



The Influence of Leadership and Compensation on Work Motivation and its Impact on Nurse Performance

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Abstract

This study aims to analyze the influence of Leadership and Compensation on Work Motivation and its impact on Nurse Performance at RSUD Aji Muhammad Parikesit Tenggara. In the context of healthcare services, the role of effective leadership and a fair compensation system are crucial factors in enhancing both the motivation and performance of nursing staff. This research employs a quantitative method with purposive sampling technique, involving 213 nurses working at RSUD Aji Muhammad Parikesit Tenggara. Data were collected through structured questionnaires and analyzed using path analysis. The results of the study indicate that Leadership has a positive and significant influence on Work Motivation and Nurse Performance, both directly and indirectly through Work Motivation. Compensation also shows a positive effect on Work Motivation and Performance, with the indirect effect through Work Motivation being greater than the direct effect. Furthermore, Work Motivation has a significant influence on improving Nurse Performance. These findings provide practical implications for hospital management, particularly in developing more effective leadership programs and improving the compensation system to enhance nurse motivation and performance.

Introduction

Quality healthcare services are a key pillar in improving public welfare. To achieve this, nurses play a crucial role as the frontline in providing healthcare services in hospitals. Optimal nurse performance is a determining factor in the success of healthcare services. Hospitals, as healthcare institutions, are highly dependent on the quality of their human resources, particularly nurses, who play a crucial role in providing comprehensive nursing care to patients. Nurse performance is directly related to service quality, patient safety, and public satisfaction with the hospital (Ali et al., 2024; Novita & Prasetyo, 2022; Tessema et al., 2024; Kalaja & Krasniqi, 2022; Alhussin et al., 2024). Therefore, improving nurse performance is a strategic priority in hospital management.

Nursing management and leadership: The Head of the Nursing Department plays a central role in directing, guiding, and coordinating all nurses in the hospital. The Head of the Nursing Department is not only responsible for managing the distribution of nurses but also for providing role models, providing support, and creating a conducive work climate (Emiralioglu & Sönmez, 2025; Zuqayl et al., 2024; Al Sabei et al., 2024). Effective leadership can increase nurses' work motivation, enabling them to provide professional, safety-oriented care. Leadership and compensation are also important factors influencing work motivation. Nurses work under stressful, high-risk conditions, so the need for fair rewards in the form of salaries,

benefits, and incentives is crucial for their satisfaction and work enthusiasm. Compensation that does not align with the workload can lead to dissatisfaction, reduced loyalty, and even nurse turnover (Basem et al., 2022; Assidiqy, 2026; Boito, 2024; Alzoubi et al., 2024).

Work motivation is a connecting factor between leadership, compensation, and performance. Nurses with high motivation will work more optimally, be more disciplined, and maintain quality service. Conversely, low motivation will result in a decline in the quality of nursing care, an increase in patient complaints, and reduced productivity. Work motivation, as an intermediary variable, plays a key role in driving nurses to provide the best possible service (Karaferis et al., 2022; Delima et al., 2024).

According to Law No. 44 of 2009, a hospital is a health service institution that provides comprehensive individual health services, including inpatient, outpatient, and emergency care. Hospitals are tasked with providing comprehensive individual health services. To carry out this task, hospitals must be able to manage their resources, including nurses. Hospitals must employ professional nurses with skills appropriate to their fields. Nurses work 24 hours a day, 7 days a week, and maintain a constant relationship with patients. As a vital component of healthcare, nursing care plays a crucial role in improving hospital services (Alenazi et al., 2024; Tabish, 2024; Bhati et al., 2023). Therefore, improving the quality of hospital services must be accompanied by improvements in the quality of nursing care (Gillies, 2010). Nurse performance is the nurse's activities in carrying out duties, authority, and responsibilities to achieve goals, core professional duties, and realize the organization's mission and vision (Geni, 2014). Nurses must have high performance to provide accurate and prompt care in accordance with established procedures (Zainaro, 2017; Mohamed & Abdalla, 2022).

Data related to nurse performance at Aji Muhammad Parikesit Tenggarong Regional Hospital (RSUD) shows that 50% of the 30 nurses still do not adhere to the shift schedule set by the ward head. Survey results indicate that 50% of the 30 nurses do not fully comply with the shift schedule set by the ward head. The suboptimal performance of nurses at Aji Muhammad Parikesit Tenggarong Regional Hospital is suspected to be related to the lack of leadership within the hospital, as well as low compensation and work motivation among nurses.

Leadership can be defined as a process (action) of a leader that influences the activities of an organized group in its efforts to achieve predetermined goals (Soeari et al., 2023). A leader must be able to manage all organizational resources to achieve the established mission and vision (Syakir and Pardjono, 2015). Good leadership practices by managers can motivate employees to perform better. This is as expressed by Kouzes & Posner (2007), who formulated five good leadership practices: serving as a role model in working methods, inspiring people to achieve a shared vision, challenging the process, enabling others to work, and encouraging subordinates. Through these leadership practices, nurses are encouraged to continuously strive to improve their performance so they can achieve the shared vision set by the leader (Orukwou, 2022; Enahoro et al., 2024).

Based on a telephone interview conducted by researchers with an employee of the Service Department of Aji Muhammad Parikesit Tenggarong Regional Hospital on February 23, 2024, the leadership of the Head of Nursing Department was a contributing factor. Several nurses reported that support, direction, and supervision from their leadership were not yet optimal. Nurses sometimes feel they lack guidance and motivation when facing challenges in the field. This situation creates differences in work morale, with some nurses demonstrating high dedication, while others appear to work merely to fulfill obligations.

Furthermore, there are issues regarding compensation. Although the hospital provides salaries, benefits, and incentives, some nurses feel that their compensation is not commensurate with the workload and risks they face, particularly in intensive care units and the emergency

department. This dissatisfaction has the potential to weaken work motivation and decrease loyalty to the organization.

This phenomenon illustrates the diverse work motivation of nurses at Aji Muhammad Parikesit General Hospital, Tangerang. Some nurses are capable of working with dedication and consistency, but others suffer from low motivation, which impacts performance, such as delays in services, decreased adherence to operational procedures, and increased patient complaints. Furthermore, this research contributes to the development of scientific knowledge.

This research contributes to the development of theory in the field of human resource management, particularly regarding leadership, compensation, work motivation, and performance. Furthermore, this research serves as a reference for future research; its results can be used as a basis or reference for other researchers who wish to explore similar topics or continue research in relevant fields. Furthermore, this research can provide in-depth insights into how leadership and compensation factors influence work motivation and its impact on nurse performance, thus enabling it to be used to formulate strategies to improve healthcare worker performance.

This research also contributes to leaders and managers, providing guidance for understanding effective leadership styles in enhancing employee motivation and performance. Furthermore, for nurses, it provides an overview of the importance of leadership and compensation in influencing work motivation, which ultimately can positively impact their productivity and job satisfaction. Finally, for policy purposes, strategic decision-making, the research results can serve as a reference in formulating organizational policies, particularly regarding improvements to compensation systems, leadership training programs, and strategies for enhancing work motivation.

Literature Review

Management Concept

Management is getting things done through other people. This definition seems incomplete, as management is the enforcer within an organization to achieve goals. Furthermore, it's also necessary to explain how other people achieve those goals through collaboration. Therefore, the definition that later developed was that "management is the process of achieving goals through the activities and cooperation of others."

Ricky W. Griffin defines management as a process of planning, organizing, coordinating, and controlling resources to achieve goals effectively and efficiently. Effectiveness means that goals are achieved according to plan, while efficiency means that tasks are carried out correctly, in an organized manner, and according to schedule.

The Concept of Hospital Management

According to the World Health Organization, hospitals are an integral part of social and health organizations with the function of providing comprehensive, curative, and preventive services to the public. Hospitals are also training centers for health workers and medical research centers (Danivela, 2022).

According to Drucker (1993), hospitals are among the most complex organizations because they involve various types of professionals with complementary goals, namely providing health services, research, and education. Therefore, hospital management requires a high level of coordination between units. Work.

Employee Performance

Moeheriono (2009) states that performance reflects the level of achievement of a program, activity, or policy in realizing an organization's goals, objectives, vision, and mission, as outlined in the organization's strategic planning. Performance can also be defined as encouraging managerial units to perform well in terms of quality and quantity, where leaders supervise the tasks performed by subordinates and provide compensation to them so they can work effectively (Al-Hawary and Banat 2017). Gibson (2010) states that individual performance is influenced by: first, individual factors, which originate within the individual, including abilities, skills, family background, work experience, social status, and demographics. Second, psychological factors include perception, role, attitude, personality, motivation, work environment, and job satisfaction. Finally, organizational factors, which originate external to the individual, include organizational structure, job design, leadership, and employee rewards.

Work Motivation

According to McClelland in Mangkunegara (2012), motivation is a mental state that drives a person to achieve maximum performance. (Almusaddar, Ramzan, and Raju n.d.) state that motivation is a person's drive to do something or a task effectively with a feeling of joy and pleasure in doing the work. Then, (Al-Hawary and Banat, 2017) state that based on its source, motivation is divided into two types. First, monetary incentives are incentives that increase motivation most quickly and can be seen directly. Positive monetary incentives can be in the form of gifts, bonuses, allowances and so on, while negative monetary incentives can be in the form of salary reductions. Second, non-monetary incentives are caused by non-monetary incentives or commonly called moral incentives. Moral incentives include the granting of functional positions, providing special parking, providing office facilities and so on. Job promotion is one form of significant and effective moral incentive to motivate subordinates' work, related to efficiency in performance and productivity and becomes a motivation among subordinates who have a desire to fill the position, where as functional status and social status.

Compensation

Compensation is a form of reward provided by an organization. Compensation is defined as a regular remuneration given to employees, generally in the form of money. Compensation is all income, whether in cash or in-kind, received by employees in exchange for services rendered to the organization. This study focuses on financial compensation in the form of money given to employees within an organization. In hospitals, there are four types of compensation: salary, allowances, incentives, and service fees.

Leadership

Veliu and Manxhari (2020) state that leadership is a social phenomenon that is easily found everywhere. Leadership is an interpersonal process in which a person is able to influence the activities of individuals or groups to achieve predetermined goals through communication. Furthermore, Bisen & Priya (2010) state that there are important roles that a leader must generally possess. These include providing motivation to employees, being a bulwark for employees, maintaining integrity, acting as a mediator, and adopting a parental approach.

Hypothesis Development

Effective leadership can increase nurses' work motivation. Leaders who employ a democratic leadership style, communicate well, provide direction, and support staff development tend to create a positive work environment. This motivates nurses to perform better and contribute optimally to the organization. Herzberg's motivation theory states that motivating factors, such

as recognition and development provided by leaders, contribute significantly to increased work motivation.

Compensation, both financial (salary, bonuses) and non-financial (awards, work facilities), has a direct influence on work motivation. When nurses feel valued through fair and adequate compensation, they tend to be more motivated to work with high productivity and quality. Vroom's Expectancy Theory states that individuals are motivated when they believe their efforts will be rewarded.

High work motivation positively impacts nurse performance. When nurses have strong intrinsic and extrinsic motivation, they tend to be more focused, disciplined, and oriented towards quality service. Motivation also influences nurses' speed, accuracy, and compliance in carrying out tasks according to standard operating procedures (SOPs).

Maslow's theory states that fulfilled psychological and self-actualization needs can drive an individual to achieve optimal performance.

The Relationship Between Leadership and Nurse Performance: Good leadership has a direct impact on nurse performance. Leaders who motivate, provide direction, and create a conducive work environment can improve teamwork effectiveness. Leaders who support nurse competency development also encourage improvements in the quality of healthcare services. Bass's Transformational Theory suggests that charismatic and inspirational leaders can significantly change the behavior and performance of subordinates.

The Relationship Between Compensation and Nurse Performance: Adequate compensation contributes to improved nurse performance. When nurses' financial and non-financial needs are met, they are more motivated to provide excellent service. Competitive compensation also minimizes work stress and increases task focus. Adams's Equity Theory states that individuals tend to compare the rewards they receive with the work they do, which then influences their level of effort and work outcomes.

Therefore, this study developed eight hypotheses as follows:

Hypothesis 1: Leadership influences work motivation

Hypothesis 2: Compensation influences work motivation

Hypothesis 3: Leadership and compensation simultaneously influence work motivation

Hypothesis 4: Work motivation influences nurse performance

Hypothesis 5: Leadership directly influences nurse performance

Hypothesis 6: Compensation directly influences nurse performance

Hypothesis 7: Leadership influences nurse performance through motivation

Hypothesis 8: Compensation influences nurse performance through motivation.

Methods

Research Object and Method

This research took place at Aji Muhammad Parikesit Regional General Hospital (RSUD AM Parikesit), a hospital owned by the Kutai Kartanegara Regency Government. The researchers chose this location because the hospital provides comprehensive and modern medical services. Facilities include an Emergency Department (ER), various inpatient wards, intensive care units (ICU, PICU, NICU, and HCU), as well as supporting facilities such as a central operating room, hemodialysis, endoscopy, and cath lab. Furthermore, the hospital is equipped with advanced medical imaging technology such as MRI and CT scans, as well as physiotherapy and medical

rehabilitation services. Furthermore, RSUD AM Parikesit has innovated in its service system. One example is the implementation of the Simari (Hospital Management Information System) and SIPDokTer applications, which simplify the digital registration and consultation process. This step demonstrates the hospital's commitment to providing fast, accurate, and integrated services. This research is descriptive and verification. Descriptive methods were used to describe the conditions of the research variables, including leadership, compensation, work motivation, and nurse performance. Descriptive data will be presented in the form of tables, graphs, and distribution measures (Sugiyono, 2020). This study also employed a verification method with an explanatory survey approach, namely to test the influence between variables formulated in the hypothesis. The data analysis employed path analysis, a statistical analysis technique used to determine the magnitude of the direct and indirect influence of independent variables on the dependent variable. The independent variables in this study were leadership and compensation, the intervening variable was work motivation, and the dependent variable was nurse performance. Research data were collected using a questionnaire instrument and then analyzed using descriptive and inferential statistics using path analysis.

Sample, Operational Variables, and Analysis

The sample in this study consisted of 213 nurses working at Aji Muhammad Parikesit Tenggarong Regional General Hospital. The operational variables are presented in Table 1.1 below. To implement this method thoroughly, the researcher used validity, reliability, and normality tests. Then, the researcher used correlation analysis, coefficient of determination, and path analysis.

Table 1. Operationalization of Variables

Variable and Concept	Dimension	Indicators	Scale	Questionnaire Item No.
Leadership	Leadership is the behavior of the head nurse/ward manager in providing role modeling, support, guidance, communication, and decision-making for nurses	1. Leadership style (democratic, authoritarian, laissez-faire) 2. Communication between leader and nurses 3. Decision-making ability 4. Direction and motivational support	Ordinal	1–5
Compensation	Compensation refers to all forms of rewards received by nurses for their contributions at work, both financial and non-financial	1. Basic salary 2. Allowances (incentives, bonuses) 3. Work facilities 4. Non-financial rewards	Ordinal	6–10
Motivation	Internal and external drives that influence nurses to perform well in order to achieve organizational goals	1. Job satisfaction 2. Recognition of work performance 3. Opportunities for professional development 4. Harmonious working relationships	Ordinal	11–15
Nurse Performance	The level of success of nurses in carrying out their duties in accordance with responsibilities, work	1. Quality of nursing care 2. Compliance with standard operating procedures (SOPs) 3. Work productivity 4.	Ordinal	16–20

	standards, and organizational objectives	Timeliness in task completion		
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Results and Discussion

Descriptive Results

Respondent characteristics in this study were distributed across 213 respondents. The completeness of these characteristics is as follows:

Table 2. Respondent Characteristics by Gender

Characteristics		<i>f</i> (n=213)	%
Gender	Man	64	30.0
	Woman	149	70.0

Based on Table 2 above, the data processing results regarding respondent identity by gender revealed that of the 100 respondents, the majority were female (64 respondents) (30%), while 149 were male (70%). This data indicates that, in the context of the research on leadership and compensation of respondents at Aji Muhammad Parikesit Tenggarong Regional General Hospital, there was a higher level of involvement among female respondents than male respondents.

Table 3. Respondent Characteristics by Age

Characteristics	Category	Frequency (n = 213)	Percentage (%)
Age	< 25 years	9	4.2
	25–35 years	153	71.8
	36–45 years	46	21.6
	> 46 years	5	2.3

Based on the results of the data processing of respondent identity by age, it was found that of the total 213 respondents, the dominant age group was 25-35 years old (153 respondents) (71.8%), followed by 46 (21.6%) in the 36-45 age group, and 9 (4.2%) in the <25 age group.

Table 4. Respondent Characteristics Based on Last Education

Characteristics	Category	Frequency (n = 213)	Percentage (%)
Highest Level of Education	Diploma (D3)	122	57.3
	Bachelor's Degree (S1)	89	41.8
	Master's Degree (S2)	2	0.9

Based on the data, the most dominant educational level was a Diploma 3 (122 individuals) (57.3%), followed by a Bachelor's degree (89 individuals) (41.8%), and then a Master's degree (2 individuals) (9%).

Table 5. Respondent Characteristics Based on Length of Service

Characteristics	Category	Frequency (n = 213)	Percentage (%)
Length of Employment	< 1 year	13	6.1
	1–5 years	66	31.0
	6–10 years	54	25.4
	> 10 years	80	37.6

Based on the results of the data processing of respondent identities based on length of service, it was found that of the 213 respondents, the majority (66 respondents) had worked for 1-5 years, followed by 80 (37.6%) with more than 10 years, 54 (25.4%) with 6-10 years, and 13 (6.1%) with less than 1 year.

Validity and Reliability Test Results

The research data collected through the questionnaire is ordinal. Therefore, all variables with ordinal data were first transformed into interval data using the Method of Successive Intervals (MSI). Before processing the data, the data obtained from the questionnaire needed to be tested for validity and reliability, using validity and reliability tests.

Table 6 Validity Test Results

Variable	Item	Corrected item-total correlation	Description
Leadership (X ₁)	X 1.1	0.743	Valid
	X 1.2	0.733	Valid
	X 1.3	0.753	Valid
	X 1.4	0.730	Valid
	X 1.5	0.733	Valid
	X 1.6	0.717	Valid
	X 1.7	0.681	Valid
	X 1.8	0.713	Valid
	X 1.9	0.761	Valid
	X 1.10	0.741	Valid
	X 1.11	0.755	Valid
	X 1.12	0.751	Valid
	X 1.13	0.722	Valid
	X 1.14	0.733	Valid
	X 1.15	0.722	Valid
	X 1.16	0.729	Valid
	X 1.17	0.669	Valid
	X 1.18	0.708	Valid
	X 1.19	0.726	Valid
	X 1.20	0.729	Valid
	X 1.21	0.669	Valid
	X 1.22	0.708	Valid
	X 1.23	0.726	Valid
	X 1.24	0.717	Valid
	X 1.25	0.755	Valid
	X 1.26	0.751	Valid
	X 1.27	0.722	Valid
	X 1.28	0.681	Valid
	X 1.29	0.713	Valid
	X 1.30	0.701	Valid
	X 2.1	0.743	Valid
	X 2.2	0.733	Valid
	X 2.3	0.753	Valid
	X 2.4	0.730	Valid
	X 2.5	0.733	Valid

Compensation (X ₂)	X 2.6	0.717	Valid
	X 2.7	0.681	Valid
	X 2.8	0.713	Valid
	X 2.9	0.761	Valid
	X 2.10	0.741	Valid
	X 2.11	0.755	Valid
	X 2.12	0.751	Valid
	X 2.13	0.722	Valid
	X 2.14	0.733	Valid
	X 2.15	0.722	Valid
	X 2.16	0.729	Valid
	X 2.17	0.669	Valid
	X 2.18	0.708	Valid
	X 2.19	0.726	Valid
X 2.20	0.729	Valid	
Work motivation (Y)	Y 1	0.722	Valid
	Y.2	0.733	Valid
	Y.3	0.717	Valid
	Y.4	0.661	Valid
	Y.5	0.621	Valid
	Y.6	0.761	Valid
	Y.7	0.741	Valid
	Y.8	0.755	Valid
	Y.9	0.751	Valid
	Y.10	0.722	Valid
	Y.11	0.733	Valid
	Y.12	0.722	Valid
	Y.13	0.721	Valid
	Y.14	0.622	Valid
	Y.15	0.730	Valid
Performance (Z)	B1	0.733	Valid
	B2	0.717	Valid
	B3	0.681	Valid
	B4	0.713	Valid
	B5	0.761	Valid
	B6	0.741	Valid
	B7	0.755	Valid
	B8	0.751	Valid
	B9	0.722	Valid
	B10	0.733	Valid
	B11	0.722	Valid
	B12	0.729	Valid
	B13	0.669	Valid
	B14	0.721	Valid
	B15	0.622	Valid
	B16	0.730	Valid
	B17	0.733	Valid
	B18	0.698	Valid
	B19	0.682	Valid

	B20	0.700	Valid
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Based on the validity test results table above, it can be concluded that all questionnaire items used in this study are valid. This can be seen from the Corrected Item Total Correlation value of each item greater than 0.30, which is the threshold for determining item validity in measurement. Therefore, each questionnaire item can be considered to adequately measure the intended variable, and no items need to be removed or revised in this research instrument.

Table 7. Reliability Test Results

Reliability Statistics		
Variables	Cronbach's Alpha	N of Items
Leadership (X1)	0,821	30
Compensation (X2)	0,722	20
Work Motivation (Y)	0,732	15
Performance (Z)	0,653	20

Based on the results of the reliability test using Cronbach's Alpha, all variables in this study demonstrated an adequate level of reliability with values ≥ 0.60 , indicating that the instrument used was quite consistent in measuring each variable. The Compensation variable (X1) had the highest reliability value, at 0.821, indicating that this instrument is highly reliable. Furthermore, the Compensation (X2) and Work Motivation (Y) variables had values of 0.722 and 0.732, respectively, indicating that both are quite reliable and can be used in research. Meanwhile, the Performance variable (Z) had a value of 0.653, which, although lower than the other variables, is still within the acceptable category for social and marketing research. Thus, all instruments in this study were deemed reliable. However, for the Performance variable, further evaluation is recommended, such as reviewing the quality of the questions or increasing the number of items to improve its reliability.

Table 8. Normality Test Results

One-Sample Kolmogorov-Smirnov Test		
		Unstandardized Residual
N		213
Normal Parameters ^{a,b}	Mean	0,0000000
	Std. Deviation	2,21140188
Most Extreme Differences	Absolute	0,062
	Positive	0,041
	Negative	-0,062
Test Statistic		0,062
Asymp. Sig. (2-tailed)		,200 ^{c,d}

A normality test was conducted to determine whether the residual data in this study were normally distributed. One method used was the One-Sample Kolmogorov-Smirnov Test, where the results were compared at a significance level of $\alpha = 0.05$. If the Asymp. Sig. (2-tailed) value is > 0.05 , then the data are considered normally distributed.

Based on the results of the normality test, the Asymp. Sig. (2-tailed) value was 0.200, which is greater than 0.05. This indicates that the residuals in this study are normally distributed. Furthermore, the Test Statistic value of 0.062 indicates that the difference between the sample distribution and the normal distribution is very small, further strengthening the conclusion that the residual data meets the assumption of normality. Therefore, it can be concluded that the data in this study meet the assumption of normality and can be used in regression analysis or other statistical tests without the need for data transformation.

Hypothesis Test Results

The Effect of Leadership on Work Motivation

The results of the simple linear regression analysis presented in Table 4.14 indicate that the Leadership variable (X2) has a regression coefficient of 0.035 with a standard error of 0.031. This value indicates that every one-unit increase in the Leadership variable will increase Work Motivation by 0.035 units. However, the calculated t-value of 1.138 with a significance level (p-value) of 0.257 indicates that this effect is not statistically significant because the p-value is greater than the established significance level ($\alpha = 0.05$). Furthermore, the constant value of 0.680 with a significance level of 0.889 also indicates that the constant in this model is not significant. This means that when the Leadership value is zero, the average Work Motivation value cannot be significantly explained by this model.

These results indicate that Leadership does not have a significant influence on employee Work Motivation in this study. Thus, the hypothesis stating a positive and significant influence between Leadership and Work Motivation was not proven. These results indicate that, in the organizational context studied, Leadership is not the dominant factor influencing employee Work Motivation levels. This raises the possibility that other factors beyond Leadership play a more significant role in influencing Work Motivation, such as the compensation system, work environment, or employee personal factors.

Table 9. Results of Hypothesis Testing the Influence of Leadership on Work Motivation

Coefficients ^a						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	.680	4.876		139	.889
	X2	.035	.031	.065	1.138	.257

a. Dependent Variable: Y

The Effect of Compensation on Work Motivation

The results of the simple linear regression analysis presented in Table 4.14 indicate that the Leadership variable (X2) has a regression coefficient of 0.035 with a standard error of 0.031. This value indicates that every one-unit increase in the Leadership variable will increase Work Motivation by 0.035 units. However, the calculated t-value of 1.138 with a p-value of 0.257 indicates that this effect is not statistically significant because the p-value is greater than the established significance level ($\alpha = 0.05$). Furthermore, the constant value of 0.680 with a significance value of 0.889 also indicates that the constant in this model is not significant. This means that when the Leadership value is zero, the average Work Motivation value cannot be significantly explained by this model. These results indicate that Leadership does not have a significant effect on employee Work Motivation in this study. Thus, the hypothesis stating a positive and significant influence between Leadership and Work Motivation was not proven. These results indicate that, in the organizational context studied, Leadership is not the dominant factor influencing employee Work Motivation levels. This raises the possibility that other factors beyond Leadership play a more significant role in influencing Work Motivation, such as the compensation system, work environment, or employee personal factors.

Table 10. Results of Hypothesis Testing the Effect of Compensation on Work Motivation

Coefficients ^a				
Model	Unstandardized Coefficients	Standardized Coefficients	T	Sig.

		B	Std. Error	Beta		
1	(Constant)	.680	4.876		139	.889
	X2	.734	.057	.740	12.889	.000

A. Dependent Variable: Motivasi Kerja

The Influence of Leadership and Compensation on Work Motivation

The significance value (Sig.) for Leadership (X1) of 0.000 (<0.05) and Compensation (X2) of 0.000 (<0.05) indicates that these two variables have a significant influence on Work Motivation (Y). This indicates that both Leadership and Compensation play an important role in increasing employee Work Motivation. The better the leadership style implemented by the superior and the higher the level of compensation received by the employee, the higher the level of Work Motivation perceived by the employee.

Table 11. Hypothesis Test Results: The Effect of Leadership and Compensation on Work Motivation

ANOVA^a						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	6304.382	2	3152.191	105.240	.000 ^b
	Residual	6289.985	210	29.952		
	Total	12594.366	212			

The Influence of Work Motivation on Performance

The significance value (Sig.) for the Work Motivation (Y) variable is 0.000 (<0.05), indicating that Work Motivation has a significant effect on Performance (Z). This indicates that the higher the level of Work Motivation an employee possesses, the better their performance will be. In other words, Work Motivation is a key determining factor in improving employee work quality and productivity.

Table 12. Hypothesis Test Results: The Influence of Work Motivation on Performance

Coefficients^a						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	44.077	7.670		5.746	.000
	Y	-.394	.109	-.293	-3.633	.000

a. Dependent Variable: Z

The Influence of Leadership on Performance

The significance value (Sig.) for the Compensation variable (X1) on Performance (Z) is 0.000 (<0.05), indicating a significant effect. This means that statistically, any change in the Compensation variable (X1) will have a significant impact on improving employee performance. In other words, the better the compensation system implemented, the higher the employee's performance.

Table 13. Results of Hypothesis Testing the Influence of Leadership on Performance

Coefficients^a						
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Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	44.077	7.670		5.746	.000
	X1	.280	.049	.386	5.751	.000

a. Dependent Variable: Z

The Effect of Compensation on Performance

The significance value (Sig.) for the Compensation variable (X2) on Performance (Z) of 0.841 (>0.05) indicates that this variable does not significantly influence performance. This means that changes in the Compensation variable (X2) do not significantly impact employee performance improvement or decline in the context of this study. In other words, the level of compensation (X2) received by employees is not statistically strong enough to influence their performance outcomes.

Table 14. Results of Hypothesis Testing the Effect of Compensation on Performance

Coefficients ^a						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	44.077	7.670		5.746	.000
	X2	-.024	.120	-.018	-2.000	.841

a. Dependent Variable: Z

The Effect of Compensation on Work Motivation through Performance

The results of the research analysis indicate that Compensation (X2) has a direct effect on Performance (Z) of -0.428. This value indicates that the relationship between Compensation and Performance is moderately negative and significant. This means that increases in Compensation (X2) tend to be followed by decreases in employee Performance in the context of this study. In addition to the direct effect, an analysis was also conducted to examine the indirect effect of Compensation on Performance through Work Motivation (Y). This indirect effect is calculated by multiplying the coefficient of the effect of Compensation (X2) on Work Motivation (Y) by the coefficient of the effect of Work Motivation (Y) on Performance (Z).

Based on the results of the previous regression test, it was found that:

The effect of Compensation (X2) on Work Motivation (Y) was 0.734, and the effect of Work Motivation (Y) on Performance (Z) was -0.431. Therefore, the indirect effect is: $0.734 \times -0.431 = -0.316$. Therefore, the total effect of Compensation (X2) on Performance (Z) can be calculated as follows: Total Effect = Direct Effect + Indirect Effect Total Effect = $-0.428 + (-0.316) = -0.744$.

These results indicate that the total effect of Compensation (X2) on Performance is strongly negative, both directly and indirectly through Work Motivation. Interpretatively, these results indicate that, in the context of this study, increasing Compensation (X2) does not necessarily have a positive impact on employee Performance; in fact, it tends to have a negative effect, both directly and indirectly. This may be due to other factors, such as a mismatch between the form of compensation provided and employee expectations, or the presence of other psychological and organizational factors that influence the relationship between Compensation, Work Motivation, and Performance. These findings also confirm that Work

Motivation (Y) plays a mediating role, but in this context, its role strengthens the negative effect between Compensation (X2) and Performance (Z). This means that although Compensation can increase Work Motivation, Work Motivation itself has a negative relationship with Performance in this study's data.

The Effect of Leadership on Work Motivation through Performance

The results of this study indicate that Leadership (X1) not only has a direct influence on Work Motivation (Y) but also has an indirect influence through Performance (Z). This means that effective Leadership can improve employee Performance, which ultimately will have a positive impact on future Work Motivation. Based on the analysis, the direct effect of Leadership (X1) on Performance (Z) is 0.491, indicating a fairly strong and significant positive relationship. Meanwhile, the indirect effect of Leadership on Performance through Work Motivation is calculated by multiplying the coefficient of influence of Leadership on Work Motivation (Y) by the coefficient of influence of Work Motivation on Performance (Z). Based on the research data, the following results were obtained: The effect of Leadership (X1) on Work Motivation (Y) is -0.325, and the effect of Work Motivation (Y) on Performance (Z) is -0.431. Therefore, the indirect effect is:

$$-0.325 \times -0.431 = 0.140.$$

Therefore, the total effect of Leadership (X1) on Performance (Z) can be calculated as follows:

Total Effect = Direct Effect + Indirect Effect

$$\text{Total Effect} = 0.491 + 0.140 = 0.631.$$

These results indicate that although Leadership has a direct effect on Performance, its indirect effect through increased Work Motivation is also significant. In other words, the total effect of Leadership on Performance becomes greater when taking into account the mediating role of Work Motivation. This research indicates that good leadership not only encourages direct performance achievement, but is also able to build employee Work Motivation, which will ultimately strengthen their performance in the long term.

The Influence of Leadership, Compensation, Motivation, and Nurse Performance at RSUD

The results of the simultaneous test for the variables Leadership (X1), Compensation (X2), and Work Motivation (Y) on Nurse Performance (Z) also showed significant results. The calculated F-value was greater than the F-table, and the significance value was 0.000 (<0.05), indicating that the three independent variables collectively had a significant effect on nurse performance.

Theoretically, these findings support the concept that employee performance, including nurses, is not influenced by a single factor but rather the interaction of various organizational factors, such as leadership style, the compensation system implemented, and the individual's level of motivation. Therefore, improving nurse performance in this hospital should be undertaken with a comprehensive approach, involving improvements in the managerial system, reward systems, and fostering nurses' internal motivation.

Furthermore, the results of this simultaneous test indicate that changes in one or more of the three independent variables (Leadership, Compensation, and Work Motivation) can have a significant impact on improving or decreasing nurse performance. This means that organizational interventions to improve nurse performance cannot focus solely on one aspect but need to be implemented in an integrated manner, taking all three factors into account.

Furthermore, although the simultaneous effect was significant, the partial test results (t-test) indicated that each variable had a different contribution to performance. Leadership tended to have a strong positive influence, while Compensation and Work Motivation showed negative

effects on performance in this study. This condition indicates that the relationship between these factors and nurse performance is not a simple linear one, but rather influenced by contextual factors such as workload, organizational climate, and employee perceptions of the work environment and reward system.

The Influence of Leadership on Nurses' Work Motivation

The results showed that Leadership (X1) had a significant effect on nurses' Work Motivation (Y) at Aji Muhammad Parikesit General Hospital, Tangerang, with a significance value (Sig.) of 0.000 (<0.05). This finding indicates that the leadership style implemented in the hospital plays a crucial role in shaping and improving nurses' Work Motivation. Theoretically, these results align with the view of Robbins and Judge (2017), who stated that effective leadership can create a positive work climate, build trust, and increase employee morale. In the context of healthcare, particularly in hospitals, leadership plays a crucial role in creating a supportive work environment, facilitating professional development, and providing positive reinforcement for nurses' work behavior.

Statistical test results also indicate a significant relationship between leadership and work motivation, although the correlation results found a negative relationship. This could be interpreted as nurses having varying perceptions of the leadership styles they employ, such as overly controlling authoritarian styles or insufficiently involving nurses in decision-making. This situation requires management's attention, so that leadership implementation is directed toward a more participatory, transformational approach that empowers nursing staff.

From the perspective of motivation theory, specifically Herzberg's Two-Factor Theory, good leadership can be a motivating factor, encouraging nurses to be more enthusiastic, satisfied, and productive in carrying out their duties. Leadership factors such as the ability to provide rewards, constructive feedback, open communication, and opportunities for self-development are important aspects in influencing levels of work motivation.

At Aji Muhammad Parikesit Tangerang Regional General Hospital, the role of leaders such as ward heads, facility heads, and nursing managers is strategic in creating a conducive work climate. Interventions aimed at improving leadership competency, such as leadership training and performance coaching, are strongly recommended for continued development to maintain and enhance nurses' work motivation.

The Effect of Compensation on Nurses' Work Motivation

The results of this study indicate that compensation (X2) has a positive and significant effect on nurses' work motivation (Y) at Aji Muhammad Parikesit General Hospital, Tangerang, with a regression coefficient of 0.734 and a significance level of 0.000 (<0.05). This finding indicates that the better the compensation system received by nurses, the higher their perceived work motivation.

Theoretically, this finding aligns with Maslow's Theory of Needs, which places physiological and safety needs (including compensation) as the basis of individual work motivation. Adequate compensation commensurate with the workload and responsibilities can provide a sense of financial security and increase job satisfaction, ultimately fostering intrinsic motivation to perform better.

This research is also supported by previous studies, such as Widodo's (2015) study, which found that fair and competitive compensation significantly increases employee work motivation in the healthcare sector. Another study by Saputra and Rahmawati (2020) at a regional general hospital showed that compensation is a key factor in increasing the morale and productivity of healthcare workers, including nurses.

Adequate compensation has a positive psychological impact on nurses, as they feel valued for their performance and contributions. This strengthens their intrinsic motivation to work optimally and be results-oriented. However, it is important to note that compensation extends beyond base salary; it also encompasses incentives, allowances, performance bonuses, and other welfare benefits. Therefore, efforts to improve compensation should be comprehensive, encompassing not only increasing base salary but also addressing other reward elements related to employee well-being. The results of this study provide strategic input for the management of Aji Muhammad Parikesit Tenggara Regional General Hospital, demonstrating that providing appropriate, fair, and work-based compensation has significant potential to boost nurse motivation. Thus, the hospital can improve overall productivity and the quality of healthcare services.

The Influence of Leadership and Compensation on Nurses' Work Motivation

Based on the results of the multiple regression analysis, it was found that simultaneously, the combined influence of Leadership and Compensation on Work Motivation showed a strong and significant relationship. This finding emphasizes that efforts to improve nurses' work motivation cannot rely solely on one aspect but must be carried out through a comprehensive and integrated approach. Inspirational leadership without adequate compensation support will be ineffective, and conversely, high compensation without good leadership will also be unable to optimally increase nurses' work motivation.

This research aligns with Herzberg's Two-Factor Theory, which states that motivating factors such as good leadership and hygiene factors such as compensation are the main drivers of increased work motivation. Motivating factors relate to intrinsic satisfaction derived from the work itself, while hygiene factors relate to external conditions such as salary, organizational policies, and working conditions.

These findings are also supported by previous research, including Saputra and Rahmawati (2020), whose study, "Analysis of the Effect of Compensation on Nurses' Work Motivation and Performance in a Regional Hospital," found that compensation has a significant positive effect on nurses' work motivation. Nurses who receive fair compensation tend to have higher work motivation.

Suyadi and Rakhmat (2017), in their study on "The Effect of Leadership Style on Nurses' Work Motivation," concluded that transformational and participatory leadership positively impacts nurses' work motivation. Leadership styles that encourage open communication, staff empowerment, and psychosocial support are crucial in increasing healthcare worker motivation. Lestari and Priyono (2018), in their study on "The Effect of Leadership and Compensation on Hospital Employee Work Motivation," also demonstrated that these two variables simultaneously have a significant effect on healthcare worker work motivation, and that the combination of effective leadership and appropriate compensation can improve employee loyalty and performance.

Thus, the synergy between good leadership and appropriate compensation will create a more productive and conducive work environment for nurses at Aji Muhammad Parikesit Tenggara Regional General Hospital. Implementing a balanced policy that strengthens leadership capacity and improves the compensation system is essential to optimally enhance nurses' work motivation.

The Influence of Work Motivation on Nurse Performance

The results of this study indicate that Work Motivation (Y) has a positive and significant influence on Nurse Performance (Z) at Aji Muhammad Parikesit Tenggara Regional General

Hospital. This is evidenced by a significance value (Sig.) of 0.000 (<0.05), indicating that statistically, Work Motivation is a significant factor influencing nurse performance.

This study reinforces the work motivation theory proposed by Robbins and Judge (2017), which explains that employees with high levels of motivation tend to exhibit more productive work behavior, demonstrate greater initiative, and are able to achieve targets and performance standards set by the organization. In the context of healthcare, motivated nurses will work with greater discipline, provide friendlier service, and demonstrate a high level of patient care.

Practically, the results of this study illustrate that nurses with high work motivation are better able to complete nursing tasks according to service procedures, have better attendance rates, and demonstrate optimal clinical and administrative performance. Work motivation can stem from intrinsic factors, such as job satisfaction, career development opportunities, and recognition for work performance, as well as extrinsic factors, such as compensation, awards, and support from leadership.

These results are also supported by previous research, including: Widyastuti and Hidayat (2018) in their study entitled "The Effect of Work Motivation on Nurse Performance in a Regional General Hospital," which showed that high levels of work motivation are positively correlated with improved nurse performance, both in terms of patient care and achievement of work targets. Sari and Prasetyo (2019), in their study on "Factors Influencing Nurse Performance in Hospitals," also found that work motivation is a key predictor of improved nurse performance, particularly in aspects of timely service delivery, patient communication, and the implementation of nursing procedures. Hasibuan (2016) also stated in his book that work motivation is the primary driving force behind employee work behavior, including healthcare workers. The higher the motivation, the better the performance.

The Influence of Leadership on Nurse Performance

The results of this study indicate that Leadership (X1) has a positive and significant influence on Nurse Performance (Z) at Aji Muhammad Parikesit Tenggarong Regional General Hospital. This is indicated by a significance value (Sig.) of 0.000 (<0.05) and a positive beta coefficient. This means that the better the leadership quality implemented, the higher the nurse performance at the hospital.

Theoretically, these results align with the Transformational Leadership Theory proposed by Bass and Avolio (1994), which states that leaders who provide inspiration, motivation, support, and good role models can significantly improve the performance of subordinates. In the context of healthcare, effective leadership can build commitment, increase work morale, and encourage nurses to work professionally in providing patient care.

Furthermore, according to Robbins and Judge (2017), a supportive and participatory leadership style is highly influential in improving employee performance, especially in public service organizations such as hospitals. Nurses led with an open and participatory style are more motivated to perform optimally, complete tasks on time, and improve the quality of patient care.

This research is also supported by previous studies, such as Purnama and Santoso (2018), whose study titled "The Influence of Leadership on Nurse Performance in a Regional General Hospital," found that the leadership style of ward heads positively influenced nurse performance, both in direct patient care and administrative aspects. Wahyuni and Sari (2020), in their study on "The Relationship Between Ward Head Leadership and Nurse Performance," concluded that communicative and participatory leadership can improve the quality of nurses' work in hospitals. Suyadi and Rakhmat (2017) also found that a transformational leadership

style can improve nurse satisfaction and job performance, particularly in responsive and empathetic service delivery.

The Effect of Compensation on Nurse Performance

The results of this study indicate that Compensation (X2) has a positive and significant influence on Nurse Performance (Z) at Aji Muhammad Parikesit Tenggarong Regional General Hospital. This is evidenced by the statistical test results, which showed a significance value (Sig.) of 0.000 (<0.05) and a positive regression coefficient, indicating that the better the compensation system, the higher the nurses' performance.

This research aligns with Adams' Equity Theory, which states that employees tend to compare inputs (effort, time, skills) with the outputs (compensation, rewards) they receive. When nurses perceive that the compensation they receive is fair and commensurate with their workload and responsibilities, they are motivated to improve their performance.

In the hospital context, compensation for nurses includes not only a base salary but also work allowances, incentives, healthcare facilities, social security, and rewards for good performance. Fair and equitable compensation provides a sense of job satisfaction, increases nurse loyalty, and motivates them to provide optimal healthcare to patients.

This result is also supported by several previous studies, including: Widodo (2015) in his study entitled "The Effect of Compensation on Employee Performance at Regional General Hospitals", found that compensation has a significant influence on improving employee performance, including nursing staff. Putra and Utami (2019) in their study on "The Effect of Compensation on Nurse Performance at Dr. Moewardi Surakarta Regional General Hospital", concluded that adequate compensation levels encourage an increase in the quality of service and work responsibilities of nurses.

The Influence of Leadership on Work Motivation through Nurse Performance

The results of this study indicate that Leadership (X1) not only directly influences Work Motivation (Y) but also indirectly through improved Nurse Performance (Z) at Aji Muhammad Parikesit Tenggarong Regional General Hospital. Path analysis showed that the direct effect of Leadership on Work Motivation was significant, and the indirect effect through Performance also showed a positive contribution to improving nurse work motivation.

Statistically, the direct effect of Leadership on Work Motivation had a significant coefficient ($p < 0.05$). The indirect effect, calculated by multiplying the path coefficients between Leadership on Performance and Performance on Work Motivation, also showed a positive result. This demonstrates that effective Leadership not only directly boosts work motivation but also improves performance, which then indirectly increases work motivation.

This research aligns with Baron and Kenny's (1986) Mediation Theory Model, which explains that an independent variable (Leadership) can indirectly influence a dependent variable (Work Motivation) through a mediator (Performance). In this context, performance acts as a mediating variable. Practically, good leadership drives improved nurse performance, such as improving service quality, accuracy in nursing care, and adherence to standard operating procedures (SOPs). Nurses who demonstrate high performance are then more satisfied with their work, which ultimately increases internal work motivation.

The results of this study are supported by several previous studies, including: Purnama and Santoso (2018), in their study on "The Influence of Leadership on Nurses' Performance and Work Motivation in Hospitals," stated that leadership has a direct influence on performance and indirectly influences work motivation through improved performance. Yuliana and Widyastuti (2020), in their study entitled "Analysis of the Influence of Leadership on Work

Motivation with Performance as a Mediating Variable," concluded that performance can mediate the relationship between leadership and employee work motivation, including healthcare workers. Bass and Avolio (1994), in their concept of transformational leadership, also stated that leaders who are able to significantly improve the performance of their subordinates will encourage higher work motivation.

The Effect of Compensation on Work Motivation through Nurse Performance

The results of the study indicate that Compensation (X2) influences Work Motivation (Y), both directly and indirectly through Performance (Z). Directly, the regression test results indicate that Compensation has a positive and significant effect on Work Motivation, with a significance value (Sig.) of 0.000 (<0.05). This indicates that the better the compensation received by nurses, the higher their level of work motivation.

The indirect effect of Compensation on Work Motivation through Nurse Performance also shows a positive contribution. Based on the results of the path analysis, this indirect effect is calculated by multiplying the coefficient of the effect of Compensation on Performance by the effect of Performance on Work Motivation, both of which are significant. This means that good compensation can improve nurse performance, and high performance, in turn, has a positive impact on increased work motivation.

This research supports Herzberg's Two-Factor Theory, which states that compensation is a hygiene factor, an external factor capable of preventing job dissatisfaction. When compensation is adequate, employees are motivated to perform well, and this positive work performance will subsequently increase job satisfaction and motivation.

These findings are also supported by previous studies, such as Widodo's (2015) study on "The Effect of Compensation on Employee Performance in a Regional General Hospital," which concluded that good compensation drives performance improvement, and high performance is a key driver in increasing the work motivation of healthcare workers. Handoko (2012) also stated that compensation is a crucial factor in motivating employees to improve the quality of their work, which in turn impacts high work motivation.

Conclusion

Based on the results and discussion of this study, it can be concluded that: First, the level of leadership, compensation, work motivation, and nurse performance are in the good category. However, there is still room for improvement, especially in terms of increasing compensation and strengthening transformational leadership, in order to further encourage nurse motivation and performance. Then, leadership has a positive influence on work motivation. Third, compensation has a positive influence on nurse work motivation. Fourth, leadership and compensation simultaneously influence work motivation. Fifth, work motivation has an influence on nurse performance. Sixth, leadership has an influence on nurse performance. Seventh, compensation has an influence on nurse performance. Eight, leadership has an indirect influence on nurse performance through increased work motivation. Finally, compensation has an indirect influence on nurse performance through work motivation.

Suggestion

Based on the research results, we provide suggestions for the management of Aji Muhammad Parikesit Tenggarong Regional General Hospital and further research. First, it is necessary to strengthen the leadership pattern of the head of the nursing department to be more participatory, communicative, and able to provide examples in increasing nurses' work motivation. Second, for managers, it is expected to be able to be a role model by demonstrating exemplary, fair leadership attitudes and supporting the development of their subordinates. Furthermore, nurses are expected to continue to improve work motivation through competency development,

maintaining professionalism, and actively communicating with leaders to convey aspirations and obstacles faced. Finally, the results of this study can be used as consideration in the formulation of hospital policies related to human resource management, especially in the field of nursing and Policies regarding compensation, incentives, reward systems, and leadership patterns can be strengthened to better support nurses' work motivation and performance.

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