

Factors Associated with Nurses' Performance at Tidore Islands City Hospital

ABSTRACT

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A decline in nurse performance can negatively affect the hospital's reputation and reduce public confidence in its ability to provide high-quality healthcare services. Therefore, understanding the factors associated with nurse performance is essential for improving healthcare outcomes. This study aimed to identify factors associated with nurse performance at Tidore Islands City Hospital. A quantitative descriptive study with a cross-sectional design was conducted. The study included 70 nurses selected through simple random sampling based on predetermined inclusion and exclusion criteria. The independent variables were workload, rewards/compensation, and motivation, while the dependent variable was nurse performance. Data were analyzed to examine the relationships between these variables and nurse performance. The results demonstrated a significant relationship between workload and nurse performance ($p = 0.037$). Rewards/compensation were also significantly associated with nurse performance ($p = 0.001$). In addition, motivation showed a significant relationship with nurse performance ($p = 0.014$). These findings suggest that workload, rewards/compensation, and motivation are important factors influencing nurse performance. Excessive or insufficient workload may adversely affect nurses' overall performance. Therefore, hospital management should ensure an appropriate workload distribution accompanied by fair compensation and effective motivational strategies to maintain optimal nurse performance and enhance the quality of healthcare services.

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INTRODUCTION

A hospital's success in carrying out its role is determined by the attitude, knowledge, skills, and motivation of all its employees. Hospital employees skilled in various scientific fields are essential to address the various problems that arise in hospital operations. The existence of technology and other resources is merely a tool or supporting material, as human resources are the most crucial factor (Widanianti, I.G.P.A. & Suarjana, 2017). One of the human resources in hospitals that provides scientific health services is nurses. Nurses are the most important human resource in hospitals because they not only make up the majority (55-65%) but also provide consistent, continuous service to patients 24/7 (Pratama, 2016).

One of the human resources in health care is a nurse. A nurse is someone who has graduated from a higher education program in nursing, either domestically or internationally, that is recognized by the government in accordance with statutory provisions. (Peraturan Menteri Kesehatan Republik Indonesia Nomor 26 Tahun 2019 Keperawatan. Kemenkes RI . 2019, 2019) Based on data from the Indonesian Ministry of Health in 2020, the number of Human Resources for Health (HRH) in hospitals in Indonesia was 817,145, consisting of 569,714 health workers and 247,431 health support staff. The highest proportion of health workers were nurses at 50.79%, while the lowest proportion of health workers were traditional skilled health workers and traditional herbal health workers.

A high proportion of nursing staff must be accompanied by competent nurses who demonstrate good performance. Good performance is reflected in the nursing care provided to patients. Good nursing performance is a determining factor in a hospital's image in the community and contributes to achieving organizational goals (Tulasi et al., 2021). The performance of nurses in providing nursing services must be based on high levels of ability so that they can support the implementation of nurses' duties in providing quality nursing care. (Yani et al., 2019) A decline in nurse performance significantly impacts a hospital's image in the community. Poor nursing care leads to a lack of public trust in the hospital's capabilities. Hospital nursing services are an integral part of overall hospital service and are a key measure of the hospital's success in achieving its goals (Utari & Mulyati, 2023). One of the benchmarks for the quality of care services is the performance of nurses and other health workers, which can be seen from the hospital's service quality indicators.

Nurse performance is influenced by various factors, both individual and organizational. Individual factors that can influence nurse performance include individual characteristics, knowledge, work experience, and work motivation. Meanwhile, organizational factors include leadership, work environment, supervision, workload, and management support. These factors interact with each other and can influence the level of nurse performance in providing patient care (Fakhrulia & Ariyanti, 2021). Work motivation is also a crucial factor that can influence nurse performance. Nurses with high work motivation tend to perform better than those with low motivation. Furthermore, individual competence, work ethic, and a conducive work environment also play a role in improving nurse performance in providing nursing care to patients (Sari et al., 2024).

In addition to motivation, leadership, teamwork, and job satisfaction also have a significant relationship with nurse performance. Good leadership from the ward head or hospital management can increase nurses' morale and sense of responsibility in carrying out their duties. Conversely, a lack of organizational and management support can lead to a decline in nurses' performance in providing healthcare services (Okwerita et al., 2023). Workload is also a significant factor influencing nurse performance. High workloads can lead to fatigue, job stress, and even anxiety in nurses, ultimately impacting the quality of patient care. This situation presents a challenge for hospital management to optimally manage workload distribution to maintain nurse performance (Husna et al., 2024). Based on this description, it can be seen that nurse performance is influenced by various factors, both individual and work environment. Therefore, it is important to understand the factors related to nurse performance so that efforts can be made to improve the quality of nursing services in healthcare facilities. By understanding these factors, it is hoped that hospital management can develop appropriate strategies to enhance nurse performance, thereby continuously improving the quality of healthcare services.

METHODS

Quantitative research with a cross-sectional approach. The subjects of this study were factors related to nurse performance at Soasio Regional Hospital, Tidore Kepulauan City. Respondents were nurses working at Soasio Regional Hospital, Tidore Kepulauan City. The purpose of this study is to analyze and describe factors related to nurse performance at Soasio Regional Hospital, Tidore Kepulauan City. Therefore, if there are factors related to nurse performance, we can provide appropriate recommendations to improve nurse performance. The population in this study was 232 people. The sample size was calculated using the Slovin formula, resulting in a sample size of 73 people. The sampling technique used in this study was simple random sampling through a lottery method within the study population. The study was conducted at Tidore Islands City Hospital, and was conducted between

April and May 2025. Primary data collection was carried out using a questionnaire. Data analysis was conducted qualitatively and quantitatively. Quantitative analysis was conducted using Microsoft Excel and SPSS. The statistical test in this study used the chi square test with a p value of 0.05. This study has received approval from the Research Ethics Committee of the Faculty of Health Sciences, Universitas Bumi Hijrah (Letter Number: 051/UBH-FK/EC/V/2025). All respondents participated voluntarily and agreed to all established requirements. Collected respondent data is confidential and will be used solely for research purposes.

RESULTS

The respondents in this study were 73 nurses working at Soasio Regional General Hospital, Tidore Islands City, who were selected using simple random sampling in 2025. Data on the characteristics of the respondents can be seen in Table 1 below:

Table 1. Characteristics of Nurse Respondents at Tidore Islands City Hospital, May 2025

No.	Respondent Characteristics	Frequency	Percentage
1	Gender		
	Male	16	22,8
	Female	54	77,2
2	Level of education		
	D III (Diploma)	47	67,1
	Bachelor	23	32,9
3	Employee Status		
	ASN (PNS/PPPK)	9	12,3
	Honorary	23	31,5
4	Work Experience		
	0 – 4 Year	17	24,3
	4 – 8 Year	25	35,7
	> 8 Year	28	40

Based on the data in Table 1 above, it is known that the number of female respondents in this study is greater than the number of male respondents. In terms of education level, respondents with a Diploma 3 (D3) degree were more numerous than those with a Bachelor's degree. It is also known that respondents with ASN (PNS and PPPK) employment status are more numerous than those with honorary employment status. Meanwhile, in terms of work experience, it is known that respondents with work experience >8 years are the most numerous in this study.

Based on the results of the chi square test, it can be seen the relationship between workload, rewards/compensation, and motivation with the performance of nurses at Tidore Islands City Hospital, which is presented in the following table 2:

Table 2. Factors related to nurse performance at Tidore Islands City Hospital, May 2025

Variable	Performance				Total		p	OR
	Good		Poor		N	%		
	n	%	n	%				
Workload								
Mild	29	76,3	9	23,7	38	100	0,037	4,618
Heft	17	53,1	15	46,9	32	100		
Reward/Compensation								
Satisfied	37	78,7	10	21,3	47	100	0,001	10,564
Less Satisfied	9	39,1	14	60,9	23	100		
Motivation								
High	33	76,7	10	23,3	43	100	0,014	5,973
Low	13	48,1	14	51,9	27	100		

The results of the study indicate that there is a statistical relationship between workload and

nurse performance. Statistical tests show an Odd Ratio value of 4.618, which means that nurses with a light workload are 4.6 times more likely to have good performance than nurses with a heavy workload. The results of other studies indicate that rewards/compensation have a statistical relationship with nurse performance. The Odd Ratio value is 10.564, which means that nurses with satisfactory rewards/compensation are 10.6 times more likely to have good performance than nurses with less satisfactory rewards/compensation. The results of other variables indicate that there is a relationship between motivation and nurse performance. The value in the statistical test shows 5.973, which means that nurses with high motivation are 6 times more likely to have good performance than nurses with low motivation.

DISCUSSION

The relationship between workload and nurse performance, workload is a record of work results, containing the results of work that has been carried out and indicating the volume achieved by employees in a particular unit. Individuals and groups must complete work within a specified timeframe, and workload is viewed objectively and subjectively. Objective is the time spent performing a task. Subjective, on the other hand, is a measure of an individual's feelings about workload, work pressure, and job satisfaction (Siti et al., 2022).

Based on the results of a questionnaire study at Tidore Islands City Hospital, it was discovered that the highest workload experienced by nurses was patient rescue activities. Patient rescue is a crucial aspect of nursing practice that directly contributes to the safety and quality of care. In a hospital setting, patient rescue often involves rapid assessment of the patient's condition and appropriate decision-making (Yani et al., 2019). The workload of nurses at Soasio Regional Hospital in Tidore Islands City is increasing due to the high demands from patients' families to save their lives. The high expectations from families regarding patient rescue measures, especially in emergency situations, are putting increasing pressure on nurses and reducing their focus on their work (Sutrisnoputri et al., 2018). Nurses' workload is a key factor influencing their performance in hospitals. There is a significant relationship between nurses' workload and the quality of care provided to patients. The study found that nurses caring for more than eight patients simultaneously tended to report higher levels of fatigue and lower performance in providing care. This suggests that excessive workload can reduce nurses' ability to provide optimal care (Hartati et al., 2013).

Workload is influenced by the tasks performed by nurses. Research conducted at Tidore Islands City Hospital found that 37 nurses (54.3%) performed nursing procedures with a moderate workload. The results also showed that the perceived workload increased when several nurses were absent, shifting the workload that should have been performed by other nurses to nurses who came in during working hours. This indicates that actions performed, such as transporting patients for surgery or other examinations, administering IVs, inserting NGTs, inserting urinary catheters, and documenting nursing care, each nurse had a different level of workload (Efendi, 2009).

Beyond the issue of nurse shifts, it's important to understand that workload encompasses not only the number of patients treated, but also the complexity of the cases. Nurses who treat patients with more complex medical conditions, such as those with chronic illnesses, may experience a heavier workload even if the number of patients they treat is relatively small. However, it's important to note that not all workloads are avoidable. In some situations, nurses must handle a high volume of patients, particularly in emergency situations. Researchers believe that in such situations, team support and effective communication can help nurses cope with high workloads and maintain their performance. This suggests that a collaborative work environment can be a key factor in maintaining nurse performance despite high workloads. Furthermore, the influence of hospital management policies will significantly influence nurses' workloads and the resulting high performance from each employee (Kamila & Fauziah, 2024).

The relationship between rewards/compensation and nurse performance, compensation is something that employees receive based on their performance and the value they provide to the business. Rewards is an HR function that encompasses all types of individual rewards in exchange for performing organizational tasks. Compensation is also the primary cost of expertise, work, and loyalty

in 21st-century corporate business. Furthermore, compensation is the primary reason why most people seek employment (Johansyah & Josiah, 2025).

Based on the results of a questionnaire study at Tidore Islands City Hospital, it was shown that most nurses objected to the salary deductions they received. Although the deductions were in accordance with applicable regulations, most employees felt that the deductions made by the government were too large, reducing their salaries quite significantly. The amount of salary deductions implemented by the government can reduce the motivation of nurses and other employees to do their work, thus affecting nurses' overall performance. In addition to salary deductions, delays in the Additional Income Allowance (AIA) were also a problem for nurses, where most nurses felt that the delay in receiving AIA could reduce motivation to work.

Compensation is a crucial element in human resource management, particularly in the healthcare sector. Compensation includes not only base salary but also benefits, bonuses, and incentives that can motivate employees to perform better (Ganun, 2023). In hospital settings, nurses are often at the forefront of healthcare services. Therefore, it is important to understand how compensation structures can impact their performance. According to researchers, nurses who receive fair and transparent compensation tend to have higher levels of job satisfaction, which in turn positively impacts the quality of care provided. Compensation is crucial for nurses. Because the amount of compensation is a measure of nurse performance, a fair compensation system provided by the company will encourage nurses to perform their jobs better and be more responsible for each task assigned by the hospital (Sintiya, 2017). Compensation is a reward for achievements, both directly and indirectly, that is given equally, both financially and non-financially, to individuals for achieving organizational goals. If company compensation is perceived as fair and competitive by employees, the company will easily attract potential human resources, retain and motivate employees to improve their performance, thus providing quality service. Ultimately, the company will not only excel in competition but also be able to increase profitability and develop its business (Sintiya, 2017).

The relationship between motivation and nurse performance, work motivation is the drive or enthusiasm that arises within a person or nurse to do a job, due to external stimuli, whether from superiors or the work environment, as well as the basis for fulfilling needs and feelings of satisfaction, as well as fulfilling responsibilities for the tasks assigned and carried out within the organization. Work motivation greatly influences the quality of work possessed by each individual nurse. Human work/achievement, 80-90% depends on their motivation to work and 10-20% depends on their abilities (Asnawati & Simbala, 2021). Furthermore, work motivation is said to be 50% dependent on social conditions, namely humans as social beings who need interaction with others and their environment, for example the need to compete, be friendly, and express themselves. Then 40% depends on needs, such as the need for achievement, self-development, and appreciation, while 10% depends on physical conditions such as thirst, hunger, and shelter (these physical conditions arise automatically) (Utari & Mulyati, 2023).

The results of a questionnaire study at Tidore Islands City Hospital, showed that some nurses felt their work motivation was reduced because the incentives they received were not commensurate with their workload. This was especially true for nurses with honorary/volunteer employment status, who felt that the incentives they received were not commensurate with their workload, thus reducing their motivation and performance at Soasio Regional Hospital, Tidore Islands City. Nurse performance is strongly influenced by the rewards they receive. Good rewards not only increase motivation but also contribute to better performance. Nurses will be more motivated to work hard if they feel that the rewards they receive are commensurate with their efforts. When nurses feel appreciated, they are more likely to commit to providing quality care (Ganun, 2023).

This proves that with good work motivation, nurses will also have good performance. Motivation at work is the drive that arises within a nurse to perform various tasks. This is driven by external stimuli, both from management and the work environment. It also serves as a basis for fulfilling needs and feelings of satisfaction, as well as fulfilling responsibilities for assigned tasks. In the context of nurses, these needs include physical, emotional, and professional aspects. Motivational factors such as recognition, responsibility, and opportunities for development play a crucial role in improving

performance. By understanding nurses' needs and motivations, hospitals can design more effective programs to improve performance (Muchliza, 2022).

Factors influencing nurse motivation vary widely, from the work environment and recognition to personal circumstances. A supportive work environment, such as adequate facilities and support from colleagues, can increase nurse motivation. Therefore, understanding the factors influencing nurse motivation is a crucial step in improving their performance. Hospital management needs to design holistic interventions to support nurse motivation, which will ultimately contribute to improving the quality of healthcare services (Fitrianty, 2022).

CONCLUSION

Based on the research results, it can be concluded that there is a relationship between workload and nurse performance at Tidore Islands City Hospital, there is a relationship between rewards/compensation and nurse performance at Tidore Islands City Hospital, there is a relationship between motivation and nurse performance at Tidore Islands City Hospital.

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