

## INTERVENTION EFFECTS WORK MOTIVATION: THE EFFECT OF ATTITUDE AND WORK ENVIRONMENT ON SERVICE QUALITY

Julia Allen Rica <sup>a\*)</sup>, Yudhit Indramaharani <sup>a)</sup>, Helena Parasiane Irianto <sup>a)</sup>,  
Indah Kurniawigati <sup>a)</sup>, Reza Hilmy <sup>a)</sup>

<sup>a)</sup> Universitas Esa Unggul, Jakarta, Indonesia

<sup>\*)</sup>Corresponding Author: [juliaallen.esaunggul@gmail.com](mailto:juliaallen.esaunggul@gmail.com)

**Article history:** received 09 May 2023; revised 18 June 2023; accepted 08 July 2023

DOI: <https://doi.org/10.33751/jhss.v7i2.6822>

**Abstract.** The problem that underlies this research is the infections that occur in inpatient installations for the period 2020 - 2021 which illustrates the problem of the quality of nurse services in inpatient installations. The purpose of this study was to prove the influence of attitudes and work environment on service quality with work motivation as an intervening variable. This type of research is included in quantitative research with a causality approach. The population is 148 nurses who work in inpatient installations, and the sample calculation uses the Slovin formula with an error rate of 5%, so that 110 samples are obtained as respondents using simple random sampling technique. The results of the analysis prove that attitudes and work environment partially and simultaneously have a positive and significant effect on service quality and work motivation, work motivation has a positive and significant effect on service quality and provides positive intervention on the relationship between attitude and work environment on service quality, so that with motivation work, attitude and work environment can improve service quality higher than without work motivation.

**Keywords:** attitude; work environment; work motivation; service quality; nurse

### I. INTRODUCTION

The realization of skilled and superior human resources is an illustration of individual performance [1]. Performance is the work of individuals who can meet the quality and quantity based on organizational demands [2], and one form of performance is service quality, which is how far the difference is between reality and customer expectations for the service they get [3], which can be realized through aspects of physical form, reliability, speed, assurance and empathy [4]. Various factors that can affect the quality of service as a form of performance is the attitude in looking at his work [5]. Attitude is an individual reaction resulting from an evaluation of objects or events that are pleasant or not, and work attitude refers to an individual's readiness to act [6]. Attitudes are born from consistent evaluations, feelings and tendencies for an individual's likes or dislikes for an object which can be measured through cognitive, affective and conative aspects [7]. A professional attitude in nursing care is caring which is an ability to be dedicated to others, vigilant supervision, showing concern, feelings of empathy for others and feelings of love or affection which is the will of nursing [8], and individuals who have a professional attitude in viewing their work, will try to take over all the work that is their responsibility to the organization [9].

As a support for quality services, a conducive work environment is needed so that services can be delivered in an excellent manner to patients [10]. The work environment is a variety of forces that have the potential to affect individual

and organizational performance [6]. The work environment greatly influences individual work results because it is a drive that will shape individual dedication to involvement in the work for which they are responsible, which consists of a physical work environment as a supporting facility to be delivered to customers, as well as a non-physical work environment in the form of solid support and cooperation. and smooth communication [11], and work environment greatly affect the achievement of individual work results in the organization [12]. The work environment is related to various aspects, both the physical environment, the relationship between co-workers, work systems and management which carry out their functions to manage all the organizational resources they have [13]. A comfortable work environment will affect the concentration of employees at work, as well as the level of employee productivity in helping the organization achieve its goals [14].

Every member of the organization's behavior is certainly motivated by a motivation, both from within himself and from his work environment [15]. Work motivation is an impulse that occurs within the individual resulting in an action [16], work motivation is given by the organization to its members with the aim of forming a common perception that members must work optimally to help the organization achieve its goals [17], and work motivation can present, direct and maintain individual behavior related to the work environment [18]. Work motivation becomes a driving force for individuals in their involvement in supporting the organization [19]. The two factors put forward by Federick

Irving Herzberg are intrinsic factors in the form of responsibility, progress, the work itself, achievement and recognition, as well as extrinsic factors related to company policies, working conditions, compensation, interpersonal relationships and quality of supervision will explain the direction in which individuals react. In carrying out its function. The importance of motivation is the direction that determines the ability of nurses to implement quality services [20], and with the existence of a form of work motivation in the form of individual leadership attention, it makes nurses more enthusiastic in realizing quality services in nursing care [21]. The foundation that causes the importance of conducting this research is the problem of infections which are unexpected events in inpatient installations for patients at a Type B Private Hospital in East Jakarta. The following data can be seen that there are problems regarding the quality of nurse services in inpatient installations. It can be seen that the most cases are in cases of phlebitis which is a problem of inflammation of the blood vessels which can cause fever or discharge of pus due to infection, where this relates to the reliability and guarantee of service, which services should be carried out properly and correctly as promised and focused on patient safety in nursing care. Service should be carried out properly as a form of nurse performance that is able to deliver safe services for patients and support the organization in achieving its goals, as well as answering patient expectations for quality service. [22; 23; 24; 25]. Referring to these problems, it can be seen that in 2021 the types of infections occurred in inpatient installations, whereas in 2020 only two cases occurred, this is a problem related to attitude, because work attitude refers to individual readiness to act [6], and nurses should be able to act carefully to prevent infection problems, because with the work attitude shown by nurses in providing care to patients, a value will be formed that describes quality service in nursing care [26; 27; 28; 29], and a professional attitude in viewing their work, will be work motivation for nurses to be able to carry out their duties in helping the organization achieve its goals [20; 9].

Based on the problem of service quality above, interviews were conducted with 10 nurses who served in inpatient installations, the explanation obtained regarding the increase in the incidence of infection in 2021 occurred due to ineffective communication with interprofessionals, resulting in errors in reading patient medical records in forming actions. Nurses according to the patient's condition, which will impact on the quality of service in delivering safe services for patients, this illustrates the existence of service quality problems that are supported by a non-physical work environment that should establish effective communication with each other interprofessionals, so that patient safety can be realized through quality service, because the work environment both physical and non-physical is conducive, able to form quality service [30; 31; 32; 33]. The information obtained from the 10 nurses illustrates problems regarding the work environment related to work motivation, as well as well-established inter-professional communication relationships, which will encourage nurses to be able to provide more effective care, because basically a conducive work

environment can increase work motivation [34; 35].

The next problem raised by 10 nurses, is that in 2021 with the dense activity due to the corona virus case reaching its peak, they do not get enough attention and assistance from the head of the room in particular and sometimes the head of the room as someone who has more knowledge and skills is difficult to contacted, resulting in inaccuracies in controlling the potential for infection in patients in inpatient installations, which results in an increase in infection cases in 2021. This condition illustrates a problem of work motivation, because the attention and assistance of the head of the room, is a form of support that helps nurses to master field of work and avoid mistakes in providing nursing care, and work motivation will be a driving force to improve the quality of service [36; 19; 37; 38]. Based on the descriptions above, it appears that no previous studies have combined in a study the variables of attitude, environment and work motivation on service quality, so this research is a novelty that combines these four variables in one study. Based on infection problems that occur in inpatient installations for the period 2020 – 2021, it becomes an idea to conduct research that causes these problems, so that research seeks to empirically reveal the effect of attitudes and work environment on service quality with work motivation as an intervening variable.

### The Effect of Attitudes, Work Environment and Work Motivation on Service Quality

One form of performance is service quality, which is how far the difference is between reality and customer expectations for the service they get [3], which can be realized through aspects of physical form, reliability, speed, assurance and empathy [7]. One of the factors that can affect the quality of service is the attitude of individuals in viewing their work [5]. As a support for quality services, a conducive work environment is needed so that services can be delivered in an excellent manner to patients [10], and the work environment greatly influences individual work results because it is a stimulus that will shape individual dedication to involvement in the work for which they are responsible [11], and work motivation can present, direct and maintain individual behavior related to the work environment [18]. The description describes a flow, where reliability, speed and empathy are the result of individual attitudes in view of the importance of realizing quality services, as well as physical forms related to the physical environment, will lead to a comfortable behavior in delivering these services to service recipients, and an urge to prove service guarantees, bringing individuals to a work behavior where quality service must be delivered to service recipients. Several relevant studies have concluded that the attitude shown by nurses in providing care to patients will form a value that describes quality service in nursing care [26; 27; 28; 29], a conducive physical and non-physical work environment, capable of forming quality services [30; 31; 32; 33], and work motivation will be a driving force to improve service quality [36; 19; 37; 38], then the research hypothesis can be formulated:

**H<sub>1</sub>:** Simultaneously attitude, work environment and work motivation have a significant effect on the quality of nurse

services in inpatient installations.

**H<sub>2</sub>:** Attitude has a significant effect on the quality of nurse services in inpatient installations.

**H<sub>3</sub>:** The work environment has a significant effect on the quality of nurse services in inpatient installations.

**H<sub>4</sub>:** Work motivation has a significant effect on the quality of nurse services in inpatient installations.

### The Effect of Attitudes on Work Motivation

Attitude is an individual reaction resulting from an evaluation of objects or events that are pleasant or not, and work attitude refers to an individual's readiness to act [6]. Attitudes are born from consistent evaluations, feelings and tendencies for an individual's likes or dislikes for an object which can be measured through cognitive, affective and conative aspects [7]. Individuals who have a professional attitude in looking at their work will try to take over all the work that is their responsibility to the organization [9]. This opinion explains that, the individual's feelings stimulated by the attitude object will determine the direction and encourage him to react, the reaction arises because of encouragement in the form of motivation. Several relevant studies have proven that a professional attitude in viewing their work will be a work motivation for nurses to be able to carry out their duties in helping the organization achieve its goals [20; 9], then the research hypothesis can be formulated:

**H<sub>5</sub>:** Attitude has a significant effect on the work motivation of nurses in inpatient installations.

### The Effect of Work Environment on Work Motivation

The work environment is a variety of forces that have the potential to affect individual and organizational performance [6] work environment greatly affects the achievement of individual work results in the organization [12], and a comfortable work environment will have an impact on the concentration of employees at work, as well as the level of employee productivity in helping the organization achieve its goals [14]. The description explains that the work environment refers to a condition that brings individuals to behavior in responding to the work for which they are responsible, a conducive work environment will make individuals more enthusiastic in carrying the workload assigned to them responsibly. Several relevant studies have concluded that a conducive work environment can increase work motivation [34; 35], then the research hypothesis can be formulated:

**H<sub>6</sub>:** The work environment has a significant effect on the work motivation of nurses in inpatient installations.

## II. RESEARCH METHODS

Research is included in quantitative research because it uses statistical figures to answer all research hypotheses that have been formulated, with a causality approach that seeks to compare causal relationships that occur in more than one situation. The research variable consists of two independent variables, namely attitude ( $X_1$ ) with indicators adopted from

[7] consists of cognitive, affective and conative. Work environment ( $X_2$ ) with indicators adopted from [11] consists of a physical and non-physical work environment. One intervening variable is work motivation ( $Z$ ) with an indicator adopted from two-factor motivation from Federick Irving Herzberg which consists of intrinsic and extrinsic factors, and one dependent variable, namely service quality ( $Y$ ) with an indicator adopted from [4] consisting of physical form, reliability, speed, assurance and empathy.

This research was conducted at a private hospital type B in East Jakarta. The data used is in the form of primary data collected directly from respondents through self-compiled and developed questionnaires based on adopted research indicators and using a Likert scale of points 1-4 as a quality value. The validity test of the data was carried out on 30 respondents as an introduction through validity testing using the product moment correlation technique, and validity testing using Cronbach's alpha. The population in this study were all nurses working in inpatient installations totaling 148 personnel and the sample was determined using the slovin formula with an error rate of 5% so that a total sample of 110 respondents was found. Analysis using SEM with the help of the Lisrel program which consists of construct validity and reliability tests, overall model fit tests and hypothesis testing with a comparison of probability values  $<0.05$  for simultaneous relationships and comparing  $t_{count} > t_{table}$  (1.96) then the hypothesis can be accepted. Descriptive analysis of data using a three box method which refers to opinions [39], by dividing the quality interval scale into three boxes consisting of low, medium and high as follows:

Table 2. Quality Intervals

Index	Category	Code
27,5 – 55	Low	L
>55 – 82,5	Midle	M
>82,5 – 110	High	H

As a research paradigm that will describe the relationship between variables, and in accordance with the research hypothesis that has been formulated, a research constellation is formed as figure 1.

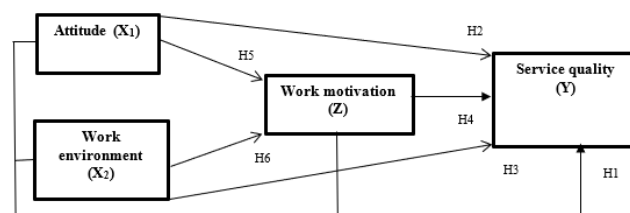


Figure 1. Research Constellation

## III. RESULTS AND DISCUSSION

### Respondent Profile

In respondents based on gender, the number of male respondents was 28% and 72% female. For respondents based

on age, the number of respondents in the age range <25 was 15%, >25-35 was 22%, >35-45 was 34%, >45 years was 29%. For respondents based on recent education, Diploma was 52%, Bachelor was 41%, and Master was 7%. Respondents based on years of service, 1-5 years by 15%, >5-10 years by 42%, >10-15 years by 24%, and > 15 years by 20%.

**Description of Research Instruments**

Table 3. Results of Analysis of Research Instruments

Variabel	Score	Information
Attitude	89.68	H
Work environment	55.87	M
Work motivation	66.49	M
Service quality	73.23	M

Source: Processed primary data, 2022

Based on the table above, it is known that the attitude variable is at a high level, which means the attitude of nurses cares in realizing quality service in inpatient installations. The environmental variable is at a moderate level, which means that the work environment felt by nurses is enough to encourage them to realize quality service in inpatient installations. The variable of work motivation is at a moderate level, which means that nurses care enough to provide quality service in inpatient installations. The service quality variable is at a moderate level, which means that nurses are quite alert in realizing quality service in inpatient installations. Based on the results of the analysis, all indicators of the variables studied have a factor loading value greater than 0.5, so it can be concluded that all of these indicators are valid. Then the variables also show a CR value > 0.7 and a VE value > 0.5 so it is concluded that the variables studied are reliable.

**Structural Model Fit Test**

Table 5. Structural Model Fit Test Results

GOFI	Standard Value	Results	Conclusion
AGFI	≥ 0.90	0.83	Marginal fit
CFI	≥ 0.90	0.98	Good fit
GFI	≥ 0.90	0.86	Marginal fit
IFI	≥ 0.90	0.98	Good fit
RFI	≥ 0.90	0.94	Good fit
NNFI	≥ 0.90	0.97	Good fit
NFI	≥ 0.90	0.94	Good fit
Probability	< 0.05	0.000	Good fit
RMSEA	< 0.08	0.065	Good fit

Source: Processed by Researchers, 2022

Based on the table above, there are 7 indicators that show good compatibility results, namely CFI, IFI, RFI, NNFI, NFI, Probability and RMSEA, then 2 marginal matches, namely AGFI and GFI. Because most of the indicators show suitable results, the research model can be said to be Good Fit to measure the relationship between latent variables and observed variables.

The results of testing the direct effect hypothesis can be summarized as follows:

Table 6. Direct Effect

Hypothesis	Coefficient	Test Sig	R <sup>2</sup>	Conclusion
H <sub>1</sub>	0.21+0.19+0.62	0.000		Accepted
H <sub>2</sub>	0.21	3.24	0.87	Accepted
H <sub>3</sub>	0.19	2.48		Accepted
H <sub>4</sub>	0.61	6.20		Accepted
H <sub>5</sub>	0.37	4.27		Accepted
H <sub>6</sub>	0.53	5.72		Accepted

Source: Processed results of researchers, 2022

In the relationship between attitude, work environment and work motivation to service quality, it shows the path equation the path equation shows the function 0.21(X<sub>1</sub>)+0.19(X<sub>2</sub>)+0.62(Z), and the ratio of probability value is 0.000 > 0.05, these results indicate that simultaneously attitude, work environment and work motivation have a significant effect on service quality, so that for every increase in attitude, work environment and work motivation by 1 unit, the quality of nurse service in inpatient installations can increase by 0.21 through attitude, 0.19 through the work environment, and 0.62 through work motivation. The determination coefficient value of 0.87 indicates that simultaneously attitude, work environment and work motivation contribute 87% in creating the quality of nurse service in the inpatient installation and the remaining 13% is influenced by other variables not examined. In the relationship between work attitude and service quality, it shows a path coefficient of 0.21 and the calculated t-value has a ratio of 3.24 > 1.96. This result shows that attitude has a positive and significant influence on service quality, so that when attitude is increased by 1 unit, it will have an impact on improving the quality of nurse services in inpatient installations of 0.21. In the relationship between the work environment and service quality, it shows a path coefficient of 0.19 and the calculated t-value shows a ratio of 2.48 > 1.96. These results indicate that the work environment has a positive and significant effect on service quality, so that when the work environment is increased by 1 unit, will have an impact on improving the quality of nurse services in inpatient installations of 0.19. In the relationship between work motivation and service quality, it shows a path coefficient of 0.62 and the calculated t value has a ratio of 6.20 > 1.96. These results indicate that work motivation has a positive and significant influence on service quality, so that when work motivation is increased by 1 unit, will have an impact on improving the quality of nurse services in inpatient installations of 0.62.

In the relationship between work attitude and work motivation, it shows a path coefficient of 0.37 and the calculated t value has a ratio of 4.27 > 1.96. These results indicate that attitude has a positive and significant influence on work motivation, so that when attitude is increased by 1 unit, will have an impact on increasing the work motivation of nurses in inpatient installations of 0.37. In the relationship between the work environment and work motivation, it shows a path coefficient of 0.53 and the calculated t value has a ratio

of  $5.72 > 1.96$ . This result indicates that the work environment has a positive and significant influence on work motivation, so that when the work environment is increased by 1 unit, will have an impact on increasing the work motivation of nurses in inpatient installations of 0.53. After conducting a direct influence analysis, the following is an indirect influence analysis which will answer the ability of work engagement to intervene on the relationship of exogenous variables to endogenous variables with the following results:

**Indirect Effect**

Table 7. Indirect Effect

Equality	Coefficient
$\rho_{zx_1} \times \rho_{yz}$	0.23
$\rho_{zx_2} \times \rho_{yz}$	0.33

Source: Processed results of researchers, 2022

Based on the table above, it can be concluded that work motivation has a positive effect in mediating the relationship between attitude and work environment on service quality, where the intervention given to the relationship between attitude and service quality is 0.23 and 0.33 in the relationship between work environment and service quality. so that the total effect is obtained:

Tabel 8. Total Effect

Equality	Coefficient
$\rho_{yz} + (\rho_{zx_1} \times \rho_{yz})$	0.44
$\rho_{yz} + (\rho_{zx_2} \times \rho_{yz})$	0.52

Source: Processed results of researchers, 2022

Based on the table, the total effect equation function is  $0.44(X_1) + 0.52(X_2)$ , which means if first through work motivation, the quality of service will increase by 0.44 through attitude and 0.52 through work environment. These results conclude that work motivation results in an increase in service quality when intervening on all the independent variables studied, so that with work motivation, attitudes and work environment will improve the quality of nurse service in inpatient installations higher than without work motivation.

*The Effect of Attitudes, Work Environment and Work Motivation on Service Quality*

The results of the analysis conclude that simultaneously and partially attitudes, work environment and work motivation have a positive and significant effect on service quality, so that when these three variables experience an increase, it will be followed by an increase in the quality of nurse service at the inpatient installation in accordance with the increase in the values of these three variables, and it is proven through a determination test which shows a value of 0.87 which means that work attitude, work environment and work motivation contribute 87% in creating quality nurse

service in inpatient installations and the remaining 13% is influenced by other variables not examined. These results support previous research which proves that the work attitude shown by nurses in providing care to patients will form a value that describes quality service in nursing care [26; 27; 28; 29], a conducive physical and non-physical work environment, capable of forming quality services [30; 31; 32; 33], and work motivation will be a driving force to improve service quality [36; 19; 37; 38]. This result is in line with the opinion which states that attitude is a statement of evaluation, both favorable and unfavorable towards individual objects or events [6], and an attitude in nursing care is caring which is an ability to be dedicated to others, vigilant supervision, showing concern, feelings of empathy for others and feelings of love or affection which is the will of nursing [8]. This means that when nurses are able to act professionally by trying to provide in-depth attention to patients, this caring attitude directs them to work professionals who seek to provide quality services to patients in inpatient installations.

In addition, there is an opinion which states that the work environment greatly influences individual work results, where the physical work environment is in the form of a comfortable temperature, safe, fresh, clean, neatly arranged and complete and good quality equipment, and the psychological work environment is in the form of support and work. team work that is compact and smooth communication, will motivate and improve employee performance [11], means that the conduciveness felt by nurses in their work environment will encourage them to successfully realize quality morning services in inpatient installations, because they feel that their physical work environment makes patients feel comfortable in receiving nursing services, while the non-physical work environment is in the form of support from co-workers and their leaders, help build the psychology of nurses that in delivering nursing services, they are assisted when they experience workload and are directed when they experience difficulties in serving patients in inpatient installations. The most dominant thing is the creation of alignment of several opinions which state that work motivation is an impulse that occurs within the individual resulting in an action [16], Work motivation can be given by organizations to their employees and this effort is a skill in directing employees and organizations to want to work successfully [17], and service quality is the total of service features and characters capable of satisfying needs through real action [4]. This means that when an energy is in the form of encouragement that is created from the personal intentions of nurses and aspects of work that force nurses to successfully deliver quality nursing services to patients in inpatient installations, these drives shape professionalism and effective ways of working nurses in providing nursing care for patients, so that a value in the form of quality service and effective nursing care can be generated by nurses through their work behavior.

*The effect of Attitudes on Work Motivation*

The results of the analysis conclude that attitude has a positive and significant direct effect on work motivation, which means that every increase in attitude will have an

impact on increasing the work motivation of nurses in inpatient installations. The results support previous research which has proven that a professional work attitude in viewing their work will be work motivation for nurses to be able to carry out their duties in helping the organization achieve its goals [20; 9]. These results show agreement with the opinion that attitude is a statement of evaluation, both favorable and unfavorable towards individual objects or events [6], and individuals who have a professional attitude in looking at their work, will try to take over all the work that is the responsibility of the organization [9]. This means that the work attitude shown by nurses through a series of thoughts, feelings and actions, will lead to an energy in the form of encouragement that makes nurses able to provide maximum nursing care to patients in inpatient installations.

#### *The Effect of Work Environment on Work Motivation*

The results of the analysis conclude that the work environment has a positive and significant effect on work motivation, which means that any improvement in the work environment will have an impact on increasing the work motivation of nurses in inpatient installations. The results support previous research which has proven that a conducive work environment can increase work motivation [34; 35]. This result is in line with the opinion which states that the work environment is a condition related to the characteristics of the place of work on the behavior and attitudes of employees where this is related to the occurrence of psychological changes due to things that are experienced at work or in certain circumstances that must be kept in mind by the organization [6], and work environment greatly affect the achievement of individual work results in the organization [12]. This means that a conducive work environment will make nurses more calm at work and will encourage nurses to maximize their abilities and skills in providing nursing care for patients in inpatient installations

#### IV. CONCLUSION

Work motivation provides a positive intervention on the relationship between attitudes and work environment on service quality, so that with work motivation, work attitudes and work environment are able to improve the quality of nurse service in inpatient installations higher than without work motivation. In an effort to improve service quality as a form of nurse performance in nursing care, it is necessary to build an encouragement that comes from within the nurse and encouragement from the organization as an organizational support that makes nurses feel passionate about always improving the quality of their services, so that work attitudes and work environment, will be able to achieve its effectiveness in improving the quality of nurse services in inpatient installations. Management can determine attractive rewards and punishments so that nurses are encouraged to provide quality services for patients as a professional form of work by showing a professional work attitude and being able to optimally utilize the work environment as a support for creating quality services for patients in inpatient installations.

#### REFERENCES

- [1] Aighimien, L.M & C. Aigbavboa. (2017). Improvement of Productivity and Employee Performance Through an Efficient Human Resource Management Practices. *Human resource management in construction organizations*, 7(5), 727-737. [http://dx.doi.org/10.1007/978-3-319-42070-7\\_67](http://dx.doi.org/10.1007/978-3-319-42070-7_67).
- [2] Gibson, J. (2017). *Organization behavior: Structure & proses*. New York: McGraw-Hill.
- [3] Zeithaml, V.A., M.J. Bitner, D.D. Gremler. (2013). *Services Marketing: Integrating Customer Focus Across the Firm*. Boston: Mc.Graw-Hill.
- [4] Kotler, P & K.L. Keller. (2016). *Manajemen pemasaran*. Jakarta: Erlangga.
- [5] Momennasab, M., M. Ghanbari & M. Rivaz. (2021). Improving nurses' knowledge, attitude, and performance in relation to ethical codes through group reflection strategy. *BMC nursing*, 20(222), 1-9. <https://doi.org/10.1186/s12912-021-00749-2>.
- [6] Robbins, S.P & T. Judge. (2017). *Organizational behavior*. New Jersey: Person education.
- [7] Kotler, P & G. Armstrong. (2018). *Principles Of Marketing, Edisi 14*. New Jersey: Prentice-Hall Published.
- [8] Potter, A & A.G. Perry. (2015). *Buku Ajar Fundamental Keperawatan: Konsep, Proses, Dan Praktik*. Jakarta: EGC.
- [9] Negussie, B.B & G.B. Oliska. (2020). Factors influence nurses' job motivation at governmental health institutions of Jimma Town, South-west Ethiopia. *International journal of Africa nursing sciences*, 13(1), 1-6. <https://doi.org/10.1016/j.ijans.2020.100253>.
- [10] Brubak, K., M.V. Svendsen., E.T. Deiklas., D. Hofoss., P. Brach & O. Tjomslund. (2021). Hospital work environments affect the patient safety climate: A longitudinal follow-up using a logistic regression analysis model. *PloS one*, 16(10), 1-13. <https://doi.org/10.1371/journal.pone.0258471>.
- [11] Griffin, R.W & R.J. Ebert. (2015). *Pengantar bisnis*. Jakarta: Erlangga.
- [12] Kreitner, R & A. Kinicki. (2016). *Perilaku organisasi*. Jakarta: Salemba empat.
- [13] Maassen, S.M., C. Van Oostveen., H. Vermeulen & A. M. Wegglaar. (2021). Defining a positive work environment for hospital healthcare professionals: A Delphi study. *PloS one*, 16(2), 1-14. <https://doi.org/10.1371/journal.pone.0247530>.
- [14] Yousefzadeh, H & B. Nabilou.(2020). Work environment factors and provider performance in health houses: a case study of a developing country. *BMC research notes*, 13(3), 1-6. <https://doi.org/10.1186/s13104-020-05346-1>.
- [15] Deressa, A.T & G. Zeru. (2019). Work motivation and its effects on organizational performance: the case of nurses in Hawassa public and private hospitals: Mixed

- method study approach. *BMC research notes*, 12(213), 1-6. <https://doi.org/10.1186/s13104-019-4255-7>.
- [16] Mathis, L R & J.H. Jackson. (2016). *Manajemen sumber daya manusia*, Jakarta: Salemba Empat.
- [17] Flippo, EB. (2016). *Manajemen personalia*. Jakarta: PT. Glora aksara.
- [18] Reeve, J.M. (2015). *Understanding motivation and emotion*. New York: John Wiley & Sons, Inc.
- [19] Gunawan, N.P.I.N., R.T.S. Hayati & D. Gayatri. (2019). Motivation as a factor affecting nurse performance in Regional General Hospitals: A factors analysis. *Efermeria clinica*, 29(2), 515-5120. <https://www.elsevier.es/es-revista-enfermeria-clinica-35-articulo-motivation-as-factor-affecting-nurse-S1130862119301974>.
- [20] Baljoon, R.A., Banjar, H.E & Banakhar, M.A. (2018). Nurses' work motivation and the factors affecting It: A scoping review. *Intrenational journal of nursing & clinical practice*, 5(277), 1-10. <https://doi.org/10.15344/2394-4978/2018/275>.
- [21] Zeng, D., Takada, N., Hara, Y., Sugiyama, S., Ito, Y., Nihel, Y & Asakura, K. (2022). Impact of intrinsic and extrinsic motivation on work engagement: A cross-sectional study of nurses working in long-term care facilities. *International journal of environmental research and public health*, 19(1284), 1-13. <https://doi.org/10.3390/ijerph19031284>.
- [22] Lee, D.H & K.K. Kim. (2017). Assessing healthcare service quality: a comparative study of patient treatment types. *International journal of quality innovaton*, 3(1), 1-15. <https://doi.org/10.1186/s40887-016-0010-5>.
- [23] Lefosse, G., S. Bagnara., R. Tartaglia., S. Albolino., T. Alexander & Y. Fujita. (2019). An Action Research for Patient Safety and Service Quality in Nursing Homes. *Proceedings of the 20th Congress of the International Ergonomics Association (IEA 2018)*, 701-714. [https://doi.org/10.1007/978-3-319-96098-2\\_85](https://doi.org/10.1007/978-3-319-96098-2_85).
- [24] Tan, C.N.L., A. O. Ojo., J.H. Cheah & T. Ramayah. (2019). Measuring the Influence of Service Quality on Patient Satisfaction in Malaysia. *Quality management journal*, 26(3), 129-143. <https://doi.org/10.1080/10686967.2019.1615852>.
- [25] Lin, W & W. Yin. (2022). Impacts of service quality, brand image, and perceived value on outpatient's loyalty to China's private dental clinics with service satisfaction as a mediator. *PloS one*, 17(6), 1-9. <https://doi.org/10.1371/journal.pone.0269233>.
- [26] Biresaw, H., N. Asfaw & F Zewdu. (2020). Knowledge and attitude of nurses towards patient safety and its associated factors. *International journal of Africa nursing sciences*, 13(1), 1-7. <https://doi.org/10.1016/j.ijans.2020.100229>.
- [27] Adolfo, C., A. Albougami., M. Roque & K. Almazan. (2021). Nurses' attitudes toward quality improvement in hospitals: Implications for nursing management systems. *Nursing practice today*, 8(3), 206-215. <http://dx.doi.org/10.18502/npt.v8i3.5935>.
- [28] Lipien, I.M., A. Micek., T. Gabry's., M. Kozka., K. Gajda., A. Gniadek., T. Brzostek & A. Squires. (2021). Nurses and physicians attitudes towards factors related to hospitalized patient safety. *PloS one*, 16(12), 1-13. <https://doi.org/10.1371/journal.pone.0260926>.
- [29] Rekiisso, A.D., Z. Mengistu & T.H. Wurijne. (2022). Nurses' attitudes towards the nursing profession and associated factors in selected public hospitals, Addis Ababa, Ethiopia, 2021: a cross-sectional study. *BMC nursing*, 21(1), 1-9. <https://doi.org/10.1186/s12912-022-00808-2>.
- [30] Oshodi, T.O., B. Bruneau., R. Crockett., F. Kinchington., S. Nayar & E. West. (2019). The nursing work environment and quality of care: Content analysis of comments made by registered nurses responding to the Essentials of Magnetism II scale. *Nursing open*, 6(3), 878-888. <https://doi.org/10.1002/nop2.268>.
- [31] Mihdawi, M., R. Al-Amer., R. Darwish., S. Randall & T. Afaneh. (2020). The Influence of Nursing Work Environment on Patient Safety. *Workplace health & safety*, 66(8), 384-390. <https://doi.org/10.1177/2165079920901533>.
- [32] Amaliah, E & S. Tukimin. (2021). The relationship between working environment and quality of nursing care: an integrative literature review. *British journal healthcare management*, 6(3), 194-200. <https://doi.org/10.12968/bjhc.2020.0043>.
- [33] Arsat, N., B.S. Chua., W. Winder & N. Dasan. (2022). The Impact of Working Environment on Nurses' Caring Behavior in Sabah, Malaysia. *Frontier in public health*, 10(1), 1-14. <https://doi.org/10.3389/fpubh.2022.858144>.
- [34] Al-Hakimi, I.Y & O.G. Baker. (2018). Exploring the factors influencing nurses's work motivation. *Iris journal of nursing & care*, 1(1), 1-12. <http://dx.doi.org/10.33552/IJNC.2018.01.000503>.
- [35] Parashaki, R.D., M. Fahlevi., M. Ekhsan & A. Hadinata. (2019). The Influence of Work Environment and Competence on Motivation and Its Impact on Employee Performance in Health Sector. *Advances in Economics, Business and Management Research*, 135, 259-267. <http://creativecommons.org/licenses/by-nc/4.0/>.
- [36] Shadaifat, F. (2017). The impact of reward system and motivation on doctors performance in private healthsector United Arab Emirate: An empirical syudy. *International journal of applied business & economic research*, 15(23), 551-558. [https://serialsjournals.com/abstract/15890\\_47\\_fayez.pdf](https://serialsjournals.com/abstract/15890_47_fayez.pdf).
- [37] Alimi, B.G., U. Ismaila., R. Isa & A. Garba. (2020). Consequences of motivation on medical staff performance of some selected public hospitalsin Maidugiri, Borno State, Niegria. *JHSS*, 19(6), 255-306. <https://www.africanscholarpublications.com/wp->

content/uploads/2021/04/AJHSS\_VOL19\_NO6\_DEC  
2020-19.pdf.

- [38] Apeh, C.O.A., I.V.N. Ujoatuonu., J.I. Ugwu & C.T. Olowu. (2020). Motivation and work environment as predictors of job performance among nurses. *Nigerian journal of psychology research*, 16(1), 65-71.
- [39] Ferdinand, A. (2014). *Metode penelitian manajemen*. Semarang: BP Universitas Diponegoro.