The Relationship between Motivation, Compensation, Rewards and Workload with Nurse Performance

Muhamad Ganda Saputra[1], Bambang Budi Raharjo[2], Intan Zainafree[3], Chatila Maharani[4]

[1,2,3,4]Universitas Negeri Semarang

Corresponding author: muhamadgandasaputra@students.unnes.ac.id

Abstract: Quality health services are inseparable from the role of medical and non-medical personnel, including nurses. Nurses are one of the most potential human resources in hospitals in providing health services in hospitals. Therefore, nurses are required to have a good performance based on the nursing care provided to patients. Nurse performance will be a determining factor in shaping the hospital's image in the community. Factors affecting nurse performance are classified into individual, psychological, and organizational factors. This study aimed to analyze the relationship between motivation, compensation, rewards, and workload with nurse performance. This research used analytic survey with cross-sectional design. The population were nurses at Lamongan hospital of 153 people. A total of 61 people was selected using simple random sampling. The data were analyzed by using the Chi-Square test. The results showed a relationship between motivation (p=0.000), compensation (p=0.002), reward (p=0.000), and workload (p=0.004) with nurse performance in Lamongan hospital. Lamongan hospital has to adopt policies to improve nurses' performance such as preparing appropriate reward system and determining suitable workload.

Keywords: Motivation; Compensation; Reward; Workload; Nurse Performance

INTRODUCTION

Health Human Resources (HR) is an order which organizes various planning, education, and training efforts and is integrated and mutually supportive in order to ensure the achievement of the highest degree of public health. Meanwhile, health workers according to Health Law No. 36 of 2014 are everyone who devotes themselves to the health sector and has knowledge and / or skills through education in the health sector which for certain types requires the authority to carry out health efforts (Putri, 2019). HR in hospitals must have permanent staff including medical and medical support staff, nursing staff, pharmaceutical staff, hospital management staff, and non-health workers. Health workers in hospitals must work in accordance with professional standards, service standards, operational standards, professional ethics, respect patient rights, and prioritize patient interests and safety by paying attention to their own safety and health at work (Africia, 2017).

In providing health services, the most potential human resources in hospitals are nurses. Therefore, nurses who have good performance are required. Performance appraisals must be implemented in health services to enhance nurse performance and to ensure patient satisfaction (Gunawan et al., 2019). Performance appraisal is a powerful tool in improving individual performance scores appropriately (Bigdeli

et al., 2019). Good performance can be evident from the nursing care provided to patients. Good nurse performance is a determining factor for the hospital's image of the community and supports the achievement of organizational goals. (Guerero, 2016). Good performance can improve service quality (Meghdad et al., 2020). Hospitals as nursing care institutions certainly have a noble goal, which is serving and caring for patients. In addition, the nursing organization certainly also has other objectives, both general and specific. The nursing profession is a profession which has a relatively large number of human resources (50%) in a health service activity in a hospital. Nurses have a strategic position in producing quality health services in hospitals, because the services they provide are based on bio-psycho-social-spiritual and are carried out 24/7 continuously (Davidescu, 2020).

A nurse must have the ability and skills based on the five standard processes of nursing care. According to the Minister of Health Regulation No. 26 of 2019 concerning Nursing, nursing care is a series of nurse interactions with clients and their environment to achieve the goal of meeting the needs and independence of clients in caring for themselves. Service is an integral part of health services based on nursing science and tips aimed at individuals, families, groups, or communities, both healthy and sick. (Gregorowitsch, 2019). Nurse performance is the application of knowledge and abilities received during education as a nurse to apply knowledge in providing services and has the responsibility of improving health status and serving patients in accordance with their duties, functions, and competencies. (Guix, 2020). Nurse performance assessment must be carried out in accordance with the level of knowledge and competence possessed by referring to nursing practice standards. Each component of the process should involve time, work, and expertise (O'Brien et al., 2019). Performance appraisal is also adjusted to the vision of the hospital along with indicators of competence, nurse-specific tasks and nursing-sensitive quality. (Rossley & Me, 2015)

The 2022 Ministry of Health report on nurse performance from 2017 to 2021 shows that the performance of hospitals in Indonesia remains far from optimal because the hospitals are considered unhealthy. Moreover, the results of the hospital performance assessment were far from the ideal score of 70-80%. (Dewi, 2012). To date, research on nurse performance is still an interesting phenomenon to study. Unfortunately, various obstacles hinder the implementation of the performance assessment (Nikpeyma et al., 2014). These results can be observed from several previous studies. Research conducted in Pakistan found that the decline in the performance of hospital nurses had an impact on hospital services. The majority of nurses had poor performance, which was 88%. This is due to the weak quality of personnel in work communication, motivation, and workload received. Nurses also do not have adequate competence in providing nursing care in hospitals. (Hameed, 2013). Various studies have also reported that each different characteristic, comparison of manager, and nursing staff perceptions of performance appraisal or evaluation

of nurses' perceptions lead to results which generally not in accordance with the performance appraisal process (Moradi et al., 2017).

There are many factors which affect performance. Theoretically there are three things which influence behavior and performance, including individual, organization and psychology. These three things affect the work behavior of personnel which in turn will affect the performance of these personnel. Factors affecting performance include personal characteristics consisting of age, gender, experience, orientation and communication style, motivation, income and salary, environment, organization, supervision and career development. Optimal nurse performance will certainly contribute to nursing services. (Haresaku, 2020).

Work behavior is things carried out when doing work in accordance with the duties, goals and objectives to be achieved in an organization. Most nurses have moderate work motivation (74.7%) and most have moderate performance (77%). Nurses must attend seminars and training to improve knowledge and skills in nursing care, establish good relationships with coworkers and superiors to be comfortable in the work environment, be good at organizing work management, arrive on time and prepare all the tools to be used, and complete all nursing documents in accordance with procedures. With good service, the patient will be satisfied with the performance performed by the nurse (Hu Y, 2019). It can also identify gaps in nurses' knowledge, skills and professional attitudes (Soares et al., 2019).

The results of a preliminary survey conducted on 6 nurses of a Lamongan hospital using a questionnaire about nurse performance, showed data that only one nurse was in the good performance category while the rest 5 of them had poor work performance. The results of this preliminary survey also found that nurses rarely attended training in improving skills in care, while some felt that they lacked patience with patients. In addition, some nurses were late for work. Low nurse performance and work motivation will have an impact on patient satisfaction. Nurses who have low performance tend to be lazy to work so that the work they produce is not optimal. This study aimed to analyze the factors associated with nurse performance in Lamongan Hospital.

METHOD

This study was an analytic survey with a cross-sectional approach. The research was conducted at Lamongan Hospital from February to March 2024. The population in this study were all nurses in Lamongan Hospital of 153 people. The sample was selected using simple random sampling. The total sample size in this study was 61 people. The primary data collection was carried out by distributing questionnaires and conducting semi-structured interviews. The secondary data collection was carried out by analyzing data from reports and several related documents. The data analysis was carried out descriptively and inferentially. The relationship between the independent variable and the dependent variable was analyzed using the Chi-

Square test with a degree of significance of α=0.05. This study received ethical approval from the Health Research Ethics Committee.

RESULTS

The results showed that the majority of respondents were 20-35 years old with a balanced proportion of men and women. The majority of respondents also had a bachelor's degree, with employment status as civil servants and length of service for more than 6 years. The distribution of respondents based on these characteristics can be summarized in Table 1.

Table 1. Distribution of Respondents Based on Characteristics at Lamongan Hospital in 2024

Respondents Characteristics	Category	Frequency (n=61)	Percentage (%)
Age	20-35 years	41	67.2
	36-50 years	16	26.2
	> 50 years	4	6.6
Gender	Male	30	49.2
	Female	31	50.8
Educational Level	Diploma III	26	42.6
	Bachelor	35	57.4
Employment Status	Temporary Employees	26	42.6
	Civil Servant	35	57.4
Length of Service	< 6 years	27	44.3
	≥ 6 years	34	55.7

The results of the analysis of the relationship between the independent variables and the dependent variable showed that there was a significant relationship between motivation (p-value = 0.000), compensation (p-value = 0.002), appreciation (p-value = 0.000), and workload (p-value = 0.004) with nurse performance in Lamongan Hospital. The complete analysis results can be viewed in Table 2.

Table 2. The Relationship between Motivation, Compensation, Rewards, and Workload with Nurse Performance in Lamongan Hospital in 2024

Independent Variable	Category	Nurse Performance						p-value
		Good		Poor		Total		
		n	%	n	%	n	%	
Motivation	Good	21	84.0	4	16.0	25	100	0.000
	Poor	7	19.4	29	80.6	36	100	
Compensation	Good	19	70.4	8	29.6	27	100	0.002
	Poor	9	26.5	25	73.5	34	100	
Reward	High	19	82.6	4	17.4	23	100	0.000
	Low	9	23.7	29	76.3	38	100	

Workload	High	18	69.2	8	30.8	27	100	0.004
	Low	10	28.6	25	71.4	34	100	

DISCUSSION

The results showed that there was a relationship between the variables of motivation, compensation, reward, and workload with nurse performance. This shows that motivation, compensation, rewards, and workload are factors which need to be intervened to improve nurses' performance in Lamongan Hospital. Theoretically, work motivation is one of influential factors in determining a person's performance. The extent of the motivation on a person's performance depends on how much intensity of motivation is given. Motivation is a potential force within a person which can be developed alone or by a number of external forces, especially monetary or non-monetary rewards that can positively or negatively affect performance results. It really depends on the situation and conditions of the person concerned. (Jeon, 2012). In line with this theory, researchers argue that motivation is related to nurse performance because motivation is a condition that mobilizes a person to strive to achieve goals or desired results. The development of strong motivation will be able to generate good results or performance as well as the quality of the work they carry out.

This means that any increase in motivation possessed by nurses in carrying out their duties will provide an increase in their performance. The forms of motivation provided or obtained by nurses in the hospital include: pleasant workplace conditions, good working relationships, complete work equipment, good relationships between leaders as supervisors and when given great responsibility they do well and enthusiastically. In contrast to nurses who have less motivation, they will generally provide poor performance when doing work. This can be affected by uncomfortable working conditions or the rewards given which do not meet their daily needs.

Compensation will greatly affect the productivity and performance of employees in a company. This is because compensation can provide material or non-material satisfaction to employees. Compensation is a reward received by employees in connection with the sacrifices made to the company. Compensation is very sensitive because it encourages someone to work. Compensation also affects labor morale and discipline. Therefore, one of the management strategies to improve performance, motivate and increase employee job satisfaction is through compensation. There is direct compensation such as salaries, wages and incentive pay. There are also indirect ones such as health insurance, educational assistance, payments during leave or illness. (Librianty, 2019). In line with this theory, researchers argue that compensation is related to nurse performance because compensation is a reward for the achievements and performance of a nurse. If a nurse has good performance and is carried out consistently, the nurse deserves to be compensated accordingly.

Rewards are what employees or officers receive in exchange for their contributions to the organization. Reward is a meaningful aspect for nurses. For nurses, the amount of reward reflects the size of the value of their work among the nurses themselves, their families, and the community. That is why, reward is one of the important functions of human resource management, and is one of the most sensitive aspects of the employment relationship. (Sumande, 2020). In line with this theory, researchers argue that rewards are related to nurse performance. In carrying out their duties, nurses need appreciation from the hospital for their performance. The rewards given by the hospital to nurses can be in the form of participation in training, incentives, praise and appreciation, as well as recognition and promotion. The rewards given must be objective to the performance and ability of nurses and equitable for all nurses in the hospital. This means that the award given to nurses must be in accordance with their performance and dedication to the hospital. With a good reward system and also an objective assessment from the hospital, there will be satisfaction and motivation of nurses at work. If this happens, it will benefit both nurses and hospitals. Individually, nurses will feel appreciated for their performance and dedication, while institutionally, the hospital will get a good image from outsiders and the public as consumers.

Nurses' workload is determined by their function in providing nursing care and capacity to perform that function. Workload can be measured by the effective time used to complete the tasks. Assessment of the workload of nurses is determined by several variables including the number of patients treated every day, month, year in the unit, the condition or level of dependence of the patient, the average day of care, direct nursing measures, indirect care and health education, the frequency of care measures needed by patients, and the average patient care time. (Sumijatun, 2017). Workload has two types, namely quantitative workload and qualitative workload. Quantitative workload is the nurse-patient ratio, and the amount of work that must be done by a nurse. Qualitative workload is the level of difficulty or complexity in work. (Supri, 2019). In line with this theory, researchers argue that workload is related to nurse performance. When nurses get a light workload such as a lack of patients, nurses can do their work optimally, on the other hand, if nurses have a heavy workload, their performance will be less than optimal. The lack of nurses in the hospital will make nurses have a heavy workload because they have to work twice as much as before. Currently, the ratio of nurses and patients in Lamongan Hospital is still balanced. This means that nurses are still able to provide maximum service to patients. This study found that there are still nurses who have a low workload but have poor performance. This is due to the lack of a sense of responsibility from the nurses themselves and the lack of skills and knowledge in carrying out the tasks assigned. Good HR management is a strategy to be implemented in hospitals, so that the nurses' workload does not exceed capacity and still provide their best performance in serving patients. High motivation from nurses is also required in carrying out

responsibilities. Supervision from the head of the room and demands from the hospital are very important to ensure nurses always apply quality nursing care.

The findings of this study support the findings of previous research which suggested that there was a relationship between motivation and nurse performance. The results showed that nurses who had low motivation were 10.50 times more likely to have poor performance. However, the findings of the study did not support the findings of the study by Salawangi et al., which stated that there was no relationship between motivation and nurse performance. (Tahere, 2017). The findings of this study support the findings of Tayyibu's research, which states that there was a relationship between compensation variables and nurse performance. Nurses as one of the main health workers who play a role in health services should have good performance in providing services for the recovery of patients. The findings of this study do not support Crystandy's research findings which stated that there was no relationship between compensation and nurse performance. The findings of this study support the findings of Rochman's research which stated that there was a relationship between the reward variable and nurse performance. However, the findings of this study do not support Royani's research findings which indicate that there was no relationship between rewards and nurses' performance. The findings of this study support the findings of Beda's research which stated that there was a relationship between workload variables and nurse performance. (Fatima, 2020). The findings of this study do not support Africia's research which states that there is no relationship between workload and nurse performance. Because there are still inconsistent research findings, further research related to nurse performance and its determinants needs to be carried out to further refine the concept of nurse performance theory in hospitals.

It is expected for nurses in Lamongan Hospital to continue to improve their performance in serving patients as their obligations as nurses. Nurses also need to take part in organized training to be able to increase knowledge and skills or soft skills in serving patients. (Guerrero, 2016). With the findings in this study, it is hoped that the hospital will take policies such as preparing a good reward system for each nurse's performance and dedication as a form of motivation to improve nurse performance. The hospital also needs to design an appropriate workload to maximize nurse performance in serving patients.

As research in general, this study also has limitations. In this study, not all variables in the conceptual framework were studied due to limited time and energy, which limited the interaction time with respondents and researchers in extracting information from each respondent. For future researchers, it is hoped that they can continue this research with different locations and variables that have not been studied in this study such as abilities, skills, perceptions, attitudes, personality, learning, resources, leadership, structure, and work design. Further research can also use a qualitative research design in order to explore deeper information from respondents.

CONCLUSION

Based on the results of the study, it can be concluded that there is a relationship between motivation, compensation, appreciation and workload with the level of nurse performance in Lamongan Hospital. It is hoped that Lamongan Hospital will improve the reward system for each nurse's performance and dedication, as motivation to improve nurse performance and also design the appropriate workload.

REFERENCES

Africia, F. (2017). Hubungan Beban Kerja Perawat dengan Kinerja Perawat di Bangsal Instalasi Rawat Inap RSUD Mardi Waluyo Kota Blitar. *JuKe (Jurnal Kesehatan)*, 1(1). https://jurnal.stikesganeshahusada.ac.id/index.php/juke/article/view/76

Bigdeli, A., Adel-Mehraban, M., & Namnabati, M. (2019). The Effect of the Appraisal Interview on Nurses' Performance in Neonatal Intensive Care Units. *Iranian Journal of Nursing and Midwifery Research*, 24(6), 428. https://doi.org/10.4103/ijnmr.IJNMR_14_19

Davidescu, A.A.M., Apostu, S.A., Paul, A., & Casuneanu, I. (2020), Work Flexibility, Job Satisfaction, And Job Performance Among Romanian Employees-Implications For Sustainable Human Resource *Management. Sustain*, 12. https://doi.org/10.3390/su12156086

Dewi R. (2012). Implementasi Registrasi dan Praktik Perawat di Ruang Rawat Inap Rumah Sakit Umum Daerah R. Syamsudin, SH Kota Sukabumi Dikaitkan dengan Keputusan Menteri Kesehatan RI Nomor 1239/Menkes/SK/XI/2001 Tentang Registrasi dan Praktik Perawat. *Jurnal STIKES Sukabumi*, 1(1),1–14. https://jurnal.stikesmi.ac.id/

Fatima, T., & Elbanna, S. (2020), Balanced Scorecard in the Hospitality and Tourism Industry: Past, Present and Future. *Int J Hosp Manag*, 91. https://doi.org/10.1016/j.ijhm.2020.1026

Guerrero, E.G., Andrews, C., Harris, L., Padwa, H., Kong, Y., & Fenwick, K. (2016), Improving Coordination of Addiction Health Services Organizations with Mental Health and Public Health Services. *J Subst Abuse Treat*, 60, 45–53. https://doi.org/10.1016/j.jsat.2015.08.002

Guix, M., & Font, X. (2020), The Materiality Balanced Scorecard: A framework for Stakeholder-Led Integration Of Sustainable Hospitality Management And Reporting. *Int J Hosp Manag*, 91, 102634. https://doi.org/10.1016/j.ijhm.2020.1026

Gunawan, N.P.I.N., Hariyati, R.T.S., & Gayatri, D. (2019). Motivation as a Factor Affecting Nurse Performance in Regional General Hospitals: A Factors Analysis. *Enfermería Clínica*, 29, 515–520. https://doi.org/10.1016/J.ENFCLI.2019.04.078

Gregorowitsch, M.L., van den Bongard, H.J.G.D., Couwenberg, A.M., Young- Afat, D.A., Haaring, C., Van Dalen, T., Schoenmaeckers, E.J.P., Agterof, M.J., Baas, I.O., Sier, M.F., Ernst, M.F., van Hummel, R., & Verkooijen, H.M. (2019), Self-Reported Work Ability In Breast Cancer Survivors; A Prospective

Cohort Study In The Netherlands. Breast, 48, 45– 53. https://doi.org/10.1016/j.breast.2019.08.004

Hameed, A, & Waheed, A. (2013). Employee Development and Its Affect on Employee Performance: A Conceptual Framework. Int J Bus Soc Sci, 2(13), 224–9. http://academia.edu/download/48963290/Article.pdf

Haresaku, S., Aoki, H., Kubota, K., Monji, M., Miyoshi, M., Machishima, K., Nakashima, F., & Naito, T. (2020), Comparison of Perceptions, Attitudes And Performance Regarding Collaborative Oral Health Care Among Health-Care Workers. *Int Dent* J, 70, 462–468. https://doi.org/10.1111/idj.12581.

Hu, Y., Xiao, S., Wen, J., & Li, J. (2019), An ANP-Multi-Criteria-Based Methodology To Construct Maintenance Networks For Agricultural Machinery Cluster in a Balanced Scorecard Context. *Comput Electron Agric*, 158, 1–10. https://doi.org/10.1016/j.compag.2019.01.031

Jeon, H., & Choi, B. (2012), The Relationship Between Employee Satisfaction And Customer Satisfaction. J Serv Mark, 26, 332–341. https://doi.org/10.1108/08876041211245236

Librianty, N. (2019) Hubungan Motivasi dengan Kinerja Perawat Pelaksana di UPTD Kesehatan Tapung Kab. Kampar Tahun 2018. *J Ners Univ Pahlawan Tuanku Tambusai*, 2(2), 59–70. https://journal.universitaspahlawan.ac.id/index.php/ners/article/view/227

Meghdad, R., Nayereh, R., Zahra, S., Houriye, Z., & Reza, N. (2020). Heliyon Assessment of the Performance of Nurses Based on the 360-Degree Model and Fuzzy Multi-Criteria Decision-Making Method (FMCDM) and Selecting Qualified Nurses. *Heliyon*, 6 (January), e03257. https://doi.org/10.1016/j.heliyon.2020.e03257

Moradi, T., Mehraban, M., & Moeini, M. (2017). Comparison of the Perceptions of Managers and Nursing Staff Toward Performance Appraisal. *Iranian Journal of Nursing and Midwifery Research*, 22(2), 128. https://doi.org/10.4103/ijnmr.IJNMR_142_15

Nikpeyma, N., Abed-saeedi, Z., Azargashb, E., & Alavi-majd, H. (2014). Problems of Clinical Nurse Performance Appraisal System: A Qualitative Study. *Asian Nursing Research*, 8(1), 15–22. https://doi.org/10.1016/j.anr.2013.11.003

O'Brien, J., Thompson, M.S., & Hagler, D. (2019). Using Generalizability Theory to Inform Optimal Design for a Nursing Performance Assessment. *Evaluation and the Health Professions*, 42(3). https://doi.org/10.1177/0163278717735565

Putri, H.R. (2019). *Hubungan antara Motivasi Kerja dengan Kinerja Perawat di Ruang Rawat Inap Rumah Sakit Islam Siti Aisyah Madiun. Stikes Bakti Husada Madiun*. http://repository.stikes-bhm.ac.id/id/.

Rossley, J.A.G.M.C., & Me, D. (2015). Functional Mentoring: A Practical Approach with Multilevel Outcomes. *Journal of Continuing Education in the Health Professions*, 28(3), 157-164. https://doi.org/10.1002/chp.178

Soares, M.I., Leal, L.A., Resck, Z.M.R., Terra, F. de S., Chaves, L.D.P., & Henriques, S.H. (2019). Competence-Based Performance Evaluation in Hospital Nurses. Rev Lat Am Enfermagem, 27, e3184. https://doi.org/10.1590/1518-8345.3173.3184

Sumande, D.V., & Ruiz, F.B. (2020). Evaluation of Staff Nurses Performance in Level III Private Hospitals in Region IV-A Basis for Continuing Professional Development Program. *Enfermeria Clinica*, 30, 42–

47. https://doi.org/10.1016/j.enfcli.2019.09.034

Sumijatun. (2017). *Konsep Dasar Menuju Keperawatan Profesional*. Edisi Revisi. Maftuhin A, editor. Jakarta: Trans Info Media (TIM).

Supri, A., Rachmawaty, R., & Syahrul, S. (2019). Nurses' Performance Assessment Based On Nursing Clinical Authority: A Qualitative Descriptive Study. *Journal of Nursing Practice*, 2(2), 80–90. https://doi.org/10.30994/jnp.v2i2.48

Tahere, M.M.A., Mehraban., & Moeini, M. (2017). Comparison of the Perceptions of Managers and Nursing Staff Toward Performance Appraisal. *Iranian Journal of Nursing and Midwifery Research*, 22(2), 128. https://doi.org/10.4103/IJNMR.IJNMR_142_15