CHAPTER II

LITERATURE REVIEW

This chapter has the objective to show some theoretical background in relation to work motivation, self-determination theory, life satisfaction and other theories. The hypotheses of this research will be developed in this chapter.

2.1. Work Motivation

In the context of work, a knowledge of motivation can be practiced improving employee productivity and satisfaction, to guide individual and organization set their goals, to put stress in perspective, and to form jobs so that they offer ideal levels of challenge, control, variety, and collaboration (Hanaysha & Majid, 2018).

Widely, the concept of motivation has many valuable insights about human nature. It explains why people set goals, why they have desires for psychological intimacy and biological sex, why people experience emotions like fear, anger, and compassion. Studying about motivation is valuable because it helps people to understand where motivation comes from, why it changes, what increases and decreases it, what factors of it can and cannot be changed, and helps people answer the question of why some kind of motivation are more valuable than others. Motivation shows something unique about each one of people and allows them to achieve valued results like improved performance, enhanced well-being, personal

growth, or a sense of purpose. Motivation is an access to change people way of thinking, feeling, and behaving (Bawa, 2017).

Motivation is a psychological drive that allows action and has long been the object of scientific research (Carver & Scheier, On the self-regulation of behavior, 1998). Discovering ways to improve motivation is important because it allows people to change behavior, develop abilities, creativity, set aims, grow interests, form plans, advance talents, and increase engagement. Implementing motivational science to everyday life encourage people to motivate employees, counsel clients and engage students. The advantages of motivation are show in how people live their lives. As people are continually responding to changes in their surroundings, they need motivation to act in a corrective way in the face of unsteady circumstances. Motivation is essential resource that permits people to adapt, function productively, and maintain well-being in the face of a continuously changing stream of opportunities and threats. There are many health advantages of improved motivation. Motivation as a psychological case is linked to people physiology. When the motivation is lacking, the functioning and well-being deteriorate.

Some research shows that when people feel helpless in controlling for instance, people tend to quit immediately when challenged (Peterson, Maier, & Seligman, 1993). Meanwhile, when people are coerced, it considered as losing access to their inner motivational resource (Deci & Ryan, Intrinsic Motivation and Self-determination in human behavior, 1985). Great quality motivation let people to develop, while its shortfall causes them to fail. Societal advantages of improved motivation are show in greater student engagement, job satisfaction in employees

would become better, thriving relationship, and institutions. However, unhealthy erratic in motivation also defines addiction gambling, risk-taking, and extreme internet usage.

Human motives are complicated, and as social creatures, human is stuck in such environment, and society are often an essential source of influence through the existence of rewards and considerations of potential effects of human choices on those around them. In (1985), Deci and Ryan suggested on of the well-known motivation theories in the Self-Determination Theory. It explains that there are two main reasons why humans need certain things. First, because human extrinsically motivated or second it because human intrinsically motivated. Before that theory, based on Vroom's expectancy-valence theory of motivation in 1964, (Porter & Lawler, 1968) also suggested a model of intrinsic and extrinsic work motivation. I the end, the motivation in this thesis would be explained deeper through Self-Determination Theory.

2.2. Self-Determination Theory

Self-Determination Theory, later it would be named SDT, connects personality, human motivation, and optimal functioning. It assumes that there are two primary types of motivation, which are intrinsic and extrinsic, and that both are powerful drives in shaping human personality and behavior (Deci & Ryan, 2008). This theory that developed by researchers Edward L. Deci and Richard M. Ryan's work on motivation in the 1970s and 1980s. Even though it has developed and expanded since then, the basic systems of the theory come from Deci and Ryan's seminal 1985 book on the topic.

SDT is a wide framework for what builds people wills and desires, it involves personality and motivation and has two primary premises (Ryan & Deci, Overview of self-determination theory: An organismic-dialectical perspective, 2002). First, that people behaviors are directed by a desire for improvement. To have an integrated self-concept, people as humans need to actualize their potentials. In other words, people are guided to experience novel stimuli, develop their capacities, and show their talents to feel complete and that they are "true" to who they are. Second, SDT claims that intrinsic motivation is essential. People need more than external rewards and being intrinsically motivated or acting autonomously is another essential part of acting based on their sense of self.

As mentioned before by Deci and Ryan (1985), there are two main reasons why human desire certain things: extrinsic and intrinsic motivation. The explanation as follows:

1. Extrinsic Motivation

According to (Ryan & Deci, Overview of self-determination theory: An organismic-dialectical perspective, 2002), extrinsic motivation defines a condition where humans involve activity, because of that activity is leads to some separate consequence. In other words, people need a specific result because it is connected to rewards, or because that outcome helps them to avoid something negative.

Moreover, Self-Determination Theory (SDT) defines how external actions like rewards or praise sometimes generate positive outcome on motivation, but at other times can be quite disadvantageous (Deci & Ryan, 2008). The consequence of types of rewards is that they ruin

intrinsic motivation by decreasing the sensibility of autonomy and competence.

There is a compensation between satisfying and ruining the need for competence when people offer rewards (Reeve, 2018). This sort of extrinsic also can undermine people sensibility of autonomy since rewards are used for both aims, to manage behavior and to maintain someone of their level of competence. People want to reward in a way that encourages competence without endangering the sensibility of autonomy.

Reward should be provided for activities that are not alluring and should be given when the condition is not as expected. According to Reeve (2018), praise is better than the monetary rewards, for instance, as it encourages psychological needs, and it is a long-term value. Furthermore, like rewards, forced goals were found to restricting focus and undermining creativity. Research show that undermines goal setting improves unethical behavior and risk-taking, reduces focus, and decreases cooperation, intrinsic motivation, and creativity. This is a great example of goals gone wild (Pink, 2009).

There are many contemporary studies shows that intrinsic motivation is more practical and often more lasting value. In some conditions, however extrinsic motivation perhaps more appropriate, as in the state of uninteresting activities. It is also likely to make use of incentives more practical by encouraging people to identify with it and integrate it into their sensibility of self (Reeve, 2018). To give an

illustration of identifying and integrating extrinsic motives respectively would be like explaining the difference between "People do something because that is the right thing to do" versus "People do something because they believe that they are good person".

2. Intrinsic Motivation

Deci and Ryan (1985) defines that intrinsic motivation is when humans act in some way because the activity itself is interesting and instinctively satisfying and the positive feeling appearing from the activities themselves. Intrinsic motivation is deep-rooted in the activities that people perform for pure pleasure or satisfaction. People involve in intrinsically motivated behavior because they want to know-how the activity for its own sake. Different with extrinsically motivated behavior, it is chosen without restraint (Deci & Ryan, 1985).

Intrinsic motivation can be pushed by curiosity, which is connected to a need to know and motivates people to learn and analyze their surrounding for answers (Loewenstein, 1994). Intrinsic motivation can also occur from the need of people to actively connect and control their environment. The effect motivation theory describes how intrinsic motivation directs people to improve competence (White, 1959). Lastly, Allport's theory of functional autonomy of motives describes how behavior basically acted for extrinsic reasons can become something to act for its own benefit (Allport, 1938).

In humans, intrinsic is not the only type of motivation, or even of voluntary activity, but it is a pervasive and essential one (Ryan & Deci,

2000). From birth onward, humans, in their healthiest conditions, are active, curious, and lively creatures, showing readiness in everywhere to learn and explore, and they do not need extraneous incentives to do so. This genuine motivational tendency is important element in cognitive, social, and physical improvement because through action on one's inherent interest that one develops in knowledge and skills.

It might seem like intrinsic and extrinsic motivation are diametrically opposed, as explained before intrinsic motivation is directing behavior in keeping with people "ideal self" and extrinsic motivation driving people to conform with the other's ideals. But there is another significant distinction in the types of motivation. SDT separates between autonomous motivation and controlled motivation (Deci & Ryan, 2008).

Deci and Ryan (2008) stated that autonomous motivation contains motivation that appears from internal sources and involves motivation from extrinsic sources for individuals who describe it with an activity's value and how it in lines with their sensibility of self. Meanwhile, controlled motivation contains of external regulation, this type of motivation is where an individual acts out because of there is an external reward or they are afraid of punishment. In the condition when individual is driven by autonomous motivation, they perhaps feel self-directed and autonomous, on the other hand when the individual is driven by controlled motivation, they perhaps feel force to behave in a particular way, and thus, experience little no autonomy (Deci & Ryan, 2008).

Humans are complicated creatures who are rarely directed by only one kind of motivation. Different purposes, aims, and ideas inform them about what they

want and desire. Thus, it is advantageous to think of motivation on continuum ranging from non-self-determined to self-determined.

2.3.Life Satisfaction

The term of life satisfaction has been developed since 1978 by Shin and Johnson. Life satisfaction is a process of cognitive assessment of a person that depends on comparing his condition with the standards that suit him (Diener, Emmons, Larsen, & Griffin, 1985). Another definition coined by (Veenhoven R. , 2008), life satisfaction is the extent to which a person positively evaluates the overall quality of his life as one, or in other words how much someone likes his life. Briefly, (Huebner, 2001) revealed that life satisfaction is a person's cognitive evaluation of his life globally or all in all. Meanwhile, (Sousa & Lyubomirsky, 2001)explain life satisfaction as a subjective assessment of a person's quality of life. Life satisfaction can be achieved by having a decent income, excellent health, and an active lifestyle in family and friends. As of some of the explanations above, it can be concluded that life satisfaction is a subjective assessment to find out how well and satisfied a person is in living life by comparing his current state with an appropriate standard.

According to Martikainen (Linsiya, 2015)the factors that affect life satisfaction as the following:

1. Age. Increasing age will also increase one's life satisfaction or at least that person's life satisfaction will be relatively constant or not decrease.
2. Economic status or income level.

3. Work, where someone who has a job feels life satisfaction more than those who don't have a job.

4. Marriage status and social support from others.

5. Trait or personality related to personal competence.

6. Experience and various events in life.

Satisfaction is also related to meeting the necessities of life. Employees who feel their needs are met will perceive themselves as employees who have satisfaction with their work. Conversely, dissatisfaction arises when one or part of his needs cannot be met. According to (Hurlock, 2000) there are several factors that are relatively important to support life satisfaction, namely:

1. Health. Good health allows people of any age to do what they want to do. Meanwhile, ill health will become an obstacle to achieving satisfaction for their wants and needs.

2. Physical attractiveness causes the individual to be accepted and liked by society and is often the cause of greater achievement than what the individual might achieve if he lacks attractiveness.

3. The greater the autonomy achieved, the greater the chance to feel happy.

4. Interaction opportunities outside the family. Because high social value is emphasized on popularity, then any age level people will feel happy if they have the opportunity to have social relationships with people outside the family such as with the surrounding community, friends of the same age, both same sex and different sexes following activities held in the environment or in the community around the place where the

elderly live such as social gathering, recitation, devotional work, the elderly will get more opportunities to interact with their environment.

5. The more routine the nature of the job and the less opportunity for autonomy at work, the less satisfying it is.

6. The more successfully a person performs a task the more it is associated with prestige, the greater the satisfaction it creates.

7. Living conditions allow a person to interact with people within the family and outside the family, so this condition will increase life satisfaction.

8. Ownership of property is the way people feel ownership of things. By having property, people will feel fulfilled their needs so that people will feel satisfied.

According to (Darmawan, 2013), life satisfaction in an employee is a condition that includes several aspects, as the following:

1. Self-acceptance is a positive attitude towards oneself, recognizing and accepting all aspects of themselves including good and bad qualities and having a positive view of their past, having a willingness to always develop, being open to new experiences, having the urge to realize their potential and always seeing changes in themselves and their behaviors.

2. Positive thinking is having warmth, fun, trust in others, paying attention to the welfare of others, being able to empathize and understand how to relate to others.

3. Life goals is having a purpose in life and a passion for achieving it, a feeling that the present and the past have meaning, having beliefs that give life purpose and goals for life.

4. Adaptation in new environment, having control and being able to regulate the environment, control and organize external activities, make every opportunity effective, be able to choose and change conditions to suit your needs.

5. Independence is the ability to make decisions independently and independently, being able to withstand social pressure by thinking and acting in certain ways and being able to regulate behavior and evaluate oneself with personal standards. Having mastery and ability to regulate the environment, control and organize several external activities, able to make effective every opportunity.

2.4. Private Service

Private services are services provided by the private sector, which are customer-oriented (stakeholder) whose purpose is to seek profit. Private services are accountable for their performance to stakeholders. There are several characteristics of private / private services, including:

1. Private services are more based on individual choice in the market. Organizations in the private sector are required to be able to meet individual tastes and preferences to meet the decisions of each individual customer. This situation is different from what happened in

the public sector. The public sector is not based on individual choices in the market but on collective choices in government.

2. The characteristics of private services are influenced by the law of supply and demand. The demand and supply will have an impact on the price of a product or service. This means that servants in the private sector are very dependent on market opinion and market mechanisms, unlike public services that cannot be fully controlled by the market.

3. Management in private services is closed to public access, while the public sector is open to the public, especially those related to service management. In private services the information provided to the public is relatively limited. The information submitted is limited to financial reports, while the company's budget and strategic plans are part of the company's secrets, so they are not disclosed to the public.

4. Private services oriented to the equity of market. Market justice means equal opportunities to enter the market. Private services have an interest in removing the barrier to entry. Market justice will occur when there is fair competition in a perfect market, that is, in the absence of a monopoly or monopsony. Meanwhile, the orientation of public services is to create equity of need.

The legal basis for private services is more towards the laws / rules made by the director of the service organization. Private services are rarely exposed to political issues because their orientation is only to certain customers. Management in the private service sector does not require transparency to the community, because they are only accountable to stakeholders.

One of the private services at the hospital is insurance. Insurance is one type of service provided by the private sector to customers who pay insurance premiums, so that when a claim occurs by the premium holder, the insurer is required to pay a claim fee. Here, the insurance agency is responsible to the stakeholders who are the insurance premium holders, and the institution is oriented towards the profit of the company and its stakeholders.

2.5. Public Service

The term service comes from the word "serve" which means to help provide all that is needed by others for acts of service. Basically, every human being needs service, even in the extreme it can be said that service cannot be separated from human life (Sinambela, 2010).Meanwhile, the term public comes from English, public which means general, society, country. The word public has been accepted as Standard Indonesian into Public which means general, crowd, crowded.

(Ratminto, 2005)defines that public services or public services can be defined as all forms of services, both in the form of public goods and public services which in principle are the responsibility and carried out by government agencies at the central, regional, and within Badan Usaha Milik Negara or Badan Usaha Milik Daerah, to fulfill the needs of the community and in the context of implementing the provisions of laws and regulations.

Furthermore, in the Decree of the Minister of State Apparatus Empowerment Number 63 of 2003, it has been explained that the definition of public service is all service activities carried out by public service providers as an effort to meet the needs of service recipients and the implementation of the needs

of laws and regulations. Meanwhile public service providers in the Decree of the Minister for Administrative Reform No. 63 of 2003 states that Government Agencies as collective designations include Work Units / organizational units of Ministries, Departments, Non-Departmental Government Agencies, Secretariat of Top and High State Institutions, and other Government Agencies, both central and regional including Badan Usaha Milik Negara, Badan Usaha Milik Daerah, become a public service provider. Meanwhile, users of public services are public society, communities, government agencies and legal entities that receive services from government agencies.

The administration of public services is carried out by public service providers, namely state / government administrators, economy and development administrators, independent institutions established by the government, business / legal entities authorized to carry out some of the duties and functions of public services, cooperating business entities / legal entities and / or contracted to carry out part of the duties and functions of public services and the public or private sector who carry out some of the tasks and functions of public services that the government / regional government is unable to handle / manage. There are 3 important elements in public service, namely:

1. Service provider organization, namely Local Government.

2. Service recipients (customers), that are interested persons or communities or organizations.

3. The satisfaction given and / or received by the service recipient (customer).

Every public service administration must have a standard of service, as a guarantee of certainty for the giver in carrying out their duties and functions and for service recipients in the process of submitting their application. Service standards are standardized measures in the provision of public services as guidelines that must be adhered to and implemented by service providers and serve as guidelines for service recipients in the application submission process, as well as a means of community control and / or service recipients on the performance of service providers. Therefore, it is necessary to compile and determine service standards in accordance with the nature, type and characteristics of the services provided and with regards to the environment.

2.6. Previous Research

Table 2.1

No	Title	Variable	Author and Year	Findings
1.	Motivation and Life Satisfaction of Employees in the Public Sector and Private Sectors	- Motivation - Life Satisfaction	(Peklar & Boštjančič, 2012)	This research involved 288 participants including 153 employees in the private sector and 116 in the public sector (19 did not specify). The results show that among all employees the most distinctly expressed factor is intrinsic motivation. No

				differences in any type of motivation were observed between sectors; between managers in the public and private sectors there were no statistically significant differences in either extrinsic motivation or intrinsic motivation or in life satisfaction.
2.	The Satisfaction with Life Scale	Life Satisfaction	(Susilowati, 2020)	After being tested on 60 students at Sanata Dharma, the Cronbach Alpha score on the life satisfaction scale was 0.740. This means that the life satisfaction scale has a good reliability to be able to produce a consistent score.
3.	Importance of Employee Motivation & Job Satisfaction for Organizational Performance	Work Motivation	(Varma, 2018)	Performance management activities score 63% and 61 % of satisfaction while remaining % of response being dissatisfied and

			26		neutral. The compensation and benefit, financial rewards 38% and 51% of satisfaction while remaining % of response being dissatisfied and neutral. For career advancement opportunities 26% of the employees showed dissatisfaction and 21% stayed neutral and 53% of employees expressed satisfaction with the career advancement policies and practices. For Recognition and appreciation 36% of employees expressed dissatisfied 30 % stayed neutral and 34% expressed dissatisfaction. For work-life balance 40% employees expressed dissatisfaction, 15% stayed neutral and 45% expressed satisfaction.

4.	Description of Job Satisfaction Ward Nurse Hospital of Stella Maris. .	Nurse Job Satisfaction, Interests, Job Peace, Skills, Social Interaction between Nurses and Bosses, Social Interaction between Nurses, Arrangement of Work Time and Rest Time, Work Equipment, Room Conditions, Salary, Social Security, Benefits and Promotions.	(Noor, Argapati, & Sidin, 2013)	Respondents who have good interest 96.2%, peace of work 72%, good skills 56.2%, interaction between nurses and superiors is good 83%, interaction between nurses is 90% good, work time management and appropriate rest time 96 , 9%, work equipment that is not suitable 60.8%, comfortable room conditions 68.5%, salary that feels less than 86.9%, unsuitable social security 64.6%, less allowances 69.2%, and poor promotion 55.4%, so the level of job satisfaction of nurses in the inpatient room was 60.8%.

| 5. | The Relationship between Job Characteristics and Job Satisfaction of Nurses at the Level III Robert Wolter Mongisidi Hospital, Manado. | Job Satisfaction, Supervision, Job Security, Compensation. | (Takatelide, Rattu, & Pelealu, 2014) | There is a negative relationship between the supervision variable and the job satisfaction of nurses, namely the value of $p = 0.000$ ($p < 0.05$), there is a relationship between the variable job security and job satisfaction, $p = 0.029$ ($p < 0.05$), while the compensation variable There is a relationship between the compensation variable and the nurse's job satisfaction, namely $p = 0.086$ ($p < 0.05$). So, there is a relationship between job characteristics and job satisfaction of nurses at the Robert Wolter Mongisidi Hospital, Manado. |
| 6. | Analysis of the Effect of Life Satisfaction and Job Satisfaction of | Job Satisfaction, Life | (Haribowo, 2001) | Job satisfaction has a positive effect on life satisfaction, with a relatively |

				large coefficient of 0.4 with a significance level of 5%. On the other hand, life satisfaction has a positive effect on job satisfaction with a relative coefficient of 0.23 at the 5% significance level. This proves that the analysis of the influence between job satisfaction and life satisfaction is significant.
	Self-Service Employees in Semarang.	Satisfaction, Relationships.		
7.	The Effect of Job Satisfaction with Family Satisfaction and Its Effect on Nurse Performance Towards the Development of a New Architecture for Health Services Business (Study at Regional General Hospital Dr. R.	Job Satisfaction, Family Satisfaction, Influence, Employee Performance.	(Sudiro, 2012)	Job satisfaction and family satisfaction influence each other positively and significantly. Job satisfaction is also influenced by job pressure, job involvement, family-work conflict, variations in job skills and job feedback, while family satisfaction is influenced by family pressure, work-family

				conflict, and family involvement. Furthermore, job satisfaction affects the performance of nurses positively and significantly.
Soedarsono, Pasuruan City).				

2.7. Hypotheses Development

The practical goal of knowing how to motivate employees to accomplish their obligations and responsibilities inside an organization has been the major of work motivation. According to a review of the literature (Conway & Briner, 2002) and (Coyle-Saphiro & Jacqueline, 2002), many operationalizations of work contents have five dimensions. First, financial incentives refer to the supply of equitable and suitable incentives. Second, employment content refers to the provision of the correct job, i.e., work that is difficult, varied, and engaging, and for which one has the best aptitude and attitude. Third, opportunities for advancement and growth inside an organization or field employment are referred to as career development opportunities. Fourth, a friendly and cooperative working environment is referred to as a helpful and social atmosphere and, fifth, the employer's respect and understanding for the employee's personal condition is referred to as respect for private life. Because public and private sectors employees are closely related to the dimension of work motivations for which differences between them are observed, some researchers have used these topic areas to examine differences between public and private sector employees (Vos, Buyens, &

Schalk, 2003). From the explanation above, the following hypothesis set for this research:

H1   : It is suspected that there is differences of employee work motivation between Rumah Sakit Umum Daerah dr. Soehadi Projonegoro and Rumah Sakit Amal Sehat Sragen

Many studies have found that hospital workers and nurses are under a lot of stress at work and pay less attention to their personal lives (Lee, Hwang, Kim, & Daly, 2004). Life satisfaction is a crucial component of psychological health and well-being (Su, Weng, Tsang, & Wu, 2009), and it refers to a global assessment of happiness based on an individual's achievement standards (Pavot & Diener, 1993). A happy, pleasurable life may be linked to success (Lyubomirsky, King, & Diener, 2005). As a result, establishing the state of life satisfaction and understanding its factors may lead to the development of effective suggestion for reducing job burnout and, as a result, improving hospital staff and nurses' life satisfaction (Demerouti, Bakker, Nachreiner, & Schaufeli, 2000). The findings help to form Hypothesis two, which is:

H2   : It is suspected that there is differences of perceptions of life satisfaction between Rumah Sakit Umum Daerah dr. Soehadi Projonegoro and Rumah Sakit Amal Sehat Sragen