

## Relationship of Motivation and Supervision with Nurse Performance in Implementing Nursing Care

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### ABSTRACT

The performance of nurses in delivering optimal nursing care is critical to achieving quality healthcare outcomes. Motivation and supervision are key factors influencing their effectiveness. Understanding the interplay between these elements provides valuable insights into improving nursing care quality, fostering professional growth, and enhancing patient satisfaction within healthcare settings. This study investigates the relationship between motivation and supervision with nurse performance in implementing nursing care. The method used a descriptive correlation design with a cross-sectional approach; data were collected from 50 respondents selected through purposive sampling. The respondent was Irma A. inpatient room located at Sungai Dareh Hospital. Motivation, supervision, and nurse performance were measured using questionnaires, and data were analysed with the Spearman Rank test. The results revealed that most nurses exhibited moderate motivation levels (92%) and were under moderate supervision (100%). A significant relationship was found between motivation and nurse performance ( $p = 0.009$ ,  $r = 0.368$ ) and between supervision and nurse performance ( $p = 0.000$ ,  $r = 0.499$ ). These findings highlight the critical role of motivation and supervision in enhancing nurse performance. Adequate motivation fosters enthusiasm and productivity, while effective supervision provides essential guidance and support to achieve optimal care standards. This study underscores the need for sustainable programs to enhance motivation and supervision quality, aiming to improve nurse performance and the overall quality of nursing care in health facilities. The study's contribution to nursing management and performance enhancement is significant, and its suggestions for improving motivation and supervision are valuable for healthcare institutions.

**Keywords:** Motivation, Nurse Performance, Nursing Care, Supervision, Quality of Service



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## 1. INTRODUCTION

Nurse performance is critical in improving health service quality, especially in implementing patient-centered nursing care. However, recent reports indicated that many hospitals in Indonesia still face significant challenges in maintaining optimal nurse performance (Deni Setiawati et al., 2024). A 2023 national survey showed that more than 30% of hospitals in Indonesia reported declining nurse

performance that negatively impacted patient safety and satisfaction (F. E. Gunawan et al., 2020). This aligns with findings from international studies showing that inadequacies in nurse performance management contribute to increased incidence of adverse events in patients and decreased overall health service quality (Do et al., 2021).

One of the factors that can affect nurse performance is work motivation. Work motivation is the main driver in influencing nurse work behaviour, both quantitatively and qualitatively (Herbiyanti, et al. 2024). Low motivation often leads to job dissatisfaction, high stress levels, and burnout, contributing to high rates of nurse absenteeism and turnover (Smokrović et al., 2022). International research also shows that nurses who experience burnout are twice as likely to make clinical errors (Zhang et al., 2023). In contrast, nurses with high work motivation tend to have better productivity and are more consistent in implementing nursing care (DK Motsaathebe. 2023). However, nurse motivation is often hampered by factors such as heavy workloads, inadequate rewards, and lack of opportunities for professional development (King et al., 2021).

In addition to motivation, supervision also plays an important role in improving nurse performance (Sint & Jakarta, 2020). Effective supervision can provide nurses with direction, support, and constructive feedback so they can carry out their duties according to established standards (Suhariyanto et. al., 2023). Good supervision not only helps improve technical competence but also strengthens interpersonal relationships among nursing team members (Ahmed et al., 2023). Research by Shongwe, Downing, and Nene (2024) shows that structured and competency-based supervision can increase nurses' confidence in clinical decision-making. However, research shows that many hospitals still need more training and competent mentors to implement quality supervision due to a lack of training and competent mentors (Zakaria et al., 2024).

Studies have shown that strong motivation and adequate supervision significantly improve nurse performance (Nuritasari et al., 2019). For example, a study by Gómez-Redondo et al. (2024) found that combining motivational strategies and regular supervision can increase nurse compliance with patient safety protocols by up to 40%. Although several studies have explored the impact of motivation and supervision separately, no study has comprehensively analyzed the interaction of these two factors on nurse performance, specifically in Indonesian hospitals (Rosyidawati et al., 2020). Although international research shows the importance of motivation and supervision in improving nurse performance, differences in cultural context, policies, and hospital management in Indonesia present unique challenges that have not been widely explored. Therefore, this study aims to determine the relationship between motivation and supervision with nurse performance in implementing nursing care in Sungai Dareh Hospital. This research is expected to contribute by offering new insights into the interaction between motivation and supervision on nurse performance, while also informing strategies for improving the quality of care in Indonesian hospitals.

## 2. METHOD

This study employed a correlation design with a cross-sectional approach to examine the relationship between motivation, supervision, and nurse performance in nursing care at Irna A. Sungai Dareh Hospital. Data collection for independent and dependent variables was conducted simultaneously to provide a comprehensive overview of the factors influencing nurse performance. The study was carried out in the Irna A section of the hospital, which includes the pulmonology, surgical, and internist inpatient wards. The study's population consisted of nurses working in these wards, with 15 nurses from the pulmonary ward, 15 from the surgical ward, and 20 from the internist ward, totalling 50 respondents. The sampling technique used was total sampling, including all nurses working in the specified wards, excluding the head nurses and supervisors. Using this method, the study aimed to gather data directly from the nursing staff involved in daily care practices. The objective was to identify how motivational factors and supervisory practices relate to their performance in providing quality nursing care. This approach provides valuable insights into the dynamic between these elements in a hospital setting and helps inform strategies for improving nurse performance and patient care outcomes.

The research utilized a questionnaire as the primary instrument, which was completed directly by the respondents. Univariate analysis in this study focused on describing nurse motivation, the supervision evaluation conducted by head nurses or supervisory nurses, and the performance of nurses. Additionally, bivariate analysis was performed to explore the relationship between motivation, supervision, and nurse performance. Hypothesis testing was conducted using the Spearman rank correlation test, with a significance level set at  $p < 0.05$  to determine whether the hypotheses could be accepted or rejected. The study tested two hypotheses: the first, that there is a significant positive relationship between motivation and nurse performance in delivering nursing care; and the second, that there is a significant positive relationship between supervision and nurse performance in delivering nursing care. These hypotheses aimed to investigate the influence of motivation and supervision on the quality of nursing care provided by the staff.

### 3. RESULTS AND DISCUSSION

#### 3.1. Results

**Table 1**

*Frequency Distribution of Nurses' Motivation in Carrying Out Nursing Care in the Irna A. Inpatient Room, Sungai Dareh Regional Hospital*

Motivation	Frequencies	Percentage
Strong Motivation	4	8
Moderate Motivation	46	92
Weak Motivation	0	0
Total	50	100

Based on Table 1, it can be seen from 50 respondents, as many as 4 respondents (8%) with strong category motivation, and 46 respondents (92%) with moderate category motivation. Where the 50 respondents are Nurses who provide Nursing Care at Irna A. Sungai Dareh Regional Hospital.

**Table 2**

*Distribution of Supervision Frequency for Nurses in Implementing Nursing Care in the Irna A. Inpatient Room, Sungai Dareh Regional Hospital*

Supervision	Frequencies	Percentage
Good Supervision	0	0
Average Supervision	50	100
Poor Supervision	0	0
Total	50	100

Based on Table 2, it can be seen that there are 50 respondents (100%) with moderate category supervision at Irna A. Sungai Dareh Regional Hospital.

**Table 3**

*Frequency Distribution of Nurses' Performance in Implementing Nursing Care In the Irna A. Inpatient Room, Sungai Dareh Regional Hospital*

Performance	Frequencies	Percentage
Good Performance	5	10
Average Performance	45	90
Weak Performance	0	0
Total	50	100

Based on Table 3, it can be seen that there are 5 respondents (10%) with good performance category, and 45 respondents (90%) with moderate performance category at Irna A. Sungai Dareh Regional Hospital.

**Table 4**

*Relationship between Motivation and Nurse Performance in Implementing Nursing Care in the Irna A. Inpatient Room, Sungai Dareh Regional Hospital*

Motivation	Nurse Performance							p-value	Correlation Coefficient	
	Good	%	Average	%	Weak	%	N			
Strong	1	2	3	6	0	0	4	8	0.009	0.368
Moderate	4	8	42	84	0	0	46	92		
Weak	0	0	0	0	0	0	0	0		
Amount	5	10	45	90	0	0	50	100		

Based on Table 4, it can be seen that from 4 respondents (8%) with the Strong Motivation category, there is 1 respondent (2%) with Good Performance and 3 respondents (6%) with Moderate Performance. While from 46 respondents (92%) with Moderate Motivation there are 4 respondents (8%) with Good Performance and 42 respondents (84%) with Moderate Performance. The results of the statistical test obtained a value of  $p = 0.009$  ( $p < 0.05$ ) and a value of  $r = 0.368$ . This means that there is a significant relationship and in the same direction between Motivation and Nurse Performance in carrying out Nursing Care at Irna A. at Sungai Dareh Hospital.

**Table 5**

*Relationship between Supervision and Nurse Performance in Implementing Nursing Care in the Irna A. inpatient room, Sungai Dareh Regional Hospital*

Supervision	Nurse Performance						N	%	p-value	Correlation Coefficient
	Good	%	Average	%	Weak	%				
Good	0	0	0	0	0	0	0	0	0.000	0.499
Medium	5	10	45	90	0	0	50	100		
Poor	0	0	0	0	0	0	0	0		
Amount	5	10	45	90	0	0	50	100		

Based on Table 5, it can be seen that from a total of 50 respondents (100%), there are Moderate Supervision with Good Performance 5 respondents (10%) and Moderate Supervision with Moderate Performance 45 respondents (90%). The results of the statistical test obtained a value of  $p = 0.000$  ( $p < 0.05$ ) and a value of  $r = 0.499$ . This means that there is a significant and unidirectional relationship between Supervision and Nurse Performance in carrying out Nursing Care at Irna A. Sungai Dareh Regional Hospital

### 3.2. Discussion

The results of the univariate study in Table 1 show that most nurses (92%) had a moderate level of motivation when carrying out nursing care in the inpatient ward of Sungai Dareh Hospital. Only a small proportion (8%) had strong motivation, and none were identified as having weak motivation. These findings suggest that although moderate levels of motivation are common, there is still an opportunity for improvement to increase motivation to a strong level, potentially improving the quality of care provided. Research by Apex-Apeh et al. (2020) found that nurse motivation significantly impacts their job performance, with higher levels of motivation leading to improved quality of care. Strategies such as providing incentives, regular feedback, and opportunities for professional development have increased motivation levels among nurses.

The results of Table 2 show that all nurses (100%) experienced moderate supervision while carrying out nursing care tasks at Irna A. Sungai Dareh Hospital. There was no evidence of good or inadequate supervision. This uniformity may indicate a lack of variation in supervision practices or the need to improve the quality of supervision to achieve better nursing outcomes. Research by Alsadaan et al. (2023) highlighted that adequate supervision, characterized by regular and constructive feedback, is essential in improving nurse performance and patient care quality. The study showed that increasing supervision from moderate to good levels can positively impact on job satisfaction and patient care outcomes.

The results of Table 3 show that the majority of nurses (90%) showed moderate levels of performance, while a smaller percentage (10%) showed good performance. No nurses were classified as poor performers. This indicates a stable but average level of performance among most nurses, with some showing higher levels of performance. Efforts to improve motivation and supervision can further improve performance levels. A study by Wijaya, Supriyanto, and Yusuf (2023) confirmed that motivation and effective supervision are major determinants of nursing performance. The study found that nurses with higher levels of motivation and better supervision were more likely to achieve good performance ratings.

The results of the bivariate analysis of nurse motivation and performance showed a significant relationship between nurse motivation and their performance in carrying out nursing care in the Irna A. inpatient ward of Sungai Dareh Hospital, with a  $p$ -value = 0.009 ( $p < 0.05$ ) and a correlation coefficient of 0.368. This indicates that higher nurse motivation tends to be associated with better performance. This finding is in line with research by Zeng et al. (2020), which found that intrinsic and extrinsic motivation have a positive influence on nurse performance in hospitals. Intrinsic motivation, such as a sense of job satisfaction and professional commitment, can increase nurse satisfaction and performance, while extrinsic motivation, such as management support and financial incentives, also plays an important role.

Furthermore, Zakaria et al. (2024) revealed that high work motivation among nurses contributes to improve performance by increasing the speed and accuracy of providing nursing care. In this context, it is important to create a conducive work environment that supports the motivational aspects of nurses, including providing recognition, development opportunities, and rewards for their achievements. This indicates that although motivation is a significant factor, different dimensions of motivation must be considered. Van den Broek et al. (2021), through their theory of intrinsic and extrinsic motivation, emphasize that intrinsic motivation driven by personal satisfaction and achievement of professional goals has a stronger and more lasting impact than extrinsic motivation. Dewi, Yulianto, and Ruswanti (2022) stated that a supportive work environment and transformational leadership can strengthen nurses' intrinsic motivation, which in turn can improve performance. In this study, nurses with strong motivation may be supported by factors such as recognition from management, career development opportunities, or a sense of belonging to the organization. Conversely, moderate motivation may indicate obstacles or challenges

that reduce nurses' drive to provide optimal performance, such as heavy workloads or lack of support from colleagues.

The study's results on supervision and nurse performance also showed a significant relationship between supervision and nurse performance, with a p-value = 0.000 ( $p < 0.05$ ) and a correlation coefficient of 0.499. These results indicate that good quality supervision is related to higher nurse performance. Karlsen et al. (2024) showed that effective supervision, especially supportive and educational supervision, can improve nurse performance by providing feedback, building clinical skills, and increasing nurse confidence in making clinical decisions.

Morrison and Jensen (2022) also found that a supervision approach focusing on development and support can create a more positive work environment and improve nurse performance. High-quality supervision should include educational, supportive, and administrative elements to reduce burnout and turnover rates and improve the quality of nursing care. Furthermore, Schilling et al. (2022) emphasized the importance of supervision based on a collaborative approach, where nurses feel empowered to participate in clinical decision-making, which can improve their performance. Although the supervision at Sungai Dareh Hospital is in the moderate category, there is still room for improvement in the current supervision approach, such as increasing the frequency of constructive feedback, implementing more intensive mentoring, and developing leadership skills in nursing supervisors.

Enhancing nurse motivation is vital for improving performance and patient care quality (Saleh et al., 2022). Strategies such as fostering structural and psychological empowerment have been shown to boost motivation and occupational mental health among nurses (Al Otaibi et al., 2023; Monje-Amor et al., 2021). According to Karaferis et al. (2022), King et al. (2021) and Zeng et al. (2022), nurses should be focused on developing intrinsic motivation by providing opportunities for career development, recognition for achievements, and encouragement of a sense of personal achievement at work. Abdullah et al. (2021) added that effective workload management is crucial for maintaining nurse performance and well-being. Challenges like excessive workload can be mitigated through strategies such as optimized scheduling, equitable task distribution, and resource allocation. Enhancing the work environment involves addressing nurses' emotional, social, and professional needs. Creating a positive atmosphere fosters job satisfaction, reduces stress, and ultimately improves the quality of nursing care delivered to patients. According to Smith (2021), implementing training and development programs enhances clinical competence, professionalism, and self-confidence among nurses. Ongoing education fosters intrinsic motivation, encourages lifelong learning, and equips nurses with updated skills to deliver high-quality patient care, adapt to healthcare advancements, and excel in their roles within dynamic clinical environments.

Enhancing clinical supervision quality improves nursing care by fostering professional development and adherence to standards. Implementing structured supervision models has been shown to enhance self-efficacy and communication skills among nurses (Chung et al., 2022; Gheisari et al., 2024; Sun et al., 2022). Implementing educational and supportive supervision is essential for enhancing nurses' clinical skills (Cant et al., 2021). Through mentoring, guidance, and providing constructive feedback, nurses can improve their practice, boost confidence, and ensure adherence to high standards of care (Durham et al., 2023). This approach fosters professional growth, promotes continuous learning, and strengthens the quality of patient care. Adopting a collaborative approach in healthcare involves increasing nurse participation in clinical decision-making, which fosters a sense of ownership and responsibility. This inclusion boosts nurses' self-confidence, enhances job satisfaction, and encourages accountability, ultimately improving patient outcomes and promoting a more effective. Improving supervision schedules by increasing the frequency of specific, relevant feedback is crucial for enhancing performance (Eva et al., 2019). Regular, timely feedback helps nurses understand their strengths and areas for improvement, fostering continuous development, motivating professional growth, and driving overall performance improvements to ensure high-quality patient care in healthcare settings. Conducting training for head nurses and supervisors is essential to develop their leadership competencies (J. Gunawan et al., 2018; Moghaddam et al., 2019). This training enhances their ability to support and motivate the nursing team effectively, improve communication, foster a positive work environment, and ultimately strengthen team performance, leading to better patient care outcomes and staff satisfaction.

Transforming organizational culture is essential for fostering innovation and adaptability (Madi Odeh et al., 2023). Implementing strategies such as transparent communication, employee empowerment, and leadership development can drive positive cultural change (Kaur Bagga et al., 2023). These approaches enhance employee engagement and align organizational values with strategic goals. Encouraging a transformational leadership style is essential to inspire and motivate nurses, fostering high dedication and commitment to their roles (Aydogdu, 2024; Gavya & Subashini, 2024). By empowering leaders to model positive behaviors, provide a clear vision, and offer support, nurses are more likely to engage with their work, resulting in improved performance and patient care. Additionally, implementing formal recognition systems, such as awards for outstanding performance, can further encourage excellence by acknowledging the hard work and contributions of nurses (Sweeney & Wiseman, 2023). This recognition not only boosts morale but also reinforces the importance of quality care. Furthermore,

developing a comprehensive stress and burnout management program is crucial to address the challenges faced by nurses due to high work pressure (Rushton & Pappas, 2020). Providing resources, coping strategies, and creating a supportive work environment helps reduce burnout risk, improve overall well-being, and maintain job satisfaction, ultimately contributing to a more resilient and efficient healthcare team.

Continuous evaluation and monitoring are essential for enhancing healthcare quality and patient safety (Vaismoradi et al., 2020). Implementing continuous quality improvement (CQI) initiatives enables healthcare organizations to systematically assess and refine their processes, leading to better patient outcomes. According to Endalamaw et al. (2024), emphasizes the importance of CQI in healthcare settings, highlighting its role in improving care delivery and patient safety. By integrating continuous evaluation and monitoring, healthcare organizations can identify areas for improvement, implement evidence-based practices, and foster a culture of excellence, ultimately leading to enhanced patient care and safety. Regular evaluation tools are essential for measuring the level of motivation and the quality of supervision among nurses (Cant et al., 2021; Martin et al., 2021). These tools help identify potential issues early, allowing for timely interventions to improve nurse performance and job satisfaction. Additionally, implementing a feedback loop is crucial for fostering open communication (Lee & Kim, 2021). By establishing a system where nurses can provide input on their supervision and work environment, healthcare organizations can gain valuable insights into areas that need improvement. This approach encourages a culture of transparency and continuous improvement, ensuring that nurses feel supported, heard, and motivated to deliver high-quality care.

Based on the findings that motivation and supervision are in the moderate category at Sungai Dareh Hospital, strategic steps should be taken to identify specific factors inhibiting nurse motivation and reducing the effectiveness of supervision. A targeted program could be implemented to enhance mentorship intensity, focusing on personalized guidance for nurses. Additionally, strengthening leadership skills among supervisors will improve their ability to motivate and support staff effectively. By addressing these areas, the hospital can foster a more positive work environment, enhance nurse performance, and ultimately improve patient care outcomes, ensuring a more motivated and skilled nursing workforce.

#### 4. CONCLUSION

The study revealed that the majority of respondents demonstrated moderate levels of motivation, supervision, and performance. A significant relationship was identified between motivation and nurse performance ( $p$ -value = 0.009), as well as between supervision and nurse performance ( $p$ -value = 0.000). These findings underscore the critical role of both motivation and supervision in enhancing nurse performance, which directly impacts the quality of patient care. This study contributes to the growing body of evidence on the importance of integrating motivational and supervisory strategies to optimize nurse performance, particularly in the Indonesian healthcare context. Hospital management needs to improve the motivation and quality of supervision for nurses to improve their performance in carrying out nursing care. Developing training programs, providing incentives, and creating a supportive work environment can be effective strategies for increasing nurse motivation. In addition, training supervisors to provide effective support and constructive feedback is also important to ensure that supervision runs well. Given the limitations of this study, such as the limited sample size and cross-sectional study design, further research with larger samples and longitudinal designs is recommended to deepen the understanding of the factors that influence nurse performance.

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