

CHAPTER I

INTRODUCTION

1.1. Background

Employees are the most effective source in achieving organizational goals. Employees tend to utilize organizational capital efficiently and increase organizational productivity and profitability, but capable and talented employees are needed to achieve the company's strategic goals (Fiaz, Su, Ikram, & Saqib, 2017).

Work motivation itself is a force or impulse that comes from self or from outside which becomes the initiator of behavior or action related to work tasks, and as well as the one who decides the form, direction, intensity, and continuation of the job duties (Sadeghi & Sdraddin, 2018).

Directly or indirectly, the importance of an employee to invest their time and effort is directly proportional to the employee's performance so that good work motivation will be followed by good performance, besides that in general a company or institution strives to achieve their goals and objectives through employees in a company. This is because the importance of investing time and effort is one of the most important functions to motivate employees and direct employees towards organizational goals and objectives (Sotirofski, 2018).

There are various reasons why employee motivation is essential. To achieve the company's goal is one of the main reasons. Companies would be faced with a risky position if there is no motivation in the work environment. Employees who are motivated can contribute to rising productivity and potentially help the

organization achieve higher levels of output. Consequently, work motivation become the heart of management and organizational behavior, it plays an essential role in both organizational and employee outcomes. Craig (2008) defined work motivation as a set of energetic power that is derived from both internal and external of individual, to set up the work-related behavior, and to decide its form, direction, intensity, and duration.

In this study, the work motivation would be seen through Self-Determination Theory (SDT) which was originally developed by Edward L. Deci and Richard M. Ryan who both are psychologists. According to (Ryan, Kuhl, & Deci, 1997), to approach to human motivation and personality, SDT uses traditional empirical methods whilst employing an organismic metatheory that focus on the importance of humans evolved inner resources for personality growth and behavioral self-regulation. Self-determination theory itself has evolved continuously over the last few decades to become a prominent theory of human motivation.

Basically, SDT uses the simple concepts of intrinsic and extrinsic motivation. As Deci & Ryan (2008) state that there are two main parts of motivation, which are intrinsic and extrinsic, and both are powerful causes in shaping people's personality and behavior. Extrinsic motivation is a behavior that is based on external sources, and it would cause extrinsic rewards as the outcome, the examples are grading systems, employee evaluations, awards, and recognition from colleagues. Contrarily, intrinsic motivation comes from inner drives. Those drives would motivate people to behave in particular ways, along with people core values, interests, and personal sense of morality (Deci & Ryan, 1985). It might show

that intrinsic and extrinsic motivation are diametrically at odds, with “ideal self” that illustrates the intrinsic motivation meanwhile “standards of others” that is implies the extrinsic motivation. There is autonomous motivation (self-determined) and controlled motivation (non-self-determined) (Deci & Ryan, 2008). Extrinsic and intrinsic motivation would be explained in depth in those both of motivation, which are autonomous and controlled motivation.

Even though self-determination is commonly the purpose of individuals, it cannot be help but be motivated by external sources, which is not always a bad thing. Both intrinsic and extrinsic motivation are influential determinants of people behavior, and both lead them to achieve autonomy, competence, and relatedness (Ryan & Deci, 2000). In here, it shows that internal motivation has relation with autonomous, the opposite external motivation has relation with controlled.

All these decades, philosophers have assumed happiness as the most and ultimate motivation for human action. Though, for decades psychologists generally neglected the positive subjective well-being, even if human unhappiness was examined in depth. In the past few decades, behavioral and social scientists have changed this case, theoretical and empirical have been developed at an increasingly rapid pace. According to Diener (1984), in 1973, Psychology Abstracts International started classifying happiness as an index term, after that in 1974 the journal social indicators research was formed, with an enormous number of articles dedicated to subjective well-being.

Subjective well-being is the scientific word for happiness and life satisfaction, in other word everything that people think, and feel is going well, not in a bad condition (Diener E. , 2020). In subjective well-being, there are three

components: life satisfaction, presence of positive emotions, absence of negative emotions (Diener E. , Subjective Well-Being, 1984). This study would be more focused on life satisfaction.

Life satisfaction is slightly more complicated than it looks, the word is frequently used interchangeably with happiness, but they are surely two different concepts. Life satisfaction is the assessment of one's life as one entity, not barely one's current level of happiness. Ruut Veenhoven (1996) defined that life satisfaction is the point to which a person positively classifies the entire quality of their life. Or else, how much the person likes the life that they conduct.

Nursing is a core job in the healthcare organization, but there is an obvious shortage of nursing staff in Indonesia. According to the Ministry of Health Republic of Indonesia (2017), the ratio of nurses to 100,000 people in 2014 was 94.07 nurses in 2015 it decreased to 87.65 nurses. Both are still far from the nurse ratio standard set in 2014 which was 158 nurses per 100,000 people, even far from the Ministry of Health's Strategic Plan of 2015-2019 target of 180 nurses. Therefore, considering the nurses' psychological needs, job satisfaction and motivation is a serious issue for maintaining the nurse's retention in the organization.

There is an excessive need nationally and internationally for investigating nurses' work motivation and its aspects which have a direct effect on nursing workforce's continuation, performance and consequently patient's outcomes. Identification of such data is required for establishing suitable work motivation methodologies to improve nurses' achievement and performance. Exploration of this case will have implications for the advancement and improvement of

administration and management in nursing and the field as a whole (Dar, Zehra, & Ahmad, 2014).

A host of recent longitudinal research found that high levels of life satisfaction are prospectively related to greater job success, higher income, better and longer-lasting relationships, fewer negative and more positive life events, fewer health problems and greater longevity (Luhman & Hennecke, 2017). At the same time, life satisfaction correlates positively with intrinsic and negatively with extrinsic motivation (Peklar & Boštjančič, 2012). The sense of working aligned with values and attaining goals positively influences subjective well-being. Individuals who are more satisfied with their life accomplish greater effectiveness in their jobs and partake of other benefits, including the achievement of more essential, autonomous, and varied jobs (Peklar & Boštjančič, 2012).

Despite those definitions and the important of work motivation that leads to life satisfaction, in World Happiness Report 2017 Indonesia is ranked 82nd (Helliwell, Layard, & Sachs, 2017), in this state Indonesia is lagging by neighboring countries such as Singapore, Philippines, Malaysia and Vietnam. Meanwhile, Central Bureau of Statistic (2017) stated that the happiness index is increasing by 1.23 point in 2017 from 2014. Even though it is increasing, on the contrary the number is still below the overall happiness index average, which is 70.69. Thus, based on the data this thesis would be conducted in Rumah Sakit Umum Daerah dr. Soehadi Prijonegoro and Rumah Sakit Islam Amal Sehat, both are in Sragen.

An employee generally wants benefits when they are no longer working, so that when they retire, they are no longer worried about their income. Civil servants (PNS) who have retired can depend on pension benefits and old age benefits.

Meanwhile, it is different with non-civil servants. This is one of the factors that will differentiate work motivation and life satisfaction between civil servants and non-civil servants.

This comparative study research will be conducted in a government / state hospital and a private hospital that is accredited type C and has a higher level of service and hospital activity compared to other hospitals in Sragen. The level of busyness of the employees of a hospital affects the services that will be provided to patients, so that a hospital that has a high level of activity needs to pay attention to the level of job satisfaction of its employees.

In addition, the previous researcher suggests to conduct research in various fields such as healthcare, education, state administration, the police, etc. Therefore, referring to the theory and research that has been described related to work motivation and life satisfaction and the comparison between public and private hospitals, it can be said that one of the successes of hospitals in improving the quality of service to patients requires employees who are satisfied in their work and life. Thus, the researcher feels that it is important to do this research.

1.2. Research Question

Based on the description of research background, the formulation of the problems for this study are:

1. What is employee work motivation?
2. What is employee perceptions of life satisfaction?

3. Is there any differences of employee work motivation between Rumah Sakit Umum Daerah dr. Soehadi Projonegoro and Rumah Sakit Amal Sehat Sragen?
4. Is there any differences of perception of life satisfaction between Rumah Sakit Umum Daerah dr. Soehadi Projonegoro and Rumah Sakit Amal Sehat Sragen?

1.3.Objective of the Research

From the formulated of the description above, the objectives of this studies are formed as follow:

1. To assess employee work motivation
2. To assess employee perceptions of life satisfaction
3. To compare differences in employee work motivation between Rumah Sakit Umum Daerah dr. Soehadi Prijonegoro and Rumah Sakit Amal Sehat Sragen.
4. To compare differences in perception of life satisfaction between Rumah Sakit Umum Daerah dr. Soehadi Prijonegoro and Rumah Sakit Amal Sehat Sragen.

1.4.Benefit of the Research

There are some benefits from this research such as:

1. Practical benefits can give information to both organization about the work motivation of their nurses, also about their life satisfaction is achieved or not.

2. Academic, the expectation of this study is to contribute for the future studies. This study is intended to give information about the Motivation and Life Satisfaction of Employees in Public and Private Sectors, especially in healthcare organizations.

1.5.Scope of the Study

For discussion of this study is more focused and not too broad, it needs to be limited. This study is focused on the nurses in Rumah Sakit Umum Daerah (RSUD) dr. Soehadi Prijonegoro and Rumah Sakit Islam Amal Sehat, both located in Sragen. All study participants will be full-time nurses working the day shift.

1.6.Writing Structure

The structure of this study is divided into five chapters, which are as follows:

CHAPTER I: INTRODUCTION

This chapter provides the background of the research study, research question, objective of the research, benefit of the research, scope of the study, and writing structure.

CHAPTER II: LITERATURE REVIEWS AND HYPOTHESES DEVELOPMENT

This chapter containing the related theoretical background, previous research, and the hypothesis development.

CHAPTER III: RESEARCH METHODOLOGY

This chapter describes the population and sample used in this research, data gathering, measurement of variables and method of analysis.

CHAPTER IV: DATA ANALYSIS

This chapter discusses the analysis and testing of hypotheses based on the answers of respondents who filled out the questionnaire distributed and ends with a discussion that tries to link Research findings with previous research.

CHAPTER V: CONCLUSION AND MANAGERIAL IMPLICATION

This chapter contains conclusions from analysis, suggestions, managerial implications, and research limitations.