

# The Relationship Between Characteristics, Intrinsic Motivation, Extrinsic Motivation with Job Satisfaction of Nurses at Royal Prima General Hospital Medan

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## ABSTRACT

HRD are one of main factors in the organization or association in achieving the goals of the organization. Job satisfaction of nurses is a factor that can affect characteristics, motivation at work, namely intrinsic motivation and extrinsic motivation. Royal Prima Medan General Hospital is an organization engaged in the health sector which has 265 nurses. In managing its quality is in order to create job satisfaction. So that, it will have an impact on performance and service in the hospital. The main objective in this study was to determine the effect of characteristics, intrinsic motivation and extrinsic motivation on nurses' job satisfaction at Royal Prima Medan General Hospital. The research conducted was quantitative research, focusing on observational or measured data expressed in numerical values. The research design used a cross-sectional approach. The research took place at Royal Prima General Hospital Medan from March to October 2024. The population studied consisted of all nurses in the hospital, with a sample size of 100 individuals selected using total sampling due to the large population size. The data analysis method in this study was bivariate using chi-square. The results showed that characteristics have no relationship with nurses' job satisfaction, promotion and job achievement have a significant relationship with job satisfaction, extrinsic motivation has a significant relationship with job satisfaction, namely the job security variable. For Royal Prima Medan General Hospital, it is recommended to provide better promotion, achievement and job security and improve nurses' job satisfaction

## KEYWORDS:

hospital; motivation; nurses; job satisfaction

## INTRODUCTION

Hospitals are health care facilities that provide various types of services. Based on the regulations listed in Permenkes No. 30 of 2022 regarding hospital obligations and patient obligations, hospitals are defined as health care institutions that provide outpatient, inpatient and emergency services.

According to Indonesian Government Regulation No. 28 of 2024, it is composed that wellbeing administrations are one of the endeavors or exercises that are held in an coordinates, coordinates and economical way to make strides the degree of open wellbeing in an exertion to avoid infection and reestablish wellbeing by the community and government. Health services are a sub- system of health services whose primary purpose is to provide preventive or preventive and promotive or health improvement services with the community as the target and goal. The purpose of a public hospital or RSU is to provide

quality health services that can be reached by the community in order to improve the degree of public health. The quality of physical facilities, drugs and medical devices available, the process of providing health services and quality physical facilities can affect the quality of quality health services in hospitals. Efforts made by hospitals in order to improve the quality of quality health services and equity in providing health services require an increase in quality such as human resources who have the professionalism needed so that health services can be enjoyed by all people from various levels. One of the professionalisms that greatly influences and plays a role in hospitals in providing health services is nursing staff. (Rhamdani and Wartono, 2019).

Hospitals in the era of globalization are organized services with certain characteristics in terms of human resources, infrastructure and logistics. Basically, hospitals are a combination of various types of services. Nurses are one of the crucial human resources in the process of sustainability of a hospital, because the services performed by nurses in hospitals are one of the largest producers of activities so that they can describe the quality of the hospital. When nurses provide care, they have a great responsibility for the patients they serve and the hospital where they work. Nurses who have a high commitment in the hospital will also produce nurses who will provide good and maximum service (Rhamdani and Wartono, 2019).

A child who is hindered tends to have trouble accomplishing ideal stature within the afterward period. The chance figure that specifically influences hindering is supplement admissions. Satisfactory levels of large scale and micronutrients counting vitality, protein, vitamin A, vitamin C, calcium, press, zinc, and Vitamin D are imperative components that play a part in child development.

One indicator of service quality is service quality. Service quality is one of the determining aspects of the image of health service agencies in the community. The quality of the healing center as an organization that produces wellbeing benefit innovation items certainly depends on the quality of its therapeutic administrations and nursing administrations performed on patients. One marker of the quality of nursing administrations is whether the understanding is fulfilled or disappointed with the nursing administrations given by the healing center for the understanding. Satisfaction is a benchmark or comparison between services received with needs, desires and expectations. (Permenkes No. 30 of 2022).

According to the 2018 Riskesdas data, the prevalence of very short and short stature in 2018 was 30.8 percent, down from 37.2 percent in 2013 and 36.8 percent in 2007. The information appears that the rate of hindering in Indonesia is still tall and has not made strides essentially. In the interim, WHO sets the hindering rate at no more than 20 percent.

In Permenkes No. 30 of 2022 it is written that the quality of hospital services is influenced by several aspects, one of which is human resources. Meanwhile, according to (Ayatulloh et al, 2021) that the most important human resource in a hospital is *nurses*, due to the dominating number (50-60%) in all existing personnel. Organizations that are aware of this potential will manage existing human resources through professional management practices that are proportional to the need to maintain work productivity in line with customer expectations.

Health workers are the foundation of all health care systems to provide health care and run health programs. Nurses are an inseparable element of health services, accounting for 59% of the total number of health professionals. WHO also predicts that by 2030 there will be a shortage of nurses globally, which is around 5.9 million, especially in developing countries or countries with low or middle income. Because there is dissatisfaction with his work. Job satisfaction and motivation in the workforce is a challenge to obtain continuous

development and things that affect satisfaction in workers among health workers vary greatly from place to place and time to time (WHO, 2020).

Job satisfaction is something that is pleasant or unpleasant related to the work being done. The emotional state that a worker has towards the work done and the expectations that workers have for their work. (Sukamto et al., 2020). Various studies state that job satisfaction in nurses can be influenced by various factors, namely wages, leave, working hours and coworkers, structural empowerment, professional, work stress, ration between patients and nurses, work environment, commitment to the organization, patient satisfaction evidence-based practices and ethnic background and social capital. Job dissatisfaction can also be influenced by workload, promotion, wages, health and safety, organizational policies and recognition. (Alrawahi et al., 2020).

The hospital has determined and decided the standard for employee satisfaction with their work, which is 73.8%. The initial survey conducted at RSU Royal Prima Medan in 2020 found that the employee satisfaction rate at work was 71% and in 2021 it was 65% where it was found that the employee satisfaction index value was included in the unfavorable level, the calculation was based on aspects of satisfaction based on the elements of policies in the hospital, relationships with superiors, relationships with coworkers, safety and security at work, compensation, work situation, job responsibilities, achievements, opportunities for progress and development, recognition from the workplace and the job itself. Meanwhile, it was found that the nurse *turnover* rate at RSU Royal Prima Medan has decreased in the number of nurses. This statement is supported by data on the number of nurses from in 2021 there were 378 nurses, in 2022 there were 353 nurses, in 2023 there were 286 nurses and until 2024 as of April 30 there were 265 nurses.

Based on a report from the medical records department of Royal Prima Medan Hospital, it was found that the number of patient visits in the Outpatient and Inpatient Institutions in 2023 the number of outpatients amounted to 99,609 patients and inpatients increased at 20,428 patients. To analyze the relationship between characteristics, intrinsic motivation, extrinsic motivation with job satisfaction of nurses at Royal Prima General Hospital Medan 2024.

## RESEARCH METHODS

### *Type of Research*

This research is a quantitative *study* with a *Cross-Sectional Study* design.

### *Population and Sample*

The population related to this study are all nurses who work at Royal Prima Medan Hospital, namely 265 nurses, where the number of outpatients is 99,609 patients and inpatients is 20,428 patients in 2023.

The sample size in this study was 100 people.

### Dependent Variable

1. Job Satisfaction:
  1. Less Satisfied
  2. Satisfied

### Independent Variable

1. Promotion
  1. Not good
  2. Good

2. Career Development
  1. Not good
  2. Good
3. Awards:
  1. Not good
  2. Good
4. Responsibility:
  1. Not good
  2. Good
5. Achievements:
  1. Not good
  2. Good
6. Surveillance:
  1. Not good
  2. Good
7. Salary:
  1. Not good
  2. Good
8. Working Conditions:
  1. Not good
  2. Good
9. Relationship with coworkers:
  1. Not good
  2. Good
10. Job Security:
  1. Less secure
  2. Safe

### **Data Analysis Method Univariate Analysis**

All research variables were carried out to obtain an overview of the variables of Characteristics, Intrinsic Motivation, Extrinsic Motivation with Job Satisfaction of Nurses at Royal Prima General Hospital Medan 2024.

### **Bivariate Analysis**

Bivariate analysis is useful to see the relationship between the independent variables Characteristics (Age, Gender, Length of Service, Education), Intrinsic Motivation (Promotion, Self-Development, Reward, Responsibility, Achievement), Extrinsic Motivation (Salary, Supervision, Supervision Policy, Working Conditions, Relationship with Colleagues, Job Security) with the dependent variable (Job Satisfaction). The type of data is categorical with the analysis technique used is *chi square*. If the *p* value  $<0.05$  means there is a meaningful relationship between the two variables.

## **RESULTS AND DISCUSSION**

### **Univariate Analysis Results**

Frequency Distribution of Characteristics (Age, Gender, Length of Service, Education), Intrinsic Motivation (Promotion, Self-Development, Reward, Responsibility, Achievement), Extrinsic Motivation (Salary, Supervision, Supervision Policy, Working Conditions, Relationship with Colleagues, Job Security) and Job Satisfaction Job

Satisfaction of Nurses at Royal Prima General Hospital Medan 2024.

**Table 1.** Frequency Distribution of Characteristics

Variables	n= 100	Percentage (%)
<b>Age</b>		
24 - 28 years	61	61
29 - 33 years	39	39
<b>Gender</b>		
Male	25	25
Female	75	75
<b>Length of Service</b>		
< 2 years	79	79
> 3 years	21	21
<b>Education</b>		
D3/D4	10	10
S1	90	90
<b>Promotion</b>		
Less Good	29	29
Good	71	71
<b>Self-Development</b>		
Less Good	33	33
Good	67	67
<b>Award</b>		
Less Good	39	39
Good	61	61
<b>Responsibility</b>		
Less Good	35	35
Good	65	65
<b>Achievements</b>		
Less Good	28	28
Good	72	72
<b>Salary</b>		
Less Good	35	35
Good	65	65
<b>Surveillance</b>		
Not so good	37	37
Good	63	63
<b>Company Policy</b>		
Less Good	37	37
Good	63	63
<b>Working Conditions</b>		
Less Good	35	35
Good	65	65
<b>Relationship with coworkers</b>		
Less Good	34	34
Good	66	66
<b>Job Security</b>		
Less Good	37	37
Good	63	63

<b>Job Satisfaction</b>		
Less Satisfied	35	35
Satisfied	65	65

In the variable Characteristics of nurses in this study are age, gender, length of service and education, nurses aged 24- 28 years as many as 61 people (61%), female gender as many as 75 people (75%), nurses who have a working period < 2 years as many as 79 people (79%), and nurses who have S1 education as many as 90 people (90%). Nurse motivation with good promotion was 71 people (71%). Nurse motivation with good self- development was 67 people (67%). Nurse motivation with good appreciation is 61 people (61%). Nurse motivation with good responsibility is 65 people (65%). Nurse motivation with good achievement is 72 people (72%). Nurse motivation with good salary is 65 people (72%). Nurses' motivation with good supervision was 63 people (63%). Nurses' motivation with good company policies as many as 63 people (63%). Nurse motivation with good working conditions as many as 65 people (65%). Nurses' motivation with good relationships with coworkers as many as 66 people (66%). Nurses' motivation with safe work security is 63 people (63%). Nurses who feel satisfied are 65 people (65%).

### Bivariate Analysis Results

Relationship between Characteristics (Age, Gender, Length of Service, Education), Intrinsic Motivation (Promotion, Self-Development, Reward, Responsibility, Achievement), Extrinsic Motivation (Salary, Supervision, Supervision Policy, Working Conditions, Relationship with Coworkers, Job Security) with Job Satisfaction Job Satisfaction of Nurses at Royal Prima General Hospital Medan 2024.

**Table 2.** Relationship between Characteristics

Variables	Nurse Job Satisfaction						P-value
	Less Satisfied		Satisfied		Total		
	n	%	n	%	n	%	
<b>Age</b>							
24 - 28 Years	26	26	35	35	61	100	0,055
29 - 33 Years	9	9	30	30	39	100	
<b>Gender</b>							
Male	10	10	15	15	25	100	0,630
Female	25	25	50	50	75	100	
<b>Length of Service</b>							
< 2 Years	31	31	48	48	79	100	0,122
> 3 Years	4	4	17	17	21	100	
<b>Last Education</b>							
D3/D4	3	3	32	32	10	100	1,000
S1	7	7	58	58	90	100	
<b>Promotion</b>							
Not so good	18	18	11	11	29	100	0,001
Good	17	17	54	54	71	100	
<b>Self-Development</b>							
Less Good	17	17	16	16	33	100	0,025
Good	18	18	49	49	67	100	

<b>Award</b>							
Less Good	16	16	23	23	39	100	0,391
Good	19	19	42	42	61	100	
<b>Responsibility</b>							
Less Good	10	10	25	25	35	100	0,383
Good	25	25	40	40	65	100	
<b>Achievements</b>							
Less Good	18	18	20	20	28	100	0,001
Good	10	10	55	55	72	100	
<b>Salary</b>							
Less Good	22	22	13	13	35	100	0,001
Good	13	13	52	52	65	100	
<b>Surveillance</b>							
Not so good	21	21	16	16	37	100	0,001
Good	14	14	49	49	63	100	
<b>Company Policy</b>							
Less Good	14	14	23	23	37	100	0,669
Good	21	21	42	42	63	100	
<b>Working Conditions</b>							
Not so good	20	20	15	15	35	100	0,001
Good	15	15	50	50	65	100	
<b>Relationship with coworkers</b>							
Not so good	19	19	15	15	34	100	0,004
Good	16	16	50	50	66	100	
<b>Job Security</b>							
Less Good	25	25	12	12	37	100	0,001
Good	10	10	53	53	63	100	

The results of the *chi-square* test show that of the 15 independent variables, there are 8 (eight) variables that are significantly related to Job Satisfaction, namely Promotion, Self-Development, Achievement, Salary, Supervision, Working Conditions, Relationships with Coworkers, and Job Security. This is indicated by the sig-p value of the 8 variables whose *p*.value is smaller than 0.05.

### **Relationship between Characteristics and Job Satisfaction of Nurses at Royal Prima Hospital Medan**

The characteristics of respondents with age have statistical analysis results using the *chi-square* test obtained a *p* value greater than 0.05 ( $p = 0.055$ ) so that statistically it can be interpreted that there is no relationship between age and job satisfaction of nurses at Royal Prima Medan Hospital. This statement is in line with previous research conducted by (Yayah, et, al. 2019) that it is proven that there is no significant relationship between age and job satisfaction in nurses with older ages who are more satisfied with their jobs than nurses who are younger. The statement is in line with research (Pangulimang et al, 2019) that age has an influence on worker satisfaction about their work, the older the age, the perceived tendency of a person will be more satisfied than a much younger individual.

The characteristics of respondents with gender have the results of statistical analysis using the *chi-square* test obtained a *p* value greater than 0.05 ( $p=0.630$ ) so that statistically it can be interpreted that there is no relationship between gender and job satisfaction of nurses at Royal Prima Medan Hospital. This can be assumed because the difference in the number of nurse workers who are female is more than the number of nurses who are male. This statement is in line with research (Kinarkas, 2013), namely that a person's characteristics such as gender contribute to giving a sense of satisfaction to a worker. It can be said that in general there is no significant difference between gender and the sense of satisfaction of each individual towards their work.

The characteristics of respondents with tenure have statistical analysis results using the *chi-square* test obtained a *p* value greater than 0.05 ( $p=0.122$ ) so that statistically it can be interpreted that there is no relationship between length of service with job satisfaction of nurses at Royal Prima Medan Hospital. This statement is in line with previous research conducted by (Yayah, et, al. 2018) that there is no significant relationship between length of service and job satisfaction in nurses.

The characteristics of respondents with the latest education have the results of statistical analysis using the *chi-square* test obtained a *p* value greater than 0.05 ( $p=0.000$ ) so that statistically it can be interpreted that there is no relationship between the latest education and job satisfaction of nurses at Royal Prima Medan Hospital. This statement is in line with research conducted by (Taufiqurrahman, Moh, 2014) in the inpatient room of RSU dr. H. Koesnadi Bondowoso, namely there is no significant relationship between the last education and job satisfaction in nurses.

### ***The Relationship between Intrinsic Motivation and Job Satisfaction of Nurses at Royal Prima Hospital Medan***

Intrinsic motivation with promotion has the results of statistical analysis using the *chi-square* test obtained a *p* value smaller than 0.05 ( $p=0.000$ ) so that statistically it can be interpreted that there is a relationship between promotion and job satisfaction of nurses at RSU Royal Prima Medan. In line with research conducted by (Pangulimang, 2019) at Sawang Field Hospital, which states that promotion has a significant effect on job satisfaction because career advancement through promotion has a beneficial effect on job satisfaction. This achievement is coveted because it shows dedication to the company and opens doors and opportunities to get a better position.

Intrinsic motivation with self- development has the results of statistical analysis using the *chi-square* test obtained a *p* value smaller than 0.05 ( $p = 0.025$ ) so that statistically it can be interpreted that there is a relationship between self- development and job satisfaction of nurses at RSU Royal Prima Medan. This statement is in line with research conducted by (Siska et al., 2018) at the Wamena Regional General Hospital. It was also found that there was an influence of self- development in social skills on nurses' satisfaction at work. Ability is the initial basis for individuals in carrying out their duties. Ability or competence can also function as an organizational selection in selecting employees who are competent and in accordance with the fields needed by the workplace.

Intrinsic motivation with appreciation has the results of statistical analysis using the *chi-square* test obtained a *p* value greater than 0.05 ( $p = 0.391$ ) so that statistically it can be interpreted that there is no relationship between appreciation and job satisfaction of nurses at RSU Royal Prima Medan.

Intrinsic motivation with responsibility has the results of statistical analysis using the *chi-square* test obtained a *p* value greater than 0.05 ( $p = 0.383$ ) so that statistically it can be interpreted that there is no relationship between responsibility and job satisfaction of nurses

at Royal Prima Medan Hospital. In line with research conducted by (Pangulimang, 2019) that there is no influence between responsibility and nurses' job satisfaction.

Intrinsic motivation with achievement has the results of statistical analysis using the *chi-square* test obtained a *p* value smaller than 0.05 ( $p=0.001$ ) so that statistically it can be interpreted that there is a relationship between achievement and nurse job satisfaction at Royal Prima Medan Hospital. This statement is in line with other research conducted by (Oktavia, D, 2020) at TK III Dr. Reksodiwiry Padang Hospital, namely that there is a significant influence between achievement and nurse satisfaction at work.

### ***The Relationship between Extrinsic Motivation and Job Satisfaction of Nurses at Royal Prima Hospital Medan***

Extrinsic motivation with salary has the results of statistical analysis using the *chi-square* test obtained a *p* value smaller than 0.05 ( $p=0.001$ ) so that statistically it can be interpreted that there is a relationship between salary and nurse job satisfaction at Royal Prima Medan Hospital. This statement is in line with research conducted by (Oktavia, D, 2020) namely the discovery of a significant influence between salary and nurse satisfaction at work.

Extrinsic motivation with supervision has the results of statistical analysis using the *chi-square* test obtained a *p* value smaller than 0.05 ( $p=0.001$ ) so that statistically it can be interpreted that there is a relationship between supervision and nurse job satisfaction at Royal Prima Medan Hospital. Like the results of research conducted by (Yulia Reci, 2020) at Budi Kemuliaan Hospital Batam there are various kinds of reports regarding satisfaction at work, one of which is supervision, there is a significant influence between supervision and nurses' job satisfaction.

Extrinsic motivation with company policy has the results of statistical analysis using the *chi-square* test obtained a *p* value greater than 0.05 ( $p=0.669$ ) so that statistically it can be interpreted that there is no relationship between company policy and nurse job satisfaction at Royal Prima Medan Hospital. This statement is in line with research conducted by (Siska et al., 2018) that there is no influence between company policies and nurses' job satisfaction.

Extrinsic motivation with working conditions has the results of statistical analysis using the *chi-square* test obtained a *p* value smaller than 0.05 ( $p=0.001$ ) so that statistically it can be interpreted that there is a relationship between working conditions and job satisfaction of nurses at Royal Prima Medan Hospital. In line with research conducted by (Pangulimang, 2019) that there is a significant influence between working conditions and job satisfaction in nurses.

Extrinsic motivation with relationships with coworkers has the results of statistical analysis using the *chi-square* test obtained a *p* value smaller than 0.05 ( $p=0.004$ ) so that statistically it can be interpreted that there is a relationship with coworkers with job satisfaction of nurses at RSU Royal Prima Medan. This statement is in line with research conducted by (Sukamto et al., 2020). that there is a significant influence between relationships with coworkers and job satisfaction in nurses.

Extrinsic motivation with job security has the results of statistical analysis using the *chi-square* test obtained a *p* value smaller than 0.05 ( $p=0.001$ ) so that statistically it can be interpreted that there is a relationship between job security and job satisfaction of nurses at Royal Prima Medan Hospital. Research conducted by (Sukamto et al., 2020) also states that there is an influence between job security and nurses' job satisfaction.

## **CONCLUSIONS**

1. There is no effect of age on nurses' job satisfaction at RSU Royal Prima Medan.
2. There is no effect of gender on job satisfaction of nurses at RSU Royal Prima Medan.

3. There is no effect of length of service on nurses' job satisfaction at Royal Prima Medan General Hospital.
4. There is no effect of the last education on nurses' job satisfaction at Royal Prima Medan General Hospital.
5. There is an effect of promotion on nurses' job satisfaction at Royal Prima Medan General Hospital.
6. There is an effect of self- development on nurses' job satisfaction at Royal Prima Medan General Hospital.
7. There is no effect of appreciation on nurses' job satisfaction at RSU Royal Prima Medan. There is no effect of responsibility on nurses' job satisfaction at RSU Royal Prima Medan.
8. There is an effect of achievement on nurses' job satisfaction at RSU Royal Prima Medan.
9. There is an effect of salary on nurses' job satisfaction at Royal Prima Medan General Hospital.
10. There is an effect of supervision on nurses' job satisfaction at Royal Prima Medan General Hospital.
11. There is no effect of company policy on nurses' job satisfaction at RSU Royal Prima Medan.
12. There is an effect of working conditions on nurses' job satisfaction at Royal Prima Medan General Hospital.
13. There is an influence of relationships with coworkers on nurses' job satisfaction at Royal Prima Medan General Hospital.
14. There is an effect of job security on nurses' job satisfaction at Royal Prima Medan General Hospital.

### **Suggestions**

1. For RSU Royal Prima Medan, it can increase responsibility, achievement and company policies in improving the welfare of nurses in carrying out their duties.
2. For further researchers to examine more deeply about responsibility, achievement and company policy or add variables that are not discussed in this study.

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