



Enhancement Motivation Nurse Through Factor Wages based in The Effectiveness Model Organization of The Mc Kinsey 7S Framework in Public Health Centers The District Sampang, Madura

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Abstract. Many problems are faced by Community Health Centers, and one of them is motivation nurses. The motivation of health workers has the potential to influence the delivery of health services. Low morale among the workforce can undermine the quality of service provision and push workers away from the profession. Method: This study uses an explorative survey research design with a cross-sectional approach, to determine salary and services serve as the independent variables reviewed through the Mc Kinsey 7S Framework Model and motivation as the dependent variable. Sample as many as 208 nurses spread across 21 Community Health Centers using random and cluster sampling techniques. While the analytical test used is Spearman rank with a level error of 5%. Results: Received salary nurse by almost whole from the respondents categorized enough of 143 (68.8%), services received by nurses by almost whole respondents categorized enough 131 (63%), and motivation nurse category almost whole from the respondent not enough 109 (52%). Spearman rank test results show that mark significant good salary and services service to motivation of 0.000 which means There is a connection between salary and services service to motivation nurse. Conclusion: Implementation of salary and service variables service with the *MC Kinsey 7S framework* model approach is a *system* that becomes a reciprocal factor between the organization and staff in running the organization. Salary and services service is closely related to *the structure* in the division of tasks and responsibilities and *the skills* possessed by *staff* in running the organization to achieve motivation optimal so that can influence achievement performance

Keywords: factor wages, model mc kinsey, salary, services serve

1. Introduction

Community Health Center, hereinafter referred to as puskesmas, is a health service facilities carry out public health efforts and individual health efforts at the first level, with more priority on promotive and preventive efforts, to achieve the highest degree of public health in their working area [1](Achmad Masfi, 2023). The Community Health Center one of them is motivation nurse. The motivation of health workers has the potential to influence the delivery of health services. Low morale among the workforce can undermine the quality of service provision and push workers away from the profession. While the presence of qualified and motivated staff is a key aspect of health system performance, it is also one of the most difficult factors to measure (Mutale et al., 2013).

Motivation Theory developed by Frederick Herzberg links intrinsic factors with job satisfaction and links extrinsic factors with job satisfaction. One factor extrinsic motivation to be problems in the Community Health Center viz Wages (Kuswati, 2020) Wages are results form of work good money That wages or service (Article & Chancellor, 2017)[4]. Low pay will destroy organizational morale, and employees will perceive it as a negation of their self-worth and a kind of "humiliation" to the realization of organizational values. They will feel that their efforts are not being fairly rewarded, which will affect their job performance and intention to leave. In addition to salary, the salary management system has a more important influence on employees [5]

Motivation relates to effective organization, where an organization's health will walk with good if the organization walks in a manner effective [6] Frequent model used For diagnostic effectiveness organization is the Model Mc Kinsey 7s framework (Anong Malivan & Kunyaphat Thanakunwutthirot, 2019) There are seven frameworks in the Model *MC Kinsey 7S Framework* which differentiate into hard elements (Hard elements) and soft elements (Soft elements). Hard elements are elements that can be easily identified and influenced by management. Hard elements consist of *Strategy* (strategy), *Structure* (structure), and *system* (System). Meanwhile, soft elements are more difficult to identify because they are dynamic, always changing, and highly dependent on individuals in the organization. Soft elements include *shared values*, *skills* (ability), *staff* (staff or personal within the organization), and *style* (leadership style) (Gupta & Sinha, 2022)

Enhancement motivation nurses at the Community Health Center already Lots have done as an effort To increase performance. Attempts to increase motivation through factor wages are too often done. Even Lots discuss research about the correlation between motivation and Wages. However study This different from the study else, because effort enhancement motivation through factor salary and services service is reviewed based on effectiveness organization namely Model Mc Kinsey 7s framework.

2. Method

Study Design

This study uses an explorative survey research design with a cross-sectional approach, to determine salary and services service as independent variables and motivation as dependent variables. The analytical survey process uses the McKinsey 7S Framework Model approach by collecting 213 nurses in the Sampang Regency Area with sampling techniques ie Random Sampling and Cluster Sampling. The election sampling technique is selected Because the sample was scattered in 21 Community Health

Centers in the District Area Sampang. Steps in taking the sample based on Cluster Sampling results are obtained

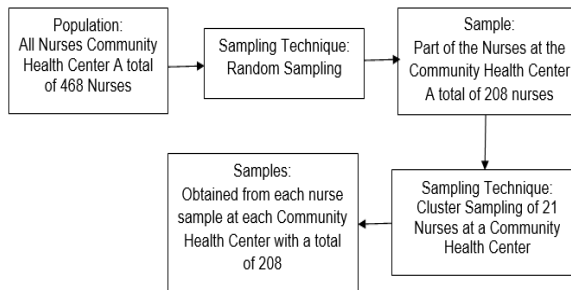


Figure 1.1 Procedure sampling



The instrument in this study used a questionnaire with 130 questions for each question item using the McKinsey 7S Framework Model approach, namely Strategy, Structure, Style, Skill, staff, system, and shared values then the data was scored, coding analyzed, and tested with Spearman rank. using the IBM SPSS statistics application 25

Table 1. Total Sample Each Cluster at Center Health Public

Public health center	Population Size	Sample size
Tanjung	25	13
Camplong	22	10
Banyuanayar	21	8
Kamoning	22	10
Jrengoan	23	10
Omben	22	8
Karang Penang	21	10
Tamberu	23	10
Batolenger	22	10
Ketapang	22	10
Bringkoning	24	10
Banyuates	22	10
Ambunten	23	10
Robatal	22	10
Kedundung	21	8
Banjar	22	10
Tambelangan	24	11
Torjun	22	10
Jrengik	25	11
Pengarengan	23	10
Sreseh	26	14
Amount	468	208

Ethical statement

Before the interview, an explanation about the aim of the study was given and informed consent (in which participants' anonymity and confidentiality were guaranteed) was signed by each participant. Research This Already has a Description of Ethical Approval with No. 616-KEPK issued by the Faculty of Nursing at Airlangga University Surabaya in 2018.

3. Result

Research results This exposes the description of salary, service service, and motivation nurses as well as the correlation between salary, service service, and motivation

Table 2. Distribution Frequency Based on Wages Nurses at the Community Health Center in the District Area Lacquer

		frequency	percent	Valid Percent	Cumulative Percent
Valid	Not enough	109	52.4	52.4	52.4
	Enough	64	30.8	30.8	83.2
	Good	35	16.8	16.8	100.0
	Total	208	100.0	100.0	

Based on table 2 shows that the salary received by a nurse at the Community Health Center in the District Area Lacquer almost whole from respondents categorized Enough by 143 (68.8%) respondents and very few respondents categorized not enough by 5 (2.4%) respondents

Table 3: Distribution frequency Based on service Nurses at Community Health Centers in the District Area Lacquer

		frequency	percent	Valid Percent	Cumulative Percent
Valid	Not enough	5	2.4	2.4	2.4
	Enough	143	68.8	68.8	71.2
	Good	60	28.8	28.8	100.0
	Total	208	100.0	100.0	

Based on table 3 shows that service services received by nurses from Community Health Centers in the Regency Area Lacquer almost whole from respondents categorized Enough of 131 (63%) respondents and very few respondents categorized not enough 3 (1.4%) respondents

Table 4: Distribution Frequency Based on Motivation Nurses at Community Health Centers in the District Area Lacquer

		frequency	percent	Valid Percent	Cumulative Percent
Valid	Not enough	3	1.4	1.4	1.4
	Enough	131	63.0	63.0	64.4
	Good	74	35.6	35.6	100.0
	Total	208	100.0	100.0	

Table 5: Analysis results *Sperm rank* test statistics connection between wages to motivation community health center nurses in the district area Lacquer

			Wages	Motivation
Spearman's rho	Wages	Correlation Coefficient	1,000	.435 **
		Sig. (2-tailed)	.	.000
		N	208	208
Motivation	Motivation	Correlation Coefficient	.435 **	1,000
		Sig. (2-tailed)	.000	.
		N	208	208

**, Correlation is significant at the 0.01 level (2-tailed).

Based on Table 5 shows that the mark is significant at 0.000 (< 0.05) and have a correlation of 0.435 which means There is a connection between the salary and motivation of nurse at the Community Health Center in the District Area Lacquer

Table 6: Analysis results *Sperm rank* test statistics connection between service to motivation community health center nurses in the district area Lacquer

			Services	Motivation
Spearman's rho	Services	Correlation Coefficient	1,000	.350 **
		Sig. (2-tailed)	.	.000
		N	208	208
Motivation	Motivation	Correlation Coefficient	.350 **	1,000
		Sig. (2-tailed)	.000	.
		N	208	208

**, Correlation is significant at the 0.01 level (2-tailed).

Based on Table 6 shows that the mark is significant at 0.000 (< 0.05) and have a correlation of 0.350 which means There is a connection between service and motivation of nurse at the Community Health Center in the District Area Lacquer.

4. Discussion

Research results show that there is a connection between salary and services service and the motivation of nurses. Wages are wages in the form of money provided by the puskesmas every month with size _ still following agreement Work (Masfi, Sukartini, et al., 2020). However, facts in the field show that the wages received by nurses with PNS and Contract status (PTT) in Sampang Regency have a fixed amount ranging from Rp. 3,000,000 to Rp. 4,000,000 per month following the PNS class, while contract workers have the same amount according to the applicable terms and policies of IDR 1,950,000 per month. The salary received by volunteer workers in Sampang Regency is between Rp. 0 to Rp. 200,000 per month. The salaries of volunteer workers or non-permanent employees who work as government officials are not funded by the APBD/APBN but are funded by the Puskesmas from the agency's operational funds, the amount of which is erratic and relatively smaller than the regional or district minimum wage standard.

Wages are an important factor in A organization Because are part of the remuneration provided by the organization as an award for work done by nurses (Masfi, Soleha, et al., 2020). Given salary will refer to emotion positive and negative from an employee, where wages Salary, and services service No only used To fulfill the need of the individual and family course, however, wages are an indicator of achievement self and social status (Zhou & Ma, 2022).

While services are given wages each month with different magnitudes _ depending on the benefits that are obtained by the Community Health Center (Masfi, Sukartini, et al., 2020). The issue of services is not much different from the issue of salary, for civil servant status and contracts (PTT), the distribution of services is clear and orderly with an amount of between Rp. 1,500,000 to Rp. 3,000,000 per month for civil servant nurses. Whereas for PTT nurses the amount of service is between IDR 1,000,000 to 2,000,000. The distribution system is seen from several assessment items that have been set by the government, one of the assessment items is workload. The workload given to PNS and contract (PTT) is excessive, for example, PTT nurses apart from being Village Nurses who take care of 1-2 villages, contract nurses are burdened to be in charge of the program. PNS nurses are no exception, they are burdened with several 4-5 programs. This is because the number of civil servants and contract nurses (PTT) is very small. However, on the other hand, all Community Health Centers have a large number of volunteer employees, even more so than PNS and contract nurses.

Study This is in line with research conducted by [(Mutale et al., 2013) that the correlation between salary and motivation influences performance and the quality of services provided by employees. _ Maslow's opinion is that humans essentially have ego or esteem needs such as the need to be respected, valued, and have achievement/reputation status, and according to Herzberg in his motivational theory recognition from a leader for the success of nurses doing a job is very important (Keegan et al., 2018). The tall Salary and services provided so the taller the motivation nurse will influence performance and services provided.

Awards that can improve performance are awards that can touch aspects of professionalism and performance of nurses (Emilia James et al., 2019)The award is following the calculation basis for the nurse grading system so that it can touch the professional aspects of nurses and the abilities of nurses so that this is felt by nurses so that it can improve nurse performance. Appreciation awards include superiors giving praise if they work well, ideas are listened to and considered by superiors, salary

received following the UMP, receiving additional incentives if work exceeds the target when overtime gets additional salary [14 (Bordbar et al., 2022)]

Based on theory motivation Herzberg managers need to eliminate dissatisfaction which is determined by factors of co-worker hygiene, relationships, salary, and job security. Increasing the effect of satisfaction related to the motivator factors of promotion, recognition, and the job itself. This also confirms previous findings about performance as a dynamic multidimensional phenomenon (Slimane, 2017). As for the implementation salary variable with the MC Kinsey 7S framework model approach is a system that becomes a reciprocal factor between the organization and staff in running the organization. Salary and services service is closely related to the structure in the division of tasks and responsibilities and the skills possessed by staff in running the organization to achieve motivation optimal so that can influence achievement performance. Salary and services Service is one of the values that influence motivation and job satisfaction in carrying out their duties and responsibilities as part of the organization (Sukartini et al., 2020)

5. Conclusion

Implementation of salary and service variables service with the *MC Kinsey 7S framework* model approach is a *system* that becomes a reciprocal factor between the organization and staff in running the organization. Salary and services service is closely related to *the structure* in the division of tasks and responsibilities and *the skills* possessed by *staff* in running the organization to achieve motivation optimal so that can influence achievement performance

6. Conflict of Interest

The authors declared no conflict of interest.

7. Acknowledgment

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