

The Effect of Individual, Psychological, and Organizational Factors on Nurse Performance at H. Abdurrahman Sayoeti Hospital, Jambi City in 2024

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Abstrak: The performance of nurses at RSUD H. Abdurrahman Sayoeti Jambi City is still not optimal. Based on nurse performance recapitulation data from January to December 2023, the achievement of nurse performance has not been maximally realised, with the expected target being 100% of nurses having excellent performance, but in reality it has not been achieved. This decline in performance can affect the level of patient and family satisfaction, as well as the quality of hospital services. This study aims to analyse the influence of individual, psychological, and organisational factors on nurse performance at H. Abdurrahman Sayoeti Hospital, Jambi City in 2024. This study used a quantitative method with a Cross Sectional design and involved 33 nurses selected using the Total Sampling technique. The results showed that factors such as tenure, attitude, motivation, leadership, and rewards had a significant relationship with nurses' performance, while age and gender showed no significant relationship. Of all the factors, motivation is the most dominant factor affecting nurses' performance. Therefore, it is important for hospitals to pay attention to strengthening nurses' motivation and positive attitude through the development of supportive programmes, such as more structured training and rewards, as well as effective leadership, to ensure nurses' performance can be continuously improved in line with better service quality.

Keywords: Nurse Performance, Attitude, Motivation, Leadership, Reward

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INTRODUCTION

Health resources, including hospitals, are critical to the delivery of healthcare. Different types of healthcare professionals, each with their own expertise, interact with each other, including nurses (Indonesia PR, 2009). Nurses play a crucial role in maintaining the quality standards of health services in the hospital environment. This is because nurses have a proportion that reaches approximately 50% of the total human resources in the hospital. Thus, nurses are also responsible for maintaining the quality of health services in the hospital (Amri, 2021). As the implementers of services that are relatively more numerous than other health workers, nurses play a crucial role in the management of health services, so it makes sense that their performance will have an impact on the reputation of the hospital. The quality of health services depends on the active contribution of nurses in providing quality nursing care to patients (Rabiatunnisa R, 2018). In Indonesia, the number of



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health workers will reach 1.3 million by 2023. Of the total number of health workers, the number of nurses is almost half of the total number of health workers, namely 571,196 people (42.86%). Meanwhile, in Jambi Province alone, the number of nurses reached 8,325 people in 2023, the data was obtained from the map of the distribution of health workers on the SISDMK 2023 website (Kemenkes, 2023).

In carrying out their duties, nurses have indicators of success in measuring their performance, namely through the provision of nursing care. According to the ANA (American Nurses Association) the nursing process includes five standard steps of nursing care, namely: standard 1 (assessment), standard 2 (nursing diagnosis), standard 3 (identification of results), standard 4 (implementation), standard 5 (evaluation). In an effort to provide nursing care with good quality a nurse needs to have these things. Good performance can be seen from the application of nursing care provided by nurses to patients. Good nurse performance shapes the public's perception of the hospital and helps achieve organisational goals (Tulasi et al., 2021). High-performing nurses act as the link that ensures the quality of these services. A decline in performance affects the level of patient and family satisfaction, which in turn affects the quality of service in the hospital. Therefore, it is important for hospitals to focus on improving service quality by paying attention to nurse performance (Mulyono, 2019).

In some hospitals in Indonesia, the performance of nurses has not reached an optimal level, which has a direct impact on service quality and patient satisfaction. This condition poses a challenge for hospitals in ensuring that all nurses can provide care in accordance with the expected professional standards. The results of research by Hayulita et al. (2023) at RSI Ibnu Sina Padang Panjang showed that as many as 32 nurses (72.7%) had performance that was considered sufficient, while only 12 nurses (27.3%) showed good or high performance (Hayulita et al., 2022). Similar findings were also found in a study conducted by Kristina and Patimah (2021) in Medan City Hospital, where around 75.1% of the 115 nurses observed had poor performance, and only 25.9% showed good performance. This indicates that most nurses are still unable to achieve maximum performance targets. This situation is certainly a problem that needs serious attention, given the important role of nurses in providing quality services (Silalahi, K. L., & Siregar, 2021).

Suboptimal performance in nurses can be influenced by various factors, including individual, psychological, and organisational factors. Individual factors refer to the characteristics of the nurses themselves, such as age, gender, ability, length of service, and ethnic background. Each individual brings unique differences in characteristics, and these variations can affect the way they work and the quality of care they provide. For example, research conducted by Meher and Rochadi (2021) found a significant influence between age and length of service on nurse performance. The longer a nurse works, the more experience they generally have, which can improve their competence in providing care (Meher C, 2021). Similarly, research by Noelvizar (2024) showed that variables such as age, gender, and tenure also affect nurses' performance. This suggests that individual factors need to be carefully considered in hospital workforce management to ensure nurses can perform optimally. An approach that takes into account these individual variations will allow hospitals to design more targeted training and career development programmes to improve nurses' performance (Noelvizar et al., 2024).

Meanwhile, the next factor that can affect nurses' performance is psychological factors, such as perception, role, attitude, personality, knowledge, motivation. Nurses' work attitudes and motivation contribute to improving the performance of nurses and the organisation as a whole. Attitude is the way a person acts or responds to something. Meanwhile, motivation is a factor that acts as a generator of enthusiasm at work and is a supporting thing so that nurses can work diligently and enthusiastically to produce maximum results (SR et al., 2022). This is indicated by research conducted by Apriani et al. (2022), where as many as 50 nurses (or around 54.3%) showed attitudes that tended to be negative, while as many as 42 nurses (or around 45.7%) showed attitudes that tended to be positive. In addition, around 52 nurses (or around 56.5%) had a low level of motivation, while around 40 nurses (or around 43.5%) had a high level of motivation. Based on the results of bivariate tests conducted by Apriani et

al (2022), it was found that there was an influence between attitude and motivation variables on performance. This means that a positive attitude and high motivation are identified as important factors that can improve nurse performance. Therefore, improving nurse performance can be achieved by focusing on programmes that increase motivation and encourage positive attitudes, such as motivational training, providing incentives, and supportive management strategies. These strategies are in line with efforts to improve the overall quality of hospital services (Laila et al., 2022)

Apart from these factors, nurse performance can also be influenced by organisational factors. Organisational factors include organisational structure, job design, leadership and reward system. Based on the results of research conducted by Eva (2018) which states that in the leadership sub-variable, 25 people (58.1%) were in the poor category and 18 people (41.9%) were in the good category (E. Supriatin, 2018). . According to research conducted by Crystandy (2019), leadership has a significant influence on nurse performance (Crystandy et al., 2019). On the other hand, rewards have a significant influence on individual work achievement. Rewards are external factors that can influence nurses' drive in performing their duties. According to statistical tests reported by Habibi (2021), there is a significant influence on the provision of rewards with nurse performance (Habibi et al., 2021).

RSUD H. Abdurrahman Sayoeti Jambi City itself, as one of the regional public hospitals in Jambi City, also faces challenges in achieving optimal nurse performance. Based on the RSUD Profile, the hospital targets 100% of its nurses to achieve excellent performance category every month. However, the latest data in 2023 showed that only 82.15% of nurses achieved the excellent performance category, while 17.85% of nurses were still in the poor performance category (RSUD H. Abdurrahman Sayoeti, 2024). The non-achievement of this target reflects that nurses have not been able to fully provide nursing care. Therefore, efforts to improve nurse performance are very important, with the first step being the identification and handling of factors that contribute to decreased performance. Based on this background, a study was conducted to analyse whether individual, psychological, and organisational factors have an influence on nurse performance at RSUD H. Abdurrahman Sayoeti Jambi City.

METHOD

This study used a quantitative approach with the *Cross-Sectional* method. The independent variables studied include individual, psychological, and organisational factors, while the dependent variable is nurse performance. The data for the independent and dependent variables were collected simultaneously, and each subject was only observed once. This method is effective for identifying relationships between variables in one period of time without requiring long-term observation. In addition, the quantitative approach produces data that is objective and can be analysed statistically, thus supporting the drawing of valid conclusions regarding the influence of factors on nurse performance. (Adiputra et al., 2021).

The population in this study included all nurses working at H. Abdurrahman Sayoeti Hospital, with a total of 49 people. The sampling technique used is the *Total Sampling* technique, so that the entire population is sampled (Roflin & Liberty, 2021). Then the sample was calculated using the Lemeshow formula with a deviation degree of 10%, the number of samples in this study was 36 respondents. Data were collected through a questionnaire that had been tested for validity and reliability, with a Likert scale as a measuring tool. Data were analysed univariately, bivariate using the chi-square test, and multivariate using simple logistic regression. This study has obtained ethical approval from the Faculty of Medicine and Health Sciences, Jambi University, with number 1409/UN21.8/PT.01.04/2024.

RESULTS AND DISCUSSION

Result

Univariate

Table 1. Respondent Characteristics

Characteristics	n (n = 49)	%
Age		
26-30	17	34.6
31-35	20	40.9
36-40	9	18.4
41-45	3	6.1
Gender		
Male	11	22.4
Female	38	77.6
Length of Service		
1 year	8	16.3
2 year	6	12.2
3 year	11	22.4
4 year	15	30.6
5 year	4	8.2
6 year	5	10.3
Latest Education		
Diploma III	31	63.3
Profesi (Ners)	18	36.7

Based on table 1, the characteristics of nurses based on age, most respondents were in the age range of 31-35 years as many as 20 people (40.9%). Then in the gender of the respondents, most of them have female gender, as many as 38 people (77.6%). Then the respondents had a working period of 4 years, as many as 15 people (30.6%). Then, based on the latest education, most of the respondents have a diploma III education background as many as 31 people (63.3%).

The following is the frequency distribution data of nurse performance variables, individual factors, psychological factors, and organizational factors.

Table 2: Frequency Distribution of Research Variables

Variable	n	%
Nurse Performance		
Not Good	25	51.0
Good	24	49.0
Individual Factors		
Age		
Early Adult (26-35 year)	37	75.5
Late Adult (36-45 year)	12	24.5
Gender		
Male	11	22.4
Female	38	77.6
Length of Service		
> 3 year	24	49.0
≤ 3 year	25	51.0
Psychological Factors		
Attitude		
Not Good	25	51.0
Good	24	49.0
Motivation		

Low	27	55.1
High	22	44.9
Organizational Factors		
Leadership		
Not Good	25	51
Good	24	49
Reward		
Low	26	53.1
High	23	46.9

Based on the data in table 2 above, it shows that the majority of nurses at H. Abdurrahman Sayoeti Hospital have poor performance as many as 25 people (51%). In the age variable of a total of 49 nurses, the majority of nurses have ages in the range of 26-35 years as many as 37 people (75.5%). In the gender variable, the majority of nurses who work at H. Abdurrahman Sayoeti Hospital are women as many as 38 people (77.6%). In the work period variable, the majority of nurses have a work period of ≤ 3 years as many as 25 nurses (51%). In the attitude variable, the majority of nurses tend to have a poor attitude, namely 25 people (51%). In the motivation variable, the majority of nurses have low motivation, namely 27 people (55.1%). In the leadership variable, the majority of nurses have leadership that is considered unfavorable, namely 25 people (51%). And on the reward variable, the majority of nurses have low rewards, namely 26 people (53.1%).

Bivariate

In this study, bivariate analysis was conducted to see the correlation between age, gender, tenure, attitude, motivation, leadership and reward system with nurse performance at H. Abdurrahman Sayoeti Hospital. The result of data analysis are presented in the table below.

Table 3. Bivariate Analysis Results

Variable	<i>p-value</i>
Age	1,000
Gender	1,000
Length Of Service	0,032
Attitude	0,001
Motivation	0,032
Leadership	0,032
Reward	0,015

Based on the results of statistical tests using chi-square, the p value obtained on the age variable (1.000), and gender (1.000) is greater than 0.05, this means that these variables are not related to nurse performance. In the variable tenure (0.032), attitude (0.001), motivation (0.032), leadership (0.032) and appreciation (0.015) have a p value < 0.05 which means that these variables have a correlation with nurse performance.

Bivariate analysis also serves as a requirement for candidate variables to be included in logistic regression modeling which shows a p value < 0.25 . Since the age and gender variables had p values > 0.25 , the age and gender variables were not included in multivariate modeling.

Multivariate

Table 4. Multivariate Analysis Results

Variable	<i>p-value</i>	<i>Exp (B)</i>
Length Of Service	0.131	3.252
Attitude	0.029	5.629

Motivation	0.038	5.759
Leadership	0.420	2.220
Reward	0.338	2.528

Based on the data in table 4 shows that only attitude and motivation variables have a p-value of less than 0.05 out of the 5 variables included in the multivariate model. This indicates that the variables of tenure, leadership, and rewards are not associated with nurse performance at H. Abdurrahman Sayoeti Hospital, but the variables of attitude and motivation have a correlation with nurse performance.

Table 4 also shows that the motivation variable is the most dominant variable affecting nurse performance with an Exp (B) value of 5.759, meaning that good motivation has a chance of 5.7 times more to produce good performance in providing nursing care compared to bad motivation.

Discussion

Correlation between Age with Nurse Performance

Age is an individual factor inherent in humans, including nurses. The increasing age of a person, of course, will affect many things, including his physical, mental condition, and his ability to carry out his job (Hartanti et al., 2023). The results showed that the majority of nurses working at RSUD H. Abdurrahman Sayoeti had an age range of 26-35 years or were included in the early adulthood category, namely 37 nurses (75.5%) of the total of 49 nurses. The age and performance of nurses at H. Abdurrahman Sayoeti Hospital in 2024 had no correlation, as evidenced by the statistical test results which resulted in a p-value of 1.000 ($p > 0.05$). This suggests that improved performance does not always follow an increase in nurse age, and vice versa. Younger nurses do not automatically rule out the possibility of performing well.

Research conducted by Hasanah (2022) on factors related to nurse performance obtained results that were in line with this study, the results of his research showed a p-value of 0.328 ($p > 0.05$). In her research at RSUD Tugurejo Semarang, the results showed that there was no correlation between age and nurse performance (Hasanah & Maharani, 2022).

This study is supported by research conducted by Saluy (2019), at Advent Manado Hospital which obtained the results of the study, namely a significance value of $0.612 > 0.05$ indicating that there is no correlation between age and nurse performance at Advent Manado Hospital (Saluy, 2019). The results of research conducted by Ginting (2022) also showed similar results, namely that there was no correlation between age and nurse performance ($0.572 > 0.05$ the occurrence of this relationship because the fact that nurses' performance is more influenced by professional competence, work experience, and continuous training rather than age. Health condition, motivation, and the ability to adapt to medical technology also play an important role. Although age may affect physical capacity, the knowledge and experience gained over time can actually enhance performance quality. Therefore, age is not a determining factor in improving nurses' performance. (Ginting et al., 2022).

Correlation between Gender with Nurse Performance

Gender is one of the factors that can affect nurse performance. Based on the results of this study, it was found that the majority of nurses were female, namely 38 people (77.6%). The nursing profession in the view of the community is very close to women. This is because people consider women to be more gentle and compassionate, women are attached to the nursing profession (Ritzer, 2015).

Based on research that has been conducted using the chi-square test, a p-value of $1,000 > 0.05$ is obtained, which means that there is no correlation between gender and nurse performance at H. Abdurrahman Sayoeti Hospital. This shows that there is no difference between male nurses and female nurses in performing their duties as nurses who provide nursing care to patients. Nurse performance cannot be determined only based on gender, female nurses do not always have good performance, nor do male nurses always have poor performance.

The results of this study have results in line with research conducted by Hertati and Amalia (2022) at Banyuasin Hospital, the results of their research show statistical results $p\text{-value } 0.705 > 0.05$, this indicates that there is no significant correlation between gender and nurse performance at Banyuasin Hospital in 2021 (Hertati & Amalia, 2022). This is certainly supported by research conducted by Ginting (2022) in hospital X Medan City which states that in carrying out nursing care, men and women have the same duties and responsibilities, so there is no correlation between gender and the performance produced by these nurses (Ginting et al., 2022).

This indicates that both male and female nurses have equal abilities and responsibilities in providing nursing care. Gender differences do not influence how nurses perform their duties professionally. Moreover, nurses' performance is more influenced by factors such as training, experience, motivation, and professional competence rather than gender. This research also emphasizes that individual performance in the nursing profession is determined by quality and dedication, not by biological differences. Therefore, gender cannot be used as a predictive factor in evaluating a nurse's performance. Both male and female nurses are capable of delivering high-quality care in accordance with the professional standards required in this field (Hertati & Amalia, 2022) (Ritzer, 2015).

Correlation between Length of Service with Nurse Performance

In this study, the results showed that the majority of nurses worked for less than 3 years, as many as 25 nurses (51%). Of the 25 nurses with less than 3 years of service, there were 17 nurses who had poor performance (68.0%).

Based on the results of the chi-square statistical test yielded a $p\text{-value}$ of 0.032 at the significance threshold of $\alpha = 0.05$. In H. Abdurrahman Sayoeti Hospital in 2024, it shows that there is a correlation between tenure and nurse performance, as evidenced by the fact that $p < \alpha$, rejecting H_0 and accepting H_a . Nurses who have poor performance tend to be nurses with a working period of less than 3 years and vice versa, where it can be concluded that with a working period it can increase the experience of nurses at work, the more experience a person has at work, the higher their level of expertise and ability to work.

The results of this study are in line with research conducted by Eryanti et al (2021) at the Makassar Hajj Hospital, where from the results of research using chi-square test measurements on the tenure variable ($p=0.010$). Thus there is a correlation between tenure and nurse performance at the Makassar Haji Hospital (Majannang et al., 2021). Other studies that show similar results are also shown by research conducted by Norazie (2021), the results of his research, namely from the results of statistical tests obtained $p\text{-value} = 0.024$ ($p < 0.05$). This shows that in 2020, the tenure of inpatient nurses at Ratu Zalecha Martapura Hospital, Banjar Regency has a correlation with nurse performance (Norazie et al., 2021).

From the results of research conducted and from several existing studies it can be concluded that indeed a relationship between years of service and nurses' performance, where nurses with more than three years of experience tend to have better performance. This is because the longer a nurse works, the more experience they gain, enhancing their skills and abilities in handling clinical tasks. Increased experience allows nurses to be more proficient in managing various situations, improving their adaptation to the work environment, and strengthening their confidence and decision-making abilities in clinical situations. More experienced nurses also tend to have a deeper knowledge of hospital procedures and protocols, making them more efficient and less prone to errors in performing tasks. Additionally, longer years of service are often accompanied by additional training that enriches their professional competence and enhances their communication and collaboration skills with colleagues and patients. Therefore, years of service become an important factor influencing the quality of nurses' performance, while nurses with less than three years of experience require additional support and training to reach optimal performance levels (Majannang et al., 2021; Norazie et al., 2021)

Correlation between Attitude with Nurse Performance

In this study, the results showed that nurses with good attitudes mostly had good performance as well, and vice versa, nurses with poor attitudes generally had poor performance as well. Nurses with good attitudes and have good performance are 18 nurses (75%) and nurses with poor attitudes and have poor performance as many as 19 nurses (76%). The results of the chi-square statistical test conducted by the author, obtained the results, namely $p\text{-value} = 0.001 < 0.05$. Thus, based on these data it can be concluded that there is a correlation between attitude and nurse performance at H. Abdurrahman Sayoeti Hospital in 2024.

This study is in line with research conducted at Pertamina Bintang Amin Hospital in Bandar Lampung by Adelta (2023). In the class III inpatient room of Pertamina Bintang Amin Hospital, there is a correlation between nurse performance and attitude, as indicated by the findings of statistical tests, with a $p\text{-value}$ of $0.000 (< \alpha 0.05)$ (Adelta et al., 2023). Research by Winarno (2021) at Dr. A. Dadi Tjokrodipo Bandar Lampung Hospital in 2020, is also in line with this study. According to the results of statistical tests, with a $p\text{-value}$ of 0.001 or $p\text{-value} < \alpha$ value (0.05) attitude and nurse performance are related. This shows that nurses who have a positive attitude are 6.154 times more likely to provide excellent performance. (Winarno et al., 2021).

Based on the results of the study, there are still many nurses who feel that in carrying out nursing care only because of job demands or orders from superiors. This is shown from the data on nurses' responses to aspects of attitude, such as one of which there are 29 nurses (59.2%) who have an unfavorable response, while only 20 nurses (40.8%) have a good response regarding nurses who record assessment results only because of demands from the head of the room. The better the attitude of nurses in carrying out their duties in the form of providing nursing care, it can increase the opportunity to get good performance as well.

Correlation between Motivation with Nurse Performance

Based on the results of statistical tests using the chi-square test, the study's findings indicate that there is a correlation between nursing performance and motivation at H. Abdurrahman Sayoeti Hospital in 2024. The results obtained $p\text{-value} = 0.032 (p < 0.05)$. High nurse performance motivation will result in good performance, and vice versa, low performance motivation will result in poor performance. The higher the nurse's motivation, the more active the nurse is to carry out her duties in the form of nursing care.

Similar research results were also found in research conducted by Ariko (2021) at Ajibarang Hospital. Based on statistical results, it can be concluded that H_0 is rejected and H_a is accepted, and that there is a correlation between work motivation and nurse performance with a $p\text{-value}$ of 0.024 (Richard Ariko, 2021). The results of this study are also in line with research conducted by Melissa (2020) at GMIM Bethesda Tomohon General Hospital. The chi-square statistical test shows that there is a correlation between nurse performance at GMIM Bethesda Tomohon General Hospital and work motivation. To achieve good results, one must have internal or external motivation to achieve good and effective results (Melissa et al., 2020).

Hasibuan (2016) argues that work motivation is a stimulating desire and driving force for someone's willingness to work. Motivation encourages people to achieve their hospital goals and objectives by seeing every difficulty and obstacle in the workplace as an opportunity to move forward in their own direction. The higher the nurse's internal motivation, especially in carrying out responsibilities, producing performance, and seeing career opportunities, the nurse's performance will also increase (Hasibuan, 2016).

Correlation between Leadership with Nurse Performance

In this study, there are sub-variables of the organizational factor variable, namely leadership. Leadership is the ability of a leader to lead an organization. In this case, the nurse has a leader, namely the head of the room. By providing arrangements and directions that direct nurses to perform tasks and be responsible for providing services, the head of the room functions as a leader who can inspire nurses to excel in their work.

Based on the results of the study, the data yielded a p-value of 0.032. This shows $p < \alpha$, thus H_0 is rejected and H_a is accepted its mean, there is a correlation between leadership and nurse performance at H. Abdurrahman Sayoeti Hospital in 2024. Based on the data, nurses at H. Abdurrahman Sayoeti Hospital assume that leadership in the hospital is still not optimal. This is evidenced by the fact that there are 25 nurses (51%) who think that leadership in the hospital has a suboptimal category.

The results of this study are supported by research conducted by Efkelin (2023), which was conducted at Husada Jakarta Hospital. According to Efkelin (2023), there is a significant correlation (p-value $0.001 < 0.05$) between leadership and nurse performance. Therefore, nurses who have good leadership will do a better job in the hospital (Efkelin et al., 2023). This study is also in line with research conducted by Rohita (2023) who found a significant correlation between the leadership style of the head of the room and the performance of nurses in providing nursing care at X Ciamis Hospital, p-value = 0.000 (Rohita et al., 2023).

Correlation between Rewards with Nurse Performance

The results of the statistical test in this study found that there was a correlation between rewards and nurse performance at H. Abdurrahman Sayoeti Hospital, Jambi City in 2024 with a p-value = 0.015 ($p < 0.05$). The results of the analysis also obtained a prevalence ratio value of 2.275 (95% CI = 1.090-3.817), which means that nurses with low rewards are more at risk by 2.275 times to produce poor performance compared to nurses with high rewards.

Based on the results of the research, researcher hypothesize that an incentive system will increase nurses' motivation to provide the best possible nursing care. Data gathered from nurses' questionnaire responses supports this: nurses feel they lack get a reward, both materially and non-materially. When their efforts are acknowledged, nurses will feel more needed and appreciated. This may rekindle nurses' enthusiasm for providing patients with nursing care. The better the performance, the higher the award received.

The results of this study also obtained results that were in line with research conducted by Rahayu (2023), which showed the statistical test results that the value of X^2 count (30.545) > X^2 table (3.841) or p-value ($0.000 < \alpha$ (0.05). This means that rewards are related to nurse performance at TNI Hospital (Eva Rahayu et al., 2023). In addition, research conducted by Agustin (2022) supports these findings, based on the bivariate analysis test found a p-value of $0.035 < 0.05$, which indicates that there is a significant correlation between the nurse reward system and performance in hospital service rooms (Agustin et al., 2022). In nursing, the rewards given to nurses are based on the achievement of their duties and responsibilities as health professionals. Well-received rewards can encourage nurses to provide high-quality hospital health services to their patients.

This study shows that nurses' attitudes have a significant relationship with their performance, where nurses with a positive attitude tend to have better performance. Nurses who are internally motivated, highly committed to their patients, and compliant with procedures are more likely to demonstrate optimal performance. A positive attitude is also influenced by a supportive work environment, such as good relationships with colleagues and support from supervisors. This research aligns with the findings of Adelta (2023) and Winarno (2021), which state that a positive attitude increases the likelihood of nurses delivering excellent performance. Therefore, a good attitude is a crucial factor in determining the quality of nurses' performance, as those with a positive attitude are better able to carry out nursing duties with responsibility and care.

Factors That Most Affecting Nurse Performance

The results of statistical tests using logistic regression tests, of the 5 variables included in the model, namely the variables of tenure, attitude, motivation, leadership and appreciation, there are two variables that affect the performance of nurses at H. Abdurrahman Sayoeti Hospital in 2024. Variables that have an influence on nurse performance are attitude and motivation variables with p-value = 0.029 and 0.038. The analysis's result also show PR value data, specifically from the attitude variable of 5.629, which indicates that nurses with positive attitudes are 5.6 times more likely to perform well. Additionally, the motivation variable's PR value is 5.759, meaning that nurses with high motivation are 5.7 times more likely to perform well. The PR value for the motivation variable is higher than the attitude variable (5.759), indicating that of the two variables, the motivation variable has the most significant impact on nursing performance.

Based on the results of research conducted by Xie et al (2020) obtained the results of most nurses having a positive attitude towards their work in providing nursing care. However, only 25.9% of nurses can make nursing care documentation accurately, and less than 50% of nurses report nursing care documentation in a timely manner (Xie et al., 2020).

Research by Kapantow (2020) supports the findings of this study, obtaining a p-value of 0.020 <0.05 with an OR value of 2.388, meaning that nurses who exhibit positive attitudes are 2.3 times more likely to perform well (Kapantow et al., 2020). The results of other studies have also obtained the same results, such as research conducted by Octaviyani (2021) which states that there is a significant effect of motivation on nurse performance at the Nirmawa Banjar Baru General Hospital. This means that the higher the work motivation of nurses will result in good performance as well (Octaviyani et al., 2021). In addition, other studies have also found similar results, namely research conducted by Firza et al (2022) at Raden Mattaher Hospital. The results of his research show that based on the results of the analysis, the motivation variable is the variable that has the most dominant influence with a value of $\text{Exp (B) / OR} = 5.626$, which means that nurses who have high motivation have 5.6 times the chance of getting good performance compared to nurses who have low motivation (Khairullah Sembiring et al., 2022).

According to Gibson's theory, there are several factors that influence performance, including individual factors, psychological factors, and organizational factors. In this study, individual factors include age, gender, and length of service. Psychological factors include attitude and motivation. And organizational factors include leadership and rewards (Gibson et al., 2012)

According to Robbins' theory, it is suggested that attitudes consist of three components, namely cognitive components, affective components, and conative components. Based on these three components, it can encourage a person's attitude in doing their job so as to achieve their goals. The better a person's attitude at work shows that the more experienced the person is in their work and will result in achieving good performance (Hartini et al., 2021).

According to Herzberg's theory, a person's performance in his job is influenced by two need factors, and one of them is motivation. Herzberg revealed that the motivational factor is related to recognition of the work that has been done. By doing this, it is possible to increase motivation in the workplace (Fathorrahman, 2023). Meanwhile, according to Maslow in the Hierarchy of Needs Theory, employee behavior is based on needs. Without understanding the demands of employees, we cannot understand their behavior. According to Maslow, by understanding the needs and behavior of employees, these employees will feel happy and later will be able to bring good work motivation (Vanchapo, 2021).

Motivation has proven to be the most influential factor in improving nurses' performance, as indicated by the higher PR value for motivation compared to attitude, which is 5.759. Nurses with high motivation are more likely to perform better because motivation drives them to carry out their duties with high dedication and enthusiasm. This enables nurses to maximize their potential in providing quality nursing care. Therefore, it is important for hospitals to pay closer attention to strengthening

motivation and positive attitudes through various initiatives. Efforts that can be implemented include structured training programs to enhance nurses' skills and competencies. Recognition also plays a key role in acknowledging good performance, which in turn increases motivation. Additionally, effective leadership in the hospital environment can create a supportive work atmosphere, where nurses feel valued and encouraged to continue performing optimally. Through these measures, hospitals can create a work environment that not only boosts motivation but also fosters high-performing nurses. Ultimately, this will positively impact the quality of healthcare services provided, improve nurses' job satisfaction, and enhance patient experiences, thus strengthening the hospital's reputation.

CONCLUSIONS

This study shows that factors such as tenure, attitude, motivation, leadership, and appreciation have a significant relationship with nurse performance, while age and gender do not show a significant correlation. Further analysis reveals that attitude and motivation are the two main variables that most influence nurse performance. Motivation plays a particularly dominant role in improving performance, indicating that nurses with high levels of motivation are more likely to perform well. Positive attitudes also impact nurse performance, but the effect of motivation is stronger. The study highlights the importance for hospitals to create a work environment that boosts motivation and fosters positive attitudes among nurses. One approach is to offer continuous professional development programs and opportunities for further education. These programs will help nurses enhance their skills and competencies, which will positively impact their performance. Additionally, fostering closer relationships between management and staff, as well as providing appropriate recognition for good performance, will drive motivation and dedication among nurses. These efforts not only improve nurse performance but also enhance the quality of care provided to patients, contributing to the overall reputation and success of the hospital.

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