



Impact of public service motivation on nurses' job satisfaction and performance at RSUD Bahteramas Kendari

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Abstract

This study aims to explain the influence of Public Service Motivation (PSM) on job satisfaction and the performance of nurses at RSUD Bahteramas Kendari. Using an explanatory research method with a population of 211 nurses distributed across various work units, this study analyzes data using Structural Equation Modeling (SEM) supported by Amos software. The results show that Public Service Motivation has a positive and significant impact on both nurse performance and job satisfaction. Nurses with high motivation to serve the public tend to perform better and feel more satisfied with their work. Furthermore, job satisfaction is identified as an important factor that strengthens the influence of motivation on nurse performance. Based on these findings, it is recommended that hospital management take strategic steps to enhance nurse motivation and job satisfaction through training, workshops, and reward programs. Further research is suggested to explore other variables that affect nurse performance to improve the quality of healthcare services.

Keywords: PSM, Job Satisfaction, Performance

Introduction

Hospitals are essential institutions that provide healthcare, education, and research services, and require effective management to meet complex operational demands. Hospital performance is highly dependent on human resources (HR), especially nursing staff who play a central role in providing nursing care (Younis et al., 2021). Nurses not only contribute to the quality of health services, but also become an important indicator in achieving the goals of the hospital organization (Abdullah et al., 2021). Along with the development of technology and increasing public expectations for health services, hospitals are expected to continue to optimize the performance of their nurses.

Nurses' performance, which reflects their ability to carry out nursing duties in accordance with professional standards, is influenced by various factors, including Public Service Motivation (PSM) (Jiang et al., 2021). PSM is a concept that emphasizes the importance of altruistic encouragement in individuals working in the public sector, including nurses, to provide the best service to society (Zubair et al., 2021). In addition, nurses' job satisfaction is an important aspect that can improve their performance. Nurses who are satisfied with their jobs tend to provide better services, which ultimately improves the overall quality of hospital services. Given the importance of these two factors, this study aims to examine the influence of PSM and job satisfaction on the performance of nurses at the RSUD Bahteramas Kendari.

Public Service Motivation (PSM) is a concept that focuses on motivating individuals to serve the community in a quality and selfless way. PSM is relevant to the nursing profession because nurses are part of the public service that daily interacts directly with patients, provides nursing care, and ensures the welfare of the community. Several studies have shown that PSM can improve the performance of individuals in public organizations, including in the health sector. According to Tammase et al. (2022), PSM plays an important role in shaping employee behavior oriented towards the public interest, which in turn can improve their performance and job satisfaction.

Job satisfaction is another significant variable in the context of nurse performance. Job satisfaction refers to the positive or negative feelings that a nurse has towards her work, which affects their productivity and commitment. Previous research by Abdullah et al. (2021) showed that job satisfaction is closely related to nurse performance, where nurses who feel satisfied tend to show better performance in providing services to patients (Nuraena et al., 2024). Job satisfaction not only improves the well-being of individuals, but also contributes to the hospital's operational efficiency and overall reputation.

Previous research has shown a link between Public Service Motivation and performance, but the results still show inconsistencies. PSM had a significant positive influence on performance (Ki, 2022), another study by Pratama and Nurhidayah (2019) showed the opposite results, where PSM had no significant influence on performance. This inconsistency indicates the existence of theoretical gaps that need to be further investigated to understand moderation conditions or variables that may affect the relationship between PSM and performance.

In addition, although there is a consensus in the literature regarding the importance of job satisfaction in improving performance, conflicting findings remain. Research such as those conducted by Kjeldsen and Hansen (2018) indicated that PSM had a positive effect on job satisfaction and performance, while Na and Li-yan (2010) did not find a significant relationship between PSM and job satisfaction. This research gap points to the need for further studies to explore the factors that can bridge or modify the relationship between PSM, job satisfaction, and performance, especially in the context of nurses in hospitals.

To overcome this gap, this study proposes a conceptual model that integrates Public Service Motivation, job satisfaction, and nurse performance. This study will use indicators that

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are relevant and in accordance with the conditions at the RSUD Bahateramas Kendari, which are different from the context of the previous study. By focusing on more specific PSM measurements and considering the role of job satisfaction as a mediating variable, this study is expected to contribute to explaining the variation in nurse performance that has not been adequately explained in previous studies.

This study will also explore contextual influences, such as organizational culture and human resource management policies at the RSUD Bahateramas that may affect the effectiveness of PSM in improving nurse performance. With this more holistic and contextual approach, it is hoped that this study can provide practical solutions to improve nurse performance through the optimization of PSM and increased job satisfaction, which can ultimately improve the quality of health services at the hospital.

RSUD Bahateramas Kendari is one of the main health institutions in Southeast Sulawesi that serves various types of patients with diverse backgrounds. As a referral hospital, Bahateramas has an important role in providing quality and affordable health services to the local community. However, as has been identified, there are some challenges in terms of nurse performance, especially related to their motivation and job satisfaction. This condition is exacerbated by complaints related to human resource management, such as delays in payment of medical services and erratic working hours, which can affect nurse performance.

In addition, the organizational culture and internal policies in Bahateramas may influence the implementation of Public Service Motivation among nurses. For example, there are still practices where nurses delay work or do not show enough care for patients. This phenomenon shows the need for more effective interventions in human resource management, especially in increasing the motivation and job satisfaction of nurses, to achieve optimal performance and meet public expectations for quality health services.

This study aims to analyze the influence of Public Service Motivation on the performance and job satisfaction of nurses at the RSUD Bahateramas Kendari, as well as to examine the role of job satisfaction as a mediator in the relationship between Public Service Motivation and nurse performance. This research can contribute to the development of a human resource management model in the health sector, as well as provide practical recommendations for the management of the RSUD Bahateramas Kendari in an effort to improve nurse performance through increasing public service motivation and job satisfaction.

Literature Review

Public Service Motivation

Public Service Motivation (PSM) is a concept that refers to an individual's internal drive to make a beneficial contribution to society through public service (Andersen et al., 2020). It arises from a person's desire to serve the public interest, help others, and make a positive difference in people's lives. Individuals with high PSM tend to have a strong commitment to their work in the public sector, feel driven to carry out their duties with integrity, and

demonstrate a high level of dedication to achieving public service goals. PSM is often a major motivating factor for people who choose a career in government or non-profit organizations (Hue et al., 2022).

PSM also has important implications for public sector organizations, especially in terms of recruitment, retention, and employee performance. Organizations that are able to attract and retain individuals with high PSM are usually more effective in achieving public goals because those employees tend to be more motivated and committed to the organization's mission. Additionally, PSM can influence the way individuals interact with society, where they are more likely to demonstrate ethical behavior, transparency, and accountability in carrying out their duties. Therefore, the development and maintenance of PSM among public employees is an important element in improving the quality of public services and public trust in the government.

Job Satisfaction

Job satisfaction is the level of satisfaction an individual feels with their job (Mahmood Aziz et al., 2021), which reflects their positive or negative feelings towards various aspects of the job, such as salary, work environment, relationships with coworkers, and career development opportunities. When employees feel that their work meets their expectations and needs, they tend to feel more satisfied. High job satisfaction is often associated with increased employee motivation, productivity, and loyalty to the organization (Dhir et al., 2020). In addition, job satisfaction also plays a role in reducing employee attendance and turnover rates.

On the other satisfaction also affects the mental and emotional well-being of employees. Employees who are satisfied with their jobs tend to experience lower stress and have a better life balance. Organizations that focus on increasing the job satisfaction of their employees can create a more productive, harmonious, and conducive work environment for innovation (Purwanto, 2020). Thus, job satisfaction is not only important for individual employees, but also for the organization as a whole, as satisfied employees are more likely to contribute positively to the achievement of organizational goals (Solehudin & Syabanasyah, 2024).

Employee Performance

Employee performance refers to how well an employee performs their duties and responsibilities in an organization (Riwukore et al., 2021). Employee performance is usually measured through various indicators, such as productivity, work quality, efficiency, and compliance with company policies. Good performance shows that employees not only meet expectations but also contribute positively to the achievement of organizational goals (Hajiali et al., 2022). A variety of factors can affect employee performance, including skills, motivation, work environment, and leadership. High employee performance is critical to the success of an organization, as high-performing employees can drive innovation, improve operational efficiency, and provide better service to customers (Waal, 2021). To achieve optimal performance, organizations need to provide continuous training and development, as well as create a supportive and motivating work environment for employees. Fair and transparent performance evaluations are also important to ensure that high-performing employees are rewarded accordingly, while those in need of improvement can receive the necessary support.

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Thus, effective performance management is key in ensuring that every employee can contribute optimally to the success of the organization.

Research Method

Quantitative research method is a type of research whose specifications are systematic, planned and structured clearly from the beginning to the creation of the research design. This study was conducted with the aim of testing and explaining the influence of Public Service Motivation on Job Satisfaction and Nurse Performance of RSUD Bahateramas Kendari. *Explanatory research* is a research method that intends to explain the position of the variables being studied and the influence between one variable and another. The population of this study includes 211 people spread across various work units at the RSUD Bahateramas Kendari. In this study, data analysis was carried out using Structural Equation Modeling (SEM) with the help of Amos software. SEM, which is an extension of regression analysis, allows researchers to test multiple models at once in a single analysis, including path, moderation, and mediation models. The use of Amos simplifies the process of calculation, visualization, and modification of the model graphically, making SEM with Amos an effective tool for analyzing complex structural relationships in this study.

Results

The demographic aspect of human resources that can affect the nurses of the RSUD Bahateramas Kendari in doing their work is age, to see these characteristics in this study is shown in the following table:

Table 1. Respondent characteristics

| Characteristics | Frequency | % |
|------------------|-----------|-------|
| Age Group | | |
| 32-37 | 30 | 21,7 |
| 38-43 | 63 | 45,7 |
| 44-49 | 24 | 17,4 |
| 50-55 | 21 | 15,2 |
| | 138 | 100 |
| Gender | | |
| Man | 27 | 19,57 |
| Woman | 111 | 80,43 |
| | 138 | 100 |
| Eduacation level | | |
| DIII | 57 | 41,3 |
| S1 | 78 | 56,5 |
| S2 | 3 | 2,2 |
| | 138 | 100 |
| Work experience | | |
| 6-16 | 102 | 73,9 |
| 17-27 | 36 | 26,1 |
| | 138 | 100 |

| | | |
|-------------------|-----|------|
| Marital Status | | |
| Unmarried | 14 | 10,1 |
| Married | 124 | 89,9 |
| | 138 | 100 |
| Dependents (Soul) | | |
| 0 | 14 | 10,1 |
| 1 | 20 | 14,5 |
| 2 | 60 | 43,5 |
| 3 | 40 | 29 |
| 4 | 1 | 0,7 |
| 5 | 2 | 1,4 |
| 6 | 1 | 0,7 |
| | 138 | 100 |

Table 2. Results of CFA

| Variables | Variable Indicators | Loading Factor | Meaning |
|---------------------------|--|----------------|---------|
| Public Service Motivation | Interest in patient care | 0,929 | Valid |
| | Commitment to patient values | 0,928 | Valid |
| | Patient care | 0,837 | Valid |
| | Self-sacrifice for the benefit of patients | 0,754 | Valid |
| | Work itself | 0,758 | Valid |
| Job Satisfaction | Supervision | 0,727 | Valid |
| | Coworkers | 0,802 | Valid |
| | Promotion | 0,557 | Valid |
| | Pay | 0,551 | Valid |
| | Quantity | 0,805 | Valid |
| Employee Performance | Quality | 0,828 | Valid |
| | Time | 0,655 | Valid |
| | Cost | 0,649 | Valid |
| | Service orientation | 0,535 | Valid |
| | Commitment | 0,667 | Valid |
| | Initiative | 0,776 | Valid |
| | Collaborate | 0,571 | Valid |
| | Leadership | 0,847 | Valid |

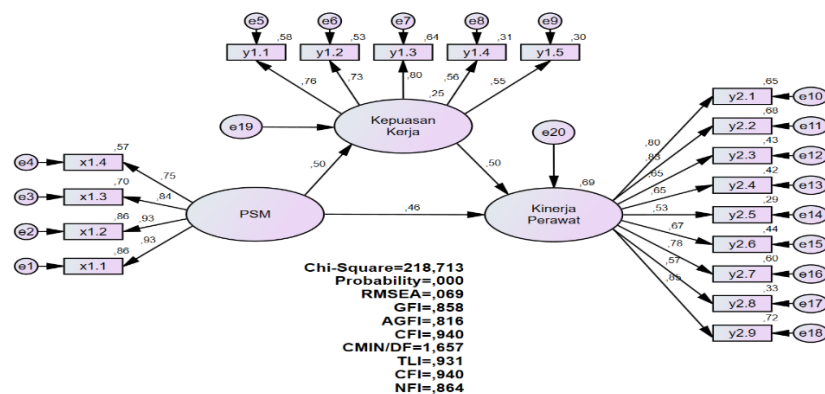


Figure: Structural Model Test Results Images

Table 3. Evaluation of *Goodness of Fit Indices Criteria*

| <i>Goodness-of-fit indices</i> <i>Cut of value</i> | <i>Cut of value</i> | Model results | Model evaluation |
|---|---------------------|---------------|------------------|
| Chi-Square | Expected small | 218,713 | Good |
| Probability | ≥ 0.05 | 0,000 | Not good |
| RMSEA | ≤ 0.08 | 0,069 | Good |
| GFI | ≥ 0.90 | 0,858 | Marginal |
| AGFI | ≥ 0.90 | 0,816 | Marginal |
| CMIN/DF | ≤ 2.00 | 1,657 | Good |
| TLI | ≥ 0.95 | 0,931 | Marginal |
| CFI | ≥ 0.95 | 0,940 | Marginal |
| NFI | ≥ 0.90 | 0,864 | Marginal |

Based on the results of the evaluation of *the Goodness of Fit Indices*, the results were obtained that the models used have almost all met good standards.

Table 4. Table summary of hypothesis

| Direct Pathway | The amount of influence | P | Information |
|--|-------------------------|-------------------|-------------|
| Choir → Kinerja_Nurse | 0,463 | 0.000 | Significant |
| PSM → Kepuasan_Kerja | 0,501 | 0.000 | Significant |
| Kepuasan_Kerja → Kinerja_Nurse | 0,498 | 0.000 | Significant |
| Indirect Paths | | Information | |
| Choir → Kepuasan_Kerja → Kinerja_Nurse | 0.250 | Partial Mediation | |

Based on the results of the study, it was found that Public Service Motivation (PSM) has a positive and significant influence on the performance and job satisfaction of nurses at the RSUD Bahateramas Kendari. PSM contributed 46.3% to the improvement of nurses' performance, with a p value of 0.000 which was smaller than 0.05, so the hypothesis was accepted. In addition, PSM also had a significant influence on nurses' job satisfaction with a contribution of 50.1% and the same p value, showing that public service motivation plays an important role in increasing job satisfaction among nurses.

Furthermore, nurses' job satisfaction was also found to have a positive and significant influence on their performance, with an influence of 49.8% and a p value of 0.000. This shows that job satisfaction is a key factor that strengthens nurses' performance. In addition, the analysis of indirect effects showed that PSM had a positive effect on nurses' performance through job satisfaction, with an influence of 0.250. This indicates that job satisfaction acts as a partial mediator in the relationship between PSM and nurse performance, reinforcing the importance of job satisfaction in improving performance through increased public service motivation.

Discussion

Public Service Motivation (PSM) has a significant influence on the performance of nurses at the RSUD Bahteramas Kendari. Choir reflects the intrinsic motivation that encourages nurses to provide the best service to the community. Nurses with high levels of PSM are more committed to their work, which is reflected in the improvement of health service performance (Deng et al., 2019). This study supports the view that PSM is one of the main drivers of performance in the public sector, particularly in the health sector, where involvement and dedication to work are indispensable (Fernandes et al., 2022). In addition to improving performance, choirs also play an important role in increasing nurses' job satisfaction. PSM strengthens nurses' emotional connection to the hospital's mission and values, making their work feel more meaningful. The feeling that their work contributes positively to society increases job satisfaction, which in turn supports the improvement of service quality (Basalamah, 2021). This study shows that job satisfaction is not only the result of intrinsic motivation, but also an important factor that affects the quality of nurses' performance. Furthermore, this study also found that job satisfaction plays a mediator in the relationship between PSM and nurse performance. In other words, PSM not only directly improves performance but also through increased job satisfaction. This shows the importance of a management strategy focused on professional development and recognition of nurses' contributions, to strengthen PSM and, ultimately, improve nurse performance (Thuy & Phinaitrup, 2023). These results confirm the importance of a holistic approach to human resource management in the health sector (Stahl et al., 2020).

Conclusion

This study shows that Public Service Motivation has a significant and positive influence on the performance and job satisfaction of nurses at the RSUD Bahteramas Kendari. Nurses who have a high motivation to serve the public tend to perform better and feel more satisfied with their jobs. This reflects the importance of the role of motivation in encouraging nurses to provide optimal service to patients, which ultimately improves the overall quality of health services at the hospital.

In addition, nurses' job satisfaction was also found to play an important role in improving their performance. When nurses are satisfied with their jobs, especially in aspects such as attention from leadership, cooperation with colleagues, and promotions, their performance tends to be better. Job satisfaction is an intermediary factor that strengthens the influence of public service motivation on performance, showing that nurses who are motivated and satisfied with their work are better able to provide effective and efficient services.

Based on these findings, it is recommended that hospital leaders take strategic steps to increase public service motivation and job satisfaction of nurses. This can be done through various initiatives such as training, workshops, and award programs designed to increase nurse involvement in public service. In addition, further research is suggested to explore other

variables that may affect nurse performance, in order to provide more comprehensive insights in an effort to improve the quality of health services.

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