

## The Relationship Between Motivation and Nurses' Performance in the Inpatient Unit of Ananda Hospital Bekasi in 2025

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Article Info	ABSTRACT
<p><b>Keywords:</b> Motivation, Performance, Nurses, Inpatient Unit, Hospital</p>	<p>This study explores the relationship between motivation and the performance of nurses in the inpatient unit of Ananda Hospital Bekasi. Motivation is a crucial factor influencing how health workers deliver quality services, particularly in hospital settings where patient care requires dedication, responsibility, and professional skills. A quantitative analytic design with a cross-sectional approach was applied, allowing data on motivation and performance to be examined simultaneously. Data were collected using validated questionnaires and structured performance assessments, ensuring reliability in measuring both variables. Statistical analysis demonstrated a significant association between motivation and nurse performance, indicating that higher levels of motivation are linked with better work outcomes. These findings highlight the importance of strengthening intrinsic and extrinsic motivation through organizational support, recognition, fair rewards, and professional development opportunities. The results contribute to managerial strategies aimed at improving health service quality by fostering motivated and high-performing nursing staff.</p>
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### INTRODUCTION

Hospitals are complex organizations that provide essential services to society within the field of health care. In a crowded and high-pressure environment, performance is not only evaluated by speed and accuracy but also by the quality of service, professional ethics, empathy toward patients, and the ability to work in teams, particularly for nurses (World Health Organization, 2020). Nurses are vital health professionals who play a crucial role in achieving public health goals. They represent more than half of the health workforce, making them the majority in hospitals (World Health Organization, 2020). Nurses provide continuous care around the clock, which positions them as critical components in evaluating hospital quality. Effective health services are only possible if nurses deliver quality care to patients (Sukurana, 2024). Consequently, nursing performance becomes a fundamental benchmark of success in achieving health service objectives, especially in inpatient units (Association, 2021).

Nursing performance is a measure of success in delivering nursing services. According to Campbell (1990), individual performance, including that of hospital nurses, results from the interaction of ability, motivation, and opportunity (Tarjono, 2022). Performance in inpatient units is a decisive factor in service quality and patient satisfaction, assessed through the accuracy of nursing interventions, responsiveness to patient needs, adherence to standard operating procedures, effective communication, empathy, and professionalism (Venakontesa et al., 2023). However, nurses frequently face challenges such as high workloads, irregular shift systems, emotional pressure from patient safety responsibilities, and limited incentives or unclear career paths. These conditions often lead to fatigue, decreased motivation, and diminished job satisfaction. Poor nursing performance can negatively affect patient satisfaction, hospital reputation, and public trust (Potter et al., 2023).

Performance evaluation therefore requires the use of indicators. Robbins and Judge (Utami & Djastuti, 2023) classify performance indicators into quality of work, quantity of output, effectiveness, and independence. Beyond indicators, it is also essential to analyze the influencing factors. Gibson (2006) identifies three dimensions: personal, psychological, and organizational. Personal aspects include age, gender, workload, education, and marital status. Psychological aspects are closely linked to motivation, while organizational aspects involve leadership and compensation (Anggraeni & Sudarmanto, 2021). Motivation is one of the most significant factors, as it mediates the influence of internal aspects (such as competence, personality, and psychological needs) and external aspects (such as organizational culture, reward systems, and leadership) on performance outcomes (Pradana, 2024).

Motivation is defined as a condition that provides directed support to employees in order to achieve organizational goals (Mangkunegara, 2017, in Ananta, 2025). It drives employees to devote energy and thought to accomplishing organizational objectives and determines the level of effort invested in their work (Yarni, 2021). High motivation has been shown to positively influence nurse performance, thereby supporting hospital service objectives (Dewi et al., 2021). Conversely, decreased motivation can lower performance and quality of care, reduce patient satisfaction, and increase burnout, turnover, and adverse incidents in hospitals (Fikri, 2024). Enhancing motivation can be achieved through reward systems, open communication, opportunities for self-development, and supportive work environments that promote security and recognition (Adhari, 2021).

McClelland's motivational theory (1987) emphasizes three basic needs that shape work motivation: the need for achievement, the need for affiliation, and the need for power. These elements create internal drives that encourage productive behavior in the workplace (Wahjono & Marina, 2022). In nursing, individuals with high achievement needs strive for excellence, efficiency, and continuous feedback (Alharbi et al., 2022). Those with strong affiliation needs perform best in supportive and collaborative environments, valuing teamwork and social relationships (Handayani & Purwanto, 2022). Meanwhile, nurses with high power needs are motivated by responsibilities in leadership, decision-making, and influencing colleagues. Together, these needs foster optimal performance in dynamic hospital environments (Sari & Wahyudi, 2023).

Prior studies confirm these relationships. Husnah (2022) reported a positive association between motivation and performance among municipal employees in Makassar. Similarly, Setyorini (2021) found a significant positive correlation between work motivation and employee performance, while Saragih (2024) confirmed a significant relationship between motivation and nurse performance.

Ananda Hospital Bekasi is a private type B hospital located in Bekasi City, committed to providing high-quality, optimal, and accessible health services under the motto “Ikhlas” (sincerity), which reflects values of integrity, compassion, and dedication. The hospital employs more than four hundred staff, including over two hundred nurses distributed across outpatient units, emergency care, intensive care, and multiple inpatient wards. According to data from the Human Resources Department, nurse performance from the years twenty twenty to twenty twenty-four has shown fluctuations. While performance was categorized as good in earlier years, the most recent assessment indicates a decline into the fair category, signaling that performance targets have not been fully achieved. This situation underscores the urgency of addressing motivational factors as key drivers of nursing performance at Ananda Hospital Bekasi.

## METHODS

This study employed a quantitative analytic design with a cross-sectional approach. The cross-sectional method was chosen because it allows data on motivation and performance to be collected at the same point in time, providing a clear snapshot of the relationship between the two variables. This approach is suitable for exploring associations without the need for long-term follow-up, making it practical and efficient in a hospital setting where the research environment is dynamic and time-sensitive.

The research was conducted at Ananda Hospital Bekasi, a private type B hospital located in Bekasi City. The hospital was selected as the study site because it represents a health care institution with a substantial number of nurses working in inpatient units, which makes it relevant for examining the relationship between motivation and nurse performance. The study setting reflects real-world challenges faced by nurses, including workload, shift systems, and organizational demands, thereby enhancing the contextual relevance of the findings.

The population in this study comprised all nurses working in the inpatient unit of Ananda Hospital Bekasi. Inclusion criteria were nurses with a minimum of one year of work experience, active status as hospital staff, and willingness to participate in the study. Exclusion criteria were nurses on long-term leave or those with incomplete responses to the research instruments. This careful selection ensured that the data collected truly represented nurses who were actively engaged in providing patient care.

The sample size was determined using the Lemeshow formula for comparing two proportions, with reference to previous studies on motivation and performance among health workers. The calculation yielded a sample of more than eighty respondents, which was considered sufficient to ensure statistical validity. To maintain representativeness, simple

random sampling was applied, giving each eligible nurse an equal opportunity to be included in the study. This minimized bias and enhanced the credibility of the research findings.

Data were collected through structured questionnaires and performance assessment tools. Motivation was measured using a Likert-scale questionnaire adapted from validated instruments in previous research, covering aspects such as intrinsic motivation, extrinsic motivation, and achievement needs. Nurse performance was evaluated using a standardized assessment tool derived from hospital performance indicators, including quality of work, timeliness, adherence to procedures, and communication. Both instruments had been tested for validity and reliability in a pilot study prior to the main data collection.

To ensure data quality, the questionnaires were distributed directly to respondents during working hours, with clear instructions provided. Respondents were assured of confidentiality and anonymity, encouraging honest and accurate responses. The completed questionnaires were checked immediately to avoid missing data, and incomplete forms were excluded from the analysis. This process helped maintain the integrity and consistency of the dataset used in statistical testing.

Data analysis was performed in several stages. First, descriptive statistics were used to present the demographic characteristics of respondents and the distribution of motivation and performance levels. Second, data were tested for normality to determine the appropriate statistical analysis. Because the data did not meet the normality assumption, non-parametric tests were applied. The chi-square test was used to examine the relationship between motivation and nurse performance, as both variables had been categorized into levels based on predetermined cut-off points.

Ethical considerations were an integral part of this study. Permission was obtained from the hospital management, and informed consent was secured from all participants. Respondents were informed of their right to withdraw at any stage without any consequences. The study ensured that participation was voluntary and that results would only be reported in aggregate form, protecting individual identities. This ethical approach reinforced the trustworthiness of the study and respected the rights of participants as health professionals.

## RESULTS AND DISCUSSION

### Overview of Motivation in the Inpatient Unit of Ananda Hospital Bekasi in 2025

The results of the motivation assessment for nurses at Ananda Hospital Bekasi showed the lowest score of thirty-four and the highest score of sixty, with a median of forty-six, as presented in the table below.

**Table 1.** Motivation Categories (n = 82)

Motivation Category	Frequency	Percentage (%)
High	48	58.5
Low	34	41.5
Total	82	100

The table above illustrates the motivation of nurses at Ananda Hospital Bekasi, where forty-eight respondents (58.5%) were categorized as having high motivation, while thirty-four respondents (41.5%) were categorized as having low motivation.

### Overview of Nurse Performance in the Inpatient Unit of Ananda Hospital Bekasi in 2025

The results of the performance assessment of nurses at Ananda Hospital Bekasi showed the lowest score of seventy-five point sixty-seven and the highest score of eighty-seven point thirteen, as presented below:

**Table 2.** Distribution of Nurse Performance Scores (n = 82)

Performance Category	Frequency	Percentage (%)
Good	70	85.4
Fair	12	14.6
Total	82	100

The table above illustrates the performance of nurses at Ananda Hospital Bekasi, where seventy respondents (85.4%) were categorized as having high performance, while twelve respondents (14.6%) were categorized as having low performance.

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The results of the statistical analysis using the chi-square test produced p-value and prevalence ratio (PR) values as follows:

**Table 3.** Relationship Between Motivation and Nurse Performance in the Inpatient Unit of Ananda Hospital Bekasi, 2025

Motivation Level	Nurse Performance		Total n	p-value %	PR (95% CI) n
	Good n	Fair %			
High	45	54.9	3	3.7	48
Low	25	30.5	9	11	34
Total	70	85.4	12	14.6	82

The table above illustrates the relationship between the motivation variable and the performance variable, showing a p-value of 0.011 at an alpha level of 0.05, with a prevalence ratio (95% CI) of 1.275 (1.029–1.580).

## Discussion

### Overview of Nurse Motivation

The results of this study revealed that more than half of the nurses at Ananda Hospital Bekasi were categorized as having high motivation, while the remainder demonstrated lower levels of motivation. This finding is consistent with McClelland's motivational theory, which identifies three core needs, achievement, affiliation, and power, as drivers of productive behavior in the workplace. In the nursing context, these needs are reflected in the pursuit of excellence, teamwork, and responsibility in decision-making. Prior studies by Hasan et al. (2021) and Melissa (2020) also reported similar variations, suggesting that the motivation of nurses can fluctuate depending on organizational support, workload, and the work

environment. This highlights the importance of fostering a supportive atmosphere, open communication, and teamwork programs to maintain high levels of motivation among nursing staff.

### **Overview of Nurse Performance**

In terms of performance, the majority of nurses at Ananda Hospital Bekasi achieved scores that placed them in the “good” category. Performance evaluation followed the hospital’s internal assessment standards, which emphasize accuracy, timeliness, patient-centered care, and adherence to procedures. This outcome demonstrates that most nurses deliver care that aligns with professional standards and patient expectations. Similar results were found in the study by Saragih (2024), where high performance was attributed to consistent application of standardized nursing assessments and procedures. Nurse performance not only reflects technical competence but also involves communication, empathy, and holistic patient care. Sustaining high levels of performance requires continuous training, the provision of adequate facilities, and professional development programs to enhance nursing competence and service quality.

### **Relationship Between Motivation and Performance**

The statistical analysis confirmed a significant relationship between motivation and nurse performance. Nurses with higher motivation were more likely to exhibit good performance compared to their less motivated peers. This finding aligns with Gibson’s model, which identifies personal, psychological, and organizational factors as determinants of performance, with motivation serving as a critical mediating variable. It also resonates with the work of Setyorini (2021) and Hendrian (2019), who demonstrated positive and significant correlations between motivation and work performance. In this study, motivated nurses were shown to be more engaged, responsible, and committed to achieving organizational goals. To preserve this positive relationship, hospital management needs to strengthen reward systems, provide fair shift arrangements, encourage career development opportunities, and foster a collaborative work environment. These measures not only enhance motivation but also ensure sustained nurse performance, ultimately contributing to improved patient outcomes and hospital reputation.

## **CONCLUSION**

This study concludes that motivation plays an essential role in shaping the performance of nurses in the inpatient unit of Ananda Hospital Bekasi. The findings demonstrate that most nurses exhibited strong motivation, while a smaller portion displayed lower levels of motivation. Similarly, nurse performance was generally categorized as good, indicating that the majority of nurses were able to carry out their responsibilities in line with established standards of care, professional ethics, and organizational expectations. The statistical analysis confirmed a significant association between motivation and nurse performance. Nurses with higher levels of motivation were more likely to demonstrate better performance than those with lower motivation. This reinforces the theoretical perspective that motivation functions as a mediating factor between personal, psychological, and organizational variables and performance outcomes. The results also align with previous research, which consistently

highlights the positive influence of motivation on work behavior and productivity in health care settings. For practical implications, hospital management should prioritize strategies to maintain and enhance nurse motivation, such as reward systems, fair shift arrangements, professional development programs, and supportive work environments. By fostering motivated and high-performing nursing staff, hospitals can strengthen service quality, improve patient satisfaction, and enhance institutional credibility.

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