

FACTORS AFFECTING WORK MOTIVATION: THE MODERATION ROLE OF THE WORK ENVIRONMENT

Faktor-Faktor yang Memengaruhi Motivasi Kerja: Peran Moderasi Lingkungan Kerja

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ABSTRAK

Human Resource Development (HRD) menyimpulkan bahwa penurunan motivasi kerja perawat karena ketidakpuasan terhadap kompensasi dan dukungan organisasi berupa pengembangan karier yang diberikan, sehingga banyak pekerjaan yang tidak dapat diselesaikan perawat. Hal tersebut menyebabkan terjadinya penurunan tingkat kepuasan pasien di tahun 2021 menjadi 68%. Tujuan penelitian ini adalah untuk mengungkap secara empiris pengaruh kompensasi dan pengembangan karier terhadap motivasi kerja dengan lingkungan kerja sebagai variabel moderasi. Jenis penelitian termasuk dalam kuantitatif dengan desain cross-sectional study. Penelitian ini terdiri atas 2 variabel bebas yaitu kompensasi (X1) dan pengembangan karier (X2) yang akan diukur pengaruhnya terhadap variabel terikat yaitu motivasi kerja (Y) dan terdapat variabel moderasi yaitu lingkungan kerja (X3) yang menginteraksi hubungan antara variabel bebas dengan variabel terikat. Instrumen menggunakan kuesioner. Skala yang digunakan yaitu likert poin 4-1. Populasi yang digunakan adalah perawat yang telah bekerja selama 3 tahun. Teknik sampel menggunakan non probability dengan metode purposive sampling, dengan perhitungan menggunakan rumus slovin, sehingga didapatkan 107 responden. Teknik pengumpulan data menggunakan metode survei, dan teknik analisa data menggunakan PLS-SEM dengan program smart-PLS serta analisa three-box method. Hasil analisa menyimpulkan bahwa kompensasi, pengembangan karier dan lingkungan kerja berkontribusi kuat dalam memengaruhi motivasi kerja. Kompensasi dan lingkungan kerja berpengaruh positif dan signifikan terhadap motivasi kerja, sedangkan pengembangan karier tidak memengaruhi motivasi kerja. Uji moderasi menyimpulkan lingkungan kerja tidak mampu memperkuat pengaruh kompensasi dan pengembangan karier terhadap motivasi kerja.

Kata kunci: kompensasi, lingkungan kerja, motivasi kerja, pengembangan karier, perawat

ABSTRACT

Human Resource Development (HRD) concluded that the decrease in nurses' work motivation was due to dissatisfaction with compensation and organizational support in the form of career development provided, so nurses could not complete many jobs. This led to a decrease in patient satisfaction in 2021 to 68%. The study aimed to empirically uncover the effect of compensation and career development on work motivation with the work environment as a moderation variable. This type of research was included in quantitative with a cross-sectional study design. The study consists of 2 independent variables, namely compensation (X1) and career development (X2), which will be measured to determine the effect on the dependent variable, namely work motivation (Y). There was a moderation variable, namely the work environment (X3), which interacts the relationship between the independent and dependent variables. The instrument uses questionnaires. The scale used likert points 4-1. The population are nurses who have been working for three years. The sampling technique used non-probability with the purposive sampling method, with calculations using the Slovin formula, so 107

respondents were obtained. Data collection techniques used survey methods, and data analysis techniques used PLS-SEM with smart-PLS programs and three-box method analysis. The analysis concluded that compensation, career development, and work environment strongly influence work motivation. Compensation and work environment have a positive and significant effect on work motivation, while career development does not affect work motivation. The moderation test concluded that the work environment could not strengthen the effect of compensation and career development on work motivation.

Keywords: career development, compensation, nurses, work environment, work motivation

INTRODUCTION

Human resources are the most important component in an organization, because they have a role as a driver and controller of organizational activities. All organizations will definitely make every effort to improve the quality of employee performance, one of which is through good human resource management. To achieve the expected organizational goals, organizations need to make various efforts to encourage their members, one of which is in the form of work motivation. Work motivation plays an important role in making members of the organization willing to react to demands.¹ Work motivation moves a person so that his behavior can be directed to real efforts, such as responsibility in carrying out work, achievements achieved, self-development and independence of a person in acting, so that the goals set can be achieved.²

One way organizations motivate their members to react to organizational demands is by providing fair compensation in return for the sacrifices of organizational members.³ Fair compensation shapes member satisfaction, thus becoming a work motivation to meet the demands of the organization.⁴ Proper employee compensation is an important component because it will encourage employees to achieve. If the compensation system is good, employees get motivation in working, encouraging their productivity.^{5,6}

A form of organizational support that can motivate employees to take full

responsibility for their work is in the form of career development.⁷ Career development forms job satisfaction that will encourage employees to be more eager to help the organization achieve its goals based on objective assessment and the availability of equal opportunities between employees to get promotion opportunities.⁸ Career development is related to education and training, promotion, and mutation.⁹

The work environment is very important to pay attention to because it is a place where work activities run, determines the smooth running of activities, work performance of members of the organization and the professional attitude of employees who encourage them to meet organizational expectations for their performance.^{10,11} The work environment affects job satisfaction to encourage employees to carry out their duties optimally, professionally, and work according to the rules that apply in the organization.¹²

Sitanala Tangerang is one of the government-owned public hospitals used as a referral for COVID-19 sufferers. RSUP Sitanala Tangerang was originally not a general hospital, but a special hospital for lepers. RSUP Sitanala Tangerang operates as a leprosy hospital based on the Decree of the Minister of Health of the Republic of Indonesia Number: 398 / Menkes / SK / IV / 1994, concerning the Organization and Work Procedures of the Sitanala Leprosy Hospital Tangerang, has the task of carrying out leprosy patient services in a comprehensive, integrated and sustainable manner, educational

activities for research training and health development in the field of leprosy in accordance with applicable laws and regulations.^{13,14}

The phenomenon that underlies this research is about the problem of nurses' work motivation. Based on information obtained from the HRD department on August 22, 2022, the number of nurses' work was not completed on time and had an impact on the decline in nurse services to patients which had an impact on decreasing the public satisfaction index for the services of Sitanala Tangerang Hospital from 75% in 2020 to 68% in 2021, while the target set by management was 82%.

Based on these problems, interviews were conducted with 20 nurses consisting of outpatient and inpatient nurses on August 25, 2022. The interview results showed that the nurses were not satisfied with the compensation obtained because the hospital did not provide service incentives to nurses even though work schedules and workloads increased and there were threats to personal safety during the Covid-19 Pandemic. Based on the results of initial research on 20 nurses, it was concluded that 12 people or 60% of nurses rated compensation at RSUP Sitanala Tangerang as good, while 8 people or 40% of nurses rated compensation at RSUP Sitanala Tangerang as not good.

Compensation should be given as a form of appreciation for nurses who have a workload and threats to their safety, so that when the expected compensation is met, nurses will have work motivation to maximize their services according to organizational expectations because compensation is a form of appreciation that will motivate nurses to excel more and compensation can motivate nurses to provide quality services.^{15,16}

Preliminary studies showed that 10 nurses or 50% rated career development at RSUP Sitanala Tangerang as good, while 10 nurses or 50% rated it not good. Nurses do not

receive special training to minimize risk during the pandemic and appreciate promotional opportunities. Referring to this information, it can be seen that nurses are dissatisfied with organizational support in the form of career development, so that this is the impact of decreased motivation in providing quality services and satisfaction to patients, because basically career development is a trigger to motivate nurses to provide quality services if they meet the concept of objectivity in the assessment to determine employee promotion opportunities.¹⁷

Another problem related to the decline in public satisfaction with nurse services in 2021 is cooperation between departments that are not conducive, due to the fear between nurses and other departments to interact with each other, resulting in a lack of an effective coordination system and this causes one of the obstacles for us to provide quality services for patients. 12 nurses or 60% of nurses rated the work environment at RSUP Sitanala Tangerang as good, while 8 people or 40% of nurses rated the work environment at RSUP Sitanala Tangerang as not good. This shows that the non-physical work environment, in the form of conducive cooperation between departments, is an obstacle for nurses in providing quality services to satisfy patients. A conducive work environment makes compensation fair, and career development systems carried out by management will further motivate employees to support the achievement of organizational goals optimally.^{18, 19}

Ristowati's research also shows that there is a positive and significant influence of compensation, motivation, and career development on employee job satisfaction.²⁰ Sanaba, et al also stated that there is an influence of motivation, compensation, and work environment on employee performance.²¹ Based on the results of

relevant research conducted previously, it can be seen that no one has simultaneously combined the variables of compensation, career development, work environment and work motivation in one study, so this study is a novelty that combines these variables. Referring to the decrease in patient satisfaction with nursing services at RSUP Sitanala Tangerang in 2021 compared to 2020, it is a problem related to the decline in nurses' work motivation, and based on surveys and preliminary studies, this situation is caused by problems related to compensation, career development, and work environment, so this study aimed to analyze the effect of compensation, career development and work environment towards nurse work motivation at RSUP Sitanala Tangerang.

METHODS

The study was conducted from August 2022 – October 2022. This research was conducted at RSUP Sitalana, Tangerang City. This type of research is included in quantitative research with a *cross-sectional study design*. In this study consists of 2 independent variables, namely compensation (X1) and career development (X2) which will be measured for the influence on the dependent variable, namely work motivation (Y) and also the presence of moderation variables, namely the work environment (X3) which will interact the relationship between the independent variable and the dependent variable.

The population in this study was all nurses totaling 195 nurses. The sample technique uses non probability with purposive sampling method. The inclusion criteria are nurses who have worked for 3 years and were on duty when the survey was conducted, while the exclusion criteria are not willing to be respondents, and are included in the managerial group.

Based on the inclusion criteria, it is known that the number of nurses who have worked for 3 years amounts to 145 nurses, to determine the number of samples, a calculation is carried out using the slovin formula error rate of 5% as follows:

$$n = \frac{145}{1 + 145(0,05^2)}$$

n = 106,342

Based on the calculation results, it is known that the minimum number of samples is at least 106,342, so the number of samples is determined to be 107 respondents.

Data collection techniques use survey methods directly to respondents in stages. Data collection tools in the form of questionnaires are used as primary data developed by themselves according to the dimensions adopted in each variable. The scale used is likert points 4-1 (1 strongly disagree (SDA), 2 disagree (D), 3 agree (A), 4 strongly agree (SA). The selection of the 4-1 value range is done because the middle answer category has a double meaning, where an instrument does not expect the answer with this double meaning, then the availability of the answer category in the middle causes a tendency to answer in the middle.

The measurement instrument for work motivation adopts the dimensions of Herzberg (1959), which consists of intrinsic factors and extrinsic factors, and consists of 10 indicators.²² The compensation instrument adopts the dimensions of Dessler (2013), which consists of direct financial compensation, indirect financial compensation, and non-financial compensation, and it consists of 8 indicators.²³ The career development instrument adopted from Mondy & Martocchio (2018) consists of education and training, promotion, and transfer, and 7 indicators.⁹ The work environment instrument adopts indicators from Robbins & Hakim(2017) which consists of the physical environment and non-

physical environment which consists of 6 indicators.²⁴ After the questionnaire is formed, a quality test of the research instrument is carried out by conducting validity and reliability tests with the help of the SPSS program. The pretest was carried out on 30 respondents outside the research sample using the product moment correlation technique and reliability testing using the Cronbach's alpha technique. The results of the validity test show that all indicators for each variable have a calculated r value > 0.361 so that all of them are in the valid category, so that the work motivation variable uses 10 indicators, compensation 8 indicators, career development 7 indicators, and work environment 6 indicators. The reliability test uses the Cronbach's alpha technique, showing that all instruments have a reliability value of > 0.60, so all instruments can be relied on in follow-up surveys.²⁵

In this study, descriptive statistical analysis uses a three box method analysis which divides the score into 3 parts, namely low, medium high with reference to the results of calculating the frequency value of the SPSS program output, with quality values of 26.75 – 53.5 low (R), 53.6 – 80.25 (S) and 80, 26 – 107 high (T). The assessment method used has a maximum score of 4 and a minimum score of 1.²⁶

Test Hypothesis using PLS-SEM with the help of Smart-PLS program consisting of *Outer model test* and *Inner model test*. The outer model test consists of: (a) Reviewing the load factor assuming that the load factor value of >0.70 is valid.²⁷ (b) Construct validity refers to the value of VE if > 0.50 then it is declared valid.²⁷ (c) The construct reliability test refers to Cronbach's alpha and CR values if >0.70 is considered reliable.²⁷ (d) The conformity test of the structural model refers to the SMRM value if <0.1 then the model is declared fit.²⁷ The inner model test consists of (a) Assessing the coefficient of determination referring to the R2 value

assuming the R2 value is 0.67 (strong influence), 0.33 (medium influence) and 0.19 (weak influence), (2) Analysis of the coefficient of direct influence and interaction. (c) Test the hypothesis with a significance level of 5% so that if the value of $t > 1.96$ the hypothesis is accepted.²⁷

This research has obtained ethical approval issued by the Research Ethics Committee of RSUP Dr. Sitalana, Tangerang with reference number: DP.02.01/XXXI.2.1.2/0014/2023.

RESULT

Based on the results of research through a survey of 107 nurses, the following demographics describe the characteristics of respondents:

Table 1. Characteristics of Respondents

Characteristic	n	Percentage
Gender		
Man	31	60%
Woman	76	40%
Age		
≤ 35 Years	18	17%
36 – 45 Years	64	60%
> 45 Years	25	23%
Recent Education		
Diploma	60	56%
S1	47	44%
Length of Service		
3 - 10 Years	33	31%
11 – 20 Years	48	45%
>20 Years	26	24%

Source: Primary data processing, 2023

Based on table 1, it can be seen that in respondents based on gender, the highest is female as much as 60%. In respondents based on age, the highest in the age range of 36 - 45 years is 60%. In respondents based on recent education, the highest with the last education diploma was 56%. In respondents based on length of service, the highest range of 11-20 years was 45%

Description of Research Instruments

Based on table 2, compensation variables are at a high level with the strongest dimension in indirect financial

compensation. Career development variables are at the middle level with the strongest dimension being promotion.

Work environment variables are at a high level with the strongest dimensions in non-physical work environments. Non-physical work environments include relationships between leaders and subordinates and between employees.

Table 2. Results of Research Instrument Analysis

Variables	Indeks			Behavior
	L	M	H	
Compensation			*	Satisfied
Career development		*		Responsibility
Work environment			*	Commitment
Work motivation			*	Encouraged

Source: Primary data processed, 2023

Test Outer Model

Based on the results of the analysis, it is known that the career development variable indicator has 2 indicators with a value of <0.70, namely the PK4 and PK7 indicators, so these two indicators were not included in further analysis, because they could not describe the relationship between the indicators and the latent variable construct. Henceforth, these five indicators were not included in the outer model test.

Construct Validity and Reliability Test

Table 3. Construct Validity and Reliability Test

Variabel	Cronbach's Alpha	CR	AVE
X1	0.934	0.945	0.684
X2	0.863	0.901	0.645
X3	0.941	0.953	0.772
Y	0.936	0.946	0.637

Source: SmartPLS Output, 2023

Based on the table 3 it can be seen that all AVE values are > 0.50, in accordance with the decision making assumptions, so all indicators in each variable are homogeneous from each research variable. Based on the table above, it is known that the Cronbach's Alpha value and CR value are > 0.70, so

it can be concluded that all research variables are reliable and the indicators of all research variables used are good constructs in forming a latent variable.

Model Fit Test

Table 4. Model Fit Test

	Model Saturated	Model Estimasi
SRMR	0.070	0.069

Source: SmartPLS Output, 2023

Based on the table 4, the SRMR value shows a value of <0.1 so these results explain that the research model can be said to be fit for measuring the relationship between latent variables and observed variable.

Based on figure 1, several results of the inner model analysis are explained as follows: (1) The R square value shown in the image has a value of 0.796, which means that compensation, career development and work environment contribute 79.6% in creating work motivation. (2) Compensation on work motivation has a coefficient of 0.280. These results explain that when compensation is increased by 1 unit, work motivation will increase by 28%. (3) The influence of career development on work motivation shows a coefficient of 0.075, which explains that when the work environment is improved by 1 unit, work motivation will increase by 7.5%. (4) The influence of the work environment on work motivation shows a coefficient of 0.536, these results explain that when the work environment is increased by 1 unit, work motivation will increase by 53.6%. (5) The effect of compensation on work motivation which is moderated by the work environment shows a coefficient of 0.079, these results explain that the work environment strengthens the influence of compensation on work motivation. (6) The effect of career development on work motivation which is moderated by the work environment shows a coefficient of -0.226. This explains that

the work environment weakens the influence of career development on work motivation.

Inner Model Analysis

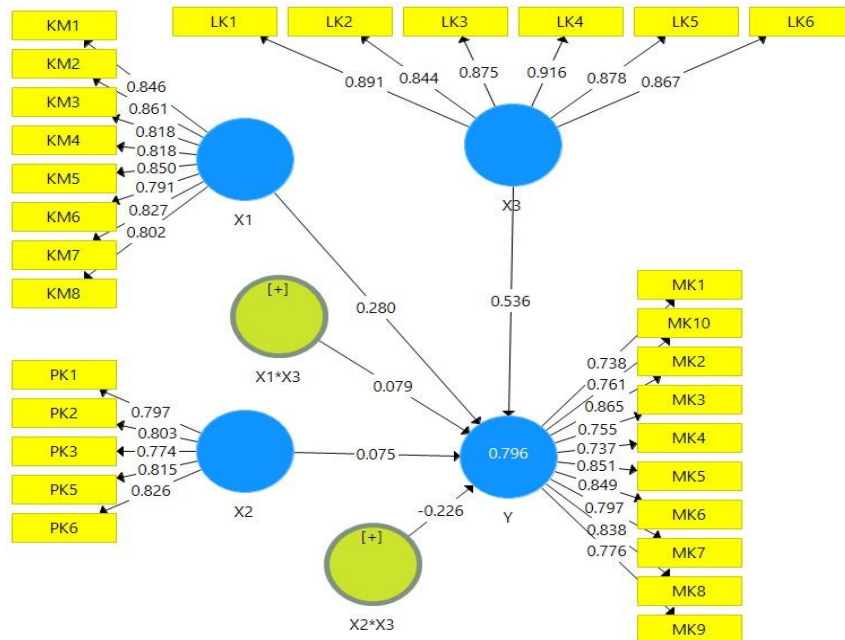


Figure 1. Coefficient Model Path Diagram
 Source: SmartPLS Output, 2023

Hypothesis Testing

Based on all the stages that have been carried out before, the following are the results of hypothesis testing to

prove the acceptance or rejection of the hypothesis that has been formulated previously, can be seen in figure 2 below.

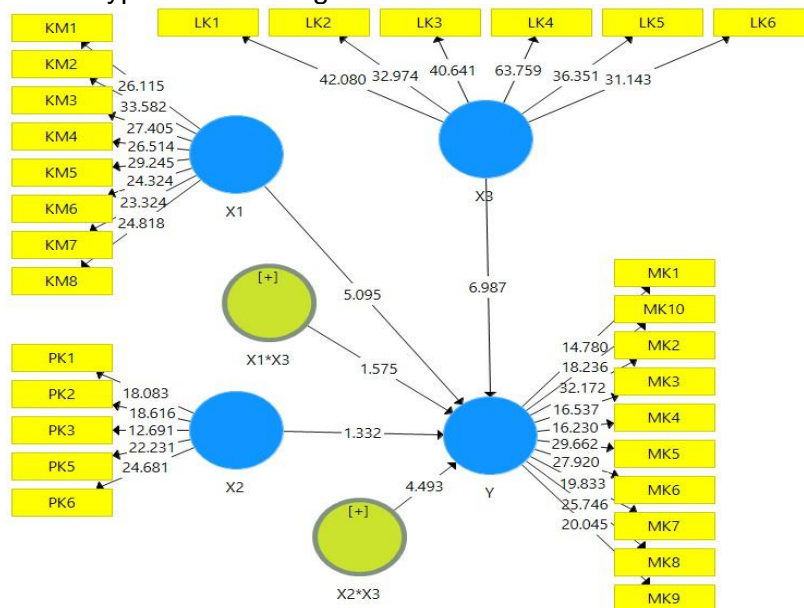


Figure 2. Significance Test Path Diagram
 Source: SmartPLS Output, 2023

Table 4. Summary of Hypothesis Testing

Simultaneous Effect	Rsquare	Conclusion
X1, X2 dan X3 -> Y	0.796	H1 Accepted
Partial Effect	TValue	Conclusion
X1 -> Y	5.095	H2 Accepted
X2 -> Y	1,332	H3 Rejected
X3 -> Y	6.987	H4 Accepted
X1*X3 -> Y	1.575	H5 Rejected
X2*X3 -> Y	4.493	H6 Accepted

Source: Results processed by researchers, 2023

Table 4 shows the simultaneous influence of compensation, career development and work environment on work motivation shows an Rsquare value of 0.796, which means that compensation, career development and work environment have a strong effect on work motivation²⁸, so it falls into the H1 acceptance category. The effect of compensation on work motivation shows a comparison of the TV value of 5.095 > 1.96, which means that compensation has a significant effect on work motivation, so it is included in the H2 acceptance category. The influence of career development on work motivation shows a comparison of the TV value of 1.332 < 1.96, which means that career development has no effect on work motivation, so it is in the rejection category of H3. The influence of the work environment on work motivation is shown in a comparison of the TV value of 6.987 > 1.96, which means that the work environment has a significant effect on work motivation, so it is included in the H4 acceptance category. The moderating role of the work environment on the influence of compensation on work motivation shows a comparison of the TV value of 1.575 < 1.96, which means that the work environment does not moderate the influence of compensation on work motivation, so it falls into the category of rejecting H5. The moderating role of the work environment on the influence of career development on work motivation shows a comparison of the TV value of 4.493 > 1.96, which means that the work environment moderates the influence of

career development on work motivation, so it is included in the acceptance category H6.

DISCUSSION

The Effect of Compensation, Career Development and Work Environment on Work Motivation

The results of the analysis show that compensation, career development and work environment contribute strongly to shaping nurses' work motivation. This is shown by the behavior of nurses who are satisfied with the compensation system, responsible in carrying out their duties because they want to get promotion opportunities, and commitment to achieving organizational goals because they feel the creation of work conduciveness in the environment where they work.

Compensation motivates nurses to provide quality services to patients, so as to meet organizational expectations.^{4,16} Goktepe et al stated that career development shapes job satisfaction that will encourage employees to be more enthusiastic in achieving organizational goals.⁸ Therefore, career development is also a trigger in motivating nurses to provide quality services.¹⁷

This situation also shows alignment with research that concludes that work motivation can be present from the side of the individual himself and also from the side of the organization that demands the role of its members to react.²⁹ Work motivation from the individual side is based on the individual's need to achieve.³⁰ Motivation from the organizational side in the form of support provided by the organization for the success of achieving goals.³¹

The dominance of strong influences from the work environment, especially non-physical work environments, makes nurses want to be fully responsible for achieving organizational goals. Nurses feel that the relationship with colleagues at RSUP dr. Sitanala Tangerang is harmonious, and colleagues help when

nurses experience difficulties. Nurses are encouraged to take initiative and creativity so that work can be completed easily, maximizing the ability to do tasks and ensuring satisfactory results. Nurses can ask their bosses and co-workers when they encounter problems at work, find new ways to work effectively and efficiently and want to be challenged with difficult work to learn responsibility. This is in line with the opinion that states that non-physical work environments (relationships between leaders and subordinates and between employees and the existence of harmonious relationships) can increase employee commitment to tasks, work and organization.²⁴

But when viewed from its contribution, compensation, career development and work environment have not reached 100% in influencing nurses' work motivation, this is due to the state of career development that is still at a moderate level. The problem is caused by the problem of the mutation program carried out by management and is considered by nurses to be inappropriate in placing nurses according to nurses' interests and expertise, less concerned about rotating nurse positions according to nurses' skills, and the importance of a mutation system that is in accordance with nurses' expectations. This is according to the opinion that mutations are part of an activity process that can develop a person's position or status in an organization.⁹ It means that management must consider the interests and skills of nurses before transferring positions so that they can master the broad field of work they are responsible for and be encouraged to be eager to maximize their potential for the achievement of organizational goals.

The Role of the Work Environment in Moderating the Effect of Compensation on Work Motivation

The results of the analysis concluded that the work environment was not able

to moderate the effect of compensation on nurses' work motivation, the work environment was not able to strengthen the effect of compensation in reminding nurses' work motivation, so that the work environment felt by nurses did not make nurses more motivated to help the organization achieve its goals, although they were satisfied with the compensation system applied by management. This was contrary to the results that concluding that a conducive work environment makes the compensation fairness felt by employees further motivates employees to do more to achieve organizational goals.¹⁸ It should be the comfort felt by nurses in a physical work environment, a conducive relationship between nurses and colleagues and their superiors, which can make nurses' satisfaction with the compensation system applied by management stronger in increasing nurses' work motivation to successfully achieve organizational goals. This situation is in accordance with the results interpreted in the analysis of the three-box method, where the nurse expects comfortable room facilities to rest and receive uniform facilities and other safety equipment, but the physical work environment felt by the nurse does not meet her comfort expectations, especially her expectations of sophisticated work facilities. and modern to support their work, so that these problems do not make nurses' motivation higher to help the organization achieve its goals when the physical work environment they feel does not provide comfort.

The Role of the Work Environment in Moderating the Effect of Career Development on Work Motivation

The results of the analysis concluded that the work environment weakens the influence of career development on increasing nurses' work motivation. This is not in line with Lis et al's research which concluded that the work environment strengthens the influence of career

development on employee work motivation.¹⁹ The imbalance between improved career development and the work environment weakens nurses' work motivation to help the organization achieve its goals. This state of affairs is evidenced by the expectations of nurses. In the promotion system and also the non-physical work environment which is a form of organizational support between colleagues, so that when organizational support in the form of a transfer system and the provision of a physical work environment is at a level that is less favorable felt by nurses, this will weaken them to be motivated to help the organization achieve its goals enthusiastically. This situation is contrary to the results, which conclude that a conducive work environment makes the career development system applied by management increasingly motivate employees to support the achievement of organizational goals optimally.¹⁹ The comfort of the physical work environment and the conduciveness of the physical work environment felt by nurses should strengthen the career development system expected by management to further motivate nurses to help the organization achieve its goals, because the work environment is a condition related to workplace characteristics behavior. and employee attitudes, which are related to the occurrence of psychological changes due to things experienced in their work or in certain circumstances that must continue to be considered by the organization, including work boredom, monotonous work and fatigue.³²

CONCLUSION

compensation, career development, and work environment strongly influence work motivation. Compensation and work environment have a positive and significant effect on work motivation, while career development does not affect work motivation. The moderation test concluded that the work

environment could not strengthen the effect of compensation and career development on work motivation.

Some managerial implications that can be put forward are the improvement of the performance appraisal system for the basis of nurse placement according to nurse interests and skills and rotation of nurse positions according to nurse skills. Improvement of a pleasant and energetic work culture system, as well as improvement of the system of providing work facilities that can support the work of nurses and sophisticated and modern. Improve the head of room leadership system to direct nurses to work based on superior instructions and instructions from colleagues to avoid mistakes, provide quality service, be enthusiastic to carry out duties with good results according to organizational demands, and compete fairly to achieve promotion.

The research was conducted only on nurses and did not assess other work units, so future research is expected to include other work units so that they can produce appropriate strategies to determine special treatment for each work unit in building work motivation to help the organization achieve its goals.

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