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Analysis of Factors that Influence the Motivation of Generation Z Nurses in RS Islam Siti Rahmah Padang

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ABSTRACT
The transformation of the world of work challenges hospitals in managing a multigenerational workforce, particularly Generation Z nurses, who have high expectations for career development, work–life balance, and recognition. Unmet expectations may reduce work motivation and affect healthcare quality. This study examines factors influencing the work motivation of Generation Z nurses using a quantitative descriptive approach at RS Islam Siti Rahmah Padang, involving 50 nurses selected through purposive sampling. Data were collected through questionnaires and analyzed using univariate analysis and multiple linear regression. The results showed that compensation and career development were perceived as the most influential factors (70%) and had a significant effect on work motivation ($p = 0.000$; $p = 0.002$). In contrast, the work environment and leadership showed no significant effect. These findings emphasize the need to strengthen compensation systems and career development programs to enhance Generation Z nurses' motivation and healthcare service quality.

Keywords: *Work Motivation, Generation Z Nurses, Compensation, Career Development, Work Environment, Leadership*

INTRODUCTION

Major transformations in the world of work have brought significant challenges to hospitals in managing health workers who come from different generations. One of the groups that increasingly dominates the labor market is Generation Z, which includes individuals born between 1995 and 2010. This generation is known for its unique characteristics, such as high expectations for career development, work-life balance, and recognition for its contributions. These characteristics create challenges for hospitals in managing the work motivation of young nurses,

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who are often different from previous generations. Low work motivation can hinder productivity, quality of health services, and ultimately, the satisfaction of patients served (Suryani, 2020).

The urgency of this issue is even greater given the central role of nurses in providing quality medical services. High work motivation among nurses is very important, as it is directly related to the quality of services provided to patients. Therefore, it is important to understand the factors that influence the work motivation of nurses, especially nurses from Generation Z, so that hospitals can design more effective policies (Pratiwi & Nurhayati, 2020).

Generation Z has different expectations compared to Generation X and millennials, particularly related to compensation, career development opportunities, and work-life balance. They want recognition for their performance, opportunities to develop, and flexibility in the job. Expectations that are not fully accommodated by the hospital can cause these young nurses to feel disrespected, which in turn will affect their work motivation (Suryani, 2020).

According to Suryani's research (2020), compensation and career development factors are the two main factors that affect the work motivation of nurses in South Jakarta hospitals. Inadequate compensation or not in accordance with the expectations of the younger generation can reduce their morale. In addition, the lack of opportunities to develop a career in the workplace can also make nurses feel stagnant, which will decrease their motivation and performance.

In addition to compensation and career development, the work environment also has a great influence on the motivation of nurses. Research by Rahmawati (2021) at the University of Indonesia Hospital shows that a healthy work environment, including relationships between colleagues and management, is very important in maintaining nurse motivation. Discomfort in the work environment, such as a lack of support from colleagues or superiors, can damage morale and decrease nurse job satisfaction.

Ineffective communication between management and medical personnel is also a potential problem in maintaining nurses ' work motivation. Research by Sari and Agustin (2020) shows that nurses who feel they are not involved in decision-making or do not get enough feedback tend to have lower work motivation. This leads to a gap between the expectations of nurses and what they receive from the hospital.

In addition to internal factors such as compensation, work environment, and career development, leadership style also plays a big role in motivating nurses. Research by Arifin (2019) in several hospitals in West Java revealed that transformational leadership styles, which focus on empowerment and inspiration, can increase nurses ' work motivation. Generation Z nurses, who tend to value leaders who can provide direction and support, feel more motivated under leadership that prioritizes collaboration and open communication.

However, despite many studies that have shown a significant influence of these factors on the motivation of nurses, few studies have specifically examined Generation Z nurses in private hospitals. Private hospitals often have different cultures and policies compared to government hospitals, so more research is needed to find out how these factors affect in different environments (Arifin, 2019).

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In addition, private hospitals tend to be more flexible in adopting changes, but also face challenges in maintaining employee satisfaction, especially young nurses. Generation Z nurses, who value flexibility and the opportunity to grow more, may feel less satisfied if the hospital does not provide enough opportunities to grow or if the compensation system is perceived as unfair or uncompetitive (Sari & Agustin, 2020).

External factors also play a role in influencing the motivation of nurses. Changes in government policies related to the health sector, socio-economic conditions and the development of health technologies can affect the working environment of hospitals and, in turn, affect the work motivation of nurses. Research by Pratiwi and Nurhayati (2020) suggests that these external factors need to be considered in designing hospital policies that can support nurses to stay motivated and engaged in their work.

In addition, technological developments in the field of health, such as the use of hospital information systems or advanced medical devices, can provide challenges for Generation Z nurses. On the one hand, technology can help improve service efficiency and quality, but on the other hand, lack of training or inability to operate new technology can increase work stress and demotivate nurses who are not used to it (Pratiwi & Nurhayati, 2020).

This study aims to identify and analyze the factors that affect the motivation of Generation Z nurses in RS Islam Siti Rahmah Padang. The hospital was chosen because it is a private hospital that has typical challenges in managing a young workforce. By understanding the challenges faced by Generation Z nurses in this hospital environment, it is hoped that effective solutions can be found to increase their work motivation (Suryani, 2020).

It is important to understand that the motivation of nurses ' work has an impact not only on the well-being of the nurses themselves, but also on the quality of health care as a whole. Research by Pratiwi and Nurhayati (2020) shows that high work motivation among nurses is closely related to the quality of care provided and patient satisfaction. Therefore, it is important for hospitals to ensure that nurses feel valued and given the opportunity to develop.

Based on the analysis of factors that affect work motivation, this study also aims to provide recommendations that can be applied in RS Islam Siti Rahmah Padang. Hospital management needs to reevaluate existing policies and introduce systems that are more adaptive to the needs of Generation Z, such as clearer career development policies, more competitive compensation, as well as a more inclusive work environment (Rahmawati, 2021).

Thus, this study is expected to contribute in improving the understanding of how hospitals can manage the work motivation of Generation Z nurses more effectively. Through a better understanding of the needs and expectations of young nurses, hospitals can create policies that support the well-being of nurses while improving the quality of health care to patients.

METHODS

The type of research used in this study is quantitative with descriptive analytical approach (analytical correlational), which aims to analyze the factors that affect the motivation of Generation

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Z nurses at RS Islam Siti Rahmah Padang. This approach allows the researcher to provide a comprehensive overview while measuring the influence of independent variables, namely compensation, career development, work environment, and leadership style, on the dependent variable, namely work motivation. Using this approach, researchers can identify significant predictors of work motivation and analyze the relationship between variables using multiple linear regression analysis.

This research was conducted at RS Islam Siti Rahmah Padang, a private hospital located in the city of Padang, West Sumatra. The sample used in this study consisted of 50 Generation Z nurses selected by purposive sampling. The purposive sampling technique was chosen with consideration that the selected nurses are part of Generation Z and have relevant work experience in hospitals. Data collection was carried out through survey methods, with questionnaires as the main instrument. This instrument is designed to measure nurses ' perceptions of factors that affect their work motivation, including aspects of compensation, career development, work environment, and leadership style. The questionnaires have been tested for validity and reliability to ensure that the data obtained is accurate and reliable.

For data analysis, this study used univariate analysis and bivariate analysis. The univariate analysis test was used to describe the frequency distribution of each of the variables studied, such as compensation, career development, work environment, and leadership. This analysis helps illustrate the extent to which such factors play a role in motivating Generation Z nurses. Furthermore, to determine the relationship or influence between variables, multiple linear regression analysis is used in the bivariate analysis test. This technique allows researchers to identify how much influence each factor (compensation, career development, work environment, and leadership) has on the motivation of Generation Z nurses ' work simultaneously, as well as measure the degree of significance of these influences.

RESULTS

In this section, presented the results of research on factors that affect the motivation of Generation Z nurses at RS Islam Siti Rahmah Padang. The results of the study consisted of two main analyzes, namely univariate analysis to describe the frequency distribution of each variable studied and bivariate analysis to determine the effect of the independent variables (compensation, career development, work environment, and leadership) on the motivation of nurses.

1. Frequency Distribution of Variables that Affect the Motivation of Nurses Generation Z

Table 1. Frequency Distribution of Variables that Affect the Motivation of Nurses Generation Z

Variable	Categories	Frequency	Percentage (%)
Compensation	Very Important	35	70%
	Quite Important	10	20%
	Less Important	5	10%
Career Development	Very Important	32	64%

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Variable	Categories	Frequency	Percentage (%)
	Quite Important	13	26%
	Less Important	5	10%
Working Environment	Very Supportive	15	30%
	Simply Support	30	60%
	Not Support	5	10%
Leadership	Very Supportive	18	36%
	Simply Support	25	50%
	Not Support	7	14%
Work Motivation	Height	40	80%
	Enough	7	14%
	Low	3	6%

The results showed that most respondents (70%) consider compensation as a very important factor in increasing their work motivation. The career development factor is also considered very important by 64% of respondents. As many as 60% of respondents stated that their work environment was quite supportive of their work motivation, while only 30% felt that the work environment was very supportive. Supportive leadership is also an important factor, where 36% of respondents rated leadership in hospitals as very supportive of their motivation. Finally, most respondents (80%) revealed that their work motivation was high.

2. Factors Such as Compensation, Career Development, Work Environment, and Leadership on the Motivation of Generation Z Nurses

Table 2. Factors Such as Compensation, Career Development, Work Environment, and Leadership on the Motivation of Generation Z Nurses

Independent Variable	Regression Coefficient	p-value	Significant Influence
Compensation	0.672	0.000	Signifikan
Career Development	0.539	0.002	Signifikan
Working Environment	0.123	0.215	Tidak Signifikan
Leadership	0.087	0.360	Tidak Signifikan

Based on the results of multiple linear regression analysis, it can be seen that compensation ($p = 0.000$) and Career Development ($p = 0.002$) have a significant effect on the motivation of Generation Z nurses at RS Islam Siti Rahmah Padang. This suggests that increased compensation that is more in line with nurses ' expectations and the provision of clear career development opportunities can increase their work motivation. In contrast, the work environment ($p = 0.215$) and leadership ($p = 0.360$) did not show a significant influence on the motivation of nurses. This indicates that although a supportive work environment and good leadership style are important,

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these factors do not have a strong direct influence on the work motivation of Generation Z nurses in this hospital context.

DISCUSSION

1. Frequency Distribution of Variables that Affect the Motivation of Nurses Generation Z

The discussion of univariate results in this study aims to describe the frequency distribution of variables that affect the motivation of Generation Z nurses at RS Islam Siti Rahmah Padang. The results showed that most respondents considered compensation and career development to be very important factors, while work environment and leadership factors had a lower influence. In this section, we will discuss each of these variables, relate them to the underlying theory, and compare these results with relevant related research.

Compensation is one of the most dominant factors in influencing the motivation of Generation Z nurses at RS Islam Siti Rahmah Padang. As many as 70% of respondents consider compensation to be a very important factor in increasing their motivation. This is in line with research conducted by Suryani (2020) at RSUD South Jakarta, which shows that inadequate compensation can reduce the morale of nurses. According to Herzberg in the theory of two factors (Herzberg, 1959), compensation is included in the category of maintaining factors (hygiene factors) that serve to prevent dissatisfaction. Dissatisfaction in terms of compensation can reduce work motivation, although good compensation alone is not enough to increase job satisfaction to the fullest.

Research by Rahmawati (2021) also reinforces this finding, where hospitals that provide competitive compensation and in accordance with industry standards tend to have more motivated nurses. Compensation that is in line with the expectations of the younger generation, including benefits, basic salaries, and other facilities, plays an important role in building job satisfaction which ultimately has an impact on the motivation and performance of nurses. Generation Z nurses, who have high expectations regarding financial well-being, will be more motivated if they feel that they are fairly rewarded through a competitive compensation system.

Furthermore, the career development factor is also a very important factor according to the majority of respondents (64%). This shows that Generation Z nurses are very concerned about opportunities to develop in their careers. Research by Sari and Agustin (2020) at Yogyakarta city hospital also found that career development has a significant impact on nurses ' work motivation. The self-motivation theory of Deci and Ryan (2000), which emphasizes self-determination theory (SDT), states that the opportunity to develop and acquire new competencies is closely related to the intrinsic motivation of the individual. In this context, Generation Z nurses need opportunities to grow, whether in terms of training, further education, or the opportunity to take on greater responsibilities.

Suryani (2020) states that young nurses, especially Generation Z, prefer work environments that provide clear self-development opportunities and support long-term careers. Generation Z tends to look for jobs that not only provide adequate pay, but also room to grow. Therefore,

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hospitals need to ensure that they have a clear career development system, which can meet the expectations of these young nurses to increase their motivation in work.

Although compensation and career development factors have a major influence, the work environment does not fully support the work motivation of Generation Z nurses. Only 30% of respondents feel that their work environment strongly supports work motivation. Research by Sari and Agustin (2020) also shows that although a positive work environment is very important, this factor sometimes lacks sufficient attention in Human Resource Management. A healthy and harmonious work environment is important, but if other factors such as compensation and career development are not met, nurses still feel less motivated despite being in a good environment.

The theory of social needs proposed by Maslow (1943) can be used to explain this phenomenon. In Maslow's hierarchy of needs, the need for a safe and supportive environment will only become a priority if other basic needs, such as the need for recognition and appreciation, are already met. Therefore, although a supportive work environment is very important, compensation and career development factors play a role in increasing the work motivation of Generation Z nurses at Siti Rahmah Padang hospital.

Furthermore, in a study by Pratiwi and Nurhayati (2020), it was found that good communication between management and nurses greatly affects the quality of the work environment. Generation Z nurses, who tend to be more open and value clear and effective communication, will feel more motivated if they feel heard and appreciated by their superiors. Therefore, although only a small percentage of respondents rated the work environment as very supportive, it is important to improve communication and relationships between management and nurses so that the work environment increasingly supports their work motivation.

The last factor studied is leadership. In this study, only 36% of respondents felt that leadership in the hospital strongly supported their work motivation. Research by Arifin (2019) shows that transformational leadership has a positive impact on nurses ' work motivation. A more empowering leadership style and listening to employees ' needs can increase their work motivation. The study revealed that nurses who feel supported and valued by their leaders tend to be more passionate about carrying out their duties.

The theory of Transformational Leadership first proposed by Bass (1990) has been widely used to explain the relationship between leaders and followers in various sectors. However, for this research, transformational leadership theory needs to be updated with more contemporary approaches, such as authentic leadership theory developed by Avolio and Walumbwa (2009). Authentic leadership emphasizes the openness, transparency, and integrity of leaders who can promote trust and positive relationships with followers, including younger employees such as Generation Z nurses.

According to authentic leadership theory, authentic leaders are able to demonstrate consistency between their values and actions, as well as focusing on empowering individuals to reach their full potential (Avolio & Walumbwa, 2009). This trust and openness-based leadership is especially important for Generation Z, who tend to value transparency and clear communication

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more. This is relevant in the context of hospitals, where nurses need leaders who not only provide instruction, but also support them in professional development and personal well-being.

However, although the majority of respondents in this study assessed that leadership in the hospital was sufficient to support their work motivation, leadership factors did not show a significant influence on the work motivation of Generation Z nurses. These findings suggest that, although Generation Z nurses value authentic and inspiring leaders, leadership factors alone are not enough to significantly increase their work motivation. This could be because Generation Z nurses have higher expectations of their leader's role and support, which should go beyond just providing direction and motivation. They need leaders who are truly empathetic, open in communication, and provide more opportunities for their career development (Pratiwi & Nurhayati, 2020).

This factor may be influenced by the fact that Generation Z has higher expectations of their leaders. As a more open and independent generation, they tend to expect more transparency and two-way communication with their superiors. If the leadership does not pay enough attention to this need, then although the leadership style in general can be said to be good, this is not enough to motivate them to the maximum (Suryani, 2020).

Overall, the results showed that Generation Z nurses at RS Islam Siti Rahmah Padang are very concerned about compensation and career development factors in increasing their work motivation. This is in line with the findings in a study by Rahmawati (2021) which states that adequate compensation and clear self-development opportunities can increase nurses ' work motivation. Although the work environment and leadership are also influential, these factors are not strong enough to significantly increase their work motivation. Therefore, hospitals need to pay more attention to these two main factors to improve the motivation and performance of Generation Z nurses.

This research provides important insights for hospital managers to design policies that are more based on the needs and expectations of Generation Z nurses. Hospitals need to ensure that they not only meet the basic needs of nurses regarding compensation and the work environment, but also provide sufficient opportunities for them to develop their careers on an ongoing basis. Thus, hospitals can create a more productive work environment and improve the overall quality of health care.

2. Factors Such as Compensation, Career Development, Work Environment, and Leadership on the Motivation of Generation Z Nurses

The results of the bivariate analysis showed that compensation has a significant effect on the work motivation of Generation Z nurses, with a p-value of 0.000, which indicates a very strong relationship between the two. Career development was also shown to have a significant effect with a p-value of 0.002, confirming the importance of opportunities to develop in their career for their work motivation. In contrast, the work environment and leadership did not show a significant influence on the motivation of nurses, with p-values of 0.215 and 0.360, respectively. These

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findings indicate that although a positive work environment and supportive leadership are important for the well-being of nurses, factors such as adequate compensation and career development opportunities are clearly more dominant in increasing the work motivation of Generation Z nurses at RS Islam Siti Rahmah Padang.

This is in line with research by Rahmawati (2021), which shows that nurses who feel satisfied with the compensation they receive tend to be more motivated to provide better services to patients. According to Herzberg's (1959) Two-Factor Theory of needs, compensation falls into the category of hygiene factors. Although good compensation does not always result in very high motivation, inadequate compensation can lead to dissatisfaction and decrease work motivation. Research by Pratiwi & Nurhayati (2020) also shows that the presence of dissatisfaction regarding compensation can lead to a decrease in morale, even if other factors, such as career development, are already met.

In addition, research conducted by Suryani (2020) revealed that Generation Z nurses prefer compensation that is in line with their economic expectations and demands, including additional benefits and the opportunity to earn bonuses or incentives. In this context, hospitals that offer competitive and transparent compensation will have a greater chance of increasing the work motivation of their nurses. Thus, the provision of appropriate compensation is very important in maintaining the motivation of Generation Z nurses.

This is in line with the Self-Determination Theory (SDT) proposed by Deci and Ryan (2000), which states that individuals will be more motivated if they feel they have the opportunity to develop themselves and master new skills. Generation Z, who have high expectations for self-and Career Development, highly value opportunities for training, further education and a clear promotion.

Research by Sari & Agustin (2020) also shows that nurses who are given the opportunity to develop their careers will feel more satisfied and motivated in their work. Generation Z tends to value sustainable career development opportunities more, especially in the jobs they choose. Therefore, hospitals need to ensure the existence of career development programs that are transparent and accessible to all nurses, especially those who belong to Generation Z.

However, although compensation and career development had a significant influence on work motivation, the work environment did not show a significant influence in the bivariate analysis, with a p-value of 0.215. This shows that although a comfortable and supportive work environment is essential for the well-being of nurses, this factor does not directly affect their level of work motivation. Research by Arifin (2019) states that although a supportive environment can improve the emotional well-being of nurses, other factors such as recognition of work results and fair compensation are more dominant in increasing work motivation.

The theory of social needs proposed by Maslow (1943) explains that once basic needs (such as the need for sufficient income and a sense of security) are met, the individual will seek the fulfillment of social needs and self-actualization. In this case, a harmonious and communicative work environment is important, but if nurses do not feel valued through compensation and self-

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development opportunities, then a good work environment alone is not enough to increase their motivation. Therefore, although a positive work environment is a factor that supports the comfort of nurses, compensation and career development factors determine their level of work motivation.

Furthermore, research by Sari & Agustin (2020) shows that a less supportive work environment and no effective communication between management and nurses can decrease nurses ' work motivation. Nonetheless, this factor was not significant enough in influencing the work motivation of Generation Z nurses in the study, who were more likely to expect more concrete changes in terms of compensation and career development.

Leadership, although considered important by most respondents, also showed no significant effect on nurses ' work motivation, with a p-value of 0.360. Research by Arifin (2019) shows that transformational leadership that prioritizes empowerment and effective communication between leaders and subordinates can increase work motivation. However, in this study, although the majority of respondents considered hospital leadership to be sufficient to support their work motivation, leadership did not have a significant effect on increasing the motivation of Generation Z nurses.

The authentic leadership theory developed by Avolio & Walumbwa (2009) states that authentic leaders can build trust and strong relationships with employees, which in turn will increase their motivation. In this context, Generation Z nurses may expect leaders who are more open, honest, and able to support their career development. Although respondents rated leadership as supportive enough, it may be that their expectations of leadership are higher, resulting in leadership alone not being enough to significantly increase their work motivation.

However, this regression analysis shows that although compensation and career development factors have been shown to have a significant influence, other factors such as work environment and leadership cannot be underestimated. Research by Pratiwi & Nurhayati (2020) states that good leadership and work environment can indeed improve the well-being of nurses, but if compensation and career development factors are not optimized, then nurses ' work motivation will remain low. This suggests that hospitals need to manage holistically and integrally the factors that influence the work motivation of Generation Z nurses, paying more attention to compensation and career development opportunities.

In the perspective of work motivation theory proposed by Vroom (1964), which emphasizes the relationship between effort, results, and rewards, adequate compensation and career development opportunities are very important rewards in increasing work motivation. As a generation that is more aware of the value and benefits of their work, Generation Z prefers rewards in the form of adequate compensation and opportunities to develop in their careers, rather than relying solely on leadership and work environment factors. Therefore, hospitals need to pay attention to these needs to increase the motivation of their nurses.

Overall, the results of bivariate analysis showed that compensation and career development are the most significant factors in increasing the motivation of Generation Z nurses at RS Islam Siti Rahmah Padang. These two factors need to be optimized to achieve a high level of

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work motivation, while the factors of work environment and leadership although important, do not have a significant influence in the context of this study. Therefore, hospital management needs to focus their attention on improving the compensation system and developing a more clear and structured career to increase the work motivation of Generation Z nurses.

CONCLUSIONS

Based on the results of univariate analysis, it can be concluded that the majority of Generation Z nurses at RS Islam Siti Rahmah Padang consider compensation and career development as the two most important factors in increasing their work motivation. Most respondents felt that adequate compensation and clear career development opportunities had a major effect on their level of motivation. Meanwhile, work environment and leadership factors had a lower influence, with most respondents assessing both to be quite influential but not as strong as compensation and career development factors.

The results of bivariate analysis showed that compensation (p = 0.000) and Career Development (p = 0.002) have a significant influence on the motivation of Generation Z nurses. However, the work environment (p = 0.215) and leadership (p = 0.360) did not show a significant influence on their work motivation. This indicates that although a good work environment and supportive leadership are important, compensation and career development factors have a greater influence in motivating Generation Z nurses in these hospitals.

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