



International Journal of Multidisciplinary Research and Growth Evaluation.

The Effect of Intrinsic and Extrinsic Motivation on Nurses' Job Satisfaction

Ma Lei ^{1*}, Salman Faris ², Fajar Rejeki Ananda ³

¹⁻³ Master of Management Program, Faculty of Economics, Universitas Prima, Indonesia

* Corresponding Author: Ma Lei

Article Info

ISSN (Online): 2582-7138

Impact Factor (RSIF): 8.04

Volume: 07

Issue: 03

May-June 2026

Received: 24-03-2026

Accepted: 22-04-2026

Published: 20-05-2026

Page No: 590-596

Abstract

Nurses' job satisfaction is an important factor influencing the quality of healthcare services in hospitals. Nurses with higher levels of job satisfaction tend to demonstrate better performance, stronger organizational commitment, and improved quality of patient care. Job satisfaction is influenced by various factors originating from within the individual (intrinsic motivation) as well as external factors related to the work environment (extrinsic motivation). This study aimed to analyze the influence of intrinsic and extrinsic motivation on nurses' job satisfaction at Royal Prima Hospital Medan in 2025. This study employed a quantitative approach with an observational analytic design using a cross-sectional method. The population consisted of all nurses working at Royal Prima Hospital Medan, with a total sample of 195 respondents selected using the consecutive sampling technique. Data were collected using a Likert-scale questionnaire consisting of 25 items. Data analysis included descriptive statistics, classical assumption tests, multiple linear regression analysis, t-test, F-test, and coefficient of determination (R^2). The results showed that achievement, recognition, responsibility and self-development, compensation, work environment and working conditions, and supervision simultaneously had a significant effect on nurses' job satisfaction ($F = 59.84$; $p < 0.001$). Partially, achievement ($p = 0.001$), recognition ($p = 0.002$), responsibility and self-development ($p = 0.024$), work environment and working conditions ($p = 0.001$), and supervision ($p = 0.017$) had significant effects on nurses' job satisfaction, while compensation showed a positive but non-significant effect ($p = 0.082$). The coefficient of determination (R^2) of 0.581 indicates that 58.1% of the variation in nurses' job satisfaction can be explained by the variables examined in this study.

Keywords: intrinsic motivation, extrinsic motivation, nurses' job satisfaction, hospital

Introduction

Hospitals are healthcare institutions that play a strategic role in improving public health through the provision of high-quality, effective, and patient safety-oriented healthcare services. The quality of hospital services is strongly influenced by the quality of human resources, particularly healthcare professionals such as nurses who have the most frequent interactions with patients (Kementerian Kesehatan Republik Indonesia, 2022) ^[7]. Nurses play a crucial role in delivering nursing care, ensuring patient safety, and supporting the achievement of high-quality healthcare services in hospitals (Boamah *et al.*, 2022; Nursalam, 2020) ^[3, 8]. Therefore, the presence of professional nurses with good performance is essential for the success of hospital healthcare services.

One of the factors influencing nurses' performance is job satisfaction (Fitnanto *et al.*, 2021; Indrayadi *et al.*, 2022; Sitorus *et al.*, 2024) ^[5, 6, 14]. Job satisfaction refers to a positive emotional state resulting from an individual's evaluation of their job and work experiences (Robbins & Judge, 2021) ^[11]. High levels of job satisfaction can improve individual performance, strengthen organizational commitment, and enhance the quality of healthcare services provided to patients (Putri & Widodo, 2021; Sari & Wahyuni, 2022) ^[9, 13].

Previous studies have shown that nurses with higher job satisfaction tend to demonstrate better work motivation, higher performance, and improved quality of patient care (Rahman *et al.*, 2020)^[10]. In healthcare settings, nurses' job satisfaction is also associated with the quality of nursing care, patient safety, and the sustainability of the nursing workforce within healthcare organizations (Alrawashdeh *et al.*, 2021; Boamah *et al.*, 2022)^[2, 3].

Nurses' job satisfaction is influenced by various factors, one of which is work motivation. Work motivation can be categorized into intrinsic motivation and extrinsic motivation. Intrinsic motivation refers to internal drivers such as the meaning of work, sense of responsibility, professional achievement, and opportunities for personal growth. In contrast, extrinsic motivation is related to external factors such as recognition, compensation, organizational policies, managerial support, and work environment conditions (Ryan & Deci, 2020; Robbins & Judge, 2021)^[12, 11]. Studies indicate that both types of motivation play an important role in improving job satisfaction, organizational commitment, and the performance of healthcare workers (Choi *et al.*, 2022; Abdullah *et al.*, 2022)^[4, 11].

Several previous studies have also demonstrated that work motivation and work environment conditions are significantly associated with nurses' job satisfaction. Research by Putri and Widodo (2021)^[9] found that a supportive work environment, positive workplace relationships, and managerial support significantly influence nurses' job satisfaction. Other studies have reported that performance recognition, opportunities for professional development, and effective supervision can enhance nurses' motivation and job satisfaction in healthcare organizations (Abdullah *et al.*, 2022)^[11]. These findings suggest that nurses' job satisfaction is influenced not only by financial factors but also by psychological, professional, and work environment factors.

Royal Prima Hospital Medan, as one of the private hospitals in Medan City, is required to continuously improve the quality of healthcare services through the enhancement of nursing performance. Increasing public expectations regarding healthcare quality, along with the complexity of healthcare professionals' responsibilities, require hospital management to understand the factors influencing nurses' job satisfaction. Therefore, this study aims to analyze the role of intrinsic and extrinsic motivation in improving nurses' job satisfaction at Royal Prima Hospital Medan.

Methods

This study employed a quantitative approach with an observational analytic design using a cross-sectional method. This design was used to analyze the influence of intrinsic and extrinsic motivation on nurses' job satisfaction without providing any intervention to the respondents. The study was conducted at Royal Prima Hospital Medan in November 2025. The study population consisted of all nurses working at Royal Prima Hospital Medan in 2025, totaling approximately 380 nurses. The sample size was determined using the Slovin formula with

a margin of error of 5% from a population of approximately 380 nurses, resulting in 195 respondents. The sampling technique used was consecutive sampling, in which all nurses who met the inclusion criteria during the study period were included until the required sample size was achieved. The inclusion criteria included nurses who had worked for at least six months, were assigned to hospital service units, and were willing to participate by signing informed consent. The exclusion criteria included nurses who were on long leave, undergoing education outside the hospital, or who did not complete the questionnaire. Data were collected using a structured questionnaire consisting of 25 statements measured using a five-point Likert scale (1 = strongly disagree to 5 = strongly agree). The independent variables in this study included six motivational factors: achievement, recognition, responsibility and self-development, compensation (salary and incentives), Work Environment and Working Conditions, and supervision and management policies. The dependent variable was nurses' job satisfaction. Instrument validity was tested using Pearson correlation on 30 respondents, with an r-table value of 0.361 ($\alpha = 0.05$). All questionnaire items were declared valid because the r-count values were greater than the r-table value. Reliability testing was conducted using Cronbach's Alpha, resulting in a value of 0.788 (>0.70), indicating that the research instrument was reliable.

Data analysis was performed using SPSS software through descriptive analysis and multiple linear regression analysis to determine the influence of independent variables on nurses' job satisfaction. The regression model used in this study was:

$$Y = a + b_1X_1 + b_2X_2 + b_3X_3 + b_4X_4 + b_5X_5 + b_6X_6 + e$$

Hypothesis testing was conducted using the t-test to determine the partial effect of each independent variable and the F-test to determine the simultaneous effect of all independent variables on nurses' job satisfaction, with a significance level of 0.05. The coefficient of determination (R^2) was used to determine the contribution of the independent variables in explaining the variation in nurses' job satisfaction.

Results

Table 1 presents the characteristics of the respondents in this study. Among the 195 nurses, the majority were female (56.4%), while male nurses accounted for 43.6%. In terms of age distribution, most respondents were aged 36–45 years (30.8%), followed by those aged 26–35 years and above 45 years (25.6% each), while respondents aged under 26 years accounted for 18.0%. Regarding educational background, the majority of respondents held a bachelor's degree (41.0%), followed by diploma graduates (30.8%) and postgraduate education (28.2%). In terms of length of employment, most nurses had worked for more than five years (41.0%), followed by those with 3–5 years of experience (35.9%) and less than three years of experience (23.1%).

Table 2 shows the distribution of motivation variables and

nurses' job satisfaction. The majority of respondents reported good achievement (71.8%), recognition (69.2%), responsibility and self-development (65.6%), compensation certainty (61.5%), Work Environment and Working Conditions (72.8%), and supervision and management policies (66.7%). In terms of job satisfaction, most nurses reported being satisfied with their jobs (76.9%), while 23.1% reported not being satisfied. Table 3 presents the descriptive statistical analysis of the

study variables. The mean score for achievement was 12.5 (SD = 2.15), recognition was 12.8 (SD = 2.20), responsibility and self-development was 12.3 (SD = 2.10), compensation certainty was 12.0 (SD = 2.25), Work Environment and Working Conditions was 16.2 (SD = 2.40), and supervision and management policy was 12.6 (SD = 2.20). The mean score for nurses' job satisfaction was 20.5 with a standard deviation of 3.05.

Table 1: Distribution of Respondents' Characteristics at Royal Prima Hospital Medan, 2025

Characteristics	Category	Frequency (n)	Percentage (%)
Gender	Male	85	43.6
	Female	110	56.4
Age	< 26 years	35	18.0
	26–35 years	50	25.6
	36–45 years	60	30.8
	> 45 years	50	25.6
Education	Diploma	60	30.8
	Bachelor's Degree	80	41.0
	Postgraduate	55	28.2
Length of Employment	< 3 years	45	23.1
	3–5 years	70	35.9
	> 5 years	80	41.0
	Total	195	100

Table 2: Distribution of Motivation Variables and Nurses' Job Satisfaction at Royal Prima Hospital Medan, 2025

Variable	Category	Frequency (n)	Percentage (%)
Achievement (X1)	Good	140	71.8
	Poor	55	28.2
Recognition (X2)	Good	135	69.2
	Poor	60	30.8
Responsibility & Self-Development (X3)	Good	128	65.6
	Poor	67	34.4
Compensation Certainty (X4)	Good	120	61.5
	Poor	75	38.5
Work Environment and Working Conditions (X5)	Good	142	72.8
	Poor	53	27.2
Supervision & Management Policy (X6)	Good	130	66.7
	Poor	65	33.3
Nurses' Job Satisfaction (Y)	Satisfied	150	76.9
	Not Satisfied	45	23.1
	Total	195	100

Table 3: Descriptive Statistical Analysis

Variable	N	Min	Max	Mean	Std. Deviation
Achievement (X1)	195	6	15	12.5	2.15
Recognition (X2)	195	6	15	12.8	2.2
Responsibility & Self-Development (X3)	195	6	15	12.3	2.1
Compensation Certainty (X4)	195	6	15	12.0	2.25
Work Environment and Working Conditions (X5)	195	8	20	16.2	2.4
Supervision & Management Policy (X6)	195	6	15	12.6	2.2
Nurses' Job Satisfaction (Y)	195	10	25	20.5	3.05
Valid N (listwise)	195				

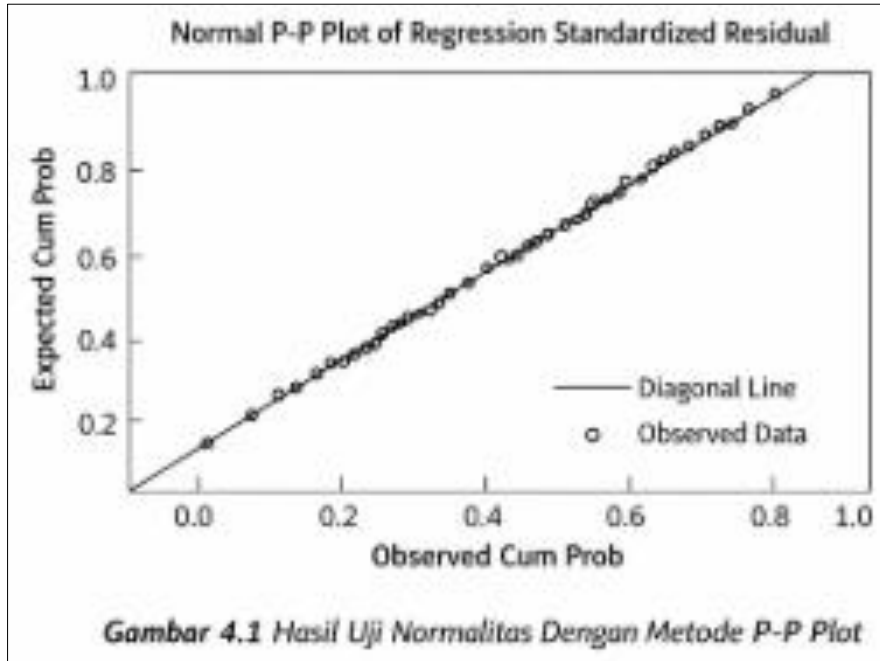


Fig 1: Normality Test Results Using the P–P Plot Method



Fig 2: Histogram of Residual Normality Test for the Nurses' Job Satisfaction Variable

Table 4: Residual Normality Test Results Using the Kolmogorov–Smirnov (K–S) Test

Statistic	Value
N	195
Mean	0.00
Std. Deviation	1.00
Most Extreme Differences	
- Absolute	0.038
- Positive	0.028
- Negative	-0.038
Kolmogorov-Smirnov Z	0.525
Asymp. Sig. (2-tailed)	0.925

Table 5: Multicollinearity Test Results

Independent Variables	Tolerance	VIF
Achievement (X1)	0.721	1.387
Recognition (X2)	0.693	1.443
Responsibility & Self-Development (X3)	0.758	1.320
Compensation Certainty (X4)	0.702	1.425
Work Environment and Working Conditions (X5)	0.734	1.362
Supervision & Management Policy (X6)	0.710	1.408

Figures 1 and 2 present the results of the normality test of the regression residuals using the P–P plot and histogram methods. The P–P plot shows that the data points are distributed around the diagonal line, indicating that the residuals follow a normal distribution pattern. Similarly, the histogram illustrates a symmetrical distribution of the residual data, further supporting the assumption of normality.

Table 4 presents the results of the Kolmogorov–Smirnov (K–S) test for residual normality. The significance value obtained was 0.925, which is greater than the significance level of 0.05. This result indicates that the residual data are

normally distributed, meaning that the normality assumption required for regression analysis has been fulfilled.

Table 5 shows the results of the multicollinearity test among the independent variables. The tolerance values for all variables range from 0.693 to 0.758, which are greater than the threshold value of 0.10. In addition, the Variance Inflation Factor (VIF) values range from 1.320 to 1.443, which are below the critical value of 10. These findings indicate that there is no multicollinearity among the independent variables in the regression model.

Table 6: Multiple Linear Regression Analysis

Variable	B	Std. Error	Beta	t	Sig. (p)
Constant	3.125	1.052	–	2.97	0.003
Achievement (X1)	0.312	0.089	0.274	3.51	0.001
Recognition (X2)	0.288	0.091	0.251	3.16	0.002
Responsibility & Self-Development (X3)	0.198	0.087	0.172	2.28	0.024
Compensation Certainty (X4)	0.145	0.083	0.131	1.75	0.082
Work Environment and Working Conditions (X5)	0.324	0.092	0.285	3.52	0.001
Supervision & Management Policy (X6)	0.212	0.088	0.187	2.41	0.017

Based on Table 6, the results of the multiple linear regression analysis indicate that intrinsic and extrinsic motivation variables influence nurses’ job satisfaction at Royal Prima Hospital Medan in 2025. The regression equation can be expressed as follows:

$$Y = 3.125 + 0.312X_1 + 0.288X_2 + 0.198X_3 + 0.145X_4 + 0.324X_5 + 0.212X_6$$

The constant (3.125; p = 0.003) indicates that when all independent variables are equal to zero, the baseline level of nurses’ job satisfaction remains at 3.125. Achievement (X₁) has a coefficient of 0.312 (p = 0.001), indicating that every one-unit increase in achievement contributes to a 0.312 increase in job satisfaction and is statistically significant. Recognition (X₂) has a coefficient of 0.288 (p = 0.002), indicating that appreciation for nurses’ performance significantly increases job satisfaction. Responsibility and self-development (X₃) has a coefficient

of 0.198 (p = 0.024), indicating that opportunities for responsibility and professional development have a positive and significant effect on job satisfaction. Compensation certainty (X₄) has a coefficient of 0.145 with p = 0.082, indicating a positive but statistically non-significant effect on job satisfaction. Work environment and working conditions (X₅) show the strongest influence among the variables with a coefficient of 0.324 (p = 0.001), indicating that a supportive work environment significantly increases nurses’ job satisfaction. Supervision and management policies (X₆) have a coefficient of 0.212 (p = 0.017), indicating that supervisory support and management policies also have a significant positive effect on job satisfaction. Overall, these results indicate that most intrinsic and extrinsic motivation variables play a significant role in improving nurses’ job satisfaction, except for compensation certainty, which shows a positive but statistically non-significant effect.

Table 7: Coefficient of Determination (R²) Model Summary

Model	R	R Square (R ²)	Adjusted R-Square	Std. Error of the Estimate
1	0.762	0.581	0.571	2.05

Table 8: Simultaneous Hypothesis Testing Results (F-Test)

Source	Sum of Squares	df	Mean Square	F	Sig.
Regression	412.35	6	68.73	59.84	<0.001
Residual	296.84	188	1.579	–	–
Total	709.19	194	–	–	–

Table 7 presents the coefficient of determination (R^2) of the regression model. The results show that the R value is 0.762, indicating a strong correlation between the independent variables and nurses' job satisfaction. The R Square value of 0.581 indicates that 58.1% of the variation in nurses' job satisfaction can be explained by the independent variables included in this study, namely achievement, recognition, responsibility, and self-development, compensation certainty, Work Environment and Working Conditions, and supervision and management policy. Meanwhile, the remaining 41.9% is influenced by other variables not included in the regression model.

Table 8 presents the results of the simultaneous hypothesis testing using the F-test of the regression model. The analysis produced an F value of 59.84 with a significance level of $p < 0.001$, indicating that all independent variables simultaneously have a significant effect on nurses' job satisfaction. This finding suggests that intrinsic and extrinsic motivation variables collectively contribute to explaining variations in nurses' job satisfaction.

Discussion

The results of the regression analysis indicate that most motivation and work condition variables have a positive influence on nurses' job satisfaction at Royal Prima Hospital Medan. The variables of achievement, recognition, responsibility, and self-development, Work Environment and Working Conditions, as well as supervision and management policies were found to have a significant effect on nurses' job satisfaction. Meanwhile, compensation certainty showed a positive but non-significant effect. These findings indicate that intrinsic motivation factors and the Work Environment and Working Conditions play an important role in determining nurses' job satisfaction.

The achievement variable was found to have a significant positive effect on nurses' job satisfaction ($B = 0.312$; $p = 0.001$). This result indicates that nurses who feel capable of completing their tasks effectively, achieving work targets, and experiencing success in their work tend to have higher job satisfaction. Work achievement reflects an individual's success in meeting work standards and fulfilling professional responsibilities effectively. According to Herzberg's two-factor motivation theory, achievement is one of the intrinsic motivator factors that can increase job satisfaction because it provides a sense of competence and pride in one's work (Alrawashdeh *et al.*, 2021) [2]. In the context of healthcare services, nurses' success in delivering effective nursing care can also increase their confidence and professional identity. Recent studies also indicate that work achievement is positively associated with job satisfaction and organizational commitment among healthcare workers (Choi *et al.*, 2022) [4]. These findings suggest that experiencing success in their work may strengthen nurses' intrinsic motivation, which in turn enhances job satisfaction and encourages the provision of better patient care.

In addition to achievement, the recognition variable also has a significant positive influence on nurses' job satisfaction ($B = 0.288$; $p = 0.002$). This indicates that nurses who receive appreciation for their good performance from supervisors or the institution tend to have higher levels of job satisfaction. Recognition

represents a form of psychological reward that enhances employees' sense of being valued and respected within the workplace. According to Self-Determination Theory, the need for competence and recognition is an important factor in strengthening intrinsic motivation (Ryan & Deci, 2020) [12]. In healthcare organizations, consistent recognition can improve work motivation and organizational engagement. Research by Abdullah *et al.* (2022) [1] also shows that an effective recognition system can enhance nurses' job satisfaction and reduce burnout. These findings suggest that institutional recognition of nurses' performance enhances nurses' sense of appreciation, thereby increasing work motivation and job satisfaction.

The responsibility and self-development variable also shows a significant positive influence on nurses' job satisfaction ($B = 0.198$; $p = 0.024$). This finding indicates that nurses who are given clear responsibilities and opportunities to develop their professional competencies tend to feel more satisfied with their work. Assigning responsibilities according to nurses' competencies allows them to have greater control over their work and strengthens their sense of professionalism. Furthermore, opportunities to participate in training and career development programs can improve skills and confidence in performing their duties. Previous studies indicate that professional development opportunities are positively associated with nurses' job satisfaction and retention. These findings suggest that continuous opportunities for professional development provided by hospitals may enhance nurses' work motivation and job satisfaction by supporting their professional growth.

In contrast to other variables, compensation certainty shows a positive but non-significant effect on nurses' job satisfaction ($B = 0.145$; $p = 0.082$). This finding indicates that although salary and incentives remain important factors, their influence is not as strong as intrinsic motivational factors in determining nurses' job satisfaction. Compensation is considered an extrinsic motivator that helps fulfill economic needs and provides financial security for employees. However, several studies indicate that in healthcare professions, intrinsic factors such as the meaning of work, professional recognition, and supportive work environment and working conditions often have a stronger influence on job satisfaction than financial compensation (Boamah *et al.*, 2022) [3]. These findings suggest that nurses often perceive their profession as socially and humanitarily meaningful, making psychological and professional factors more influential than financial aspects in determining job satisfaction.

The results of this study indicate that work environment and working conditions have a significant positive influence on nurses' job satisfaction and represent the variable with the strongest effect ($B = 0.324$; $p = 0.001$). This finding suggests that a safe, comfortable, and supportive work environment plays an important role in increasing nurses' job satisfaction. The work environment includes various aspects such as workplace facilities, relationships among colleagues, occupational safety, and the availability of adequate medical equipment. A supportive work environment can enhance comfort, reduce work-related stress, and enable nurses to perform their duties more effectively (Choi *et al.*, 2022) [4]. Previous studies also indicate that a positive work environment contributes to better psychological well-

being among nurses and improves the quality of healthcare services delivered to patients.

Furthermore, the supervision and management policy variable also has a significant positive effect on nurses' job satisfaction ($B = 0.212$; $p = 0.017$). Effective supervision can provide direction, support, and feedback that help nurses perform their tasks optimally. Clear and fair management policies can also create trust in the organization. Previous studies indicate that leadership and managerial support are closely associated with healthcare workers' job satisfaction (Boamah *et al.*, 2022) [3]. Nurses who receive good supervision tend to feel more valued, have clearer role expectations, and are better able to adapt to work demands. Effective supervision and transparent organizational policies can strengthen work motivation and promote a positive work environment.

Overall, the findings of this study indicate that nurses' job satisfaction at Royal Prima Hospital Medan is more strongly influenced by intrinsic motivation factors and work environment conditions than by financial factors. Work achievement, recognition of performance, opportunities for professional development, a supportive work environment, and supervisory support are the key factors influencing nurses' job satisfaction. These findings are consistent with motivation theories stating that psychological needs such as competence, recognition, and supportive work environments are essential in improving individual job satisfaction (Ryan & Deci, 2020) [12]. Therefore, hospital management should focus strategies for improving nurses' job satisfaction on strengthening intrinsic motivational factors, improving the work environment, and developing supportive supervision and management policies. These strategies are expected to enhance nurses' performance, reduce turnover rates, and improve the quality of healthcare services sustainably.

Conclusion

This study concludes that intrinsic and extrinsic motivation significantly influence nurses' job satisfaction at Royal Prima Hospital Medan. Achievement, recognition, responsibility, and self-development, Work Environment and Working Conditions, and supervision and management policy were found to have positive and significant effects on nurses' job satisfaction. Meanwhile, compensation certainty showed a positive but non-significant effect. The coefficient of determination (R^2) indicates that 58.1% of the variation in nurses' job satisfaction can be explained by intrinsic and extrinsic motivation variables examined in this study. These findings highlight the importance of strengthening intrinsic motivation factors and improving the work environment to enhance nurses' job satisfaction and performance in hospitals.

References

1. Abdullah M, Rahman NA, Ahmad S. Recognition and work motivation as determinants of nurses' job satisfaction in healthcare organizations. *J Nurs Manag.* 2022;30(5):1203–1211. <https://doi.org/10.1111/jonm.13587>
2. Alrawashdeh H, Alnuaimi M, Alshurideh M. The impact of intrinsic and extrinsic motivation on nurses' job satisfaction and retention. *J Nurs Manag.* 2021;29(4):123–131. <https://doi.org/10.1111/jonm.13178>
3. Boamah SA, Laschinger HKS, Wong C, Clarke S. Effect of transformational leadership on job satisfaction and patient safety outcomes among nurses. *J Adv Nurs.* 2022;78(1):73–84. <https://doi.org/10.1111/jan.14911>
4. Choi S, Lee H, Kim J. Work motivation and job satisfaction among nurses in hospital settings. *Int J Environ Res Public Health.* 2022;19(12):7218. <https://doi.org/10.3390/ijerph19127218>
5. Fitnanto H, Widodo S, Kurniawati D. Factors influencing nurses' job satisfaction in hospital settings. *Jurnal Keperawatan Indonesia.* 2021;24(3):175–182. <https://doi.org/10.7454/jki.v24i3.1304>
6. Indrayadi R, Siregar D, Hutagalung F. Determinants of job satisfaction among nurses in Indonesian hospitals. *Jurnal Administrasi Kesehatan Indonesia.* 2022;10(2):150–158. <https://doi.org/10.20473/jaki.v10i2.2022.150-158>
7. Kementerian Kesehatan Republik Indonesia. Profil kesehatan Indonesia tahun 2022. Jakarta: Kementerian Kesehatan RI; 2022.
8. Nursalam. Manajemen keperawatan: Aplikasi dalam praktik keperawatan profesional. 6th ed. Jakarta: Salemba Medika; 2020.
9. Putri DA, Widodo S. Pengaruh lingkungan kerja dan dukungan manajerial terhadap nurses' job satisfaction di rumah sakit. *Jurnal Keperawatan Indonesia.* 2021;24(2):112–120. <https://doi.org/10.7454/jki.v24i2.1258>
10. Rahman A, Yusuf M, Fitriani S. Job satisfaction and performance among hospital nurses. *Jurnal Keperawatan Padjadjaran.* 2020;8(2):120–128. <https://doi.org/10.24198/jkp.v8i2.1401>
11. Robbins SP, Judge TA. Organizational behavior. 18th ed. Harlow: Pearson Education; 2021.
12. Ryan RM, Deci EL. Intrinsic and extrinsic motivation from a self-determination theory perspective: definitions, theory, practices, and future directions. *Contemp Educ Psychol.* 2020;61:101860. <https://doi.org/10.1016/j.cedpsych.2020.101860>
13. Sari M, Wahyuni S. Work motivation and job satisfaction among nurses in Indonesian hospitals. *Jurnal Keperawatan Soedirman.* 2022;17(2):85–92. <https://doi.org/10.20884/1.jks.2022.17.2.6120>
14. Sitorus R, Hutabarat J, Simanjuntak T. Factors associated with nurses' job satisfaction in hospital services. *Jurnal Manajemen Pelayanan Kesehatan.* 2024;27(1):45–53. <https://doi.org/10.22146/jmpk.v27i1.91234>

How to Cite This Article

Lei M, Faris S, Ananda FR. The effect of intrinsic and extrinsic motivation on nurses' job satisfaction. *Int J Multidiscip Res Growth Eval.* 2026 May–Jun;7(3):590–596.

Creative Commons (CC) License

This is an open access journal, and articles are distributed under the terms of the Creative Commons Attribution NonCommercial-ShareAlike 4.0 International (CC BY-NC-SA 4.0) License, which allows others to remix, tweak, and build upon the work non-commercially, as long as appropriate credit is given and the new creations are licensed under the identical terms.