

THE RELATIONSHIP BETWEEN WORK MOTIVATION AND NURSE PERFORMANCE

¹Oktavian Rau, Sabina Gero, Witri Hastuti

¹Faculty of Nursing and Health, Karya Husada University Semarang, Indonesia

Corresponding Author: oktavianrau5@gmail.com

ABSTRACT

Introduction: Work motivation is an important factor that influences nurses' performance in providing healthcare services. Performance relates to individual behavior that is carried out intentionally and benefits both individuals and organizations in the form of work results that meet specific standards regarding the quality of actions performed. **Objective:** This study aims to analyze the relationship between work motivation and nurses' performance at Anugerah Regional General Hospital in Tomohon City. **Method:** The research method used is a quantitative approach with a sample size of 86 individuals, selected using purposive sampling. Data collection was conducted through a modified questionnaire from previous studies, and statistical analysis was performed using the chi-square test. **Result:** There is a significant relationship between work motivation and nurses' performance, with a p-value of 0.004. **Conclusion:** High work motivation positively contributes to improving nurses' performance, including aspects such as patient care, time efficiency, and professional responsibility. That hospital management continue to develop strategies to enhance work motivation to support the optimization of nurses' performance and improve the overall quality of healthcare services.

Keywords: Healthcare Services; Nurse Performance; Work Motivation

Copyright © 2025 Authors



This work is licensed under a Creative Commons Attribution Share Alike 4.0 International License

INTRODUCTION

Nursing personnel are healthcare workers who play a vital role in supporting the achievement of community well-being within healthcare services. (Abdullah et al., 2021). Nurses not only manage independent nursing interventions but also coordinate and manage collaborative actions with other healthcare professionals. Based on this, the nursing system serves as a critical starting point for improving the quality of nursing personnel (Stucky et al., 2024). Strengthening nursing personnel as frontline healthcare workers in responding to challenges in the post-MDGs era is essential to enhance the implementation and strategic actions of the SDGs on a global scale (World Health Organization, 2016). Nursing, as an integral part of the healthcare system, plays a crucial role in improving the quality of patient care and community health services. Nurse performance is pivotal in delivering nursing services in hospitals (Wei et al., 2020). The nursing profession is a professional

workforce with the responsibility of providing nursing care in accordance with their competencies (Safdar et al., 2024)

Performance is beneficial for both individuals and organizations in ensuring the continuity of a service. Most individuals believe that a person can and will improve their actions and expect others to improve themselves over time. Human resources are the greatest asset of an organization, and the success of the organization depends on the quality of the human resources it possesses (Wei et al., 2020). An achievement attained by an individual in performing a job based on standards and criteria constitutes individual performance. Performance is related to deliberate behaviors carried out by individuals, which benefit both the individual and the organization. It reflects work results aligned with specific standards, including the quality of actions taken and the outcomes achieved from those actions (Lu et al., 2019). Performance is not only about what a person achieves but also how they achieve it (Chegini et al., 2020). Optimal performance

outcomes can be observed through appropriate behavior, effective use of knowledge, skills, and the required competencies (Alloubani et al., 2019).

Nurse performance can be measured based on indicators established by the hospital, aligned with targets, achievements, and the hospital's strategic plan to improve the quality of nursing care. Managers' perception and awareness of performance evaluation can influence the enhancement of nursing care quality and nurses' motivation. As an organizational platform, hospitals play a crucial role in improving nurse performance and motivation. This was demonstrated in a study conducted at a general hospital in Jakarta involving 200 implementing nurses, where a significant relationship was found between motivation and nurse performance improvement (p-value 0.008). The study revealed that 60.4% of nurses with high motivation exhibited high morale toward their work, and 56.3% demonstrated good performance (Gunawan, Hariyati, & Gayatri, 2019a). A study conducted in the city of Rajkot revealed that nearly 70% of hospitals have implemented performance appraisal systems, with one of the main objectives being to enhance hospital promotion. Through performance appraisals, nurses are expected to improve their job performance, leading to better patient care and increased trust. However, from the nurses' perspective, 25% expressed dissatisfaction with the performance appraisal system. The reasons cited include a lack of communication from managers about the appraisal process and a perceived lack of objectivity in the managers' evaluations (Hashish, 2020).

Based on the results of a preliminary study at the Anugerah General Hospital in Tomohon City, it was found that the current public satisfaction with the services at Anugerah General Hospital has reached 90%. Furthermore, the hospital has obtained full accreditation. Therefore, with these achievements and the increasing demands from the public, it is crucial to maintain and further improve healthcare services, especially nursing services. This is because, despite the high satisfaction levels, there are still several complaints from the public regarding the performance of nurses, as well as complaints from the nurses themselves about the work environment at Anugerah General Hospital in

Tomohon City. According to Gibson's theory, one of the factors that influence nursing performance is motivation. Therefore, this study aimed to examine the relationship between motivational factors and nurse performance.

METHOD

The research employed a descriptive correlational design using a cross-sectional method. The total population in this study was 107, with the sampling technique utilizing random sampling. The inclusion criteria included nurses who were actively providing nursing care, while the exclusion criteria were nurses who only worked in the hospital's administrative department. The sample size was determined using the Slovin formula, resulting in a total of 86 participants. The instrument used in this study was a modified version developed by the researcher, which had undergone validity and reliability tests, yielding valid and reliable results. The statistical test used in this study was the chi-square test.

RESULTS

Table 1 Overview of Nurse Characteristics (n-86)

Characteristics of responden	n	%
Age		
Productive	83	96.5
Productive Continuing	3	3.5
Gender		
Male	14	16.3
Female	72	83.7
Last Education		
D3	40	46.5
Ners	46	53.5
Employment Status		
ASN	71	82.6
Contract Worker	15	17.4
Total	86	100

Based on Table 1 above, it shows that the majority of nurses at Anugerah General Hospital in Tomohon are dominated by females. Additionally, more than half of the nurses have a nursing degree, and most of them are Civil Servant Employees (ASN), accounting for 82.6%. Another finding is that almost all (96.5%) of the nurses at

Anugerah General Hospital fall into the productive age category, which is between 20 and 40 years old.

Table 2 The relationship between motivation factors and nurse performance at Anugerah General Hospital in Tomohon City

Variabel	Nurse performance				OR	P value
	Insufficient		Good			
	f	%	f	%		
Motivation						
Insufficient	16	18.6	22	25.6	4.26	0.004
Good	7	8.1	41	47.7		

Based on Table 2, it was found that 41 (47.7%) nurses with good motivation also had good performance in providing nursing services at the hospital, while among those with lower motivation, only 22 (25.6%) had good performance. The statistical test results showed a p-value of 0.004, which indicates that there is a relationship between a nurse's motivation and their performance in providing nursing services at the hospital. The analysis also revealed an Odds Ratio (OR) of 4.26, meaning that nurses with good motivation are 4.26 times more likely to have good performance compared to those with lower motivation.

DISCUSSION

Motivation is a process that describes the strength, direction, and perseverance of an individual in relation to their efforts to achieve goals. Intensity or strength reflects a person's effort to reach a target. Great effort cannot produce satisfactory performance if it is not directed in a way that benefits the organization. Motivation also has a dimension of perseverance, which measures how long someone can sustain their efforts. A motivated individual will persist for a considerable amount of time with their tasks in order to achieve their objectives (Robbins & Judge, 2017). Work motivation can influence, drive, and stimulate an individual's behavior in performing their tasks to achieve the goals that have been set. (Robbins & Judge, 2017), Work motivation affects an individual's performance. Managers need to pay attention to how employees' work motivation is and understand the factors that influence employee

performance. Therefore, motivation is an integral part of organizational activities that impacts performance in achieving the goals that have been set (Inayah et al., 2021).

Motivation in this study emphasizes the need for achievement, the need for influence, and the need for affiliation. The need for achievement drives individuals to perform their tasks well, as nurses with high achievement needs are oriented toward the successful completion of tasks through careful planning. Hospital management, both in nursing and in charge of the ward, can enhance the work motivation of nurses by providing challenges that encourage the professional growth of nurses in completing their tasks (Inayah et al., 2021). Nurses can be given optimal opportunities to experience success and satisfaction from their efforts through a career development program. With the existence of such a program, nurses will be motivated to improve their competencies, which in turn will influence their performance in providing nursing care to patients.

Motivation related to a high need for influence can impact performance because nurses with a strong need for influence always enjoy their tasks and seek to influence others in providing patient care (Muchlas, 2018). Motivation with a high need for affiliation emphasizes good interpersonal relationships among nurses. A positive working relationship and work environment will influence nurses in completing their tasks. Good relationships can also be established with clients, allowing the nursing care process to run smoothly. Harmonious interpersonal relationships will provide satisfaction among coworkers, which can enhance performance (Zahara, Sitorus, & Sabri, 2015) According to Robbins, the extent to which coworkers can support, pay attention, be pleasant, and technically capable of carrying out the tasks at hand plays a significant role. Neami's (2022) research states that the better the relationship between colleagues, the more open individuals will be to express themselves and the more accurately they will perceive others and themselves. When affiliation needs are met between superiors and subordinates, as well as among team members, it has the potential to motivate, encourage, and sustain individual

behavior in performing tasks (Al-Neami et al., 2022).

The results show that 47.7% of nurses with good work motivation also have good performance. The subsequent statistical test revealed a significant relationship between work motivation and nurse performance ($p=0.004$). This is consistent with the studies by Hee (2016), Adjei, Emmanuel, Foster (2016), and Lambrou, Kontodimopoulos, Niakas (2017), which found that motivation has a positive effect on nurse performance. Nursing professionals tend to be more motivated by intrinsic motivational factors compared to other medical professionals (Manik & Dwiana, 2023). Intrinsic motivational factors significantly influence nurse performance, as they represent a natural form of motivation that can enhance nurses' interest in carrying out their tasks. Nurses will give the necessary attention to performing their duties. When managers recognize what drives or motivates employees, it will have a positive impact on achieving optimal performance outcomes (Safdar et al., 2024). Managers are advised to identify the needs of nurses and then design relevant motivational programs to encourage nurses to achieve optimal performance (Sulaiman et al., 2021).

High work motivation positively contributes to the improvement of nurse performance, including aspects such as patient care, time efficiency, and professional responsibility. These findings emphasize that providing support through rewards, a conducive work environment, and career development opportunities is crucial to enhancing work motivation and nurse performance. The scope of this study is limited to nurses at Anugerah Hospital in Tomohon City. The findings may not be generalizable to other hospitals with different conditions, organizational cultures, or management policies. Additionally, the data collection method, which primarily relies on questionnaires, may be subject to respondent bias. Factors such as honesty in answering, time constraints, and personal perceptions could affect the validity of the collected data.

CONCLUSION

There is a significant relationship between work motivation and nurse performance at Anugerah General Hospital in Tomohon City. It is recommended that hospital management continue to enhance work motivation strategies as part of efforts to improve the quality of healthcare services.

REFERENCES

- Abdullah, M. I., Huang, D., Sarfraz, M., Ivascu, L., & Riaz, A. (2021). Effects of internal service quality on nurses' job satisfaction, commitment and performance: Mediating role of employee well-being. *Nursing Open*, 8(2), 607–619. <https://doi.org/10.1002/nop2.665>
- Alloubani, A., Akhu-Zaheya, L., Abdelhafiz, I. M., & Almatari, M. (2019). Leadership styles' influence on the quality of nursing care. *International Journal of Health Care Quality Assurance*, 32(6), 1022–1033. <https://doi.org/10.1108/IJHCQA-06-2018-0138>
- Al-Neami, I. A., Tamrin, S. B., Khuan, L., & Guan, N. Y. (2022). The relationship between age, education, and work experience with job performance and social pain among nurses. *J Pain Manage*, 15(3), 239–242.
- Chegini, Z., Janati, A., Asghari-Jafarabadi, M., & Khosravizadeh, O. (2020). *Organizational commitment, job satisfaction, organizational justice and self-efficacy among nurses*. <http://npt.tums.ac.ir>
- Hashish, E. A. A. (2020). Nurses' perception of organizational justice and its relationship to their workplace deviance. *Nursing Ethics*, 27(1), 273–288. <https://doi.org/10.1177/0969733019834978>
- Lu, H., Zhao, Y., & While, A. (2019). Job satisfaction among hospital nurses: A literature review. In *International Journal of Nursing Studies* (Vol. 94, pp. 21–31). Elsevier Ltd. <https://doi.org/10.1016/j.ijnurstu.2019.01.011>
- Manik, Y. M., & Dwiana, C. (2023). Literature Review : Program Self Leadership Terhadap Kinerja Perawat Di Rumah Sakit. *Jurnal Keperawatan Widya Gantari Indonesia*, 7(3). <https://doi.org/10.52020/jkwgi.v7i3.6488>
- Safdar, S., Faiz, S., & Muabark, N. (2024). Leadership dynamics in nursing: a comparative study of paternalistic approaches in China and Pakistan. *Leadership in Health Services*. <https://doi.org/10.1108/LHS-03-2024-0028>
- Stucky, C. H., Wymer, J. A., & House, S. (2024). *Nurse Leaders: Transforming Interprofessional Relationships to Bridge Healthcare Quality and Safety*. www.nurseleader.com
- Sulaiman, A. M., Alfuqaha, O. A., Shaath, T. A., Alkurdi, R. I., & Almomani, R. B. (2021). Relationships between core self-evaluation, leader empowering behavior, and job security among Jordan University Hospital nurses.

