

The Influence Of Motivation And Work Discipline On Employee Job Satisfaction (Case Study of Nurses at Abdul Moeloek Hospital in Bandar Lampung)

Irzal Fachruddin¹, Syahril Daud²

^{1,2}Faculty of Economics and Business, University of Bandar Lampung

Email : irzal.21011164@student.ubl.ac.id syahril.daud@ubl.ac.id

Abstract

This study seeks to assess how motivation and work discipline influence the job satisfaction level of nurses at Abdul Moeloek Hospital in Bandar Lampung. data for the research were gathered using questionnaires given to 37 nurses. Data analysis using t-test at a significance level of 5% supports the hypothesis that motivation is a positive predictor of job satisfaction. The regression equation obtained also strengthens this finding. In addition to being individual factors, work discipline and motivation collectively also have a strong influence on the level of job satisfaction of employees at Abdul Moeloek Hospital, Bandar Lampung. These results support previous studies that explain that motivation and work discipline are very important to increase employee satisfaction and productivity. This study also provides recommendations for further researchers to explore additional variables and expand the research population for broader and more generalizable results in the research object.

Keywords: *motivation, work discipline, job satisfaction, nurses, hospitals.*

INTRODUCTION

The advancement of the era has created an increasingly tight level of competition, encouraging hospitals to design various strategies to achieve the desired goals. The success or failure of this strategy is largely determined by the quality of the group

841

IJEBIR, Volume 04 Issue 01, 2025



Copyright at authors some right reserved this work is licensed under a [Creative Commons Attribution-ShareAlike 4.0 International License](https://creativecommons.org/licenses/by-sa/4.0/).

responsible for planning and implementation. The performance of human resources in planning and carrying out tasks is a key factor in the success of an organization's strategy. (Ibrahim, 2022). Therefore, this condition can be utilized to manage, maintain, and develop the hospital system so that it remains in line with changing needs. A hospital is an organization that provides health services with the aim of maintaining, preserving, and improving individual health in order to achieve the best level of health for all levels of society (Rahayu et al., 2019).

Nurses have a dominant role, with a number reaching 30%-60%, and interact directly with patients (Krisbiyanto, 2023). This hospital is one of several leading general hospitals that have served the local community and its surroundings. This achievement is certainly supported by the superior performance of nurses, both in terms of quality, quantity, and responsibility, so that they can meet the organization's targets or standards. Nurses are the spearhead in providing adequate medical services, so their job satisfaction has a direct impact on the success of the hospital. A person's job satisfaction depends on how well he or she is able to carry out his or her duties and responsibilities, without violating applicable laws, rules, norms, or ethics (Hasibuan et al., 2020). Optimal job satisfaction is a major factor in ensuring the quality of health services to patients. Therefore, in order for the hospital to keep up with developments and achieve its goals, nurse performance needs attention and management.

Discipline is the attitude, behavior, and actions of a worker who obeys the rules and regulations in the workplace. It is important to instill work discipline in all nurses, because of compliance with procedures (Puspita & Widodo, 2020). Regulations are made to regulate work relationships, and their application is not limited to large or small companies, but also applies in hospitals that have a lot of workers. The existence of these regulations serves to form a work discipline attitude, as well as prevent deviant behavior.

In addition, according to Taufani (2020), motivation is defined as a drive that makes someone behave diligently and focused in order to fulfill the desired needs. Regardless of the workplace conditions, a deep desire drives nurses to strive to realize unmet needs. Nurses who work voluntarily and happily, without pressure, tend to produce optimal job satisfaction while strengthening organizational commitment to the hospital. Therefore, motivation needs to be possessed and felt by every nurse to encourage the creation of quality work behavior.

Job satisfaction of nurses at Abdul Moeloek Hospital Bandar Lampung is a concern due to various problems that arise. Many nurses feel that the awards received, both in the form of salary and recognition, are not comparable to the workload they

842



undergo. Low work motivation is often seen from the lack of initiative and enthusiasm to provide maximum service. On the other hand, work discipline is also not optimal, marked by non-compliance with the applicable schedule or rules. The high workload as a primary referral hospital often triggers physical and mental fatigue, this has a negative impact on their job satisfaction. Therefore, we need to evaluate the motivation and work discipline of nurses.

This study focuses on measuring the impact of motivation and discipline significance on nurses' job satisfaction in the mentioned hospital. First, this study will investigate the correlation between work motivation, work discipline, and the level of nurses' job satisfaction. Second, specifically, this study will examine how much influence these factors, both independently and collectively, have on employee job satisfaction. Based on the above description, this study focuses on measuring the impact of motivation and discipline significance on nurses' job satisfaction in the mentioned hospital.

LITERATURE REVIEW

JOB SATISFACTION

Job satisfaction reflects a personal evaluation of the intrinsic value of a job. (Robbins and Judge 2018) argue that this satisfaction is closely related to employees' perceptions of fairness in reward, namely the alignment between their salary and their contribution. This reflects an individual's perception of the rewards they should receive for the work they do. Meanwhile, Gibson, Ivancevich, and Donnelly (2000) suggest that job satisfaction is how an employee views his or her position in the work environment, which includes various factors that affect employee well-being and comfort in the workplace.

(Handoko 2015), How satisfied someone is with their job is not only determined by the salary they receive. Factors such as the number of tasks, work environment conditions, and interactions with coworkers also greatly influence whether or not an individual feels happy about the job.

Job satisfaction is a strong foundation for building significant work spirit. When employees feel satisfied with the work they do, they will be more motivated to work harder, be more disciplined, and achieve the targets set. Conversely, dissatisfaction can hinder performance and productivity. Thus, cultivating conditions that support job satisfaction is the main thing to ensure that employee morale, dedication, love for work, and discipline levels are maintained.

843



Salary is an important component that influences the level of employee satisfaction, organizational performance is often correlated with the extent to which the structure and elements of the organization where employees work, the behavior of superiors, job characteristics and interactions with coworkers. According to (Sowmya, Panchanatham 2011), these factors are interrelated and contribute to how satisfied employees are with their jobs.

Work motivation

Motivation is the spirit that drives an individual to achieve something. According to (Robbins and Judge 2018), motivation is an internal force that drives individuals to contribute to achieving organizational goals that are often influenced by a person's ability to meet their personal needs. This motivation is not only related to external goals or the work itself, but also related to how an individual can meet their personal needs, which in turn will affect their satisfaction in achieving organizational goals. If an employee has a positive view of their job and working conditions, they will tend to be more motivated to give their best in carrying out their duties.

(Mangkunegara 2017) stated that motivation can be interpreted as a psychological condition that drives individuals to act in order to achieve organizational goals. The level of motivation contributes significantly to increasing their job satisfaction, because high motivation encourages individuals to work harder and more enthusiastically. This will increase productivity and support the achievement of organizational goals more efficiently. Positive motivation makes employees feel more responsible and committed to their work.

According to (Hasibuan 2015), motivation is the drive that makes someone want to work together and try their best to achieve common goals. In the context of an organization, this motivation is very important to create synergy between individuals and the team and the organization as a whole. With the right motivation, employees will work more focused and committed to achieving organizational goals. Handoko (2015) further explains that motivation is the spirit within that drives us to act. In this case, motivation is not only rational, but also involves emotional factors that influence decisions and actions taken by individuals.

(Mathis and Jackson 2011) also define motivation as an internal drive within a person that drives them to act. This drive can be external, such as rewards or recognition, or internal, such as the need to achieve personal achievement or emotional satisfaction.



High motivation will make individuals more focused, work harder, and be able to adapt to existing challenges.

According to (Hasibuan 2015), adding work discipline is a person's commitment to carrying out all tasks and obligations given in accordance with the rules and values that apply in the work environment. This discipline includes the willingness of employees to adjust to the norms and standards set by the organization, both formal and informal. In this case, work discipline is highly dependent on the level of understanding and awareness of individuals regarding the importance of existing rules to create an orderly and productive work environment.

Work Discipline

According to Rivai (2019), work discipline can be utilized by managers as an effective communication tool to improve employee understanding of the importance of changes regarding social standards and applicable rules within the company. Work discipline is not only about complying with established regulations, but also includes employee readiness to carry out their duties in accordance with applicable provisions, both those stated in official documents and those that are only implicit. This means that work discipline involves a voluntary attitude, awareness, and commitment to implementing policies that apply in the organization, both formal and informal to support the smooth operation of the organization (Robbins in Slamet, 2007).

According to Nitisemito (in Slamet, 2007), work discipline is the behavior and attitude carried out by employees in accordance with the guidelines and standards applicable in the organization where they work. Work discipline is not only physical, but also includes mental and emotional dimensions that motivate employees to obey applicable regulations. In addition, Handoko (in Slamet, 2007) stated that work discipline is an effort made by management to ensure that all members of the organization carry out their duties in accordance with established standards and policies. In this case, work discipline can be considered as a form of human resource management that is important for maintaining order and increasing productivity in the workplace.

Simamora (2017) defines discipline as regular actions and self-control carried out by a worker, which also reflects the individual's commitment to the team and organization. Work discipline is not only related to obedience to regulations, but also shows the extent to which an employee is able to manage his behavior and his behavior reflects an awareness of the consequences and full responsibility for his actions.



According to (Hasibuan 2015) also identified six types of needs that are the basis of a person's motivation, known as the hierarchy of motivational needs. These needs include physical needs, which are related to fundamental human physiological needs, such as food and clothing, the need for security and safety, which includes guarantees of security in work and life; social needs, which are related to interpersonal relationships and a sense of acceptance in a group; the need for appreciation, which is related to recognition or appreciation of a person's achievements or contributions; and the need for self-actualization, which involves efforts to achieve the best potential that a person has.

Framework

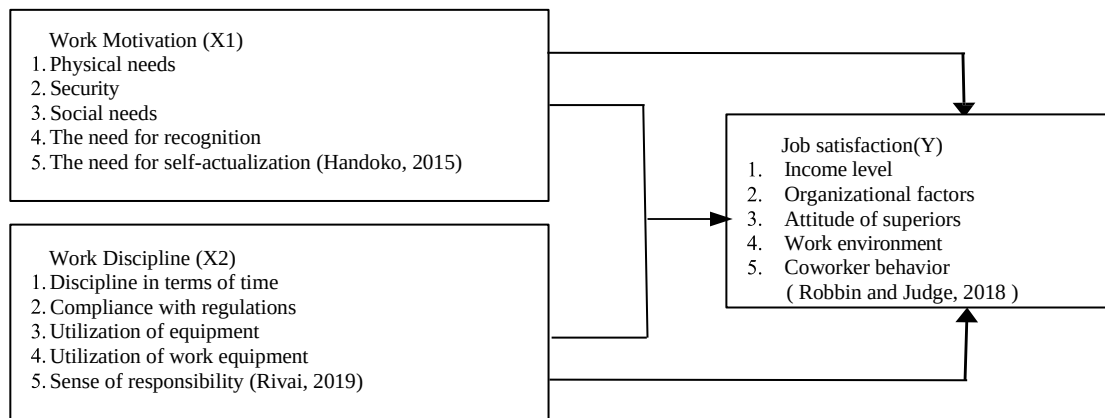


Figure 1. Framework of Thought

Hypothesis

H1: Work motivation has a positive influence on nurses' job satisfaction at Abdul Moeloek Hospital, Bandar Lampung.

Previous Research: Research by the Journal of Management and Business (2018) shows that providing motivation in the form of appreciation has a significant positive impact on employee job satisfaction.

H2: Work discipline has a positive effect on the job satisfaction of health workers at Abdul Moeloek Hospital, Bandar Lampung.

Previous Research: Journal of Human Resources (2019) found that good work discipline contributes significantly to employee job satisfaction.

H3: There is a simultaneous positive influence of motivation and work discipline on the job satisfaction of health workers at Abdul Moeloek Hospital, Bandar Lampung.

Previous Research: Journal of Psychology and Organization (2020) shows that high motivation and good work discipline can increase overall employee job satisfaction.

Previous Research

1. Journal of Management and Business (2018). The Influence of Motivation and Work Discipline on Employee Job Satisfaction at PT Telekomunikasi Indonesia. This study shows that the provision of motivation by the company, especially in the form of appreciation and awards, as well as high employee discipline has a very significant impact on the level of employee job satisfaction at PT Telekomunikasi Indonesia. Positive work discipline has been shown to increase the influence of motivation on job satisfaction.
2. Human Resources Journal (2019). The Influence of Motivation and Work Discipline on Job Satisfaction at PT Bank Mandiri. This study shows that intrinsic motivation such as career development and work discipline significantly contribute positively to employee job satisfaction at PT Bank Mandiri. Work discipline functions as a reinforcement of the influence of motivation on job satisfaction.
3. Journal of Psychology and Organization (2020). The Relationship Between Motivation and Work Discipline on Employee Job Satisfaction at PT Unilever Indonesia. High motivation and good work discipline have been proven to increase employee job satisfaction at PT Unilever Indonesia. Motivation is related to career opportunities and rewards, while employee performance and satisfaction have a greater influence on work discipline.
4. Journal of Applied Management (2021). The Influence of Work Motivation and Discipline on Job Satisfaction of PT Astra International Employees. This study proves that internal motivation, especially career development and work discipline, have an effect on job satisfaction of Bank Mandiri employees. Work discipline is a key factor that connects motivation and satisfaction felt by employees while working.
5. Journal of Management Economics (2017). The Influence of Motivation and Work Discipline on Job Satisfaction at PT Gudang Garam. Employees in this company who are diligent and often receive awards feel more satisfied with their jobs. The study found that high awards and discipline have an influence on job satisfaction compared to other internal factors.



6. Journal of Industrial Psychology (2020). The Influence of Motivation and Work Discipline on Employee Job Satisfaction at PT Pertamina. This study shows that effective employee welfare programs and the implementation of solid work discipline significantly increase the level of employee job satisfaction at PT Pertamina. Work discipline, in particular, has been proven to increase operational efficiency so that it ultimately has a positive impact on employee job satisfaction.

RESEARCH METHODS

This study involves all nurses from various units in the hospital. For example, if the study is focused on a general hospital in a region, the population can include about 57 employees from the VIP room position at Abdul Moeloek Hospital. In order for all parts of the company to be involved, we will use purposive sampling. The results of the study can be applied to a wider population. Data will be collected through questionnaires that measure motivation, discipline, and job satisfaction.

A sample is a small part of the entire group that has the same characteristics. When the population size is too large and it is not possible to study the whole, in other words this sample is considered a reflection of the entire group. In this study, the sample was taken from the number of employees in the VIP room of Abdul Moeloek Hospital. Sampling in this study was purposive with a total of 37 respondents. The number of samples was determined based on the Slovin formula with a confidence level of 90% (margin of error 10%).

$$N = \frac{N}{1 + Ne^2}$$

Where:

n=Sample Size

N=Total Population

e= margin of error or level of error (0.1)

$$n = \frac{57}{1 + (57 \times 0.1)^2}$$

$$n = \frac{57}{1 + (57 \times 0.01)}$$

$$n = \frac{57}{1 + 0.57}$$



$$n = \frac{57}{1 + (57 \times 0.01)}$$

$$n = \frac{57}{1.57}$$

$$n = 36,30 = 37$$

With this calculation result, the sample size needed is about 36.30 respondents (because it must be rounded up to ensure accuracy). So, if the population is 57 and using a confidence level of 0.1 (10%), then the sample needed is 37 people. Through the distribution of questionnaires to all employees, data was successfully collected in the VIP room of Abdul Moeloek Hospital. Through the Likert scale, this study successfully collected data on respondents' attitudes towards the research variables. Each statement has five answer choices that indicate the level of agreement or disagreement.

To describe the data, we use descriptive statistical techniques. In this study, we utilize SPSS software to test the questionnaire. By conducting validity and reliability tests, we want to ensure that the questionnaire we use is truly in accordance with the objectives of the study and can obtain consistent results. Validity tests are carried out to ensure that the data collection instruments used correctly measure the constructs to be measured. Data analysis using SPSS version 25 shows that an item with a total score of the variable value exceeds the threshold value and is positive. Based on the opinion (Ghozali 2016), the minimum acceptable correlation coefficient value is 0.50. This study adopts a one-shot reliability measurement method. Where data is collected only once, then analyzed by comparing items in the instrument. A Cronbach Alpha value above 0.60 indicates that a construct is quite reliable (Ghozali, 2016).

Normality test is conducted as an initial step to evaluate whether the research data is suitable for use in statistical models that assume a normal distribution. The one-sample Kolmogorov-Smirnov test is chosen as the appropriate method to identify whether the data sample we use as the object of research is taken from a population that follows a normal distribution. The decision regarding the assumption of data normality will be based on the results of the significance test. Based on the significance value obtained, we cannot reject the initial hypothesis (null hypothesis) stating that the sample data comes from a normally distributed population. This means that there is not enough statistical evidence to conclude that the distribution of the sample data is significantly different from the normal distribution. Furthermore, multiple regression analysis will be applied to estimate the effect of work motivation and work discipline on the level of job satisfaction.

849



Testing of this research hypothesis will be carried out through the t-test, F-test, and calculation of the coefficient of determination (R^2).

RESEARCH RESULTS AND DISCUSSION

Validity Test

The validity of an item on a questionnaire is determined by comparing the numerical value (r) which indicates the extent to which changes in the score of an item are followed by proportional changes in the total score of the questionnaire, and vice versa. This correlation value is matched with the critical value (r table) obtained from the r distribution table. With 37 respondents, the level of freedom is 35. At a significance level of 5%, the critical value we get is 0.339. An item is considered statistically valid if the calculated correlation value is above 0.339.

Based on the correlation values obtained, all items in the research instrument have a statistically significant relationship with the total score. This indicates that each item successfully measures the same construct and contributes to the overall reliability of the instrument. Thus, the accuracy of measuring research variables can be guaranteed by using this instrument.

Data reliability

The following table shows the results of the reliability test:

Table 2. Reliability Test of Work Motivation Variable (X1)

Reliability Statistics	
Cronbach's Alpha	N of Items
.921	10

Table 3. Reliability Test of Work Discipline Variable (X1)

Reliability Statistics	
Cronbach's Alpha	N of Items
.885	10



Table 4. Reliability Test of Job Satisfaction Variable (X1)

Reliability Statistics	
Cronbach's Alpha	N of Items
.819	10

According to (Imam Ghozali 2016), to measure how consistent the questions in this study are, the Cronbach's Alpha method is used. The purpose of this method is to evaluate the level of correlation between items in the questionnaire and the consistency of measuring the same construct. Reliability analysis using Cronbach's Coefficient Alpha produces very satisfactory values (0.912, 0.885, and 0.819). These results exceed the minimum criteria set. The test results show that this questionnaire is able to produce consistent data, so it can minimize measurement errors and increase the accuracy of research findings.

Normality Test

The Kolmogorov-Smirnov normality test results that both variables studied have a significance level obtained of 0.200 indicating that the results obtained are not strong enough to reject the null hypothesis. In other words, the data we have is consistent with the assumption of a normal distribution. These results allow us to use various parametric statistical techniques that assume a normal distribution.

Multiple Linear Regression Test

The following table shows the results of the multiple linear regression test:

Table 6. Multiple Linear Regression

Coefficients ^a					Sig.	
Unstandardized Coefficients				Standardized Coefficients		
Model		B	Std. Error	Beta		
1	(Constant)	12,611	2,478		5,089	.000
	motivation	.393	.135	.539	2,910	.006
	work_discipline	.331	.160	.385	2.075	.046

a. Dependent Variable: job_satisfaction



The results of the analysis show that the resulting similarity is $Y = 12.611 + 0.393X_1 + 0.331X_2$. The analysis of this equation concludes that to increase job satisfaction, there needs to be an effort to improve both employee motivation and work discipline. Both of these factors have been proven to contribute significantly to increasing job satisfaction. Thus, the company has the opportunity to increase employee productivity and welfare by focusing on programs that can increase motivation and work discipline.

Coefficient of Determination Test (R²)

Here are the results:

Table 7. Test Results

Model Summary				
Model	R	R Square	Adjusted Square	Std. Error of the Estimate
1	.906a	.820	.810	2.60719

a. Predictors: (Constant), work_discipline, motivation

The R-squared value of 0.820 indicates a good level of fit between the regression model and the empirical data, where 82% of the variability in job satisfaction can be attributed to the combined influence of motivation and work discipline. This means that this model is very effective in predicting the level of job satisfaction based on these two factors. However, it should be noted that there is still 18% of the variation in job satisfaction that cannot be explained by this model, there is a possibility that other factors, including but not limited to work environment conditions, work intensity, and individual characteristics, play a role in the formation of this sentence.

ANOVA Test (F Test)

The following are the results of the F-stat test in the table below:

Table 8. F-Test Results

ANOVA						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	1053.697	2	526,849	77,50	.000



					7	b
	Residual	231,114	34	6,797		
	Total	1284.811	36			

a. Dependent Variable: job_satisfaction

b. Predictors: (Constant), work_discipline, motivation

The very high F-value (77.507) and the very small p-value (0.000) indicate that the probability of getting such results by chance is very low. This strengthens the hypothesis that the two independent variables have a significant relationship and influence on job satisfaction. The resulting regression model can also be relied on to make predictions.

t-Test Results

Here is the t-test calculation:

**Table 9. t-test
Coefficients^a**

Model	Unstandardized Coefficients			Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	12,611	2,478		5,089	.000
	motivation	.393	.135	.539	2,910	.006
	work_discipline	.331	.160	.385	2.075	.046

a. Dependent Variable: job_satisfaction

T-test analysis of employee motivation, work discipline, and job satisfaction are variables which influence each other positively. Based on the t-distribution table with $df = (N-1) = 36$ and $\alpha = 0.05$ (two-tailed), the corresponding t-table is 2.028. Based on the data analysis, we can conclude that the higher a person's work motivation, the higher the level of job satisfaction. This means that the higher a person's motivation, the higher the level of job satisfaction felt. Likewise with work discipline, which has $t = 2.075 > 2.028$ (t-table) and $p\text{-value} = 0.046$, statistical analysis confirms that work discipline contributes positively to the level of individual job satisfaction. This supports the hypothesis that both motivation and work discipline have a significant influence on job satisfaction.



DISCUSSION

The Influence of Motivation on Employee Job Satisfaction (Case Study on Nurses at Abdul Moeloek Hospital, Bandar Lampung)

Data analysis yielded a strong relationship between motivation and nurses' job satisfaction. The statistical value obtained (t -count = 2.910, p -value = 0.006) indicated that the influence of motivation on job satisfaction was very significant. The greater the internal drive nurses have to provide the best service, the more satisfied they are with their achievements.

Haryanto (2020) revealed that motivation, such as a sense of personal achievement and satisfaction in carrying out work that contributes positively to the level of job satisfaction of hospital employees. According to Pratiwi's research (2022), both motivation and work discipline play a very important role in employees feeling satisfied with their work. The results of our study also show that motivation. Our study also found that the motivation and self-discipline of each nurse contributed positively to their job satisfaction at Abdul Moeloek Hospital. Pratiwi also highlighted that the combination of these two factors not only increased job satisfaction but also contributed to reducing work stress levels and increasing employee productivity. In the context of this study, this can be interpreted as high motivation and good discipline helping nurses feel more focused, able to face work challenges, and provide better health services.

The Influence of Work Discipline on Employee Job Satisfaction (Case Study on Nurses at Abdul Moeloek Hospital, Bandar Lampung)

The results of the analysis found that work discipline has a significant and positive relationship with the level of job satisfaction. This means that the higher the level of individual work discipline, the higher the level of job satisfaction. This finding is supported by statistical tests that show significance at a 95% confidence level.

Several studies support the importance of work discipline in increasing job satisfaction. According to Rivai (2019) the implementation of work discipline can be an effective means of communication for managers in motivating employees to change their behavior and increase awareness of the importance of complying with rules and social standards in the work environment. Furthermore, Sari (2019) found that there was a positive correlation between work discipline and the level of employee job satisfaction. Individuals who consistently carry out tasks according to rules and schedules tend to feel more satisfied because their work is more structured and effective. This happens because



they feel that the efforts made are proportional to the results obtained, in accordance with organizational expectations and applicable standards.

According to Hasibuan (2015) work discipline is not only about following written rules, but also about adapting to work habits in the company. If employees can be disciplined they will experience increased satisfaction with their work. A study conducted by Wahyuni (2023) The level of employee job satisfaction is greatly influenced by how disciplined they are in working. With good discipline, employees not only feel more satisfied with their work, but are also able to provide better quality services. The implementation of optimal work discipline will maximize productivity, minimize deviations, and ensure the quality of output is in accordance with established standards.

There is a simultaneous positive influence of motivation and work discipline on nurses' job satisfaction at Abdul Moeloek Hospital, Bandar Lampung.

Based on the F test, we can conclude that at least one independent variable in the regression model has a significant effect on the dependent variable. The probability of getting such a result by chance is very small (less than 5%), the regression model built can explain the variation in the dependent variable (job satisfaction). Based on the results, this model can be relied on to estimate the level of employee satisfaction.

This finding is in line with Rizki's research (2023). This study also concluded that motivation from internal (intrinsic) and motivation from external (extrinsic), if combined with high work discipline, will contribute significantly to increasing individual job satisfaction. Moral encouragement from leaders and strict enforcement of rules contribute to the creation of a positive work atmosphere and encourage optimal performance. In addition, Pratiwi (2022) revealed that the combination of increasing employee motivation and work discipline, companies can reduce stress levels, increase productivity, and ultimately improve the quality of services provided.

CONCLUSION

Based on the results and discussion it is concluded that:

1. The t-test results obtained a significant t-count value ($2.910 > 2.028$) with a very small p-value (0.006), it can be concluded that the higher the nurse's work motivation, the more likely they are to feel satisfied with their work. High motivation in nurses is one of the main factors that increases job satisfaction in the hospital.
2. Based on the results of statistical tests, we can conclude that there is a close relationship between work discipline and nurse job satisfaction. When a nurse is

855



disciplined in carrying out his/her duties, he/she tends to feel more satisfied with his/her job. This is evidenced by the t-value obtained, which is 2.075, which shows a significant positive effect. This means that our research hypothesis stating that work discipline can increase nurse job satisfaction is proven true.

3. These results indicate that hospital management needs to pay special attention to efforts to improve nurses' motivation and work discipline. In other words, to create an ideal working environment for nurses and ultimately improve the quality of patient care, management must be committed to supporting and developing the potential of nurses through various relevant programs and policies.

SUGGESTION

Abdul Moeleok Hospital Bandar Lampung is advised to increase nurse motivation through rewards for the work they have done, both financially and non-financially, such as promotions or recognition. In addition, creating a supportive work atmosphere by providing training, career development opportunities, and adequate work facilities can help increase job satisfaction. Strengthening a culture of discipline is also important, for example with clear communication, effective supervision, and consistent application of rules, so that nurses work according to established procedures and standards.

Further researchers can add other variables besides those in this study model to obtain a more complete picture of job satisfaction. Other approaches with qualitative methods should also be tried to be studied to dig deeper into job satisfaction such as analyzing strategies to shape job satisfaction of hospital employees. In addition, research with a wider population, such as hospitals in various regions, can provide a more varied comparison of results.

REFERENCES

- Ghozali, Imam (2016). *Aplikasi multivariate dengan program IBM SPSS 21*. Semarang:Badan Penerbit Univ Diponegoro.
- Handoko, H. (2015). *Manajemen Sumber Daya Manusia dan Personalia*. Yogyakarta: BPFE UGM.
- Hasibuan, M. (2015). *Manajemen Sumber Daya Manusia*. Jakarta: Bumi Aksara.
- Hasibuan, M. (2019). *Manajemen Sumber Daya Manusia*. Jakarta: PT Bumi Aksara.
- Hasibuan, M., Kartika, E., Sinurat, & Efrina, L. R. (2020). *Manajemen dan Strategi Penyelesaian Masalah dalam Pelayanan Keperawatan* (Edisi Pertama). Malang: Ahlimedia Press.



- Hidayat, M. F. (2014). Pengaruh Motivasi Terhadap Kepuasan Kerja Karyawan Alih Daya (Outsourcing) di Palembang Square. *Jurnal Ilmiah Manajemen Bisnis dan Terapan*, 11(2), 1-10.
- Hutapea, Rizki. N. (2023). Pengaruh Motivasi Dan Disiplin Kerja Terhadap Kepuasan Kerja Pegawai Dinas Ketahanan Pangan, Perikanan, Tanaman Pangan dan Hortikultura Kabupaten Tabalong. *Jurnal Sains Manajemen dan Kewirausahaan*, 7(2), 131–143. ISSN: 2597-467X.
- Ibrahim, Z. (2022). Analisis Pengaruh Gaya Kepemimpinan dan Budaya Organisasi terhadap Kinerja Karyawan di Rumah Sakit Pertamedika Ummi Rosnati (RSPUR) Banda Aceh. *Jurnal Ilmiah*, 1(1), 20-35.
- Krisbiyantoro, (2023). Pengaruh Disiplin dan Motivasi Kerja Terhadap Kepuasan Kerja Serta Implikasinya Pada Kinerja Perawat di Rumah Sakit Umum Daerah Oto Iskandar Dinata Kabupaten Bandung. *Jurnal Manajemen*, 8(2), 1-16.
- Mangkunegara, A. P. (2017). *Manajemen Sumber Daya Manusia*. Bandung: PT Remaja Rosda Karya.
- Mathis, R., & Jackson, J. (2011). *Human Resource Management (Buku 2)*. Jakarta: Salemba Empat.
- Pratiwi, D. (2022). Kombinasi antara Motivasi dan Disiplin Kerja terhadap Kepuasan Kerja Pegawai. *Jurnal Manajemen*, 9(1), 45-56.
- Puspita, D., & Widodo, S. (2020). Pengaruh Disiplin Kerja Dan Motivasi Terhadap Kinerja Karyawan PT. Persada Arkana Buana. *Jurnal Ilmiah Mahasiswa Manajemen Unsurya*, 1(1), 31–41.
- Rahayu, K., Srihastuti, E., & Ni'am, M. A. (2019). Analisis Pengaruh Motivasi Kerja, Lingkungan Kerja, dan Pemberian Upah terhadap Kinerja Karyawan (Studi Kasus pada Rumah Sakit Umum Daerah Gambiran Kota Kediri). *Jurnal Mutiara Madani*, 6(2), 182-192.
- Rizal, S. M., & Radiman, R. (2019). Pengaruh Motivasi, Pengawasan, dan Kepemimpinan Terhadap Disiplin Kerja Pegawai. *Maneggio: Jurnal Ilmiah Magister Manajemen*, 2(1), 117–128.
- Robbins, S. P., & Judge, T. A. (2018). *Perilaku Organisasi (Buku Terjemahan)*. Jakarta: Gramedia.
- Simamora, H. 2017. *Manajemen Sumber Daya Manusia*. STIE YKPN. Yogyakarta.
- Sari, D. N. (2019). Pengaruh Motivasi Dan Disiplin Kerja Terhadap Kinerja Karyawan. *Publikasi Ilmu Manajemen*, 2(1), 59-75.



- Sowmya, K. R., & Panchanatham, N. (2011). Factors influencing job satisfaction of banking sector employees in Chennai, India. *Journal of Law and Conflict Resolution*, 3(5), 99-10
- Sugiyono. (2017). *Statistika Untuk Penelitian*. Bandung: Alfabeta.
- Suprihanto, dkk. (2013). *Perilaku Organisasional*. Yogyakarta: STIE YKPN.
- Taufani, M. (2020). Analisis Pengaruh Disiplin Kerja, Motivasi dan Kompensasi terhadap Kinerja Pegawai pada Sekretariat Dewan Perwakilan. *Jurnal Manajemen*, 12(1), 58-72.
- Wahyuni, (2023). Pengaruh Disiplin Kerja terhadap Kinerja dan Kepuasan Kerja Pegawai. *Jurnal Manajemen Sumber Daya Manusia*, 10(3), 234-245.

