



Analysis of the Influence of Work Motivation on the Improvement of Nurse Performance at RSU Mitra Medika Amplas Medan

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Abstract

Performance refers to the outcome of work in terms of both quality and quantity achieved by a nurse in carrying out their duties in accordance with assigned responsibilities. One of the key factors influencing performance is motivation. Motivation serves as a driving force in achieving high-quality service, particularly in the healthcare sector of a hospital.

Nurses must possess strong motivation to deliver the desired level of service quality and should continually strive for improvement rather than being complacent with current achievements. This study aims to analyze the effect of work motivation on nurse performance at RSU Mitra Medika Amplas Medan. The research employed a survey method with an explanatory research design. The population consisted of nurses holding a D3 qualification, with a sample size of 92 respondents. Data analysis was conducted using multiple linear regression to determine the influence of independent variables on the dependent variable. The results indicated that the variables of rewards, responsibility, salary, and interpersonal relationships significantly influenced nurse performance, with p-values less than 0.05. Based on these findings, it is recommended that RSU Mitra Medika Amplas Medan place greater emphasis on enhancing nurses' work motivation to improve the quality of nursing care.

Keywords: Motivation, Nurse, Performance

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Introduction

Hospitals are vital institutions in improving public health and are obligated to provide quality, effective, and efficient services in accordance with national standards (Law of the Republic of Indonesia, 2023). The achievement of optimal healthcare services is greatly influenced by the quality of human resources, particularly nurses who play a direct role in delivering nursing care to inpatients.

According to Kewuan (2018), nurses are professional healthcare workers who possess the skills, responsibilities, and authority to provide nursing care at various levels. The success of nursing services depends largely on effective management of nursing staff and the level of work motivation among nurses. High motivation, both intrinsic and extrinsic, is essential for improving the quality of nursing services.

Motivation and ability are key elements in determining the quality of nurse performance. This performance is reflected in the quality of care, patient satisfaction, service effectiveness, and the hospital's public image. Factors influencing nurse performance include motivation, work environment, work ethic, leadership, and organizational policies.

Although work motivation is not directly observable, it can be interpreted through behavior. The drive to achieve goals, fulfill needs, and attain job satisfaction forms the foundation for nurses in performing their duties. Arin et al. (2021) emphasized that motivation arises from unmet desires and expectations.

In Indonesia, the number of nurses has reached 603,046, with 7,818 of them located in Medan City (BPS, 2024). RSU Mitra Medika Amplas is a type C private hospital managed by PT Mitra Medika Insani, located at Jalan Sisingamangaraja No. 11, Medan Amplas. The hospital employs 139 nurses with D3 qualifications and upholds the vision of becoming a leading, globally competitive hospital.

However, the results of a preliminary survey involving 30 nurses at RSU Mitra Medika Amplas revealed that 26 of them expressed low work motivation, citing inadequate incentives and salaries that did not match their workload. Other concerns included lack of attendance accountability, weak teamwork, and poor relationships with superiors who tended to prioritize patient complaints over the well-being of the nursing staff.

Research by Pinandita et al. (2021) and Lubis (2022) supports the notion that low motivation is often caused by weak interpersonal relationships, high levels of work-related stress, insufficient rest time, and limited financial support. These issues have a direct impact on declining performance and the quality of services provided.

Nurses are not only responsible for delivering patient care but also require institutional support, including the fulfillment of their rights and attention to their work motivation. Strong work motivation positively impacts nurse performance, supports the achievement of organizational goals, and enhances the overall quality of hospital services. Given these circumstances, this study aims to examine the influence of work motivation on nurse performance at RSU Mitra Medika Amplas Medan.



Methods

This research is a survey study with an explanatory research design. The study was conducted at RSU Mitra Medika Amplas, located in Medan City, North Sumatra. It began with a preliminary survey in February 2025 and continued until completion. The population in this study consisted of D3-qualified nurses working at RSU Mitra Medika Amplas. The sample size was determined using the ISSAC and MICHAEL sampling tables, resulting in a total of 92 nurses selected as respondents.

The sampling technique used was simple random sampling, in which all nurses had an equal chance of being selected. The sampling was carried out by listing the entire population and using a random generator application to determine the sample.

The variables in this study included independent variables—namely intrinsic work motivation (rewards and responsibilities) and extrinsic work motivation (working conditions, salary, and interpersonal relationships)—and a dependent variable, which was nurse performance (measured in terms of quantity and quality). Data were collected through structured interviews using a closed-ended questionnaire, in which the possible answers were provided in advance.

The data were analyzed using multiple linear regression. Prior to conducting the regression analysis, the researchers described the research variables through cross-tabulations to explore the relationships between variables.

Results

Characteristics of Nurses at RSU Mitra Medika Amplas, Medan

Based on Table 1, which presents the characteristics of nurses at RSU Mitra Medika Amplas Medan, data were obtained from a total of 92 respondents. The average age of the nurses was 26.07 years. The majority of nurses were under the age of 30, totaling 81 individuals (88.0%), while those over 30 years old accounted for only 11 individuals (12.0%).

In terms of gender distribution, female nurses were more dominant, with 68 individuals (73.9%), compared to 24 male nurses (26.1%). This indicates that the nursing workforce at the hospital is predominantly female.

Regarding length of service, 70 nurses (76.1%) had been employed for less than three years, while 22 nurses (23.9%) had worked for more than three years. These data illustrate that most of the nurses at RSU Mitra Medika Amplas have relatively short work experience, with the majority having served for less than three years.

Table 1. Frequency Distribution of Nurse Characteristics at RSU Mitra Medika Amplas

Characteristics	n	%
Age		
≤ 30 years	81	88.0
> 30 years	11	12.0
Gender		
Man	24	26.1



Characteristics	n	%
Woman	68	73.9
Length of work		
≤ 3 years	70	76.1
> 3 years	22	23.9

The distribution of categories for the independent variables refers to how the categorical values of these variables are spread across the dataset. Independent variables are those used to predict or explain variations in the dependent variable in a statistical analysis.

Table 2. Frequency Distribution of Independent and Dependent Variable Categories

Variables	n	%
Award		
Good	36	39.1
Enough	45	48.9
Not enough	11	12.0
Responsibility		
Good	42	45.7
Enough	40	43.5
Not enough	10	10.9
Working conditions		
Good	30	32.6
Enough	46	50.0
Not enough	16	17.4
Wages		
Good	34	37.0
Enough	51	55.4
Not enough	7	7.6
Individual Relationships		
Good	31	33.7
Enough	47	51.1
Not enough	14	15.2
Performance		
Good	74	80.4
Enough	18	19.6

Based on Table 2, the distribution of respondents in the *good* category for each variable is as follows: the reward category had 36 respondents (39.1%), the responsibility category had 42 respondents (45.7%), the working condition category had 30 respondents (32.6%), the salary category at RSU Mitra Medika Amplas had 34 respondents (37.0%), and the individual nurse



relationship category had 31 respondents (33.7%). Meanwhile, the nurse performance category in the *good* category was reported by 74 respondents (80.4%).

Cross Tabulation of Independent and Dependent Variables

Cross tabulation is used to analyze the relationship between independent variables and the dependent variable. In this study, the independent variables are rewards, responsibilities, working conditions, salary, and individual relationships, while the dependent variable is nurse performance.

Rewards: Of the 36 respondents who rated rewards as good, 100% had good performance. Among the 45 respondents who rated rewards as sufficient, 77.8% had good performance, while of the 11 respondents who rated rewards as insufficient, only 27.3% had good performance.

Responsibility: Of the 42 respondents who reported good responsibility, 85.7% had good performance. Among the 40 respondents who reported sufficient responsibility, 75% had good performance, and of the 10 respondents who reported low responsibility, 80% had good performance.

Working Conditions: Of the 30 respondents who rated their working conditions as good, 73.3% had good performance. Among the 46 respondents who rated them as sufficient, 82.6% had good performance, while of the 16 respondents who rated them as poor, 87.5% had good performance.

Salary: Of the 34 respondents who rated their salary as good, 97.1% had good performance. Among the 51 respondents who rated it as sufficient, 70.6% had good performance, and of the 7 respondents who rated their salary as poor, 71.4% had good performance.

Individual Relationships: Of the 31 respondents who rated their individual relationships as good, 93.5% had good performance. Among the 47 respondents who rated them as adequate, 78.7% had good performance, while of the 14 respondents who rated them as poor, 57.1% had good performance.

Thus, there is a noticeable relationship between the independent variables—rewards, responsibilities, working conditions, salary, and individual relationships—and nurse performance. The better the condition of these variables, the greater the likelihood that respondents will demonstrate good performance. This indicates that these independent variables play a significant role in determining the performance of nurses.

Table 3. Cross Tabulation of Independent Variables with Dependent Variable (Nurse Performance)

Variables	Performance				Total	
	Good		Enough			
	n	%	n	%	n	%
Award						
Good	36	100	0	0	36	100
Enough	35	77.8	10	22.2	45	100
Not enough	3	27.3	8	72.7	11	100
Responsibility						



Variables	Performance				Total	
	Good		Enough			
	n	%	n	%	n	%
Good	36	85.7	6	14.3	42	100
Enough	30	75.0	10	25.0	40	100
Not enough	8	80.0	2	20.0	10	100
Condition						
Good	22	73.3	8	26.7	30	100
Enough	38	82.6	8	17.4	46	100
Not enough	14	87.5	2	12.5	16	100
Wages						
Good	33	97.1	1	2.9	34	100
Enough	36	70.6	15	29.4	51	100
Not enough	5	71.4	2	28.6	7	100
Connection						
Good	29	93.5	2	6.5	31	100
Enough	37	78.7	10	21.3	47	100
Not enough	8	57.1	6	42.9	14	100

The Influence of Work Motivation on Performance

To ensure the validity of the regression model, classical assumption tests such as normality, linearity, multicollinearity, autocorrelation, and heteroscedasticity were conducted. Hypothesis testing was then performed using the *t*-test and *F*-test to examine the partial and simultaneous effects of work motivation on performance.

Classical Assumption Test

The classical assumption test aims to verify the accuracy of the regression model, ensuring that it provides unbiased and consistent estimates. According to Sugiyono (2016), the classical assumption test includes tests for normality, multicollinearity, and heteroscedasticity. If heteroscedasticity is present, it indicates non-constant variance, which may lead to inaccurate standard errors. If multicollinearity exists, it becomes difficult to isolate the individual effects of each independent variable, potentially reducing the significance level of the regression coefficients. Therefore, performing classical assumption tests is essential.

The **normality test** was conducted to determine whether the data followed a normal distribution. In regression analysis, both the dependent and independent variables should ideally be normally distributed. A good regression model is based on normally or near-normally distributed data. Based on the Kolmogorov-Smirnov test (see Appendix 9), the Asymp. Sig value was 0.200 (> 0.05), indicating that the data were normally distributed. This confirms that the regression model is appropriate for predicting the dependent variable—nurse performance—based



on the independent variables: rewards, responsibilities, working conditions, salary, and individual relationships. Hence, the data are suitable for further analysis.

The **linearity test** was performed to determine whether the model specification was appropriate. This test helps identify whether the relationship between variables is linear, quadratic, or cubic. The assumption made is that the correct model is linear. The mean values of the performance variable (Y) for each independent variable—rewards (X1), responsibilities (X2), working conditions (X3), salary (X4), and individual relationships (X5)—should fall along the linear plane formed by the regression equation. The results of the ANOVA (overall *F*-test) showed a significance value of 0.001 (< 0.05), indicating that the linearity assumption was met and that the regression model is appropriate for predicting nurse performance.

The **multicollinearity test** was conducted to assess whether there were strong correlations among the independent variables that could distort the regression analysis. Multicollinearity can cause regression coefficients to become unstable and increase the standard error. To evaluate multicollinearity, the tolerance and variance inflation factor (VIF) values were analyzed. As shown in Appendix 9, the tolerance values ranged from 0.948 to 0.981 (all > 0.10), and the VIF values ranged from 1.020 to 1.055 (all < 10), indicating that multicollinearity was not present. Therefore, the regression model is suitable for use in predicting the dependent variable—nurse performance—based on the independent variables: rewards, responsibilities, working conditions, salaries, and individual relationships.

Autocorrelation Test

The autocorrelation test aims to determine whether there is a correlation between the residuals (errors) in the regression model over different time periods. This test can be assessed using the Durbin-Watson (DW) statistic, developed by J. Durbin and G. Watson, with the following interpretation:

1. If the DW value is below -2, it indicates positive autocorrelation.
2. If the DW value is between -2 and +2, it indicates no autocorrelation.
3. If the DW value is above +2, it indicates negative autocorrelation.

A good regression model is one that is free from autocorrelation. As shown in Appendix 9, the Durbin-Watson value is 1.663, which falls between -2 and +2. Therefore, it can be concluded that there is neither positive nor negative autocorrelation, and the regression model is suitable for predicting the dependent variable—nurse performance—based on the independent variables: rewards, responsibilities, working conditions, salary, and individual relationships.

Heteroscedasticity Test

The heteroscedasticity test aims to determine whether there is unequal variance in the residuals of the regression model. In cases of heteroscedasticity, the errors are not randomly distributed but instead exhibit a systematic pattern relative to the magnitude of one or more variables. In this study, a graphical method was used to test for heteroscedasticity. As shown in Appendix 9 and the accompanying scatterplot graph, the data points are randomly scattered above



and below zero on the Y-axis. This indicates that the regression model does not exhibit heteroscedasticity.

Hypothesis Testing

Multiple linear regression analysis is used to test the research hypothesis regarding the influence of independent variables on the dependent variable. This method is particularly effective in determining the impact of several independent variables on a single dependent variable. In this case, the analysis examines the effect of rewards, responsibilities, working conditions, salary, and individual relationships on nurse performance. The multiple linear regression analysis involving the independent variables—rewards (X1), responsibilities (X2), working conditions (X3), salary (X4), and individual relationships (X5)—on the dependent variable—performance (Y)—is presented in the following table:

Table 4. Multiple Linear Regression Analysis of Work Motivation on Nurse Performance at RSU Mitra Medika Amplas Medan

Model	Unstandardized Coefficients		Standardized Coefficients		t	Sig.	Collinearity Statistics	
	B	Std. Error	Beta				Tolerance	VIF
1 (Constant)	16,045	2.135			7,515	<.001		
Award	.969	.082	.687		11,826	<.001	.960	1,042
Responsibility	.222	.085	.149		2,597	.011	.981	1,020
Working conditions	-.115	.086	-.078		-1.329	.187	.948	1,055
Wages	.442	.090	.286		4.924	<.001	.958	1,044
Individual relationships	.323	.084	.223		3.823	<.001	.948	1,055

Based on Table 4 above, the multiple linear regression equation is as follows:

$$Y = a + b_1X_1 + b_2X_2 + b_3X_3 + b_4X_4 + b_5X_5 + b_n X_n + e$$

$$Y = 16.045 + 0.969 X_1 + 0.222 X_2 + 0.442 X_4 + 0.323$$

Based on the equation above, it can be concluded from the results of the multiple linear regression statistical test that the constant value is 16.045. If the reward variable increases by 1 point, nurse performance increases by 0.969, assuming other variables remain constant. The p -value is <0.001 (<0.05), indicating that rewards have a significant influence on nurse performance.

If the responsibility variable increases by 1 point, nurse performance increases by 0.222, assuming other variables remain constant. The p -value is 0.011 (<0.05), which means that responsibility has a significant influence on nurse performance.



If the salary variable increases by 1 point, nurse performance increases by 0.442, assuming other variables remain constant. The p -value is <0.001 (<0.05), indicating that salary has a significant effect on nurse performance.

If the individual relationship variable increases by 1 point, nurse performance increases by 0.323, assuming other variables remain constant. The p -value is <0.001 (<0.05), indicating that individual relationships significantly influence nurse performance.

Discussion

The Influence of Rewards on Nurse Performance at Mitra Medika Amplas General Hospital, Medan

Rewards significantly contribute to the performance of nurses at RSU Mitra Medika Amplas, as indicated by a coefficient of 0.969 and a t -value of 11.826, which exceeds the 5% significance threshold ($0.001 < 0.05$). This finding confirms that rewards have a substantial effect on performance improvement. It aligns with various studies conducted in hospitals across Indonesia, which have demonstrated that a well-structured reward system can enhance nurses' motivation and ultimately improve the quality of healthcare services. Handayani et al. (2022) emphasized that performance-based rewards can significantly enhance the productivity of nursing staff.

Nafatilana et al. (2024) further reported that forms of recognition such as "Best Employee" awards, performance-based bonuses, and vacation incentives are considered effective in boosting motivation. Similarly, Bhuiyan (2023) suggested that public recognition—such as displaying the names of outstanding nurses in common areas and involving supervisors and peers in evaluations—serves as a strong motivational tool.

However, some nurses indicated that the current reward system remains suboptimal, particularly regarding promotion opportunities and certification recognition. Habibi et al. (2020) stressed the importance of both financial (bonuses, incentives) and non-financial rewards (recognition, professional training, promotions) in fostering enthusiasm and work performance. Thus, a structured, consistent, and workload-appropriate reward system is essential for enhancing nurse performance and the quality of care delivered.

The Influence of Responsibility on Nurse Performance at Mitra Medika Amplas General Hospital, Medan

Responsibility was found to significantly influence nurse performance, with a coefficient of 0.222 and a t -value of 2.597 ($0.011 < 0.05$). Nurses who exhibit a high sense of responsibility are more likely to demonstrate superior work performance, as responsibility drives consistent and professional task execution. Anggraini et al. (2018) also concluded that responsibility is closely linked to motivation and performance.

Kristi Toode et al. (2011) observed that intrinsic motivation—especially in the form of personal accountability—is a major driver of nurse performance. Similarly, Agustina et al. (2018) confirmed that responsibility significantly affects work outcomes. Therefore, fostering a



supportive environment that nurtures a sense of responsibility will contribute to improved nursing service quality.

The Influence of Working Conditions on Nurse Performance at Mitra Medika Amplas General Hospital, Medan

Based on the study results, working conditions did not show a significant influence on nurse performance, as evidenced by a coefficient of -0.115 and a t-value of -1.329 ($0.187 > 0.05$). This indicates that, in the context of RSU Mitra Medika Amplas, the work environment is not the primary determinant of performance.

However, prior research by Atmalia et al. (2023) and Wardani et al. (2020) has shown that supportive and comfortable working conditions—both physical and psychological—can enhance nurse productivity. Elements such as cleanliness, safety, and positive relationships with colleagues and supervisors are critical. Nonetheless, in this study, nurses appeared to maintain their performance regardless of their perceptions of the physical work environment, suggesting that other factors may have had a stronger impact.

The Influence of Salary on Nurse Performance at Mitra Medika Amplas General Hospital, Medan

Salary was proven to have a significant effect on nurse performance, with a coefficient of 0.442 and a t-value of 4.924 ($0.001 < 0.05$). A fair and timely salary is seen as a form of appreciation for nurses' workloads and achievements, including incentives for those who exceed performance targets.

Nazilah (2020) emphasized that performance bonuses are a strategic tool for improving nurse productivity. However, a discrepancy was found between expectations and reality—for example, nurses often reported not receiving additional compensation for working beyond scheduled hours. Pandey (2018) highlighted that salary, as an extrinsic motivator, plays a key role in job satisfaction. Similarly, Aduo (2016) stated that financial compensation significantly affects the overall productivity of healthcare professionals. Thus, ensuring fair and timely remuneration is crucial to sustaining and enhancing nurse performance.

The Influence of Individual Relationships on Nurse Performance at Mitra Medika Amplas General Hospital, Medan

Interpersonal relationships within the workplace have a significant influence on nurse performance, demonstrated by a coefficient of 0.323 and a t-value of 3.823 ($0.001 < 0.05$). This influence is evident through social support from colleagues and supervisors, which provides both emotional and practical encouragement that boosts work motivation.

According to Rahmawati and Irwana (2020), social support—including guidance, material assistance, and emotional attention—directly enhances nurses' motivation and performance. Despite this, the study identified barriers such as limited collaboration among nurses and weak communication between staff and supervisors. Therefore, fostering strong and supportive



interpersonal relationships is essential for creating a conducive work environment and improving both nurse performance and the quality of care provided.

Conclusion

Based on the results of the study on the influence of work motivation on nurse performance at RSU Mitra Medika Amplas Medan, it can be concluded that two types of motivation play a role: intrinsic motivation and extrinsic motivation. In terms of intrinsic motivation, the findings indicate a significant influence of appreciation and responsibility on nurse performance, with p-values of 0.001 and 0.011, respectively. This suggests that the higher the level of appreciation and sense of responsibility nurses possess, the better their performance. Meanwhile, in the aspect of extrinsic motivation, the results show that working conditions do not have a significant impact on nurse performance (p-value: 0.187). However, salary and individual relationship variables were found to have a significant influence on performance, both with p-values of 0.001. Therefore, it can be concluded that both intrinsic and extrinsic factors play an important role in influencing nurse performance, although not all variables within each category demonstrated a statistically significant effect.





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