

Nursing with heart: Analyzing the influence of motivation and remuneration in improving nurse performance at RSJ Mutiara Sukma

Fitria Hidayati¹, Saimi Saimi²

^{1,2}Magister of Health Administration Study Program, Qamarul Huda Badaruddin Bagu University, Praya, Indonesia

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ABSTRACT

The role of nurses in Mental Health Hospitals (RSJ) is crucial in providing quality mental health care. Motivation and remuneration have been identified as key factors influencing nurse performance in RSJs. This study aims to explore the influence of motivation and remuneration on nurse performance at RSJ Mutiara Sukma. A qualitative approach with regression analysis was used in this study. A sample of 110 nurses was randomly selected from the total population of 153 nurses at RSJ Mutiara Sukma. Data were collected through in-depth interviews and observations. The analysis results showed a significant relationship between motivation, remuneration, and nurse performance. High motivation, both intrinsic and extrinsic factors, positively contributed to nurse performance. Similarly, fair and adequate remuneration also influenced the improvement of nurse performance. These findings emphasize the importance of considering motivation and remuneration as key factors in enhancing nurse performance at RSJ Mutiara Sukma. Hospital management should consider implementing policies that support intrinsic and extrinsic motivation and ensure a fair remuneration system as strategies to improve the effectiveness of mental health care services in the institution

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Corresponding Author:

Saimi Saimi,
Magister of Health Administration Study Program,
Qamarul Huda Badaruddin Bagu University,
Jl. H. Badaruddin Desa Bagu, Lombok Tengah, 83562, Indonesia
Email: saimi.imi@gmail.com

INTRODUCTION

Hospitals are institutions or healthcare facilities designed to provide medical services and care to patients in need. The primary function of hospitals is to diagnose, treat, and heal illnesses and injuries, as well as provide medical care to individuals who are sick or injured. According to (Gehri, Bachnick, et al., 2023), one of the main roles of hospitals is as medical service providers. Hospitals offer a variety of medical services, such as acute care, surgery, treatment, long-term care, emergency care, and diagnostic services such as MRI scans, radiography, and laboratory services. Every healthcare facility needs to fulfill its duties and roles optimally to provide quality healthcare

services (van Oort et al., 2024). Human resources in hospitals play a key role in achieving this goal (Van Bogaert et al., 2013). They are the backbone of hospital operations and can influence most aspects of healthcare services provided to patients (Lee et al., 2023). In the realm of healthcare, the role of nurses is undeniably crucial in providing quality care to patients. In Mental Health Hospitals (RSJ), where patients' needs for psychiatric and mental care are highly specific, the quality of nurses' performance has a significant impact on the treatment outcomes and patient recovery (Chang et al., 2019);(Konttila et al., 2020); (Bekelepi & Martin, 2022).

According to the satisfaction survey conducted in 2020 at Mutiara Sukma Mental Hospital in West Nusa Tenggara Province, the score obtained was 80.83, categorizing it as good. However, the 2021 satisfaction survey results indicated that there is still a need for improvement in the completion time component, as it obtained the lowest Customer Satisfaction Index (CSI) of 79.45. On the other hand, the handling of complaints, suggestions, and feedback received the highest CSI of 85.66, deserving appreciation. Overall, the service elements were rated as good. The 2021 satisfaction survey at Mutiara Sukma Mental Hospital in West Nusa Tenggara Province obtained a score of 82.48, also categorized as good. Regarding the employee performance report at Mutiara Sukma Mental Hospital over the past two years, namely in 2021 and 2022, it was noted that there were indicators that did not meet the standards. In 2021, there were 19 indicators, accounting for 21%, and in 2022, there were 13 indicators, accounting for 18%. The percentage of indicators not meeting the standards decreased from 21% in 2021 to 18% in 2022, indicating that there is still room for improvement in various aspects of nurse performance at Mutiara Sukma Mental Hospital. Although this percentage decreased from 2021 to 2022, it still requires attention and follow-up actions.

Motivation is a key factor that influences nurse performance significantly. When nurses feel motivated, they tend to be more dedicated in providing optimal care to patients. This motivation can stem from various sources, including a sense of achievement, responsibility towards the profession, and satisfaction in helping others (C Osuala et al., 2022);(Park & Song, 2023). Motivation plays a crucial role in determining nurse performance in Mental Health Hospitals (RSJs). When nurses feel motivated, they are inclined to demonstrate greater dedication in carrying out their duties. High motivation drives nurses to innovate and seek creative solutions to overcome daily challenges in the mental health care environment(Susanti et al., 2023). This not only enhances the efficiency and effectiveness of care but also strengthens the bond between nurses and patients. Nurse performance driven by high motivation is also reflected in increased productivity, enabling better service to patients by optimizing the use of available resources in RSJs. Additionally, high motivation reinforces nurses' commitment to compliance with treatment procedures and protocols, thereby reducing the risk of errors or non-compliance that could negatively impact patients(Ruffin et al., 2023). Thus, the relationship between motivation and nurse performance in RSJs is very close, where high motivation helps improve the overall quality of care and patient experience.

In addition to motivation, remuneration or compensation also plays a crucial role in influencing nurse performance. Recognition of contributions and fair compensation can enhance job satisfaction and nurse motivation, which in turn can improve the quality of care provided (Gehri, Ausserhofer, et al., 2023). Remuneration, or compensation, plays an important role in influencing nurse performance in Mental Health Hospitals (RSJs). A fair and adequate remuneration system can serve as a motivator for nurses to enhance their performance (Kagwe et al., 2019). When nurses feel that their contributions and efforts are recognized and adequately valued through appropriate compensation, they are more likely to be motivated to work better (Fereidouni et al., 2023). Adequate remuneration can also reduce the financial stress that nurses may experience, allowing them to focus fully on their caregiving duties without being distracted by concerns about their financial needs (Zhou et al., 2019). Furthermore, a transparent and fair remuneration system can enhance nurse job satisfaction. Nurses who are satisfied with their

compensation system tend to be more committed to their work and feel more valued by the institution where they work (Chaladthanyagid et al., 2023);(Gehri, Bachnick, et al., 2023). This can create a positive work environment in RSJs, where nurses feel supported and appreciated, which in turn can enhance their motivation to provide the best possible care to patients.

In the context of this research, the main focus is to uncover whether there is a significant influence between motivation and remuneration on nurse performance at Mutiara Sukma Mental Hospital (RSJ). This study aims to investigate how motivation, whether sourced from intrinsic or extrinsic factors, as well as the implemented remuneration system, affect the level of nurse performance in this institution. By gathering valid data and analyzing it meticulously, this research aims to provide a deeper understanding of the relationship between motivation, remuneration, and nurse performance at Mutiara Sukma Mental Hospital (RSJ). It is expected that the results of this study will offer valuable insights for hospital management in developing more effective policies and strategies to enhance motivation, job satisfaction, and nurse performance. The conclusions drawn from this research will serve as a strong foundation for improving the human resource management system at Mutiara Sukma Mental Hospital (RSJ), with the ultimate goal of enhancing service delivery and patient care experience. The findings of this research are anticipated to provide valuable insights for Mutiara Sukma Mental Hospital (RSJ) management in designing more effective policies and strategies to enhance motivation, job satisfaction, and nurse performance, ultimately resulting in a positive impact on patient service and experience at the hospital.

There are three previous studies relevant to the influence of motivation and remuneration on nurse performance: The first study, titled "The Influence of Motivation on Nurse Performance in General Hospitals," explores the relationship between various motivational factors (such as intrinsic motivation, extrinsic rewards, and job satisfaction) and nurse performance in general hospitals (Gunawan et al., 2019). This study emphasizes the general linkage of motivation without specific focus on remuneration, including financial incentives, which is the focus of the current research at RSJ Mutiara Sukma. The second study, titled "Effects of Financial Incentives on Nurse Performance," is a meta-analysis synthesizing findings from several studies regarding the impact of financial incentives on nurse performance in various healthcare settings (Giles et al., 2014). The difference lies in the current research being more focused on a single healthcare facility (RSJ Mutiara Sukma) and considering both motivation and remuneration, including non-financial incentives. The third study, titled "Job Redesign and Nurse Performance," examines how job redesign initiatives affect nurse performance over time, including factors such as task variety, autonomy, and feedback mechanisms (Gordon et al., 2018). Although job redesign can affect motivation and performance, the current research specifically investigates the influence of motivation and remuneration, which may or may not be indirectly affected by job redesign efforts. Additionally, this study not only focuses on the effects of job redesign but also considers motivation and remuneration factors more broadly. While some previous studies have examined aspects related to motivation, remuneration, and nurse performance, the current research at RSJ Mutiara Sukma provides a focused analysis on how these specific factors interact within a particular healthcare context. By narrowing the research scope to a specific facility and considering both motivation and remuneration factors, the current research aims to provide deeper insights tailored to the unique circumstances of RSJ Mutiara Sukma. While previous research has provided initial understanding of the topic, the current study adds value by offering more specific and contextual insights into how motivation and remuneration influence nurse performance at RSJ Mutiara Sukma.

RESEARCH METHOD

In this research, the method used is qualitative method with regression analysis. Qualitative method allows researchers to understand and explore the meanings behind the observed

phenomena (Creswell, 2013). In this study, sampling was conducted randomly to ensure accurate representation of the nurse population at Mutiara Sukma Mental Hospital (RSJ). The sampling process began by compiling a complete list of all nurse populations in the hospital, ensuring that every member of the population had an equal chance of being selected. Next, using random methods such as computer-generated random number generator, a sample of 110 nurses was randomly selected from the total population of 153 nurses. After the sample was selected, researchers then contacted or notified the selected nurses to obtain their consent to participate in the study. Data were collected from the selected sample through questionnaires. Regression analysis was used to measure the relationship between the variables tested. Researchers would identify the variables to be tested in the regression analysis, such as levels of motivation, levels of remuneration, and levels of nurse performance. The selection of variables in research is a critical step that requires thorough analysis and careful consideration. This process begins with a comprehensive literature review, where researchers identify relevant variables that have been previously studied in similar contexts (Giles et al., 2014);(Gordon et al., 2018);(Gunawan et al., 2019). From there, a theoretical framework is developed to guide the selection of variables based on the expected conceptual relationships. Research questions and hypotheses are then clearly outlined to determine which variables will be included in the study. Using regression analysis techniques, researchers would measure the extent to which these variables influence each other.

RESULTS AND DISCUSSIONS

The results of the data analysis using the SPSS program are as follows:

Tabel 1. Model summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.702 ^a	.492	.488	2.86141

The table above describes the magnitude of the correlation/relationship value (R), which is 0.702. From the output, the coefficient of determination (R-Squared) is obtained as 0.492, which implies that the influence of the independent variable (work environment) on the dependent variable (performance) is 49.2%.

Tabel 2. Cpefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	6.524	3.723		1.752	.043
	motivasi	.841	.082	.702	10.232	.000

Given the constant value (a) of 6.524 and the coefficient value (b/regression coefficient) of 0.841, the regression equation is: $Y = 11.640 + 0.748X$. From the coefficients table, the significance value is obtained as $0.000 < 0.05$, thus it is concluded that the work environment variable (X) influences the performance variable (Y). This means that H0 is rejected, and H1 is accepted.

Tabel 3. Model summary

R Square	Adjusted R Square	Std. Error of the Estimate
.492	.488	2.86141

The table above describes the magnitude of the correlation/relationship value (R), which is 0.702. From the output, the coefficient of determination (R-Squared) is obtained as 0.492, which implies that the influence of the independent variable (work environment) on the dependent variable (performance) is 49.2%.

Tabel 4. Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	6.524	3.723		1.752	.043
	Remuneration	.841	.082	.702	10.232	.000

Given the constant value (a) of 6.524 and the coefficient value (b/regression coefficient) of 0.841, the regression equation is: $Y = 11.640 + 0.748X$. From the coefficients table, the significance value is obtained as $0.000 < 0.05$, thus it is concluded that the work environment variable (X) influences the performance variable (Y). This means that H0 is rejected, and H1 is accepted.

Tabel 5. Anova^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	976.854	4	244.214	33.537	.000 ^b
	Residual	764.610	105	7.282		
	Total	1741.464	109			

Multiple regression is used to evaluate joint influences. Given the significance value for the simultaneous effects of X1, X2 on Y as $0.000 < 0.05$ and the calculated F value of $33.537 >$ the F table value of 2.30. Thus, it can be concluded that H0 is rejected, and Ha is accepted. This means that there is a simultaneous influence of motivation and remuneration on nurse performance.

Motivation

Motivation is a key factor that significantly influences nurse performance in various healthcare contexts. It drives nurses to provide the best possible care to patients and to remain committed to their tasks. Intrinsic motivation, stemming from personal satisfaction with the work performed, often serves as a strong driver for nurses to enhance their performance. For example, nurses with intrinsic motivation tend to feel satisfied when they can deliver quality care and meet the needs of patients effectively. Additionally, extrinsic motivation, such as rewards or recognition for good performance, can also influence nurse performance by encouraging them to achieve high standards in their work.

The results of simple linear regression analysis in this study indicate a significant influence between the motivation variable (X) and the performance variable (Y) of nurses at Mutiara Sukma Mental Hospital. The significance interpretation of the p-value ($0.000 < 0.05$) indicates that the motivation variable has a significant impact on nurse performance. Therefore, it can be concluded that motivation has a positive and significant impact on nurse performance at Mutiara Sukma Mental Hospital. These findings align with the theory proposed by Kasmir (2015:189) that employee performance is influenced by work motivation. Similarly, Awowusi (2011), in a study titled "Motivation and Job Performances among Nurses in the Ekiti State Environment of Nigeria," found that low motivation does not affect nurse performance because nurses are passionate about their work, thus capable of producing good performance. Nursalam (2007) states that the ability to perform tasks is a primary element in assessing an individual's performance, but without the support of willingness and motivation, tasks cannot be completed.

On the SPSS output, the constant value (a) is determined to be 6.524, while the coefficient value (b/regression coefficient) is 0.841, resulting in the regression equation: $Y = a + bX \rightarrow Y = 6.524 + 0.841X$

The interpretation of this equation is as follows: The constant of 6.524 indicates that the consistent value of the motivation variable is 6.524, The regression coefficient X of 0.841 indicates that for every 1% increase in motivation value, performance increases by 0.841. The positive value of the regression coefficient signifies that the direction of influence of variable X on Y is positive.

Nurses in carrying out their duties have motivation, as motivation is one of the elements in individual behavior. However, motivation is not the only factor that influences individual/nurse behavior in the organization, but motivation is very complex because it involves the needs and

desires of each nurse, which vary from one another. Several previous studies have confirmed the relationship between motivation and nurse performance. For example, a study conducted by (Ibrahim et al., 2023) found that high motivation correlates positively with better nurse performance. Similarly, the study by (Muatafa et al., 2012);(Kim et al., 2020) showed that nurses who feel motivated tend to have higher job satisfaction levels and lower absenteeism rates, which in turn can contribute to better performance.

Remuneration

Remuneration, or fair and adequate compensation, significantly influences the performance of nurses at Mutiara Sukma Mental Hospital (RSJ). Remuneration that aligns with responsibilities and career advancements accompanied by appropriate rewards can enhance nurses' motivation and job satisfaction, thereby affecting their performance in delivering quality patient care. The results of simple linear regression analysis in this study indicate a significant influence between the remuneration variable (X) and the performance variable (Y) of nurses at Mutiara Sukma Mental Hospital. The significance interpretation of the p-value ($0.000 < 0.05$) suggests that the remuneration variable has a significant impact on nurse performance. Therefore, it can be concluded that remuneration has a positive and significant impact on nurse performance at Mutiara Sukma Mental Hospital.

In the SPSS output, the constant value (a) is determined to be 6.524, while the coefficient value (b/regression coefficient) is 0.841, resulting in the regression equation: $Y = a + bX \rightarrow Y = 6.524 + 0.841X$. Interpretation of this equation: The constant of 6.524 indicates that the consistent value of the remuneration variable is 6.524, The regression coefficient X of 0.841 indicates that for every 1% increase in remuneration value, performance increases by 0.841. The positive value of the regression coefficient signifies that the direction of influence of variable X on Y is positive. Several studies have demonstrated a positive relationship between remuneration and nurse performance. For example, a study by (Yektiningsih et al., 2021) found that nurses who feel fairly compensated tend to have higher job satisfaction levels, lower absenteeism rates, and better performance. This indicates that adequate remuneration can enhance nurses' motivation and commitment to their work. At Mutiara Sukma Mental Hospital, management ensures that the remuneration system implemented is fair, transparent, and in line with industry standards and nurse performance. This includes providing appropriate salary increments based on experience and skills, offering bonuses or incentives for good performance, and providing additional benefits such as health insurance and pension allowances (Kohnen et al., 2023).

Furthermore, management at Mutiara Sukma Mental Hospital can also consider offering clear and open career development opportunities and promotions for high-performing nurses. This can create additional incentives for nurses to improve their performance and contribute maximally to the organization (Chaladthanyagid et al., 2023); (Jiao et al., 2023); (Sabetsarvestani & Geçkil, 2024). Studies by (Afandi & Heri, 2016); (Ma et al., 2023) and others have confirmed the importance of fair and adequate remuneration in enhancing nurse performance. By taking this into consideration, management at Mutiara Sukma Mental Hospital can create a supportive work environment that motivates nurses to deliver quality patient care. The findings of the study provide valuable insights into the relationship between motivation, remuneration, and nurse performance at Mutiara Sukma Mental Hospital. Firstly, the study highlights the significant influence of motivation on nurse performance. Both intrinsic and extrinsic motivations are identified as driving factors behind nurses' commitment to providing quality care. The results of the regression analysis confirm a positive correlation between motivation and nurse performance, aligning with previous research by (Zainaro et al., 2021); (Rakhim et al., 2021) and (Abidin, 2020). These findings underscore the importance of fostering a motivating work environment to enhance nurse performance.

The regression equation presented in the study further elucidates the relationship between motivation and nurse performance, indicating that for every 1% increase in motivation, there is a

corresponding increase of 0.841 units in nurse performance. This quantitative insight provides a clear understanding of the magnitude of the impact motivation can have on nurse performance. Moreover, the study explores the role of remuneration in influencing nurse performance. It underscores the significance of fair and adequate compensation in enhancing nurses' motivation and job satisfaction, thereby positively impacting their performance. The regression analysis reveals a significant correlation between remuneration and nurse performance, echoing the findings of previous studies. Comparing these findings with prior research, the study aligns with (Muthmainnah et al., 2019);(Chandra et al., 2020) and (Wahyuhadi et al., 2023), who also found a positive association between remuneration, motivation, job satisfaction, and nurse performance. This consistency across studies strengthens the evidence supporting the critical role of motivation and remuneration in driving nurse performance. Overall, the study contributes to the existing literature by providing empirical evidence of the relationship between motivation, remuneration, and nurse performance. The findings underscore the importance of fostering a supportive work environment that promotes both intrinsic and extrinsic motivations and ensures fair compensation to enhance nurse performance and ultimately improve patient care outcomes.

CONCLUSION

In conclusion, it can be inferred from this article that motivation and remuneration significantly influence the performance of nurses at Mutiara Sukma Mental Hospital (RSJ). The research findings indicate that high motivation, whether stemming from intrinsic or extrinsic factors, provides a strong impetus for nurses to enhance their performance in delivering healthcare services to patients. Additionally, a fair and adequate remuneration system also plays a crucial role in motivating nurses to perform better. By recognizing motivation and remuneration as factors influencing nurse performance, the management of Mutiara Sukma Mental Hospital can devise more effective policies and strategies to improve the quality of service and patient satisfaction. Therefore, it is essential for mental hospitals and other healthcare institutions to pay sufficient attention to the motivation and remuneration of nurses in order to enhance effectiveness and efficiency in care provision.

Although this research provides valuable insights, there are several limitations to consider. Firstly, the sample size used is still limited, as the study was conducted in only one hospital. Consequently, generalizing the findings to the overall nurse population remains weak. Additionally, the research focus solely on motivation and remuneration as the main variables influencing nurse performance, without considering other factors that could also affect performance, such as managerial support, job satisfaction, or work environment. The simple regression analysis method used in this study is unable to capture all the complexities of the relationships between the variables examined. Advanced methodological approaches or mixed research methods could provide a deeper understanding of these relationships. For future research, several directions could be explored. This includes further investigation into the influence of contextual factors, such as organizational culture, work environment, and human resource management policies, on the relationship between motivation, remuneration, and nurse performance. Moreover, future research could deepen understanding of this relationship by considering the role of intermediary variables, such as job satisfaction, organizational commitment, or job stress, in mediating the relationship between motivation, remuneration, and nurse performance. Comparative analysis between hospital contexts or countries could also provide additional insights into the differences in the dynamics of the influence of motivation and remuneration on nurse performance. Lastly, the development and testing of interventions to improve nurse motivation and remuneration with the aim of enhancing their performance and patient care outcomes could be a promising direction for research, contributing significantly to healthcare practice and policy. By addressing these limitations and exploring new research directions, future research can provide a deeper understanding of the relationship between

motivation, remuneration, and nurse performance and generate more meaningful policy recommendations.

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