

The Effect of Nurses Work Motivation, Career Development, and Occupational Stress on Organizational Commitment at Hospital

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Abstract

Background: Organizational commitment is an employees' attachment to the company, employees feel having a bond to the company.

Aims: Employees who commit to the organization will contribute to helping organization in achieving company goals. This study aimed to analyze the effect of nurses' work motivation, career development, and job stress on organizational commitment at X Hospital. The Independent Variable was nurses' work motivation, career development, and job stress. The Dependent Variable was organizational commitment.

Methods: This research was a quantitative research and instrument used a questionnaire with a 5-level measurement.

Results: Hypothesis testing using the F test with SPSS 2.1. It was obtained the independent variable was 0.000.

Conclusion: Finally, your abstract should close with a statement of overall results in a nutshell as well as the research's implications and contributions to its field. It should convince readers that the research is interesting, valuable, and worth investigating further. The abstract should consist of approximately 200 words

Keywords: work motivation, career development, occupational stress, organizational commitment.

INTRODUCTION

Hospitals have a very important role in providing health services to the community. The existence of hospitals itself is regulated in Law NO.44 of 2009. Hospitals play a very important role in health services in the community and are institutions that have many organized professional medical staff, with facilities for inpatient care, critical care, outpatient care, able to provide medical and nursing services 24 hours a day to the community, both promotive, preventive, curative and rehabilitative. Apart from that, the hospital also functions as a place for education for health workers and a place for research for all academic circles. Good health services provide effective, safe and high quality services to those who need them, supported by adequate resources (Perdanasari, 2017).

Human Resources (HR) are the most important assets in a company, without people the company's resources will not be able to generate profits or add value to themselves. Moreover, for a company that offers services, where human resources play an important role as the spearhead of the company. Therefore, companies must prioritize finding, hire, motivate, train and develop the employees the company wants, as well as retain quality employees. One effort to achieve the target or goal desired by the company is to minimize the employee turnover rate by paying attention to all factors that cause employees' desire to move (*turnover intention*). The employee's desire to move was met with a situation where the employee began to find that his working conditions were no longer in accordance with what was expected (Witasari, 2009).



Initially, the concept of organizational commitment focused on the concept of commitment itself, based on an attitudinal approach, which showed problems and loyalty (Porter, Steers, Mowday, & Boulian, 1974). According to (Porter et al., 1974) the attitude approach refers to the psychological attachment or affective commitment formed by an employee in relation to problems and loyalty to the organization. The phenomenal couple who became icons of commitment, namely Steers and Porter (1983) explained that organizational commitment as "loyalty to the organization" is characterized by the intention to remain in it; identify with the values and goals of the organization. Equally important is the motivation to use extra effort on behalf of the organization. Individuals consider the extent to which their values and goals relate to the organization as part of organizational commitment, therefore it is considered a relationship between each employee and the organization. In line with Panggabean (2004) Employees with high commitment are employees who have high work enthusiasm, and vice versa. High work morale is characterized by high discipline, interest in work, enthusiasm and high motivation to work, encouraged to think creatively and imaginatively. Employees with low work morale will show less disciplined behavior, less effort, and less motivation.

Hasibuan (2015) states that work motivation is a condition or energy that moves employees who are directed or aimed at achieving the company's organizational goals. Employees who have high motivation will usually carry out their duties enthusiastically and energetically,

because there are certain motives or goals behind these actions. That motive is the driving factor that gives him strength, so that he is willing and willing to work hard. Motivation is defined as a skill in directing employees to work successfully, so that employee desires and organizational goals are simultaneously achieved (Flippo, 1984). Another opinion , namely Terry (1978), stated that motivation is a desire that exists within an individual that stimulates him to take action. So that a person feels satisfied in carrying out their work, which can trigger an easy attitude to be given guidance or direction by their superiors with the aim of supporting the employee's career and maximizing employee performance.

Supported by research by Lisda L. Asi *et al.* (2021) research results have proven that work motivation variables have a positive and significant effect on organizational commitment. This has the implication that the indicators of the motivation variable are able to contribute positively to organizational commitment. This shows that the higher the work motivation, the more organizational commitment will increase, and conversely, the lower the work motivation, the lower the organizational commitment and employees will tend to feel uncomfortable and depressed with the work environment.

Career development according to Rivai's (2005) description is a process of increasing individual work abilities through guidance, direction, on-the-job training, training and education to achieve the career desired by the employee or planned by the company. (Werther, William B & Davis, Keith, 1996) In a career, career development is required, which is the process of increasing

individual work abilities achieved in achieving the desired career, adjusting employee needs and goals. The career development program is feedback provided by the company on employee performance, namely in the form of employee development plans and providing access to employees to take part in training related to the business planned by the company by facilitating employee learning related to employee work competencies. These competencies include: knowledge, skills, or behavior to achieve successful employee performance. So that employees whose careers the company pays attention to will have an attitude of commitment to the company. Also stated by (Dessler, Gary, 2007) The stages of career development include: Job performance, Exposure, Work Network, Resignation, organizational loyalty, mentors and sponsors, subordinates who have key roles, opportunities to grow .

Supported by research by Yusep Budiansyah, (2017) Career development has a positive and significant effect on organizational commitment, meaning that good career development will produce good organizational commitment. The better the career development, the better the employee's organizational commitment will be. Based on research by Kristiano, Innocentius Bernardo, (2020).

Poor career development from a company towards its employees can be a source of stress for its employees, according to Ulfa (2018). Sources of work stress are generally related to the causes of problems in long decision making, as well as lack of support from colleagues, long working hours, style and poor promotion, many unnecessary procedures and habits, and changes. Meanwhile, according to Dadang Hawari

(1995) discomfort and feelings of pressure in the workplace are human physical and psychological responses as signs of stress in humans. Stress can also be interpreted as a physical reaction felt by an individual who is uncomfortable as a result of an inaccurate perception of something that he considers to be a threat to his personal safety . Not only threatening but thwarting their desires or needs. Kupriyanov and Zhdanov (2014) stated that current stress is an attribute of modern life. This is because stress has become an inevitable part of life. Whether in school, work, family, or anywhere else, stress can be experienced by someone. Stress can also happen to anyone, including children, teenagers, adults or the elderly . In other words , stress definitely happens to anyone and anywhere. The problem is if a person experiences so much stress. The impact is that stress harms physical and mental conditions. Lin and Huang (2014) state that a large amount of stress can be dangerous for everyone.

A survey conducted by the Health and Safety Executive (HSE) stated that work-related stress and depression in 2017/2018 was 595,000 cases with a prevalence rate of 1,800 per 100,000 workers. Stress and depression due to work also account for 44% of all cases of work-related health problems and 57% of absences from the office due to illness (HSE, 2018). Reporting from the web page of *The American Institute of stress* www.stress.org/reports that recent survey data shows 65% of American workers experience work stress , the 2016 APA Stress in America survey, on a scale of one to 10, women described their stress level as 5.1 % , compared with a stress level of 4, 4% in men. in 2018 it was 54%. In 2019, 94% of American workers reported experiencing stress in their

workplace (AIS, 2021). Recent surveys show that 64% of American adults feel that work is a very significant source of stress (Editorial, 2020; Wheeler, 2020). Meanwhile, in Great Britain, out of 100,000 workers, on average during the 2017/18-2019/20 period, 1,570 experienced work stress (St & Oce, 2020).

The aim of the research was to analyze the joint influence of work motivation, career development and work stress of nurses on organizational commitment at Hospital X.

METHOD

In this research, a type of descriptive research with a quantitative approach was used, where the analysis method used was in the form of numbers that can be calculated or measured, and the process used SPSS2.1 statistical tools. Data collection in this research was by interviews and using questionnaires conducted from January to February 2022.

The population in this study were all nurses at Hospital X, totaling 267 nurses. The sampling technique used in this research was the *Slovin formula* and the sample in this research was 160 respondents. The sample was taken using the *Proportional Random Sampling technique* using randomization.

Questionnaires and demographics are used to see the characteristics of respondents. The instrument was developed by the author himself, which consists of age, gender, last education, career level, work space.

The data in this research was collected through a questionnaire distributed online.

This questionnaire consists of 44 question items which are divided into 4 variables, namely organizational commitment, work motivation, career development and work stress. The research questionnaire was prepared by asking closed questions and providing answer choices to the research sample and assessed using a *Likert scale*.

Design

In this research, a type of descriptive research with a quantitative approach was used, where the analysis method used was in the form of numbers that can be calculated or measured, and the process used SPSS2.1 statistical tools. Data collection in this research was by interviews and using questionnaires conducted from January to February 2022.

Sample

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Data analysis

Questionnaires and demographics are used to see the characteristics of respondents. The instrument was developed by the author himself, which consists of age, gender, last education, career level, work space.

The data in this research was collected through a questionnaire distributed online. This questionnaire consists of 44 question

items which are divided into 4 variables, namely organizational commitment, work motivation, career development and work stress. The research questionnaire was prepared by asking closed questions and providing answer choices to the research sample and assessed using a *Likert scale*.

RESULTS

Researchers analyzed using descriptive analysis to get a picture of respondents' answers regarding the research variables used. Researchers use index analysis techniques. Based on the average *three box method index*, the average score obtained for each variable is as follows:

Table 1. method test results

No	Variable	Score	Response Position		
			Low	Currently	Tall Behavior
1	Work motivation	128.45			√ High intensity work motivation is able to influence respondents' behavior towards organizational commitment.
2	Career development	135.12			√ intensity career development is able to influence respondents' behavior towards employee organizational commitment.
3	Job Stress	112.72			√ High intensity work stress can influence respondents towards organizational commitment.
4	Organizational Commitment	128.72			√ High intensity organizational commitment is influenced by work motivation, career development and work stress.

The average answer score index for all variables obtained a score of > 117.32. And the work stress variable obtained a score of > 106.6 . The score index category is based on the three box method, so the average is at a high score level.

From the calculation results in the table above, it is known that the value of Asymp. Sig. (2-tailed) is 0.200 or greater than 0.05 so it can be stated that the normality assumption has been met.

Table 2 Normality Test Results

N	160
Normal Parameters ^{a, b}	Mean .0000000
	Std. Deviation 4.86763946
Most Extreme Differences	Absolute .056
	Positive .054
	Negative -.056
Statistical Tests	.056
Asymp. Sig. (2-tailed)	.200 ^{c, d}

Multicollinearity Test Results

correlation between the independent variables.

Multicollinearity Test is used to test whether the regression model found has a

Table 3 Multicollinearity Test Results

Model	Coefficients ^a	
	Tolerance	Collinearity Statistics VIF
(Constant)		
Work motivation	,386	2,589
Career development	.403	2,482
Job Stress	,498	2,010

a. Dependent Variable: Organizational Commitment

From the calculation results of the multicollinearity test results in table 3, it is known that each independent variable shows that the Variance Inflation Factor (VIF) value has a value of no more than 10, likewise if viewed from the Tolerance value it has a value of no less than 0.1. So it can be said that each of the independent variables is free from multicollinearity in the regression model.

Heteroscedasticity Test Results

This test is used to determine whether in a regression model there is inequality of variance and residuals from one observation to another. A good regression model is one that is homoscedastic or does not have heteroscedasticity.

Table 4 Heteroscedasticity Test Results

Model	Coefficients ^a				
	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	,782	,717		1,091	,280
Work Motivation (X1)	-.015	,045	-.086	-.342	,734
Career Development (X2)	-.009	,021	-.149	-.412	,682
Job Stress (X3)	.033	,063	,205	,522	,604

a. Dependent Variable: Organizational Commitment

From the calculation results of the heteroscedasticity test results in the table above, it is known that based on the significance value in the Glejser test results, it is known that all variables have values

greater than 0.05, so the assumption that heteroscedasticity does not occur is met.

Results of multiple linear regression analysis

Regression analysis is basically a study of the dependence of a dependent (dependent) variable on one or more independent variables (explanatory/ independent

variables), with the aim of estimating and/or predicting the population average or average value of the dependent variable based on the value of the independent variable is known.

Table 5 Multiple Linear Regression Analysis Test Results

Coefficients ^a			
Model	Unstandardized Coefficients		Standardized Coefficients
	B	Std. Error	Beta
1	(Constant)	4,609	3,899
	Work motivation	,637	,147
	Career development	,778	,165
	Job Stress	,169	,065

a. Dependent Variable: Organizational Commitment

From the table above, all independent variables have a significant effect on the dependent variable. In this study, the highest score in the linear regression analysis test was the work motivation variable.

The following are the results of the calculation of the heteroscedasticity test results in the table below. It is known that the Durbin-Watson value in the study was 1.871, which is between 1 and 3, so it is said that autocorrelation does not occur.

Hypothesis Test Results

Table 6 Hypothesis Test Results

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	,793 ^a	,628	,621	4.91422	1,871

a. Predictors: (Constant), Job Stress, Career Development, Work Motivation

b. Dependent Variable: Organizational Commitment

t Test Results

Based on the table, below it is known that the calculated t significance value of the work motivation and career development variables is 0.0000 . Because the value of $0.000 < 0.05$ and the coefficient value of the work motivation and career development variables is positive, it can be concluded that there is a positive and significant

influence between work motivation and career development on organizational commitment statistically. Meanwhile, the work stress variable is 0.010. Because the value of $0.010 < 0.05$ and the coefficient value of the work stress variable have a statistically significant effect on organizational commitment.

Table 7 t test results

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	4,609	3,899		1,182	,239
1 Work motivation	,637	,147	,340	4,334	,000
Career development	,778	,165	,362	4,706	,000
Job Stress	,169	,065	,179	2,590	,010

a. Dependent Variable: Organizational Commitment

F Test Results

method is to test all research independent variables on the dependent variable, to find

out whether there is a significant relationship or not.

Table 8 F Test Results

ANOVA					
Model	Sum of Squares	df	Mean Square	F	Sig.
1 Regression	6373.411	3	2124,470	87,971	,000 ^b
Residual	3767.332	156	24,150		
Total	10140.744	159			

a. Dependent Variable: Organizational Commitment

b. Predictors: (Constant), Job Stress, Career Development, Work Motivation

Based on the table above , the calculated F significance value is 0.000. Because the calculated F significance value is smaller than 0.05, it can be concluded that the independent variables simultaneously have a significant effect on the dependent variable statistically.

Adjusted R² Results (Coefficient of Multiple Determination)

Based on the table below , the coefficient of determination value R² is located in the R-Square column. It is known that the coefficient of determination value is R² =0,628. This value means that work motivation, career development and work stress influence simultaneously or together on the organizational commitment variable by 62.8%, the remaining 37.2% is influenced by other factors.

Table 9 Results of Multiple Determination Coefficient Test

Model Summary^b

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	,793 ^a	,628	,621	4.91422	1,871

a. Predictors: (Constant), Job Stress, Career Development, Work Motivation

b. Dependent Variable: Organizational Commitment

DISCUSSION

The Influence of Nurses' Work Motivation on Organizational Commitment

Based on data from the results of hypothesis testing with the t test, the work motivation variable is 0.000. Because the value of $0.000 < 0.05$ and the coefficient value of the Work Motivation variable is positive, H_0 is rejected and H_a is accepted, so it can be stated that there is a significant influence between work motivation and organizational commitment. And the results of different tests showed that there were no significant differences between work motivation variables and gender, age, education, career level and work space. The results of multiple linear regression analysis show a value of 0.637, the second largest of the other dependent variables, this shows that there is dependence on the independent variable.

This result is in line with Maslow's theory of needs (1943) where the highest level of basic human needs are physiological needs, so it is not surprising that these needs are very primary needs, because these needs have existed and been felt since humans were born.

These results are in accordance with research conducted by Lisda L. Asi, Achmad Gani & ST. Sukmawati (2021) said that intrinsic motivation is motivation that arises from within a person, there is no need for external stimulation. Intrinsic motivation arises because of one's own desires, because of hobbies or because of one's own awareness. Extrinsic motivation is motivation that comes from outside or from other people. Motivation may seem easy, but someone will rise up with

motivation from other people who are smarter or older than them. However, motivation can also come from people who are younger or the same age as that person. Extrinsic motivation is motivation that comes from outside or stimulation that a person gets from outside. This motivation arises because someone wants to get something because of other people's orders.

The Influence of Nurse Career Development on Organizational Commitment

Based on data from hypothesis testing using the calculated t test for the career development variable, it is 0.000. Because the value of $0.000 < 0.05$ and the coefficient value of the career development variable is positive, H_0 is rejected and H_a is accepted, so it can be stated that there is a significant influence between career development and organizational commitment.

The results of different tests showed that there were no significant differences between career development variables and gender, age, education, career level and work space. The results of multiple linear regression analysis show a value of 0.778, the largest of all other dependent variables.

In line with the theory according to John Bernardin & Joyce E. A Russell (1993) Career development is personal improvement carried out by employees to achieve their personal career plans, but will also have a good impact on employee performance in carrying out the tasks assigned by their organization to the maximum.

Research by Nisrina Hamid, Al Asy Ari Adnan Hakim and Waode Maratun Saleha

(2021) work ethic and career development on employee organizational commitment at the Claro Hotel in Kendari City. Based on the research results, it was found that work ethic and career development simultaneously have a significant effect on organizational commitment at the hotel Claro Kendari City. This means that every increase in employee work ethic and employee career development will have an impact on increasing employee commitment to the Claro Hotel, Kendari City. It was further found that there was a partially significant positive relationship between work ethic and employee career development on organizational commitment at the Claro Hotel, Kendari City.

So career development is a company's effort to increase employee competence in carrying out work through various means, namely through training, increasing knowledge, experience, and position promotions.

The Effect of Nurse Job Stress on Organizational Commitment

Based on data from the results of hypothesis testing with the t test, the work stress variable is 0.010. Because the value is $0.010 < 0.05$ and the coefficient value of the work stress variable is positive, thus if there is work stress on employees it will have an effect on decreasing organizational commitment and conversely if there is no work stress on employees it will have an effect on increasing organizational commitment. So H_0 is rejected and H_a is accepted.

And the results of different tests showed that there were no significant differences

between work stress variables and gender, age, education, career level and work space. The results of multiple linear regression analysis show a value of 0.169, the smallest of all other dependent variables, std. The error in the results of the multiple linear regression test is 0.065, this shows that there is dependence on the independent variable.

Novirianti Malinda's research, (2021), entitled the influence of work stress and job satisfaction on organizational commitment at the Banyuasin district council secretariat, the results of this research showed that work stress had a negative and significant effect on organizational commitment at the Banyuasin district council secretariat. Job satisfaction has a positive and significant effect on organizational commitment at the secretariat of the Banyuasin district council. Job satisfaction needs to be increased, especially in providing adjusted salaries, especially to non-ASN employees. So the researchers were interested in examining the effect of work stress on organizational commitment in the hospital where the research took place, with the reason that the research was carried out to find out whether there was a significant influence on nurses who served in the hospital.

The current stress reactions that occur in hospital employees actually depend on how hospital employees interpret or assess the work problems they face. This is related to the way employees perceive the problems they face, both regarding their inability to complete work and the conditions they experience. So it can be concluded that the work stress experienced by employees is because hospital employees face circumstances that come from beyond their ability to complete their work. This is what

hospital employees can do to assess their ability to face problems at work.

The Influence of Work Motivation, Career Development and Job Stress in Nurses on Organizational Commitment

Based on data from the results of hypothesis testing with the calculated F test, the variables Work Motivation, Career Development and Nurse Job Stress are 0.000. So, the F calculated significance value is smaller than 0.05, it can be concluded that the independent variables simultaneously have a significant effect on the dependent variable statistically, so it can be interpreted that if the variables of work motivation, career development and nurse work stress are positive, then H_0 is rejected and H_a accepted.

Research by Kristiano, Innocentius Bernardo, (2020). Work motivation has a positive effect on organizational commitment. Furthermore, work stress has a negative effect on organizational commitment. So the researchers were interested in examining the influence of work motivation, career development and work stress on organizational commitment in the hospital where the research took place, with the reason that the research was conducted to find out whether there was a significant influence on the nurses who served in the hospital.

Organizational commitment is an important factor that every employee in the company must have. As employee commitment to the hospital increases, it will also influence performance to do more for the hospital.

CONCLUSION

Based on the data obtained and the results of the research carried out, the following conclusions were obtained :

There is a statistically significant influence between work motivation and organizational commitment. The meaning is that motivation arises within a person's personality which drives an individual's desire to carry out certain activities to achieve a desired goal and achieve the target of satisfaction.

There is a statistically significant influence between nurse career development and organizational commitment. the meaning is that career development is an effort by employees and companies to increase competence in carrying out work through various means, namely through training, increasing knowledge, experience and promotion.

There is a statistically significant influence between work stress and organizational commitment. The meaning is that if there is work stress on employees, it will have a bad effect on organizational commitment and conversely, if there is no work stress on employees, it will have a good effect on organizational commitment.

There is a statistically significant influence between work motivation, career development and work stress on organizational commitment at RS The meaning is that within a person there are abilities that need to be developed, so that they can make a major contribution to the interests of the organization. Through increasing work ability, people will be increasingly able to satisfy their various

needs and at this level people tend to always develop themselves and do better.

IMPLICATIONS

Theoretical Implications

Broadly speaking, organizational commitment can be interpreted as the relationship between the organization and the company, whether they are emotionally attached, considering profits and losses with the company and feeling an obligation to be loyal to the company even though they do not feel emotionally attached to the company, and organizational commitment will also have an impact on the company. If employees have high organizational commitment, they will be less likely to think to leave the company compared to employees with lower levels of commitment.

Work motivation comes from physiological needs and a feeling of wanting to be appreciated by the surrounding environment so that it can encourage people to be able to fulfill these needs so that the higher a person's work motivation, the higher it will be so that the company can achieve company goals effectively and efficiently.

Career development is self-development towards a higher level by improving work performance, education and training. The author's opinion regarding the meaning of career development is an effort by employees and companies to increase competence in carrying out work through various means, namely through training, increasing knowledge, experience and promotion.

Stress is a protest by a person's body in the face of an inability to solve a problem that occurs in the workplace or family environment which is faced either mentally, emotionally or even spiritually. The current stress reactions that occur in hospital employees actually depend on how hospital employees interpret or assess the work problems they face. This is related to the way employees perceive the problems they face, both regarding their inability to complete work and the conditions they experience. So it can be concluded that work stress experienced by employees is a condition that originates from outside their ability to complete their work. This is what hospital employees can do to assess their ability to face problems at work.

Practical Implications

That the management strives to always provide assistance and sustainable career development for nurses and professional care providers in each unit to prepare for reduced manpower, and be ready to be placed in units that require help from other units, it is hoped that nurses will be ready to seconded to each unit that requires it so that it will be able to reduce work stress due to not knowing how to work in this new environment.

That the management is making efforts to improve and re-map to determine and provide sustainable education and training.

That the management accompanies and provides positive direction to grow and foster good work motivation within their respective work units so that a decline in employee organizational commitment to the hospital can be prevented .

That the management re-evaluate the procedures and policies that have been running at the hospital, such as the policy in calculating employee salaries which has been adjusted to the additional duties of employees.

That management needs to review the workload of each individual to determine appropriate rewards for the hospital to give its employees.

SUGGESTION

After reviewing the four hypotheses that have been tested, the researchers' suggestions include:

As a result of the high response to the three box method tool, the organizational commitment variable, hospitals are expected to provide mailbox facilities to communicate directly with superiors.

The results of the high response to the three box method variable career development tool, told the hospital to do it every semester tour guide or joint training with other hospitals to improve the competence of care providers.

The results of the low response to the three box method variable career development tool, the hospital is advised to pay more attention to employee career development, such as providing training every month and monitoring employee skills in their field.

The results of the low response to the three box method variable career development tool, it is hoped that hospitals will form teams , especially nursing professionals who are ready to be seconded at any time to

units that need it, taking into account various things.

The results of the low response to the three box method tool for the organizational commitment variable, it is hoped that the hospital will provide positive motivation to employees at the executive level to be loyal to the hospital.

The results of the low response to the three box method tool, organizational commitment variable, are expected for hospitals to always regularly monitor environmental conditions, to create conducive environmental conditions .

As a result of the high response to the three box method tool, the organizational commitment variable, it is hoped that the hospital will provide direction to all staff to always create a family environment in the hospital.

As a result of the high response to the three box method tool, the work motivation variable, it is hoped that hospitals will recalculate the workload of caregivers to determine the right reward to each caregiver.

The results of the low response on the three box method tool work motivation variable, it is hoped that hospitals will provide assistance to nurses so that they can increase their work motivation, improve working conditions, carry out work according to procedures, improve the quality of service to patients so that they can improve their performance to the maximum.

The results of the low response to the three box method tool for the work stress

variable, it is hoped that hospitals will hold activities outside of work more often with employees in a department to strengthen relationships and create a comfortable and conducive work environment. Apart from that, superiors are expected to be more objective in the division of work and provide opportunities to accept jobs or learn new skills. Bosses also need to get used to giving appreciation or recognition for good work results.

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