).

Job satisfaction is one of the things that can be a factor in increasing the performance of nurses which has an impact on contributing to improving hospital performance (Gordaa & Ngurah, 2013). Job satisfaction is generated through attitudes related to work and more specific things, such as salary, counseling, stability, job security, opportunities in career development, job evaluation in accordance with policies, workplace relations, and better attention from leaders (As'ad, 2010).

Jayapura Hospital is a type B and education referral hospital, the number of personnel in the Emergency and Inpatient Installation, contract nurses is 196 while ASN nurses are 154 for a total of 350 nurses. The results of observation show that there are still nurses who lack enthusiasm for work due to compensation, two-month contract employees have not been paid, incentives (BPJS services, Covid 19 services in 2022, and medical services) have not been paid for the last seven months. For ASN, salaries and TPP (Additional Income Improvement) are smooth, only services have not been paid.

In February 2023, the researcher interviewed a nurse, in the inpatient room of Jayapura Hospital. The researcher found that each nurse's room felt dissatisfied with incentives and special services for contract workers' salaries. Some nurses explain the

mismatch between the remuneration/services and the workload they perform. This condition makes nurses not optimal in their work, which has an impact on care services. This can be seen from the presence of nurses who are not on time, sometimes the reason is that there is no transfer money. And the results of the interview with the head of the room that according to the service schedule they make each shift, especially the afternoon and night shifts are two to three nurses per shift, but the reality now is that nurses sometimes serve in the afternoon and evening when they enter the service is one nurse. This condition made contract nurses/doctors choose to hold a press conference in the media on October 17, 2022 on the issue of compensation, this greatly affects work motivation, work environment and job satisfaction of nurses in service. The work environment is very ineffective in service with the development and after the earthquake many buildings are unsuitable, cracked and defended very dangerous that can occur. Little by little, the building is not settled. so that nurses are not comfortable working.

The Director of Jayapura Hospital and the management of Jayapura Hospital must find a solution, This is very disruptive to service to patients. Although the additional budget of the APBD does not have a special contract worker. The Jayapura BLUD fund can overcome this, even though it is not fully paid so that services return to normal.

In early January 2023, the director of Jayapura Hospital decided that the reduction in the salaries of contract workers was far from the Regional Minimum Wage, and some health workers, especially nurses, were terminated from their contracts, while incentive services had not yet been decided when they would be paid. This causes nurses to be dissatisfied and less enthusiastic in their work and low commitment to their duties. One of the underlying factors is the existence of a dimension of compensation, namely compensation that is not smooth. In addition to affecting compensation, motivation and the environment also affect the job satisfaction of nurses from the phenomenon that occurred at Jayapura Hospital, it can be seen that the decline in nurses' work motivation is caused by compensation factors.

OBJECTIVE

This study aims to analyze the effect of compensation, work motivation, and work environment on job satisfaction of nurses in the inpatient room of Jayapura Hospital.

METHODS

This research is a crosssectional research. One hundred and eighty-six nurses were randomly enrolled in the study. The number of respondents was obtained based on the formula of the size of the slovin sample with a nurse population of 350. The independent variables in this study were compensation, work environment and work motivation while the dependent variables were nurses' job satisfaction. The instrument used in this study is a questionnaire. Data analysis uses linear regression with SPSS. This research has been approved by the Health Research Ethics Commission of IIK STRADA.

RESULTS

Characteristics of Research Respondents

The characteristics of the sample taken in this study include Gender, age, level of nurse education, Employment Status and Period/length of employment. Independent variables include compensation, work motivation and work environment. Meanwhile, the dependent variable includes nurses' job satisfaction. Univariate analysis was carried out to see the frequency distribution of nurse characteristics and the frequency distribution of independent variables (compensation, work motivation and work environment) as well as

dependent variables (nurse job satisfaction) in the inpatient room of Jayapura Regional General Hospital.

Table 1. Characteristics of nurses

Gender	Frequency	Percentage (%)
Laki-laki	67	36.02%
Wanita	119	63.97%
	186	100%
Age	Frequency	Percentage (%)
18-25 year	33	17.74 %
26-35 year	42	22.58%
36-45 year	68	36.55%
46-50 year	28	15.05%
51-56 year	15	8.06%
	186	100%
Education level	Frequency	Percentage (%)
Diploma 3 Nursing	144	77.41%
Diploma 4 Nursing	12	06.45%
Bachelor of Nursing	29	15.59%
Master of Nursing	1	0.53%
	186	100%
Employment Status	Frequency	Percentage (%)
State Civil Apparatus	79	42.47
Contract	107	57.53
	186	100%
Working Period	Frequency	Percentage (%)
1-5 year	83	44.62%
6-10 year	78	41.93%
11-20 year	14	07.52%
21-25 year	11	05.91%
	186	100%

Based on the data in table 4.1, it can be seen that 67 respondents (36.02%) are male, 119 respondents are female (63.97%). The results of the study can be seen that 33 respondents aged 18-25 years (17.74%), respondents aged 26-35 years as many as 42 people

(22.58%), respondents aged 36-45 years as many as 68 people (36.55%), respondents aged 46-50 years as many as 28 people (15.05%), respondents aged 51-56 years as many as 15 people (8.06%). There were 144 respondents with D3 education (77.41%), 12 respondents with S1 education (6.45%) while 1 person with S2 education (0.53%). Respondents with ASN status were 79 people (42.47%), respondents with contract status as many as 107 people (57.53%) The results of the research in table 1 stated that respondents with a working period of 1-5 years were 83 people (44.62%), respondents with a working period of 6-10 years were 78 people (41.93%), respondents with a working period of 11-20 years were 14 people (7.52%), respondents with a working period of 21-25 years were 11 people (5.91%).

Table 2. Multiple Linear Regression Test Results

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	-6.238	5.305		-1.176	.241
Kompensasi	.369	.076	.321	4.832	.000
Motivasi Kerja	.332	.135	.198	2.453	.015
Lingkungan Kerja	.312	.101	.234	3.088	.002

Table 2 explains that the value of the constant (α) of -6.238 has a negative meaning which implies that if the variables of Compensation, Work Motivation, and Work Environment are considered fixed, then the value of Y will be -6.238. The regression coefficient for the Compensation variable (X1) is 0.369, which means that if the compensation value increases by one unit assuming the other independent variables are fixed, then job satisfaction will increase by 0.369. The regression coefficient for the variable Work Motivation (X2) is 0.332, indicating that if work motivation increases by one unit by considering other independent variables remaining, then job satisfaction will increase by 0.332. The regression coefficient for the Work Environment variable (X3) is 0.312, indicating that if the work environment increases by one unit assuming the other independent variables remain fixed, then the job satisfaction of nurses will increase by 0.312.

Compensation (X1) Testing on Nurses' Job Satisfaction (Y): The first hypothesis states that Compensation (X1) has a significant effect on nurses' Job Satisfaction (Y). Based on the SPSS output table in the "*Coefficients*" section, the Significance value (Sig) for the Compensation variable is 0.000, which is smaller than the significance level of 0.05. Therefore, it can be concluded that the alternative hypothesis (H1) is accepted and the null hypothesis (Ho) is rejected. This means that there is a significant influence between Compensation (X1) and Nurse Job Satisfaction (Y). Testing of Job Motivation (X2) on Nurses' Job Satisfaction (Y): The second hypothesis states that Job Motivation (X2) has a significant effect on Nurses' Job Satisfaction (Y)., based on the SPSS output table in the "*Coefficients*" section, it is found that the Significance value (Sig) for the Job Motivation variable is 0.015, which is smaller than the significance level of 0.05. Therefore, it can be concluded that the alternative hypothesis (H2) is accepted and the null hypothesis (Ho) is rejected. This shows that there is a significant influence of Work Motivation (X2) on the Job Satisfaction of nurses (Y). Testing of Work Environment (X3) on Nurses' Job Satisfaction (Y): The third hypothesis states that Work Environment (X3) has a significant effect on nurses' Job Satisfaction (Y). Based on the SPSS output table, it is found that the Significance value (Sig) for the Work Environment variable is 0.002, which is smaller than the

significance level of 0.05. Therefore, it can be concluded that the alternative hypothesis (H3) is accepted and the null hypothesis (Ho) is rejected. This means that there is a significant influence between the Work Environment (X3) and the Job Satisfaction of nurses (Y). Thus, the results of the analysis show that Compensation (X1), Work Motivation (X2) and Work Environment (X3) have a significant influence on nurses' Job Satisfaction (Y).

DISCUSSION

The Effect of Compensation on Job Satisfaction of Nurses in the Inpatient Room of Jayapura Hospital

Based on the results of the analysis that has been carried out through the T Test mechanism, the results are obtained that compensation has a significant effect on job satisfaction. This can be seen in the T-count value of 6,084 > the T-table value of 1,973 which means that compensation has a significant effect on the job satisfaction of inpatient room nurses at Jayapura Hospital. So that appropriate compensation according to nurses will increase the value of nurses' job satisfaction. Compensation can be an added value in improving performance which will ultimately make nurses feel satisfied in carrying out their obligations as nurses.

The compensation policy that has been carried out by the Jayapura Hospital so far is quite good, this can be seen from the answers of respondents analyzed through SPSS with significant results affecting the job satisfaction of inpatient room nurses. In the results of the cross-tabulation analysis, data can be obtained that the compensation variables for all categorical variables such as age, education, gender, employment period and employment status show that the majority of respondents tend to answer yes and strongly agree with a percentage of more than 60%. The results of this crosstab analysis show that inpatient room nurses consider that the compensation they receive while working at Jayapura Hospital is able to make them feel quite satisfied, but the compensation payer is not on time. However, there are also some nurses who feel that their compensation is not enough and cause dissatisfaction in their work. Of course, this can be a reference for the management of Jayapura Hospital in taking policies related to the provision of nurse compensation.

The results of this study are in line with several studies conducted by previous researchers. For example, research from Hernita Eka Talashina & Ngatno in 2022 entitled "The Effect of Compensation and Job Motivation on Employee Performance through Job Satisfaction as an Intervening Variable", shows that the compensation variable will partially affect the job satisfaction of a nurse. Appropriate compensation will increase nurses' job satisfaction and will have an effect on improving performance.

In addition, a study conducted by Aprinawati, Fauzia Agustini, Hilma Harmen in 2021 entitled, "The Effect of Compensation on Job Satisfaction and Its Implications for Individual Nurse Performance in Several Private Hospitals in Medan City", also obtained the result that compensation has a positive and significant influence on nurses' job satisfaction. Providing appropriate compensation is an important factor in influencing nurses' job satisfaction.

In general, some findings from studies conducted by other studies are in line with this study, that compensation has a crucial role in influencing nurses' job satisfaction. Nurses at Jayapura Hospital feel that the compensation they have received so far is considered quite feasible and in accordance with applicable regulations.

The findings of this study can contribute to hospitals in issuing policies to increase job satisfaction through the provision of appropriate and appropriate compensation. So, this will have implications for improving nurse performance. In addition, the results of the study

stating that compensation has a significant effect on nurses' job satisfaction are findings that have important implications in the context of human resource management in the health sector. Compensation, which includes salary, benefits, and other incentives, is recognized as a key factor influencing nurses' motivation and satisfaction. In the context of nurses, where job demands are often high and responsibilities are great, the role of compensation is becoming increasingly crucial. The findings highlight the importance of paying attention to fairness in the nurse payroll system and providing incentives that are commensurate with their contributions and responsibilities. Nurses' job satisfaction is an important factor because it can affect their performance in providing quality health services to patients. High job satisfaction can increase nurses' motivation and dedication, which in turn has a positive impact on the quality of service and patient satisfaction.

The management of Jayapura Hospital through the results of this study can take a basic reference to consider adjusting compensation policies to increase nurses' job satisfaction. Efforts to provide fair and adequate compensation can not only improve nurse retention but can also help create a positive work environment. This can include revising the bonus scheme, providing more comprehensive benefits, or recognizing the special contribution of nurses in improving the quality of service.

The results of this study also show the importance of listening to the aspirations and needs of nurses in designing human resource management policies. Nurses' involvement in compensation-related decision-making processes can create stronger relationships between management and staff, creating a positive and sustainable work atmosphere. Therefore, the implementation of compensation policy changes that are responsive to these findings can be an important step in improving the welfare and performance of nurses in the health system.

The Effect of Work Motivation on Job Satisfaction of Nurses in the Inpatient Room of Jayapura Hospital

Based on the results of the analysis related to the influence of work motivation on the job satisfaction of nurses, the results were obtained that work motivation had a significant effect on the job satisfaction of nurses. This influence can be seen from the results of the T-test where the T-count value $> T$ -table is $2.453 > 1.973$. This indicates that nurses at Jayapura Hospital have good motivation so that it affects their job satisfaction. Factors that affect motivation such as appreciation and recognition of work efforts, working conditions, leadership care, work achievement achievement and the work itself are responded positively by nurses. This condition makes the inpatient room nurses at Jayapura Hospital have a good level of job satisfaction.

The results of the cross-tabulation analysis of motivational variables to the categorical variables, there were no respondents who answered disagree and strongly disagree. This shows that the work motivation indicators that are present and experienced by nurses at Jayapura Hospital are classified as good and are able to make nurses obtain job satisfaction. Several studies showed the same results as this study. Research conducted by Frankly Oktavian Palendeng, Innocentius Bernarto obtained the results that work motivation affects nurse performance (Palendeng & Bernarto, 2021). Meanwhile, Dian Ariani, et al., researched the analysis of nurses' job satisfaction factors and obtained the results that nurses' job satisfaction is positively determined by the work motivation of nurses (Ariani et al., 2020). Other research also states that job satisfaction for nurses in hospitals is closely related to the work motivation of nurses (Pramana et al., 2022). The studies that have been described and compared with the findings of this study show that work motivation is an important variable in shaping the job satisfaction of nurses in hospitals. If there are nurses who have less job satisfaction, the likely cause is the lack of things that can motivate them in providing health

services.

The results of this study and several other studies show the vital role of work motivation in determining the level of job satisfaction possessed by a nurse in the hospital. Things that are fundamental to a nurse are able to make work motivation higher, such as the involvement of nurses in medical and non-medical decision-making (Wisuda, 2019), attention from hospital management in the form of *rewards* and *punishments* (Syamsinar, 2021), to the provision of appropriate compensation (Kristianingsih et al., 2023).

In general, these findings illustrate a significant relationship between the level of motivation and the level of job satisfaction of nurses. Motivation, which can come from both intrinsic (personal satisfaction, fulfillment of needs) and extrinsic (recognition, financial incentives), has proven to be a key factor that drives nurses to be optimally involved in their work. High levels of motivation can have a positive impact on nurses' performance, including increased productivity, quality of service, and commitment to work. Good motivation can also help nurses cope with the challenges and stresses that may arise in a health work environment that is often dynamic and demanding.

The Influence of Work Environment on Job Satisfaction of Nurses in the Inpatient Room of Jayapura Hospital

Based on the results of the analysis of the influence of the work environment on the job satisfaction of nurses, the results were obtained that there was a significant influence on the job satisfaction of nurses in the inpatient room of Jayapura Hospital. A positive, supportive, and conducive work environment has been proven to be able to make nurses feel satisfied at work. Things like workspace, safety, and hygiene according to nurses are included in the good category so that they are able to make them quite satisfied in doing nursing work. The results of the study are very relevant findings and have major implications in the context of human resource management in the health sector. This study highlights that the conditions and atmosphere in the work environment have a direct impact on the job satisfaction level of nurses. An environment that is supportive, safe, and provides a sense of justice can make a positive contribution to nurses' perception of nurses' work at Jayapura Hospital.

A nurse's job satisfaction level can affect their overall well-being. A positive work environment can help reduce stress and burnout levels, as well as increase motivation and dedication to work. These findings suggest that management and leadership policies at the institutional level can have a major impact on nurses' job satisfaction. A management strategy that focuses on creating and maintaining a conducive work environment can be key to improving the well-being of nurses.

In the results of the cross-tabulation analysis, more than 50% of respondents felt that they agreed with their work environment. This informs that the work environment at Jayapura Hospital is able to stimulate nurses so that they get enough job satisfaction. However, it should be noted that there are also respondents who answered that they do not agree and strongly disagree. So it can be concluded that there are still respondents who consider that they as nurses are less motivated and have implications for dissatisfaction at work.

Research on the influence of *work-life balance* and work environment on employee job satisfaction also obtained results that the physical work environment, and non-physical work environment have a significant effect on nurses' job satisfaction (Maslichah & Hidayat, 2017). Likewise, a study entitled, "*Personal initiative and work environment as predictors of job satisfaction among nurses: cross-sectional study*", showed that the work environment was significantly associated with higher levels of job satisfaction among nurses (Kagan et al., 2021).

The findings of this study confirm that the work environment at Jayapura Hospital in

general is able to make inpatient room nurses feel approved in carrying out their daily work. This can be used as an important reference for hospital management in maintaining and increasing the job satisfaction level of inpatient room nurses at Jayapura Hospital.

CONCLUSION

Based on the research that has been carried out, several conclusions have been obtained, namely that the compensation that has been received by the inpatient room nurses at Jayapura Hospital has been able to provide job satisfaction for nurses. Nurses have good and positive work motivation so that it has implications for the creation of job satisfaction for inpatient nurses at Jayapura Hospital. The work environment at Jayapura Hospital is able to provide job satisfaction for inpatient room nurses at Jayapura Hospital. Simultaneously, compensation, work motivation, and work environment have a positive and significant effect on the job satisfaction of inpatient nurses at Jayapura Hospital.

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CONFLICTS OF INTEREST

None

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