

## Analysis Of the Determinant Factors of Inpatient Nurses' Work Productivity At Gambiran Regional Hospital Kediri

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### ABSTRACT

Nurses are the cornerstone of healthcare systems, responsible for delivering nursing care, ensuring patient safety, improving satisfaction, and maintaining continuity of medical services. This study aimed to examine the effect of workload, motivation, and compensation on the productivity of 117 inpatient nurses at Gambiran Regional General Hospital. The study design was quantitative, cross-sectional, where the independent and dependent variables were measured simultaneously. The results of the Kolmogorov-Smirnov normality test showed a non-normal distribution ( $\text{sig} = 0.00 < 0.05$ ), so the correlation analysis used the non-parametric Spearman Rho test. The results showed that the three independent variables had a positive and significant effect on the productivity of inpatient nurses at Gambiran Regional General Hospital with significance values of 0.018, 0.000, and 0.050, respectively. Motivation proved to be the strongest predictor with the highest correlation coefficient (0.360), followed by workload (0.246) and compensation (0.205). Nurse productivity is a synergistic result of strong motivation, optimal workload management, and a fair compensation system. Managerial implications suggest a focus on performance-based compensation evaluation and strengthening motivation.

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### INTRODUCTION

In this era of rapidly growing globalization, competent and qualified human resources play a crucial role in maintaining work productivity. Resources are considered productive if they have a high level of work productivity, are able to achieve predetermined goals or targets, and can complete tasks on time and responsibly (Kurniawan, 2023). Inpatient nurse productivity is a crucial factor in determining the overall quality of healthcare services in a hospital. Nurse productivity is a key component in the provision of healthcare services, particularly in inpatient units, which serve as the center of nursing activity. Nurses play a strategic role in providing nursing care, monitoring patient conditions, interprofessional coordination, and educating patients and families. The high demand for these services makes nurse productivity a crucial indicator in determining the quality of hospital services. Decreased productivity not only impacts work efficiency but can also impact patient safety, patient satisfaction, and the institution's overall performance. Gambiran Regional General Hospital (RSUD) in Kediri City, as a regional general hospital serving the population of Kediri and its surrounding areas, bears a significant responsibility in providing optimal public healthcare services. Understanding the factors that influence nurse productivity in this specific environment is crucial. When nurse productivity is hampered, the impact can include increased workload, burnout, decreased quality of care, and even the risk of medical errors. Therefore, this study is crucial to empirically identify

barriers and drivers of productivity, enabling hospital management to formulate targeted, evidence-based interventions.

Healthcare services in the inpatient ward of Gambiran Regional Hospital, Kediri City, are highly dependent on the productivity of nurses, the spearheads of nursing care. Based on previous data and observations conducted by researchers at Gambiran Hospital, Kediri City, approximately 60-70% of healthcare service issues in the hospital are influenced by nurse. Factors such as high workloads, lack of motivation, and work discipline contribute to a decline in performance of up to 30-40% of nurses working in class 1, 2, and 3 inpatient wards. Gambiran Regional Hospital as a regional hospital is bound by regional government regulations due to regional budget limitations, which can affect the compensation system, salary and incentive rewards, and nurse performance reward system, which can directly affect nurse motivation and work loyalty.

(Manullang, 2020) states that motivation is a force from within or outside a person to encourage enthusiasm to pursue certain desires and goals so that in (Cahyani, 2022) research shows that workload, work motivation, job satisfaction, and work discipline significantly influence the performance of nurses and midwives, amounting to 24.89%, 25.16%, 15.72%, and 6.30%, respectively. Work motivation has the greatest influence on the performance of health workers. Work discipline has the most significant influence on the effectiveness of health services, namely 22.45%. Other factors such as the work environment, workload, and work motivation also contribute significantly to service effectiveness. This research is in line with research (Basalamah, 2021) on high work motivation because it has security guarantees in the form of work accident insurance from the hospital (65%) and this improves nurse performance.

Work motivation is essential because it empowers nurses to carry out their duties. Some studies have shown a significant relationship between motivation and nurse performance, while others have shown the opposite. A study conducted by (Suharman, 2023) at Kotamobagu Regional Hospital found statistical test results with a p-value of 0.001, indicating a significant relationship between motivation and nurse performance. Previous studies have shown differing findings regarding the relationship between work motivation and nurse performance. A similar study was also conducted by (Suba, 2020) in a study entitled "The Relationship Between Work Motivation and Nurse Performance in the Inpatient Unit of Rataatok-Buyat Regional General Hospital." The Spearman Rank test results showed a p-value of 0.590 ( $p > 0.05$ ), indicating that work motivation was not significantly related to nurse performance. From the research (Guntara, 2023), it is known that the regression coefficient value ( $b_3$ ) is 0.344454 which has a positive value, indicating that the motivation factor has a significant influence on nurse performance, meaning that nurses who have high work motivation have the ability and willingness to produce satisfactory work results, so that they can provide benefits for hospitals in efforts to increase productivity. (Ashari, 2023) research found that nurses' work discipline correlated with productivity in the inpatient ward at Pringsewu Regional Hospital in 2022, and that nurses working in that ward would be more productive if given more opportunities to do so. Other obstacles observed by the researchers included errors in patient documentation, lack of disciplined work hours, suboptimal teamwork, dissatisfaction with incentives, and substandard training. These issues impact the performance of healthcare workers, ultimately affecting the overall quality of healthcare services. Maintaining excellent competence and skills is a top priority for nurses, especially in ensuring compliance with the code of ethics and patient safety.

Employee productivity is crucial for a company as a measure of success. The higher employee productivity, the higher the company's profits and productivity (Dardi, 2023). Nurse productivity has a significant impact on healthcare services, as adequate healthcare is a pillar of society and a basic need, alongside food and education. Quality healthcare is compassionate and focused on the needs, expectations, and values of clients, which are the starting point for healthcare provision and the requirements that must be met to ensure the satisfaction of the public as service users.

The quality of healthcare services can be influenced by customer satisfaction and nurse performance. The role of nursing staff is crucial to the success of any healthcare service provided in a hospital. Nurses are crucial health workers in healthcare, providing services and absorbing more than 50% of the budget. Their productivity is a measure of their success, as it exceeds patient expectations, leading to increased access to healthcare services and income. (Emulyani, 2021) research found that the majority of healthcare workers' work productivity was high, with 34 (52.31%), 50 (76.92%) having satisfactory

wages, 45 (69.23%) not fully using PPE, 33 (50.77%) having worked for more than 5 years, and 40 (61.58%) being in a good work environment. Nurses play a crucial role in providing nursing care and helping patients recover through the healing process. One of the main causes of poor service quality in hospitals is often related to limited workforce. Inadequate incentive systems are considered a dominant factor affecting nurse performance in hospitals. However, nurses often face challenges that can impact their productivity, such as high workloads, lack of resources, and job stress.

Gambiran Regional General Hospital, Kediri City, is a regional referral hospital characterized by a relatively high workload and case complexity. This condition demands maximum nurse productivity to be able to adapt to a dynamic and often stressful work environment. This study focuses on the impact of workload, motivation, compensation, and the simultaneous influence of these factors on the productivity of inpatient nurses at Gambiran Regional General Hospital, considering that the organizational pattern, service flow, and work dynamics of this hospital differ from those of other healthcare facilities. Furthermore, empirical studies on nurse productivity at this hospital are still limited, making this study important for strengthening the knowledge base in nursing management at the regional level. Therefore, an integrated strategy is needed to improve the competence, motivation, and well-being of nurses so they can provide high-quality nursing care, meet patient expectations, and support the success of overall health services. Various issues related to nurse productivity have been identified, including an imbalance in the nurse-to-patient ratio, high administrative burden, suboptimal team communication, and limited supporting facilities that can hinder work efficiency. Individual factors such as fatigue levels, motivation, and job satisfaction also contribute to productivity variations among nurses. These conditions have the potential to reduce the quality of inpatient care and hinder the achievement of minimum service standards in hospitals. Based on these conditions, this study was designed to analyze the factors that influence the productivity of inpatient nurses at Gambiran Regional General Hospital in Kediri City. The research findings are expected to be used as a basis for managerial decision-making, particularly in planning staff needs, developing work systems, and formulating policies that support increased productivity and quality of hospital services.

## METHODS

This research design uses quantitative research and descriptive correlational design to examine the relationship between independent and dependent variables collected simultaneously. The approach used is cross-sectional, with data analysis conducted using the Spearman Rho test and a significance level set at  $<0.05$  (Sugiyono, 2022). The population in this study consisted of 117 nurses working in the inpatient unit of Gambiran Regional Hospital, Kediri City. Sampling was conducted using probability sampling techniques according to predetermined inclusion and exclusion criteria (Darwin, M., Mamondol, 2021). Based on calculations using the Krejcie Morgan technique, a sample of 90 respondents was obtained. To be considered representative, the selected sample must reflect all characteristics of the population. In other words, the sample must be able to explain the current state or condition of the population as a whole (Fatah, 2021).

This research was conducted at Gambiran Regional General Hospital, Kediri City, with the research period being carried out from March 2025 until completion. Data collection techniques were carried out through several stages, including the preparation of chapter 1 of the research proposal, followed by the processing of permits for initial research data requests to Gambiran Regional General Hospital on December 6, 2024, processing of research permits and visits to Gambiran Regional General Hospital for questionnaire distribution, explanation of research objectives, request for consent to participate, waiting for the questionnaire to be distributed, questionnaire overview in Excel, and data analysis using SPSS with the Spearman Rho test.

This research instrument used primary data in the form of a questionnaire answered directly by respondents. Secondary data in this study were inpatient nurses at Gambiran Regional Hospital. In this study, primary data were obtained through a survey using a questionnaire given to nurses in the inpatient unit of Gambiran Regional Hospital, Kediri to measure a person's opinions, attitudes, and perceptions of a social phenomenon (Aldin, 2024) with a Likert scale range used of 1-4. The research instrument used in this study has been calibrated, and the validity and reliability of the instrument have been assessed by the examiner. In the study of factors affecting nurse productivity in the inpatient ward of Gambiran Regional Hospital, Kediri City, the dependent variable is productivity and the independent variables of the study consist of workload, motivation and compensation. According to the concept of

independent variables, one factor is proven to be responsible for the emergence or existence of another factor (Nursalam, 2020). In analyzing the relationship between factors that influence nurse productivity in the inpatient ward of Gambiran Regional Hospital, Kediri City, the multiple linear regression analysis method was used to measure the strength and direction of the relationship between variables.

(Kurniawan & Agustini, 2021) Research ethics are needed to avoid unethical actions in conducting research, so the research ethics that must be considered are in the informed consent sheet, it is stated that the data obtained will only be used for scientific development, the data is sufficient by using initials or codes so that personal characteristics are not recognized (anonymity), researchers must maintain the confidentiality of information provided by subjects by using the information only for research activities (confidentiality), the research can provide as many benefits as possible to participants (beneficence) and not cause harm (non-maleficence).

## RESULTS

According to the table of the Kolmogorov-Smirnov normality test above, the significance value is 0.00, which is less than 0.05. This means that the residual values are not normally distributed. Since the data is not normally distributed, the next step in the analysis is to perform a partial test using a non-parametric statistical technique called Spearman's rho test.

Table 1. Normalty Test

One-Sample Kolmogorov		Unstandardized Residual
N		92
Normal Parameters	Mean	.0000000
	Std. Deviation	3.60428132
Most Extreme Differences	Absolute	.175
	Positive	.175
	Negative	-.155
Test Statistic		.175
Asymp. Sig. (2-tailed)		.000

Source: Primary Research Data, SPSS Results 2025

Based on Table 2, it is known that the Sig value for the influence of the Workload variable (X1) on Productivity (Y) is 0.018 (sig < 0.05) and the correlation coefficient value is 0.246 so that "H0 is rejected and H1 is accepted" meaning that there is an influence of Workload (X1) on Productivity (Y). It is known that the sig value for the influence of the Motivation Variable (X2) on productivity (Y) is 0.000 (sig < 0.05) and the correlation coefficient value is 0.360 so that "H0 is rejected and H1 is accepted" meaning that there is an influence of Motivation (X2) on Productivity (Y). It is known that the sig value for the influence of the Compensation Variable (X3) on Productivity (Y) is 0.050 < 0.05 and the correlation coefficient value is 0.205 so that "H0 is rejected and H1 is accepted" meaning that there is an influence of Compensation (X3) on Productivity (Y). Based on the Spearman Rho test, the variables Workload (X1), Motivation (X2), Compensation (X3) have an influence on Productivity (Y).

Table 2. Uji Spearman Rho

		Workload	Motivation	Kompensati on	Productivity
<b>Workload</b>	Corelation coefficient	1.000	352**	298**	246*
	Sig. (2 tailed)	92	92	92	92
	N				
<b>Motivation</b>	Corelation coefficient	352**	1.000	189	360**
	Sig. (2 tailed)	92	92	92	92
	N				
<b>Kompensation</b>	Corelation coefficient	298**	189	1.000	205*
		004	072		050

	Sig. (2 tailed)	92	92	92	92
	N				
<b>Productivity</b>	Corelation	246*	360**	205*	1.000
	coefficient	018	000	050	
	Sig. (2 tailed)	92	92	92	92
	N				

Source: Primary Research Data, SPSS Results 2025

## DISCUSSION

The Effect of Workload on Inpatient Nurse Productivity at Gambiran Regional Hospital. Based on the analysis results, the workload variable has a correlation coefficient of 0.246 with a significance level of 0.018 ( $\text{sig} < 0.05$ ). This figure indicates a positive and significant influence between workload and nurse productivity. These findings strongly support the research hypothesis and align with the nursing management theoretical framework and previous empirical studies. Conceptually, excessive workload creates an effort-reward imbalance, where work demands (number of patients, complexity of care, non-nursing tasks) exceed the nurse's physical, mental, and time capacities. These results are consistent with research conducted by (Febrina, 2020) at the Inpatient Installation of Harapan Bunda Hospital, Batam City, is also in accordance with this research, which states that there is a significant relationship between workload and nurse performance, where the results of the correlation test are positive ( $p = 0.027$ ). Field data shows that high bed occupancy rates (BOR) in inpatient wards are often not accompanied by a proportional increase in nursing staff due to recruitment or budget constraints. This directly increases nurses' workload, forcing them to compensate for staffing shortages with longer hours and multiple tasks. At Gambiran Regional Hospital, nurses' workload tends to be high because the number of patients is disproportionate to the number of nurses. Heavy administrative burdens and clinical responsibilities create work pressure that can negatively impact service quality. High workload not only reduces quantity (the number of patients that can be served), but also damages the quality and efficiency of nurse productivity. Therefore, structuring work schedules and task rotation systems are crucial to optimize workloads and maintain nurse productivity. The workload received must be in accordance with the employee's abilities, so that employees will feel comfortable working and get good job satisfaction. Develop programs to reduce burnout and work stress, including flexible scheduling and equitable job rotation. Employee Assistance Programs (EAPs) can help nurses manage the psychosocial stress of high workloads.

The Impact of Motivation on the Work Efficiency of Nurses Working in the Inpatient Unit at Gambiran Regional Hospital. The Spearman rho statistical test shows that there is a positive and significant connection between the motivation variable and nurse productivity, with a correlation coefficient value of 0.360 and a significance level of 0.000 ( $\text{sig} < 0.05$ ). This significant positive correlation strengthens the hypothesis that motivation is a key determinant of nursing staff performance, particularly in healthcare environments that demand high levels of professionalism and dedication. When nurses feel motivated—whether through internal incentives such as job satisfaction or external incentives such as recognition and a supportive work environment—they tend to demonstrate greater efficiency, increased accuracy, and superior quality of patient care. The results of this study are consistent with those results of research (Wendy Putri, 2024) which shows that the high level of job suitability with abilities and interests, namely 77.1%, is a driving force for nurses to motivate themselves and compete in terms of doing work to obtain maximum results. The results of this study provide strong empirical support for the general theory of performance motivation. Local evidence from Gambiran Regional Hospital confirms that the principle of the motivation-productivity relationship remains significantly valid in the specific context of inpatient nursing. This study has several limitations because it used a cross-sectional correlational design. It suggests that motivation and productivity move together, but it does not definitively prove that one causes the other. Furthermore, motivation measurements often rely on self-report measures, which may be affected by response bias. The study's limited scope at a single regional hospital also limits the generalizability of the results to a broader nursing population. Therefore, the management of Gambiran Regional Hospital can implement a strategy to increase work motivation as a top priority that can be realized through several ways, including the development of a fair and transparent incentive and reward system, which directly links productive performance with substantial appreciation, improving a supportive and participatory work

environment, including career development opportunities and ongoing training for inpatient nurses in particular, and implementing a constructive and regular feedback mechanism. By focusing on these motivational pillars, the hospital will not only increase nurse productivity quantitatively, but also ensure the retention of quality staff and the overall improvement of the quality of inpatient services on an ongoing basis. This motivation is influenced by internal factors such as job satisfaction and achievement, as well as external factors such as incentives and recognition from hospital management.

The Effect of Compensation on Inpatient Nurse Productivity at Gambiran Regional Hospital. The analysis results show that the compensation variable is related to other factors with a correlation coefficient of 0.205, and this relationship is statistically significant at the 0.050 level. The results of this analysis indicate a positive and significant influence between compensation and nurse productivity. This study confirms the crucial role of compensation as an external variable that effectively influences performance outcomes. Essentially, a compensation system perceived as competitive and fair serves as a catalyst that encourages nurses to optimize work efforts, which is reflected in increased task efficiency, quality of care, and compliance with operational standards. The results of this study are in accordance with the hypothesis put forward by (Adlan, 2021) where financial compensation has a positive and large impact on the productivity of nurses' performance in inpatient installations because of the service rewards given to nurses for their contribution in achieving company goals. In the Two-Factor Theory (Herzberg et al., 2011), compensation can be categorized as a Maintenance Factor. While good compensation may not directly increase satisfaction or intrinsic motivation profoundly, compensation that is perceived as inadequate or unfair will certainly cause acute dissatisfaction and negatively impact morale and productivity. The results of this study imply that Gambiran Regional Hospital has met an adequate level of compensation hygiene, although there are still perceptions of unfairness related to compensation, particularly regarding incentives that are less transparent. Gambiran Regional Hospital leadership must view compensation not merely as an operational cost, but as a strategic investment in service quality. Benchmarking compensation against regional hospital standards is crucial to ensure it remains competitive. Transparency and consistency in benefit delivery are key to maintaining healthcare worker productivity, which is why a transparent Pay-for-Performance (PPP) system is needed, where incentives are directly correlated with the achievement of specific productivity targets (e.g., reduced medication errors or response times) to align with the workload and achievements of each nurse.

The Impact of Workload, Motivation, and Compensation on the Efficiency of Inpatient Nurses at Gambiran Regional Hospital. Based on the results of simultaneous hypothesis testing (F-test), this study proves that Workload, Motivation, and Compensation together have a significant and positive influence on the productivity of inpatient nurses at Gambiran Regional Hospital with a correlation coefficient of 0.246 and a significance level of 0.018. These results indicate that medical personnel productivity does not stand alone as a single output, but rather is the result of a complex interaction between internal factors (motivation) and external/organizational factors (workload and compensation). This increase in workload must be managed well to prevent excessive stress that can affect the quality of service. Hospital management needs to organize scheduling and work rotation systems to optimize workload and maintain productivity. These results are in line with research conducted by (Sasmita, 2024) which shows that there is a significant relationship between workload and nurse work productivity. Hospitals should create a supportive work climate, provide positive feedback, offer career development opportunities, and involve nurses in decision-making to improve morale and performance. This research aligns with research findings (Hidayat, 2022) that both intrinsic and extrinsic motivation significantly contribute to nurse productivity. Nurses with high motivation tend to demonstrate greater commitment and responsibility in providing healthcare services. Compensation also has a positive and significant effect on productivity, with a correlation coefficient of 0.205 and a significance level of 0.050. However, at Gambiran Regional Hospital, there is still a perception of unfairness in the provision of incentives, particularly related to a lack of transparency. According to (Aningsih, 2022), fair compensation, both financial and non-financial, plays a crucial role in increasing job satisfaction and productivity. If compensation is deemed appropriate, the loyalty and work enthusiasm of healthcare workers will increase.

The results of this study align with the theoretical framework of Performance Model (Gibson et al., 2000), which postulates that individual performance (productivity) is influenced by three main groups of variables: individual variables (including motivation), psychological variables, and

organizational variables (including job design/workload and reward systems). Nurse productivity in a regional hospital has been shown to be sensitive to the balance between task demands (workload) and the appreciation received (compensation). However, if managed well and balanced with incentives (compensation) and psychological encouragement (motivation), a high workload can still produce high productivity, as long as it does not exceed the nurses' physical/mental tolerance threshold. The results of this study convey a message to the management of Gambiran Regional Hospital that to increase productivity, one cannot simply demand nurses work harder (increase the workload). Management must simultaneously ensure the workload is reasonable, provide commensurate pay/incentives, and continue to maintain their work ethic as inpatient nurses at Gambiran Regional Hospital.

## CONCLUSION

Based on the results of data analysis and hypothesis testing regarding the influence of workload, motivation, and compensation on the productivity of inpatient nurses at Gambiran Regional Hospital, several key conclusions can be drawn workload influences productivity, where proportional workload management adjusted to nurse capacity and supported by appropriate compensation can optimize performance. Conversely, an imbalance between workload and incentives has the potential to hinder optimal productivity. Motivation acts as an internal driver for nurses to remain productive. Motivated nurses demonstrate greater initiative and adherence to procedures. The crucial role of compensation regarding fairness and appropriateness is directly correlated with their efforts to improve the quality and quantity of services. The simultaneous influence of workload, motivation, and compensation variables has been shown to significantly influence nurses' work productivity. This explains that the productivity of nursing services in the inpatient ward of Gambiran Regional Hospital is the result of an integration of measurable task management, internal psychological encouragement, and adequate external rewards.

Although the regression model in this research analysis is able to explain the variation in productivity significantly, this study has limitations because it only captures conditions at a single point in time (cross-sectional) and does not explore the psychological factors that may arise from the interaction of workload and compensation, such as job stress or emotional exhaustion. Therefore, future research is recommended to develop this model by including job stress or burnout as intervening variables (mediating) to analyze more deeply how high workload can reduce productivity if not mitigated by appropriate compensation and motivation.

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