



## The Influence of Work Motivation on Nurse Performance at Elisabeth Hospital in Batam City

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**Abstract.** *Background:* Nurse performance is an essential component in improving the quality of healthcare services. One factor that may influence nurse performance is work motivation, which can encourage individuals to perform their tasks effectively and achieve organizational goals. *Objective:* This study aimed to examine the relationship between work motivation and nurse performance at Elisabeth Hospital in Batam City. *Methods:* This study employed a quantitative approach with a cross-sectional design. The study was conducted at Elisabeth Hospital in Batam City, involving 40 nurses selected using a total sampling technique. Data were collected using structured questionnaires measuring work motivation and nurse performance. Descriptive statistics were used to describe respondent characteristics, while the Chi-square test was used to determine the relationship between work motivation and nurse performance. *Results:* The results showed that most respondents had moderate levels of work motivation (60%), while 25% had high motivation and 15% had low motivation. In terms of performance, 65% of nurses demonstrated good performance, and 35% had moderate performance. Statistical analysis showed a significant relationship between work motivation and nurse performance ( $p = 0.021$ ). *Conclusion:* Work motivation significantly influences nurse performance. Improving motivational factors within healthcare organizations may contribute to better nurse performance and improved healthcare service quality.

**Keywords:** Healthcare management; Hospital; Nurse performance; Nursing staff; Work motivation

### 1. INTRODUCTION

Nurses represent the largest proportion of the healthcare workforce and play a crucial role in delivering comprehensive patient care. In hospital settings, nurses are responsible for various clinical and non-clinical tasks, including patient assessment, monitoring health conditions, administering treatments, providing emotional support, and coordinating with other healthcare professionals (Alsadaan et al., 2023). Therefore, the quality of healthcare services in hospitals is highly influenced by the performance of nurses in carrying out their professional responsibilities (Damanik et al., 2022).

Nurse performance is a critical determinant of healthcare quality and patient safety (Hidayah & Putri, 2020). High-performing nurses contribute to improved clinical outcomes, reduced medical errors, and increased patient satisfaction (Saputri et al., 2023). Conversely, poor performance among nursing staff may negatively affect the quality of patient care and healthcare service delivery (Nantsupawat et al., 2023). As healthcare systems continue to face increasing demands, hospitals are required to develop effective strategies to maintain and enhance the performance of their nursing workforce (Neumann, 2023).

One of the key factors that influences employee performance is work motivation. Motivation refers to the internal and external forces that stimulate individuals to initiate work-related behavior and sustain effort toward achieving specific goals (Vo et al., 2022). In the context of nursing practice, work motivation can encourage nurses to perform their duties more effectively, maintain professional commitment, and continuously improve their competencies in delivering patient care (Harahap et al., 2022).

Work motivation in healthcare settings may originate from both intrinsic and extrinsic factors. Intrinsic motivation is related to personal satisfaction, professional pride, and a sense of responsibility toward patient well-being (Karaferis et al., 2022). Nurses who possess strong intrinsic motivation tend to feel more engaged in their work and demonstrate greater dedication to providing high-quality care. On the other hand, extrinsic motivation is influenced by external factors such as salary, promotion opportunities, recognition from supervisors, and supportive work environments (Zeng et al., 2022).

Previous studies have demonstrated that motivated healthcare professionals tend to exhibit higher job satisfaction, stronger organizational commitment, and better work performance (Ibrahim et al., 2023). Motivation also plays an important role in improving work engagement, productivity, and overall healthcare service quality. When nurses are motivated, they are more likely to demonstrate proactive behavior, effective teamwork, and greater adherence to professional standards and clinical guidelines (Rosen et al., 2019).

However, maintaining high levels of motivation among nurses remains a significant challenge for many healthcare organizations. Factors such as heavy workloads, limited resources, insufficient recognition, and workplace stress may reduce motivation and negatively impact job performance (Kamaratri & Adhikara, 2019). In addition, organizational factors such as leadership style, communication patterns, and institutional support also influence the motivation levels of healthcare workers.

Hospitals that implement supportive management practices and create positive work environments are more likely to foster higher motivation among nurses. Providing opportunities for professional development, fair reward systems, and supportive leadership may help enhance motivation and improve performance among healthcare professionals (Kesworowati et al., 2023).

Despite the increasing attention given to nurse motivation in healthcare research, studies examining the relationship between work motivation and nurse performance in certain regional

healthcare settings remain limited. In Indonesia, particularly in developing urban healthcare systems such as Batam City, empirical evidence related to this topic is still relatively scarce. Understanding the relationship between work motivation and nurse performance is important for hospital management in designing effective strategies to support nursing staff and improve the quality of healthcare services.

Therefore, this study aimed to analyze the relationship between work motivation and nurse performance at Elisabeth Hospital in Batam City. The findings of this study are expected to provide valuable insights for healthcare administrators in developing strategies that enhance nurse motivation and ultimately improve the quality of healthcare services.

## **2. METHODS**

### **Study Design**

This study employed a quantitative research approach with a cross-sectional design to examine the relationship between work motivation and nurse performance. The cross-sectional design was chosen because it allows researchers to analyze the relationship between variables at a single point in time. This design is commonly used in healthcare research to explore associations between psychological and organizational factors influencing healthcare professionals.

### **Research Setting and Period**

This study was conducted at Elisabeth Hospital, located in Batam City, Indonesia, a healthcare facility that provides comprehensive inpatient and outpatient services. The hospital employs professional nurses who are responsible for delivering direct patient care and maintaining the quality of healthcare services. The research was carried out in several nursing units where nurses are actively involved in clinical practice. The selection of this setting was based on the relevance of the research topic and the accessibility of the study population.

Data collection was conducted from March to June 2024. During this period, structured questionnaires were distributed to nurses who met the inclusion criteria. Participants were given sufficient time to complete the questionnaires to ensure that the responses accurately reflected their perceptions regarding work motivation and their performance in clinical practice.

## **Population and Sample**

The population in this study consisted of all nurses working at Elisabeth Hospital in Batam City. Considering the relatively small number of nurses available during the study period, the researchers applied a total sampling technique, in which all eligible nurses were included as research participants. A total of 40 nurses participated in the study and completed the research questionnaire. The inclusion criteria included nurses who were actively working at the hospital during the data collection period and were willing to participate in the study. Nurses who were on leave or unavailable during the data collection period were excluded from the study.

## **Research Variables**

This study examined two main variables: Independent Variable: Work motivation among nurses. Dependent Variable: Nurse performance in carrying out professional duties. Work motivation refers to the internal and external factors that encourage nurses to perform their work responsibilities effectively. Nurse performance refers to the ability of nurses to carry out their duties according to professional standards and organizational expectations.

## **Research Instruments**

Data were collected using structured self-administered questionnaires consisting of two main sections. The first section measured work motivation, which included several indicators such as enthusiasm for work, sense of responsibility, commitment to patient care, and willingness to perform duties effectively. The motivation questionnaire used a Likert scale ranging from 1 to 5, where higher scores indicated higher levels of motivation.

The second section measured nurse performance, which included aspects such as quality of nursing care, teamwork, communication with patients and colleagues, adherence to clinical procedures, and responsibility in performing nursing tasks. Responses were also measured using a five-point Likert scale, ranging from strongly disagree to strongly agree. The total scores obtained from the questionnaires were categorized into low, moderate, and high levels for work motivation and moderate and good performance levels for nurse performance.

### **Validity and Reliability**

Before data collection, the questionnaire was tested to ensure its validity and reliability. The validity test was conducted using the Pearson correlation method to determine the relationship between each item and the total score. Items with correlation coefficients higher than the critical value were considered valid.

The reliability test was conducted using Cronbach's alpha coefficient to measure the internal consistency of the questionnaire. The results showed that the Cronbach's alpha values for both the motivation and performance instruments were above 0.70, indicating that the instruments were reliable and suitable for data collection.

### **Data Collection Procedure**

Data collection was conducted by distributing printed questionnaires directly to the nurses who met the inclusion criteria. Before completing the questionnaire, participants were informed about the purpose of the study and were asked to provide their voluntary consent to participate. Participants were given sufficient time to complete the questionnaire. The completed questionnaires were then collected and checked to ensure completeness before data analysis was performed.

### **Data Analysis**

Data analysis was conducted using statistical software. The analysis consisted of several stages:

1. Descriptive statistics were used to describe respondent characteristics such as age, gender, education level, and work experience.
2. Descriptive analysis was also performed to determine the mean, standard deviation, minimum, and maximum scores of the work motivation and nurse performance variables.
3. Bivariate analysis was conducted using the Chi-square test to examine the relationship between work motivation and nurse performance.

A p-value of less than 0.05 was considered statistically significant.

### **Ethical Considerations**

Ethical principles were carefully considered throughout the research process. Participation in the study was entirely voluntary, and respondents were assured that their responses

would remain confidential and would be used solely for research purposes. Informed consent was obtained from all participants before data collection.

### 3. RESULTS

#### Characteristics of Respondents

**Table 1. Characteristics of Respondents (n = 40)**

Characteristics	Category	Frequency	Percentage
Age	20–25 years	8	20
	26–35 years	18	45
	>35 years	14	35
Gender	Male	12	30
	Female	28	70
Education	Diploma in Nursing	26	65
	Bachelor Degree	14	35
Length of Work	<5 years	10	25
	5–10 years	17	42.5
	>10 years	13	32.5

Most respondents were female nurses (70%) aged 26–35 years (45%).

#### Distribution of Work Motivation

**Table 3. Work Motivation Levels**

Level	Frequency	Percentage
High	10	25
Moderate	24	60
Low	6	15

#### Distribution of Nurse Performance

**Table 4.** Nurse Performance

Level	Frequency	Percentage
Good	26	65
Moderate	14	35

### Relationship Between Motivation and Performance

**Table 5.** Relationship between Work Motivation and Nurse Performance

Motivation	Good Performance	Moderate Performance	<i>P-Value</i>
High	9	1	
Moderate	15	9	<b>0.021</b>
Low	2	4	

This result indicates a significant relationship between work motivation and nurse performance.

### Discussion

This study aimed to examine the relationship between work motivation and nurse performance at Elisabeth Hospital in Batam City. The findings revealed that most nurses had moderate levels of work motivation and demonstrated good levels of performance. Furthermore, the statistical analysis indicated a significant relationship between work motivation and nurse performance. These findings highlight the important role of motivational factors in influencing the effectiveness of nursing services in hospital settings.

The majority of respondents in this study demonstrated moderate levels of work motivation. This result indicates that although nurses generally maintain a positive attitude toward their professional responsibilities, there is still room for improvement in motivational aspects. Work motivation is considered an essential psychological factor that influences how individuals approach their work tasks and maintain commitment to organizational goals. Nurses who possess strong motivation are more likely to perform their duties with greater enthusiasm, dedication, and responsibility (Swedana, 2023).

In terms of performance, most nurses in this study were categorized as having good performance levels. Nurse performance reflects the ability of healthcare professionals to deliver effective and efficient nursing care while maintaining professional standards. Performance in

nursing practice may involve several dimensions, including the quality of patient care, accuracy of clinical documentation, communication with patients and colleagues, and the ability to collaborate within multidisciplinary healthcare teams. High levels of nurse performance are essential for ensuring patient safety and improving healthcare outcomes (Htay & Whitehead, 2021).

The significant relationship between work motivation and nurse performance observed in this study supports existing theories in organizational behavior and human resource management. Motivation acts as a driving force that encourages employees to exert effort and achieve desired outcomes (Priyantini, 2023). When nurses feel motivated, they are more likely to demonstrate stronger work engagement and maintain a higher level of commitment toward their professional responsibilities (Kurniawati et al., 2023). Motivated nurses are also more inclined to actively participate in teamwork, follow clinical guidelines, and continuously improve their professional competencies (Baek et al., 2023).

These findings are consistent with several previous studies that have reported a positive association between work motivation and employee performance in healthcare settings. Research has shown that motivated healthcare professionals tend to demonstrate higher productivity, improved work engagement, and greater job satisfaction. Motivation not only influences individual performance but also contributes to the overall effectiveness of healthcare organizations (Motivation et al., 2022).

In addition to individual motivation, organizational factors may also influence nurse performance. Leadership style, work environment, organizational culture, and recognition systems play significant roles in shaping the motivation levels of healthcare professionals. Hospitals that provide supportive leadership, clear communication, and opportunities for professional development are more likely to foster higher levels of motivation among their staff. Consequently, these factors may contribute to improved nurse performance and better healthcare service delivery (Alsadaan et al., 2023).

Another important aspect highlighted by this study is the role of hospital management in strengthening motivational strategies among nursing staff. Healthcare institutions should consider implementing policies that promote recognition of employee achievements, provide opportunities for continuous professional development, and create supportive working environments. Such

strategies may enhance nurses' sense of value and professional satisfaction, which in turn may lead to improved work performance.

Furthermore, enhancing nurses' motivation may contribute to improved patient outcomes. Motivated nurses are more likely to demonstrate empathy toward patients, maintain effective communication, and deliver high-quality nursing care. This ultimately contributes to increased patient satisfaction and improved quality of healthcare services.

However, several limitations should be considered when interpreting the findings of this study. The relatively small sample size and the focus on a single hospital may limit the generalizability of the results. In addition, the use of self-reported questionnaires may introduce response bias. Future research should involve larger samples from multiple healthcare institutions and explore additional variables such as leadership style, job satisfaction, and work environment.

Despite these limitations, this study provides valuable insights into the relationship between work motivation and nurse performance in a hospital setting. The findings emphasize the importance of strengthening motivational strategies within healthcare organizations to enhance nurse performance and improve healthcare service quality.

#### 4. CONCLUSION

This study found a significant relationship between work motivation and nurse performance at Elisabeth Hospital in Batam City. Strengthening motivational strategies may improve nurse performance and healthcare service quality.

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