

The Effect of Job Satisfaction, Integrity and Motivation on Performance

Ishak Awaludin¹, La Ode Bahana Adam², Sri Wiyati Mahrani³
^{1,2,3} Faculty of Economic and Business, Halu Ole University, Southeast Sulawesi Indonesia

ABSTRACT

The purpose of this study was to describe and analyze the effect of Job Satisfaction, Integrity and Motivation on Performance. Design of this study used research associative with data collection used questionnaire. The populations of this study are all health workers in the government hospital in the City of Kendari. Numbers of population in this study are 84 health workers in the government Hospital in the City of Kendari. The sampling method used the census method that total sampling took all the members of the population to become members of the sample. Method of Data Analysis used Multiple Regression Analysis.

The results of this study showed that ; 1) simultaneously, job satisfaction, Integrity and motivation of health workers has significant effect on performance of health workers, 2) job satisfaction have positive and significant impact on the performance of health workers in the government Hospital in the City of Kendari, 3) Integrity have positive and significant impact on the performance of health workers in the government Hospital in the City of Kendari, 4) motivation have positive and significant impact on the performance of health workers in the government Hospital in the City of Kendari.

Keywords : *job satisfaction, integrity, motivation, Performance*

Date of Submission: 13 January 2016



Date of Accepted: 29 January 2016

I. INTRODUCTION

The hospital is an institution that is in charge to give health services to the public but have characteristics of services that are very complex and interesting. Users of hospital services is not only limited to certain classes in the community but hospitals are required to provide maximum service to all layers of society. Ministry could be four aspects of the ministry of the medical services/curative, prevention services and medical rehabilitation services required by the public.

To achieve the goal of the organization/hospital there are several factors that affect, one of which is the performance of health workers must have good results, this course is supported by the factors that can improve the spirit of work, where these factors does not remove from the wages according to the risk of the work the work place that good relations with colleagues, responsibility and Sincerity in performing the work so that can improve the performance of the employees are supported by some variables, including job satisfaction, integrity and work motivation. Some researchers have examined the influence of job satisfaction, integrity and motivation to the performance Yudhawaty (2007), and Kesuma (2013) relationship motivation shows a significant influence on the performance. Lytle and Timmerman (2006: 136-147), stated that job satisfaction, integrity and motivation is the most elements in order to create a consumer satisfaction, quality of service and *Outcomes* of employees.

The problems regarding the lack of the spirit of the work that occurred in the work environment Government Hospital in the City of Kendari caused by the lack of motivation that brought the health workers to ponder their role and works on the PC as well as to provide the best contribution over their profession of each (doctors, nurses and midwives). Then the cause of the lack of the spirit of the work related to the motivation is the lack of nominal income that obtained upon the duties and responsibilities and is very high risk of contracting the disease types. These cause health workers only work on things that benefit them and their communication ethics that good enough to show the integrity of them very decreased so that it does not have an impact on the improvement and development of the quality of health professionals and hospital itself.

Besides the lack of cooperation is good and the system seniorities between the profession of doctors and nurses and midwives also cause a lack of performance of the employees. In addition to the motivation, some healths professionals also mention the integrity and job satisfaction also affect the performance of the employees. When continued lack of awareness be was caused by the lack of implementation of the employees rules, rules just made and agreed but not running properly.

Other impacts of the lack of responsibility and sincerity of health workers are time settlement services to patients who visited. Health workers do not feel enthusiastic to perform the duty of the ministry with good.

In this research, researchers relate the influence of job satisfaction, integrity and motivation to performance.

II. LITERATURE REVIEW

2.1. Job Satisfaction

A review of satisfaction literature reflects one area in which there seems to be some general agreement among researchers. The area of agreement is the definition of job satisfaction. Smith, Kendall, and Hulin (1969) define it as “the feelings the worker has about his job”. These feelings were based on the individual’s perceptions of the differences between what was expected as a fair return and what was actually experienced (Newby 1999). Locke (1976) gave a comprehensive definition of job satisfaction as involving cognitive, affective and evaluative reactions or attitude and states that it is a pleasurable or positive emotional state resulting from the appraisal of one’s job or experience (Olorunsola 2010). Schultz (1982) defined job satisfaction as “ the psychological disposition of people toward their work – and this involves a collection of numerous attitudes or feelings” (Newby 1999).

Robins (2001) saw job satisfaction as an individual general attitude towards his or her job. And Mullins in 2005 perceived job satisfaction as more of an attitude, an internal state and it could be associated with a personal feelings of achievement either qualitative or quantitative (Olorunsola 2010).

2.2. Integrity

Integrity describes the behavior of elements involving employees and the success of fair dealings, honesty and reliability in the workplace (Mehravian, 2000).

According to Jamia Manap *et.al* (2005) Integrity is knowledge, awareness, understanding and holding fast to the values are consistently accompanied by a full commitment to those values in every word and action to achieve personal and organizational excellence.

Integrity is the utmost compliance to the values of local community (Pattison and Edgar, 2011). In accordance to that, Individual are said to have a high integrity when their actions are aligned with the pure values they hold (Jamiah Manap *et.al*, 2005)

2.3. Motivation

Motivation is an internal state that causes people to behave in a particular way to accomplish particular goals and purposes. It is possible to observe the outward manifestations of motivation but not motivation itself (Denhardt et al., 2008). For instance, the acquisition of money may be an extrinsic motivator, but it is simply the manifestation of the internal drive to meet intrinsic needs like purchasing food, paying rent for shelter, or acquiring high social status. Motivation strengthens the ambition, increases initiative and gives direction, courage, energy and the persistence to follow one’s goals. A motivated person takes action and does whatever it needs to achieve his or her goals. Human motivation is a complex and well studied field that has broad roots in a diverse collection of academic disciplines including psychology, sociology, education, political science, and economics. In simplified terms, motivation can be defined as, —what causes people to behave as they do (Denhardt et al., 2008).

2.4. Performance

Work performance in this study is defined as the ability of a worker to achieve a certain level of productivity in the aspects of quantity or quality (Mohamad Zakaria, 2005). There are seven dimensions of work performance, which are knowledge about work, attitude, decision making, delegation, personal efficiency, planning, and leadership capability. There are a few theories that can contribute to deeper understanding of work performance. Even so, there is no one theory that can completely explain work performance (Rusli and Shamsiyati, 2011). Thus, a number of theories and understanding need to be combined to contribute to the discussion on work performance in this study. Most of these theories are usually related to the theory of motivation.

2.5. Relationship between Job Satisfaction, integrity and motivation on Performance

Many factors affect performance, three of which are job satisfaction, integrity and motivation. Motivation are fighting capabilities to a higher level to have the maximum performance to achieve business goals with the requirement not to ignore the ability to obtain satisfaction in work (Robbins, 1998: 110). Yukl (2009: 71) defines integrity as a person's behavior is consistent with the values attached to them, and that person is honest, ethical and trustworthy. Thus, to get a better performance required three conditions where job satisfaction, integrity and motivation upon health personnel to be a priority. This is supported by the theory conducted by Luthans (2006: 114) which show that the psychological state of employees consisting of job satisfaction and motivation have a relationship positive to employee performance, and studies conducted Yudhawati (2007) found that the integrity of the significant and positive impact on the performance either partially or simultaneously

H1: Job Satisfaction, integrity and motivation has significant influence on performance

2.6. Relationship between Job Satisfaction on Performance

In the labor market there is demand of highly skilled, trained and qualified employees. The output and productivity of an organization is measured in terms the performance of its workforce (Currall et al., 2005). It was found that better performance of the workforce is the result of level of job satisfaction (Sousa-Poza and SousaPoza, 2000). Nanda and Brown (1977) have investigated the important employee performance indicators at the hiring stage. They concluded that level of job satisfaction and motivation affects the employee’s productivity. The high performer demand attractive packages from the employers. The low level of job satisfaction adversely effects on the employee commitment and sequentially effect the achievement of organizational objectives and performance (Meyer, 1999). So we propose the hypothesis:

H2 : Job Satisfaction has significant influence on Performance

2.7. Relationship between Integrity on Performance

Yudhawati (2007) and Joko Purnomo (2011) found that the integrity has significant and positive impact on performance. Robbins (2002: 170) defines Integrity as honesty, sincerity, sincerity and trust. Haryatmoko (2011: 151) of public integrity usually associated with three capabilities: a) able to fulfill promises and obligations relevant to the situation and context of the public service. b) Honest and oriented to meaning, means capable of connecting the vision to practical life. c) Capable of reading the signs of the times so that it can reveal significant aspects of the case to be able to take appropriate decisions.

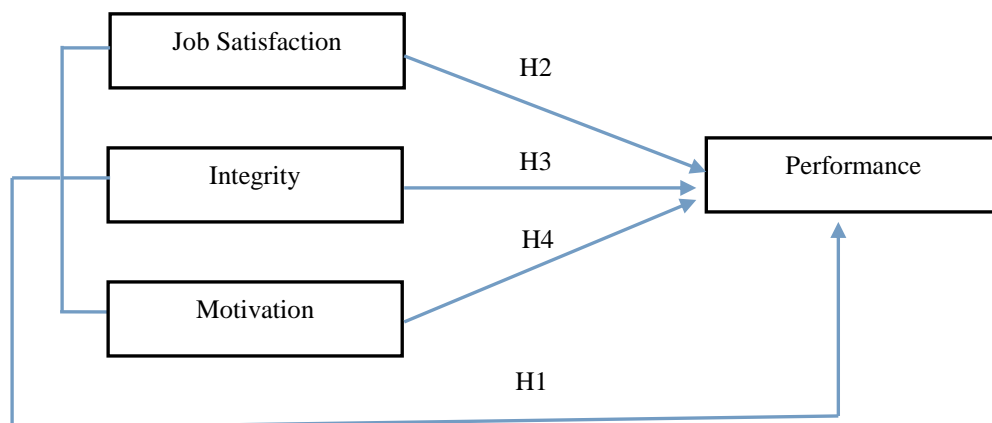
H3 : Integrity has significant influence on Performance

2.8. Relationship between Motivation on Performance

Yudhawati (2007) and Listianto and setiaji (2004) find that motivation has significant and positive impact on performance. In other words the performance is a function of the motivation with the existence of the motivation in the individual will have better performance (Rivai, 2005: 15). Luthans (2006: 297) which in theory find that motivation have a positive impact on performance of the employees who then further strengthened by other research studies also show that the psychological condition where the motivation is one of the important factor significantly closely related with the performance of the employees (Weixing Li 2006)

H4: Motivation has significant influence on Performance

Figure 1. Conceptual Framework



III.METHODOLOGY

The population in this research is health professionals some 516 people, with the details of the hospital numbered 421Bahteramas people and hospital abunawas numbered 95 people. Health Professionals mentioned was doctors, nurses.

Sampling techniques using equations Taro Yamane (Ridwan, 2010: 148) namely :

$$n = \frac{N}{N.d^2+1}$$

Where : n = The number of sample

N = The number of the population

d² = Presisi specified 10%

Based on the formula then obtained samples as follows ;

$$n = \frac{516}{516(0,1)^2 + 1}$$

$$n = \frac{516}{(516)(0,01) + 1}$$

$$n = \frac{516}{5,16 + 1}$$

$$n = \frac{516}{6} = 83,76$$

$$= 84$$

With the equations above, then obtained the number of sample total 84 health workers that consists of 2 government hospitals. The analysis of the data used in this research is research with Multiple Linear regression Analysis.

IV. ANALYSIS AND RESULT

Table 1. Multiple Linear Regression Test Results

1. Variables	Coefficient	Beta	T	Sig t	Description
Job satisfaction	8.480				
Integrity	0.189	0.208	2.551	0.013	Significant
Motivation	0.781	0.613	8.434	0.000	Significant
	0.149	0.176	2.203	0.030	Significant
R Square = 0.627 F count = 44.754 Sig F = 0.000					

The results of the multiple linier Regression, obtained the value of the determination coefficient *R Square* shows a value of 0.627 or 62.7%. This means that the variables performance of health workers influenced by 62.7 percent by Customer Satisfaction health workers, the integrity of the health workers and motivation while the remaining 37.3 percent influenced by other variables outside of the three free variables that are examined in this research.

4.1. The influence of job satisfaction, Integrity, and motivation on performance

From the analysis results show from the testing of the hypothesis the simultaneously job satisfaction, Integrity and motivation has significant influence to performance of health workers.

This means that when job satisfaction, Integrity, and motivation improved together and then will have an impact on improving the performance of health workers and vice versa if job satisfaction, Integrity and motivation declined together and will result in reduced performance of health workers. From the value of the determination coefficient *R Square* shows a value of 0.627 or 62.7%. This means that the variables performance of health workers influenced by 62.7 percent by Satisfaction of health workers, integrity of the health workers, and motivation while the remaining 37.3 percent influenced by other variables outside of the independent variables examined in this research. Good Performance supports the success of an organization. Many factors that affect the performance of the three of them are job satisfaction, integrity and motivation is the ability to strive a higher level to have maximum performance to achieving the purpose of work with conditions not ignore the ability to obtain customer satisfaction in the work (Robbins, 1998: 110).Yukl (2009: 71) defines the integrity as the behavior of a person consistent with the accompanying value, and people are honest, ethical and can be trusted. Thus, to get better performance required three conditions where job satisfaction, integrity and motivation to health workers to become priority. This is supported by the theory that done by Luthans (2006: 114) which shows that the psychological condition of the employees which consists of job satisfaction and motivation have slightly better relationship to the performance of employees and a study carried Yudhawati (2007) find that the integrity of the significant and positive effect on the performance of both partially and simultaneously

4.2. The influence of job satisfaction no performance of health workers

Based on the results of the analysis on the job satisfaction variable health workers, partially job satisfaction of health workers has significant influence to Performance of health workers. Based on the value of the regression coefficient standardize (0.208) marked positive, indicates its influence positively. This means that the higher the KepuasanKerja health workers, will be the higher also the performance of health workers. On the contrary, the lower KepuasanKerja health workers, will be progressively lower nor the performance of health workers.

The findings of this research support and improve research done by Jack (2008) and Henry Syauta (2012) who found that job satisfaction significant and positive effect on the performance of the health workers. It is known that job satisfaction is a perspective of a person who is positive or negative about his work. Generally the more satisfied health workers tend to have a more effective performance of on a person who does not satisfied. This is where a person perspective is positive, rather health professionals who are not satisfied will have negative views. This is in line with the theory put forward by Wexley and Yulk (1977: 95) in *Discrepancy Theory* that customer satisfaction will be felt by the individual when differences or personal standards of the individual with what is obtained small while standard with what is obtained then someone is not the great satisfied

4.3. The influence of integrity of health workers

Based on the results of the analysis on the variables the integrity of health workers, partially variables the integrity of health workers has significant influence to Performance of health workers. Based on the value of the regression coefficient standardize (0.613) marked positive, indicates its influence positively. This means that the higher the integrity of health workers, will be the higher also the performance of health workers. On the contrary, the lower the integrity of health workers will be progressively neither lower nor the performance of health workers.

The findings of this research support and improve the research done by Yudhawati (2007) and Joko Purnomo (2011) found that the integrity has significant and positive effect on the performance of the employees. Refers to the discussion of the above, it was found that the integrity has significant influence on the performance. It can thus be in interpretation that more and high integrity of the servants of health workers in the Government Hospital in the City of Kendari and higher performance that will also do. Robbins (2002: 170) defines the integrity as honesty, sincerity, sincerity and trust.

These findings while strengthening the theory (Haryatmoko, 2011: 151) ordinary public integrity is associated with the three ability : a) is able to fulfill the promises and obligations that are relevant to the situation and the context of public services. b) honest and are oriented to the meaning, means able to connect the vision with practical life. c) is able to read the signs of the times so that can reveal the facets means from a case to be able to take decisions at the right time.

4.3. The influence of motivation on performance of health workers

Based on the results of motivation has significant influence to Performance of health workers. Based on the value of the regression coefficient standardize (0.176) marked positive, indicates its influence positively. This means that the higher the motivation of health workers, will be the higher also the performance of health workers. On the contrary, the lower the motivation of health workers, will be progressively lower nor the performance of health workers.

The findings of this research support and improve the research done by Yudhawati (2007), Liantanto and Setiaji (2004) who find that motivation has significant and positive impact on performance of employees with so can interpreted that the higher the motivation and the higher also employee performance health workers in the government hospital in the city of Kendari. On the basis of this is so that motivation variables can be entered as one of the variables for improved performance employee health workers in the government hospital in the City of Kendari.

Significant work motivation is caused by the existence of a strong encouragement to perform the duty of the Ministry of Health with good as well as reach the target or the purpose of the work based on the schedule that has been assigned. There is a relationship and a good working situation also encourage increasing the performance of health workers. As described previously, motivation formed from the attitude of someone health workers in the face of the work situation and then brought them to perform the duty of the Ministry of Health and ultimately achieve the goal of the Hospital Management. In other words the performance is a function of the motivation with the existence of the motivation in the individual will have better performance (Rivai, 2005: 15). Between the motivation and performance of health workers in the government Hospital in the City of Kendari advanced by Armstrong took (1994: 79) who also answer questions crucial regarding the relationship between the motivations with the performance. Why give motivation a tangible impact on the performance and that the higher the motivation of health workers in the government Hospital in the City of Kendari and higher performance also someone health workers. Giving Motivation sparked the desire of employees to perform tasks with good or even do a better achievement.

The spirit of the work that began to decline, where the ministry is not a maximum of again to patients, due to saturated conditions and also overlapping work will return progress recovered and normal in line with the emergence of motivation. Rewards (recognition), the availability of working room or comfortable working situation, intensive and wages according to contest for work on finally success motivate employees health workers to achieve a better performance than before.

This is supported by a theory put forward by Luthans (2006: 297) which in theory find that motivation to have a positive impact on the performance of the employees who then further strengthened by other research studies also show that the psychological condition where the motivation is one of the important factor significantly closely related with the performance of the employees (Weixing Li 2006)

V. CONCLUSION

Job Satisfaction, integrity, and motivation simultaneously has significant influence to performance of health workers. The higher job satisfaction of health workers, the higher also the performance of health workers. There is a significant and positive influence the integrity of the performance of health workers. This means that the higher the value of the integrity of the health workers, the higher performance value of health workers. There is a significant and positive influence of motivation to performance of health workers. This means that the higher of value of motivation health workers, the higher performance value of health workers

VI. LIMITATION AND SUGGESTION

In this study the observations made to the Health Workers At the Government Hospital in the City Kendari, because most Medicals shut himself telling more information in the related Management policy At the Government Hospital in Kendari in respect of the fulfillment of Job Satisfaction Medicals, Integrity Chief under Director Motivation Power and health at work, Due to their understanding of related research is not yet fully known.

Job Satisfaction and Integrity of Health Workers in the government hospital in the city of Kendari most of the items are already good but need the attention of the main management workplace conditions are not appropriate, for example some of the facilities at the government hospital in the city of Kendari are not appropriate with the hope of Health Workers and Community at large.

REFERENCES

- [1] Currall SC, Towler AJ, Judge, TA, Kohn, (2005). Pay satisfaction and organizational outcomes. *Personnel Psychol.*, 58: 613-640
- [2] Denhardt, et al (2008). *Managing human behavior in public and Nonprofit organizations*. London: Sage Publication Inc.
- [3] Haryatmoko, 2011. *Etika Publik Untuk Integritas Pejabat Publik dan Politisi*. Penerbit PT. Gramedi Pustaka Utama. Jakarta
- [4] Jamiah Manap, Azimi Hamzah, Ezhar Tamam, Sidek Mohd. Noah, Amini Amir Abdullah, Norizan Yahaya, Halimah Alma Othman dan Hanina Halimatus Saadiah Hamsan. 2005. Pemantapan Nilai Integriti Individu sebagai Teras Pembangunan Staf Berkualiti, Prosiding Seminar Kebangsaan Sumber Manusia 2005, anjuran Universiti Teknologi Malaysia. 2- 3 Februari 2005. Hotel Sifitel, Senai, Johor Bahru.
- [5] Kusuma, Arta Adi.2013. Pengaruh Motivasi dan Lingkungan Kerja Terhadap Kinerja Karyawan Hotel Muria Semarang. Skripsi UNES. Semarang
- [6] Listanto, setiaji. 2004. Pengaruh Motivasi, Kepuasan Kerja dan Disiplin Kerja terhadap Kinerja Pegawai. *Jurnal manajemen* vol 27 hal 16
- [7] Lytle, R. S and J.E. Timmerman. 2006. Service Orientation and performance: 'An Organizational Perspective. *Journal of Services Marketing*. 20 (2): 136-147
- [8] Luthans, Fred. 2006. "*Organizational Behavior*", *Seventh Edition, Boston: Mcgraw-Hill, Inc.*
- [9] Mehrabian, A. 2000. Beyond IQ: Broad-Based Measurement of Individual Success potential or "Emotional Intelligence". *Genetic, Social & General Psychology Monographs*, 126 (2), 133-239.
- [10] Meyer M (1999). *Managing human resources development. An outcomes-based approach*. Durban Butterworth Publishers (Pvt) Ltd.
- [11] Mohd. Zakaria Bin Mat Khazani. 2005. Hubungan Antara Iklim Organisasi dan Prestasi Kerja di Kalangan Guru Matematik Sekolah Rendah di Semenanjung Malaysia. Tesis Ijazah Doktor Falsafah. Universiti Malaya
- [12] Nanda R, Browne JJ (1977). Hours of work, job satisfaction and productivity. *Public Productivity Rev.*, 2. (3): 46-56.
- [13] Newby, J.E. (1999) *Job Satisfaction of Middle School Principals in Virginia*, unpublished thesis for the Doctor of Education program, Virginia Polytechnic Institute and State University.
- [14] E.O Olorunsola. (2010). Job Satisfaction and Gender Factor of Administrative Staff in South West Nigeria Universities
- [15] Pattison, S. and Edgar, A. 2011. Integrity and the Moral Complexity of Professional Practise. *Nursing Philosophy*.12(2): 94-106.
- [16] Purnomo, Joko. 2011. Tesis "*Pengaruh Kepemimpinan, Integritas dan Lingkungan Kerja Terhadap Kinerja Pegawai Negeri Sipil Pada Dinas Kehutanan Dan Perkebunan Kabupaten Jepara*
- [17] Rivai.2005. *Manajemen Sumber Daya Manusia untuk Perusahaan*. Dari Teori Ke Praktik. Jakarta: PT. Raja Grafindo Persada
- [18] Robbins, S. P. (2001). *Organizational behavior*. New Delhi: Prentice – Hall.
- [19] Rusli Ahmad dan Shamsiyati Shamsuddin. 2011. *Pengurusan dan Penilaian Pestasi Pekerja*. Kuching: RS Publication
- [20] Smith, P.C., L.M. Kendall, and C.L. Hulin (1969). *The Measurement of Satisfaction in Work and Retirement*. Chicago: Rand McNally..
- [21] Sousa-Poza A (2000). Well-being at work. A cross-national analysis of the levels and determinants of job satisfaction. *J. Socio-Econ.*, 29(6): 517-538.
- [22] Yudhawaty, Ine, 2007. *Analisis Pengaruh Motivasi dan Integritas Terhadap Kinerja Polisi Kehutanan di Departemen Kehutanan*. <http://elibrary.mb.ipb.ac.id>.
- [23] Yuki, Gary., 2009. *Kepemimpinan Dalam Organisasi*. Edisi Kelima. Edisi Indonesia, Terjemahan Budi Supriyono. PT. Indeks.