

EXECUTIVE SUMMARY

THE DEVELOPMENT OF REWARD SYSTEM MODEL BASED ON PERFORMANCE ON NURSE JOB SATISFACTION AT RSUD dr. ISKAK TULUNGAGUNG

Berlian Yuli Saputri

Reward system is a reward system service or remuneration given by the company to employees because the employee has contributed their energy and their ideas for the company progress in order to achieve the company's goals. Performance-based rewards will encourage employees to change the tendency of enthusiasm to fulfill their self-interest to the spirit to fulfill organizational goals. This research was conducted to develop a reward system model that previously the hospital provided rewards based on reward indicators (length of work, workplace, position, education) and the development in this study was rewards system can be given based on employee performance.

This research was developed based on the theory of Ivancevich (2007) which presents a model that integrates satisfaction, motivation, performance, and appreciation. The model explains that providing motivation to create business is not enough to provoke the desired performance. Performance is generated from a combination of effort and level of ability, skill, and individual experience. According to Ivancevich (2007), individual performance results was evaluated formally and informally by management, then two types of rewards can be given by management to employees by intrinsic reward and extrinsic reward. Furthermore, the reward is evaluated by individuals, if the reward is satisfying and balanced, then the individual reaches a level of satisfaction.

The concept of theory used in this study is an indicator of reward (education, work experience, type and nature of work, position position), performance (quality, quantity, responsibility, cooperation, initiative), reward system which is divided into two, namely intrinsic reward (task completion, achievement, autonomy, personal growth) and extrinsic rewards (salary, wage, allowances, interpersonal rewards, job promotions), and also nurse job satisfaction theories (incentives, autonomy, task demands, organizational policy, interaction, professional status), then the theories are interrelated. The research hypothesis is reward indicator has an effect on intrinsic reward, indicator reward has an effect on extrinsic reward, performance has an effect on intrinsic reward, performance has an effect on extrinsic reward, intrinsic reward has an effect on nurse job satisfaction, extrinsic reward has an effect on nurse job satisfaction.

The study was conducted in one step using aobservational analytic design. The population in this study were nurses who worked in nursing services with 237 nurses as the research sample from all nursing service units, the sampling methods using cluster random sampling. Independent variables in this study are indicators of reward, performance, intrinsic reward, extrinsic reward, while the dependent variable in this study is nurse job satisfaction. Data is analyzed using partial least square. After getting the model, the FGD was conducted with the head of the

nursing department, the head of the ward, and the associate nurse to get a performance-based reward system development module.

The results showed that there was an effect of the reward indicator on intrinsic reward ($t = 3.940368 > 1.96$). There is an effect of reward indicator on extrinsic reward ($t = 6.052527 > 1.96$). There is a performance effect on intrinsic reward ($t = 8.504740 > 1.96$). There is an effect of performance on extrinsic reward ($t = 7.936353 > 1.96$). There is an influence of intrinsic reward on nurse job satisfaction ($t = 6,257129 > 1,96$). There is an extrinsic reward effect on nurse job satisfaction ($t = 9.709050 > 1.96$).

This study shows that there is an influence between the indicator reward variable on intrinsic reward, which means that the higher the reward indicator, intrinsic reward that given by the hospital should be increased too. There is also an influence between reward indicators on extrinsic reward, it can be interpreted that if the nurse has high reward indicators, the extrinsic reward received is also higher. Furthermore, in the results of this study indicate that there is the effect of performance on intrinsic reward, which means that if a nurse has a good performance then the nurse gets an intrinsic reward that matches his performance. There is also a performance effect on extrinsic reward, meaning that with good performance, the extrinsic reward given by the hospital is also higher in accordance with the nurse's performance. For nurse job satisfaction, also show the influence of intrinsic reward on nurse job satisfaction, were with high intrinsic reward, nurses will be more satisfied with the institution given to them. Then there is the effect of extrinsic reward on the nurse job satisfaction, in this case, the extrinsic reward has a very huge influence on the nurse job satisfaction, because with high extrinsic reward, the nurse job satisfaction also increases.

It can be concluded that a reward indicator consisting of work experience (length of work), type and nature of work (workplace) and position, influences intrinsic reward. Not only an intrinsic reward but the reward indicator also has a greater influence on the extrinsic reward. The performance which consists of quality, quantity, responsibility, cooperation, and initiative can influence intrinsic reward. The performance also effects on extrinsic reward. The intrinsic reward itself which consists of task completion, achievement, autonomy, and personal growth can influence the nurse job satisfaction. While extrinsic rewards consisting of salary, wages, allowances, interpersonal rewards, and job promotion are also able to influence the nurse job satisfaction. This research is expected to be a suggestion for hospitals to implement reward systems based on the performance of nurses in order to improve the nurse job satisfaction, and for nurses, this research is expected as a reference to playing an active role in improving performance.

RINGKASAN

**PENGEMBANGAN MODEL *REWARD SYSTEM* BERBASIS KINERJA
TERHADAP KEPUASAN KERJA PERAWAT DI
RSUD dr. ISKAK TULUNGAGUNG**

Berlian Yuli Saputri

Reward system adalah suatu sistem imbalan jasa atau balas jasa yang diberikan perusahaan kepada karyawan, karena karyawan tersebut telah memberikan sumbangan tenaga dan pikiran demi kemajuan perusahaan guna mencapai tujuan yang ditetapkan. *Reward* berbasis kinerja mendorong karyawan untuk mengubah kecenderungan semangat untuk memenuhi kepentingan diri sendiri ke semangat untuk memenuhi tujuan organisasi. Penelitian ini dilakukan untuk mengembangkan model *reward system* yang sebelumnya pemberian *reward* berdasarkan indikator *reward* (lama kerja, tempat kerja, posisi jabatan, pendidikan) dan dalam penelitian ini dikembangkan bahwa pemberian *reward* berdasarkan pada kinerja karyawan.

Penelitian ini dikembangkan berdasarkan teori Ivancevich (2007) yang menyajikan suatu model yang mengintegrasikan kepuasan, motivasi, kinerja, dan penghargaan. Model tersebut menjelaskan bahwa memberikan motivasi untuk menghasilkan usaha tidaklah cukup memancing kinerja yang diinginkan. Kinerja dihasilkan dari kombinasi usaha dan tingkat kemampuan, keterampilan, dan pengalaman individu. Menurut Ivancevich(2007), hasil kinerja individu dievaluasi secara formal maupun informal oleh manajemen, kemudian dua jenis *reward* dapat diberikan oleh manajemen kepada karyawan secara *intrinsic* dan *extrinsic*. Selanjutnya *reward* tersebut dievaluasi oleh individu, jika *reward* tersebut memuaskan dan seimbang, maka individu mencapai tingkat kepuasan.

Konsep teori yang digunakan dalam penelitian ini adalah indikator *reward* (pendidikan, pengalaman kerja, jenis dan sifat pekerjaan, posisi jabatan), kinerja (kualitas, kuantitas, tanggung jawab, kerja sama, inisiatif), *reward system* yang dibagi menjadi dua yaitu *intrinsic reward* (penyelesaian tugas, pencapaian prestasi, otonomi, pertumbuhan pribadi) dan *extrinsic reward* (gaji upah, tunjangan, *reward interpersonal*, promosi jabatan), serta teori kepuasan kerja perawat (insentif, otonomi, tuntutan tugas, kebijakan organisasi, interaksi, status profesional), yang selanjutnya teori-teori tersebut saling dihubungkan kemudian muncul hipotesis penelitian yaitu ada pengaruh indikator *reward* terhadap *intrinsic reward*, ada pengaruh indikator *reward* terhadap *extrinsic reward*, ada pengaruh kinerja terhadap *intrinsic reward*, ada pengaruh kinerja terhadap *extrinsic reward*, ada pengaruh *intrinsic reward* terhadap kepuasan kerja perawat, ada pengaruh *extrinsic reward* terhadap kepuasan kerja perawat.

Penelitian dilakukan dengan satu tahap menggunakan desain analitik observasional. Populasi dalam penelitian ini yaitu perawat yang bekerja di pelayanan keperawatan dengan besar sampel 237 perawat dari semua unit pelayanan keperawatan, cara pengambilan sampel menggunakan *cluster random*

sampling. Variabel independen dalam penelitian ini adalah indikator *reward*, kinerja, *intrinsic reward*, *extrinsic reward*, sedangkan variabel dependen dalam penelitian ini adalah kepuasan kerja perawat. Data dianalisis menggunakan *partial least square*. Setelah mendapatkan model kemudian dilakukan FGD dengan kepala bidang keperawatan, kepala ruangan, dan perawat pelaksana untuk mendapatkan modul pengembangan *reward system* berbasis kinerja.

Hasil penelitian menunjukkan ada pengaruh indikator *reward* terhadap *intrinsic reward* ($t = 3,940368 > 1,96$). Ada pengaruh indikator *reward* terhadap *extrinsic reward* ($t = 6,052527 > 1,96$). Ada pengaruh kinerja terhadap *intrinsic reward* ($t = 8,504740 > 1,96$). Ada pengaruh kinerja terhadap *extrinsic reward* ($t = 7,936353 > 1,96$). Ada pengaruh *intrinsic reward* terhadap kepuasan kerja perawat ($t = 6,257129 > 1,96$). Ada pengaruh *extrinsic reward* terhadap kepuasan kerja perawat ($t = 9,709050 > 1,96$).

Dalam penelitian ini menunjukkan bahwa ada pengaruh antara variabel indikator *reward* terhadap *intrinsic reward* yang artinya semakin tinggi indikator *reward* maka seharusnya semakin meningkat juga *intrinsic reward* yang diberikan rumah sakit kepada perawat. Begitu juga ada pengaruh antara indikator *reward* terhadap *extrinsic reward*, dapat diartikan bahwa jika perawat memiliki indikator-indikator *reward* yang tinggi maka *extrinsic reward* yang di terima juga semakin tinggi. Selanjutnya dalam hasil penelitian ini menunjukkan adanya pengaruh kinerja terhadap *intrinsic reward*, yang artinya jika seorang perawat memiliki kinerja yang baik maka perawat tersebut mendapatkan *intrinsic reward* yang sesuai dengan kinerjanya. Terdapat juga pengaruh kinerja terhadap *extrinsic reward*, artinya bahwa dengan kinerja yang baik maka *extrinsic reward* yang diberikan oleh rumah sakit juga semakin tinggi sesuai dengan kinerja perawat. Untuk kepuasan kerja perawat juga menunjukkan adanya pengaruh *intrinsic reward* terhadap kepuasan kerja perawat, dimana dengan *intrinsic reward* yang tinggi maka perawat akan semakin puas terhadap apa yang telah diberikan institusi kepada mereka. Kemudian ada pengaruh *extrinsic reward* terhadap kepuasan kerja perawat, dalam hal ini *extrinsic reward* mempunyai pengaruh sangat besar terhadap kepuasan kerja perawat, karena dengan *extrinsic reward* yang tinggi maka kepuasan kerja perawat semakin meningkat.

Dapat ditarik kesimpulan bahwa indikator *reward* yang terdiri dari pengalaman kerja (lama kerja), jenis dan sifat pekerjaan (tempat kerja) dan posisi jabatan mempengaruhi *intrinsic reward*. Tidak hanya *intrinsic reward* namun indikator *reward* juga memberikan pengaruh lebih besar pada *extrinsic reward*. Kinerja yang terdiri dari kualitas, kuantitas, tanggungjawab, kerjasama dan inisiatif mampu mempengaruhi *intrinsic reward*. Kinerja juga mempengaruhi *extrinsic reward*. *Intrinsic reward* sendiri yang terdiri dari penyelesaian tugas, pencapaian prestasi, otonomi dan pertumbuhan pribadi mampu mempengaruhi kepuasan kerja perawat. Sedangkan *extrinsic reward* yang terdiri dari gaji, upah, tunjangan, *reward interpersonal* serta promosi jabatan juga mampu mempengaruhi kepuasan kerja perawat. Dengan adanya penelitian ini diharapkan dapat menjadi masukan bagi rumah sakit untuk menerapkan *reward system* berdasarkan pada kinerja perawat guna meningkatkan kepuasan kerja perawat, dan untuk perawat diharapkan penelitian ini sebagai referensi untuk berperan aktif dalam meningkatkan kinerja.

ABSTRACT

**THE DEVELOPMENT OF REWARD SYSTEM MODEL BASED ON
PERFORMANCE ON NURSE JOB SATISFACTION AT RSUD
dr. ISKAK TULUNGAGUNG****Berlian Yuli Saputri**

Introduction: Reward system is one of the motivators that managers can use to improve performance, but this is often overlooked. This research was conducted to develop a performance-based reward system model in an effort to increase nurse job satisfaction. **Method:** the design of this study used observational analytic, with a sample of 237 nurses from all nursing service units. Sampling using cluster random sampling. Data were analyzed using partial least square (PLS). Indicator variables reward, performance, reward system (intrinsic reward and extrinsic reward) are independent variables while job satisfaction variables are dependent variables. **Result:** there is an influence of the reward indicator on intrinsic reward ($t = 3.940368 > 1.96$). There is an effect of reward indicator on extrinsic reward ($t = 6.052527 > 1.96$). There is a performance effect on intrinsic reward ($t = 8.504740 > 1.96$). There is a performance effect on extrinsic reward ($t = 7.936353 > 1.96$). There is an influence of intrinsic reward on nurse job satisfaction ($t = 6,257129 > 1,96$). There is an effect of extrinsic reward on nurse job satisfaction ($t = 9,709050 > 1,96$). **Discussion:** The reward system model in this study is influenced by reward and performance indicators. The development of reward system models can affect the job satisfaction of nurses. So that a performance-based reward system needs to be developed in an effort to increase nurse job satisfaction.

Keywords: reward system, performance, nurse job satisfaction

ABSTRAK**PENGEMBANGAN MODEL REWARD SYSTEM BERBASIS
KINERJA TERHADAP KEPUASAN KERJA PERAWAT DI RSUD
dr. ISKAK TULUNGAGUNG****Berlian Yuli Saputri**

Pendahuluan : *Reward system* adalah salah satu motivator yang dapat digunakan manajer untuk meningkatkan kinerja, namun hal ini sering terabaikan. Penelitian ini dilakukan untuk mengembangkan model *reward system* berbasis kinerja dalam upaya meningkatkan kepuasan kerja perawat. **Metode :** desain penelitian ini menggunakan analitik observasional, dengan sampel sebesar 237 perawat dari semua unit pelayanan keperawatan. Pengambilan sampel menggunakan *cluster random sampling*. Data dianalisis menggunakan *partial least square* (PLS). Variabel indikator *reward*, kinerja, *reward system* (*intrinsic reward* dan *extrinsic reward*) merupakan variabel independen sedangkan variabel kepuasan kerja merupakan variabel dependen. **Hasil :** ada pengaruh indikator *reward* terhadap *intrinsic reward* ($t = 3,940368 > 1,96$). Ada pengaruh indikator *reward* terhadap *extrinsic reward* ($t = 6,052527 > 1,96$). Ada pengaruh kinerja terhadap *intrinsic reward* ($t = 8,504740 > 1,96$). Ada pengaruh kinerja terhadap *extrinsic reward* ($t = 7,936353 > 1,96$). Ada pengaruh *intrinsic reward* terhadap kepuasan kerja perawat ($t = 6,257129 > 1,96$). Ada pengaruh *extrinsic reward* terhadap kepuasan kerja perawat ($t = 9,709050 > 1,96$). **Diskusi :** Model *reward system* dalam penelitian ini dipengaruhi oleh indikator *reward* dan kinerja. Pengembangan model *reward system* ini dapat mempengaruhi kepuasan kerja perawat. Sehingga perlu dikembangkan *reward system* berbasis kinerja dalam upaya meningkatkan kepuasan kerja perawat.

Kata kunci : *reward system*, kinerja, kepuasan kerja perawat