

## **The Relationship of Work Motivation with Nurse Job Satisfaction Factors: A Systematic Review**

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### **ABSTRACT**

Work motivation determines the level of work performance. Nurse job satisfaction is believed to determine patient satisfaction which has a significant impact on the quality of work motivation and increases productivity. This review aimed to look at the relationship of work motivation with factors of job satisfaction in nurses. The methods involved: 1) used Scopus, Sage Journals, and Science Direct databases 2) journal search starts 20-25 December 2020 3) Journal search used the English Language 4) Used keywords Work Motivation, Job Satisfaction, and Factors of Job Satisfaction in Nurses 5) Used the PICOS approach. The total journals obtained were 178 and then analyzed. Fifteen corresponding journals were appropriate. Work motivation was positively related to nurse job satisfaction. Three main themes affect the work satisfaction and dissatisfaction of nurses, there are spiritual feelings, work environment factors, and work motivation. This review concludes that work motivation was the most influential factor for increasing nurse job satisfaction supported by achievement of purpose.

**Keywords:** Nurse, Jobs satisfaction, Work Motivation, Employment policy

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**BACKGROUND**

Low motivation and poor teamwork are still some of the most significant challenges in retaining health workers, especially in resource-limited settings (Fernet, 2013). Health workers working in resource-limited settings commonly cite inadequate and outdated medical resources, limited career development opportunities, lack of promotion opportunities (Bonenberger et al., 2014) and overwhelming work overload as a source of frustration and demotivation (Mutale et al., 2013). This lack of motivation manifests in widespread absenteeism and a high attrition rate among health workers (Greenspan et al., 2013).

Work motivation is the fulfilment of positive and continuous affective motivation (Pohl & Galletta, 2017). Work motivation is a person's commitment to involving the role of self and concern for work both physically, knowledge, and emotionally. Work motivation was achieved when individuals were able to managed their workload well, so that job satisfaction will be achieved maximally (Pohl & Galletta, 2017). Individuals can achieve the best performance when involved in their work (Maslach & Leiter, 1997).

Work motivation in the nurse context was focused on improving patient-centered quality of self. Work motivation in improving nurses' quality of work still needs to be done to improve the quality of individuals, teams and health organizations (Pohl & Galletta, 2017). The previous studies results found that the involvement of nurses can have a positive impact on such as enthusiasm, energy, and happiness (Bakker & Bal, 2010). Work motivation in nurses was proven to increased job satisfaction (Bakker & Bal, 2010). Thus, nurses must have high work motivation, so they will feel job satisfaction as a result of their dedication to work. This study aimed to determine the relationship of work motivation with the factors that influence job satisfaction in nurses.

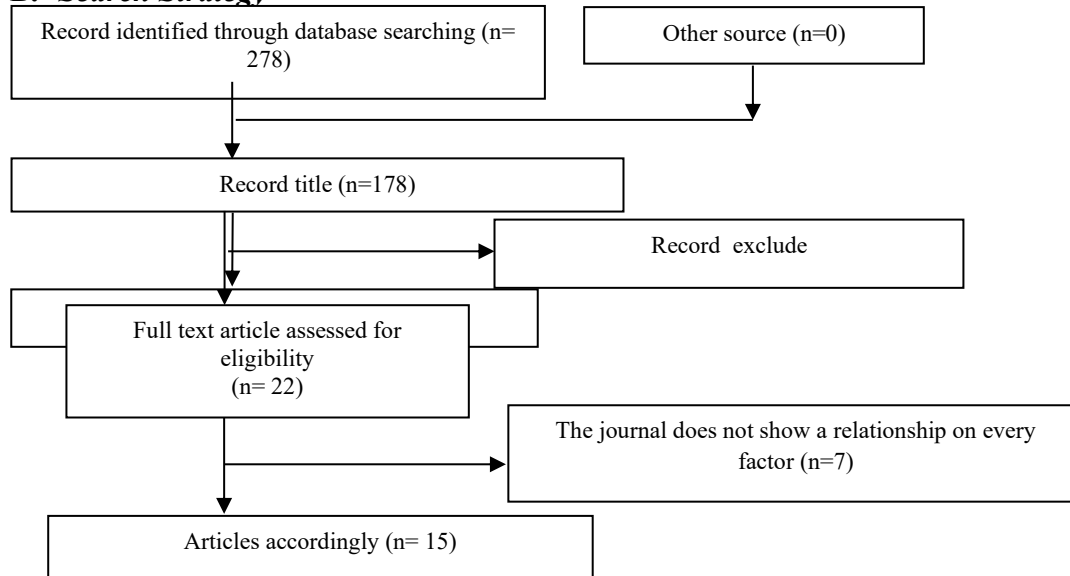
**METHODS****A. Design and Sample**

The study found that nurses were 25-40 years old, with an average age of 27 years. The ratio of female nurses more than male nurses about 5: 1. On average, nurses have worked 6-8 years in the hospital where they currently work, or about 10 years after graduating. The majority of nurses has married and have children.

**Research Instrument and Data Collection**

The journals strategy begins by asking a research question, "How is the relationship of work motivation with nurse job satisfaction factors in nurses?". Journal search was a Scopus indexed and correlates with work motivation and job satisfaction factors in nurses.

The databases used in this journal search were Scopus, Sage Journals, and Science Direct. The keywords used are (TITLE-ABS-KEY (work AND motivation ) AND TITLE-ABS-KEY (job AND satisfaction) OR TITLE-ABS-KEY (nurse) OR TITLE-ABS-KEY ( factors AND of AND job AND satisfaction AND in AND nurses ) ) AND ( LIMIT-TO ( OA , "all" ) ) AND ( LIMIT-TO ( PUBYEAR , 2020 ) OR LIMIT-TO ( PUBYEAR , 2019 ) OR LIMIT-TO ( PUBYEAR , 2018 ) OR LIMIT-TO ( PUBYEAR , 2017 ) OR LIMIT-TO ( PUBYEAR , 2016 ) OR LIMIT-TO ( PUBYEAR , 2015 ) ) AND ( LIMIT-TO ( SUBJAREA , "NURS" ) ). The journal search began on 20-25 December 2020. The language used was English Language.

**B. Search Strategy****C. Selection Procedures and Data Extraction**

Data was extracted through journal searches that match the research variables. Researchers then selected journals that match with the title, then selected journals through abstracts, and found the appropriate journal.

The first step the researcher identified was through the database that was used. Found as many as 178 journals according to the title. Then, selected and obtained 102 appropriate journals based on abstracts. After that, the researchers analyzed the contents of the journal and obtained as many as 15 corresponding journals. Then the researcher selected 15 final journals that showed differences in job satisfaction among individual nurses and group nurses.

**RESULTS*****Work Motivation***

The motivation was measured using a motivation questionnaire (Mbindyo et al., 2009). This instrument was composed of 23 items and 5 dimensions: motivation due to supervision, pay, work done, demotivation due to burnout, and organization's administration. This tool required respondents to indicate the social and psychological characteristics of their jobs using a 4-point Likert scale ranging from strongly disagree (1) to strongly agree (4). Cronbach's  $\alpha$  for staff motivation was  $\alpha=0.76$ , demonstrating good reliability (an  $\alpha$  of  $>0.70$ ). These results indicate that work motivation in nurses was relatively high and reliable.

***Nurse Job Satisfaction Factors***

Job satisfaction for nurses was assessed used The Index of Work Satisfaction. This assessment consists of 22 question items. Assessment of job satisfaction includes working conditions and work relationships with superiors and colleague. The study results found that the factors of job satisfaction in nurses were varied. The researcher divided these factors into two groups; there were factors from within and factors from outside the individual. Factors from within the individual were perceptions of the work environment, affective commitment, and race, while factors from outside the individual were the supervisor's emotional support, team commitment, work environment, workload, praise, teamwork, work

climate, management style, and nursing facilities (Pohl & Galletta, 2017); (Erla, 2015); (Ball et al., 2017); (Doede, 2017); (Galletta et al., 2016).

### ***The Relationship of Work Motivation with Nurse Job Satisfaction***

The study results showed that work motivation has a positive effect on job satisfaction in nurses. Work motivation brings nurses into their involvement in the work they do. Work motivation can increase affective commitment to positively influence nurse job satisfaction (Galletta et al., 2016). The affective commitment was a feeling of love for an organization that gives rise to a willingness to maintain relationships (Galletta et al., 2016). High work motivation can create high job satisfaction in nurses (Pohl & Galletta, 2017). Job satisfaction can reduce nurse turnover (Doede, 2017).

The author found that the most influential factor on job satisfaction was the supervisor's emotional support factor. That was supported by previous research that job satisfaction is influenced by good emotional support (Griffin et al., 2001). Good emotional support by supervisors can increase individual commitment to work, thus increasing nurse job satisfaction.

## **DISCUSSION**

Job satisfaction in nurses is one indicator that continues to be evaluated. It may determine the success or failure of an organization. One of the highlights was the involvement of the nurses' work in the occupied work. Work motivation can make nurses feel genuinely part of the profession.

This study purpose was to look at the relationship of work motivation to nurse job satisfaction. The research findings that work motivation in nurses had a positive relationship with job satisfaction by nurses. Researchers separate the influencing factors into two groups; there were factors from within and factors from outside the individual. One factor that influences individuals was the perception of the work environment. Work motivation in nurses can be influenced by individual perceptions in the work environment, where these perceptions can affect an individual's intention to involve himself in the occupied work (Pohl & Galletta, 2017); (Athey et al., 2016). Nurse's perception of the work environment can affect affective commitment in individuals, where the commitment can reduce nurse turnover (Galletta et al., 2016); (Kim et al., 2016); (Al-hamdan et al., 2016).

The study results also found that race can influence personal involvement in work and have a positive effect on job satisfaction. the results also said that the black race experienced lower job satisfaction compared to the white race (Doede, 2017). The difference in job satisfaction was due to the high level of discrimination in the black race, compared to the white race. The form of discrimination that arises was the still high racism in several USA hospitals. The study results also said that ASIA nurses have more job satisfaction than USA nurses due to their education and racial equality (Doede, 2017).

Factors from outside individuals that influence satisfaction were work environment factors. The work environment can affect job satisfaction for nurses because it was considered an environment that was in contact and at high risk of providing stressors for nurses. The intended work environment was not only the physical environment, but acceptance, attention, and trust of supervisors to nurses was also an important thing that must be considered in creating a positive work environment to foster work motivation in nurses (Pohl & Galletta, 2017).

The study results found that praise was a means for nurses to involve themselves in the occupied work. Someone who was praised will tend to express their intention to work (Erla,

2015). Some opinions say that praise can be harmful if someone always does work just to get praise, but the study found that someone who was praised would be more motivated to work, relax, be comfortable and flexible (Erla, 2015).

The workload was one factor that can increase job satisfaction which was influenced by work motivation in nurses. The study found that nurses with long shifts of more than 12 hours per day can affect job satisfaction on them. In addition to being harmful to themselves and patients, workloads of more than 12 hours can cause nurses to feel they have no efficiency in personal activities due to excessive working hours (Ball et al., 2017); (Abdelhafiz, 2016). Thus the balance between personal activities and work must continue to be considered to get maximum job satisfaction.

Nursing facilities include increased human resources through training can affect nurses' job satisfaction. The results of the study found that nurses who had higher education and had received training had higher job satisfaction (Kim et al., 2016). The study results said that this was influenced by the level of confidence of a nurse in treating patients. Nurses can also autonomy their work independently. A high level of trust can make the self-actualization of nurses a form of the implications of the profession.

The factor that most influences work motivation that affects nurse job satisfaction is positive supervisor support. Supervisor emotional support can be used as energy, enthusiasm, and dedication of nurses to the organization. The emotional support of supervisors interacts with work motivation in influencing nurse job satisfaction (Morsiani et al., 2016). The study found that supervisors 'emotional support can increase nurses' enthusiasm at work, be more loyal to their profession, and can reduce stress (Abdelhafiz, 2016); (Orgambidez-ramos & Almeida, 2017); (Jaradat et al., 2016).

## CONCLUSION

Work motivation was an important effort that must be done to foster a sense of ownership of the work carried out, and an effort to improve the organization's professionalism. The author divides factors related into work motivation and job satisfaction in two internal and external factors. The most influential factor was the emotional support of the supervisor. Emotional support increases the nurses' enthusiasm at work was more loyal to their profession, and can reduce stress, so that job satisfaction will be realized.

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## CONFLICTS OF INTEREST

There are no conflicts of interest.

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