

## The Correlation Between Reward Provision and Nurses' Work Motivation In The Inpatient Ward Of Az-Zahra General Hospital Kalirejo

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### Abstract

**Background:** Nurses' work motivation is an essential factor influencing the quality of nursing services, as it affects job performance, responsibility, and commitment in delivering patient care. One of the strategies to enhance nurses' motivation is the provision of rewards, which serves as an important component of human resource management by recognizing employee performance and encouraging greater work engagement. **Literature Review:** Previous studies have shown that fair and appropriate reward systems positively influence nurses' work motivation, job satisfaction, organizational commitment, and service quality. Both financial and non-financial rewards contribute to increased employee performance by fostering appreciation and motivation in the workplace. **Methodology:** This study employed a quantitative analytic design with a cross-sectional approach involving 44 staff nurses working in the inpatient ward of Az-Zahra General Hospital Kalirejo in 2025. Total sampling was used to recruit all eligible respondents. Data were collected using structured questionnaires on reward provision and nurses' work motivation and were analyzed through univariate and bivariate analyses using the Chi-Square test. **Results:** The findings revealed that most nurses perceived the reward provision as good (68.2%), while 63.6% demonstrated high work motivation. The Chi-Square analysis showed a statistically significant correlation between reward provision and nurses' work motivation ( $p = 0.000$ ), indicating that nurses who perceived better rewards tended to have higher work motivation. **Discussion:** These findings suggest that an effective reward system plays an important role in improving nurses' motivation by increasing their sense of appreciation, responsibility, and commitment to providing high-quality nursing care. The results support previous evidence that reward provision is an important determinant of employee motivation and organizational performance in healthcare settings. **Conclusion:** There is a significant correlation between reward provision and nurses' work motivation in the inpatient ward of Az-Zahra General Hospital Kalirejo, indicating that better reward systems are associated with higher levels of work motivation. **Recommendation:** Hospital management should maintain and continuously improve fair, transparent, and sustainable reward systems, including both financial and non-financial incentives, to strengthen nurses' work motivation and improve the quality of nursing services.

**Keywords:** reward provision; work motivation; nurses

### INTRODUCTION

Work motivation serves as a fundamental foundation in maintaining the quality of nursing care, as this internal drive determines the quality of interactions, the accuracy of clinical actions, and the level of commitment nurses demonstrate in caring for patients. When nurses feel that their efforts are not adequately recognized, it can lead to decreased morale, emotional exhaustion, and a decline in the quality of clinical practice provided (Purba & Kurniawan, 2022). This condition becomes more severe when the work environment demands consistent performance without being supported by sufficient positive reinforcement (Al Mutair et al., 2021). A decline in motivation often occurs when both moral and material rewards are not provided proportionally to the contributions made (Hermanto & Dewi,

2023).

Global evidence highlights the urgency of this issue. The World Health Organization (2021) reported that 38% of nurses across various countries experience decreased work motivation due to a lack of recognition from healthcare institutions. A similar situation is observed at the national level. Data from the Ministry of Health of the Republic of Indonesia (2022) indicate that 41% of hospital nurses feel dissatisfied with the reward systems implemented, particularly due to unclear evaluation criteria, imbalance between workload and appreciation, and limited non-financial rewards. A study conducted in Lampung Province reported that more than half of nurses stated they did not receive appropriate recognition, which consequently affected their motivation in carrying out daily responsibilities (Nasrudin, 2023). Regional findings also indicate a 30% decline in nurses' job satisfaction over the past two years, particularly in inpatient units (Pringsewu District Health Office, 2023).

The concept of reward in the nursing context encompasses both financial compensation—such as bonuses, incentives, or allowances—and non-financial recognition, including performance acknowledgment, training opportunities, competency development, and social appreciation. An effective reward system should ideally meet three main criteria: clarity in evaluation standards, fairness in distribution, and alignment between the form of reward and the psychological as well as professional needs of nurses (Hasanah et al., 2022). The alignment between rewards and performance is also a critical aspect, as recognition that is not achievement-based may lead to dissatisfaction. Modern reward systems frequently utilize Key Performance Indicators (KPI) to ensure that reward decisions are objective, traceable, and measurable (Santoso, 2021). Recent research indicates that KPI-based reward systems have a significant relationship with work motivation, as they are perceived to be more fair and transparent (Ardiyanti, 2025).

The balance between financial and non-financial rewards plays a crucial role in enhancing work motivation. Recent nursing studies show that financial rewards contribute approximately 40–60% to increased motivation, while non-financial rewards—including recognition, moral appreciation, training opportunities, and a supportive work environment—contribute around 40–50%, as they are directly related to psychological satisfaction (Marlina & Yusuf, 2023). Non-financial rewards have been shown to significantly influence nurse loyalty and retention, particularly among younger nurses who require support for personal and professional development (Siregar & Andini, 2021).

Based on the results of a preliminary survey conducted by the researcher in collaboration with the Head of Nursing at RSU Az-Zahra Kalirejo, it was found that nurses in the inpatient unit have been receiving rewards since 2024 in the form of shopping vouchers, pins, and opportunities to participate in training and professional development. These rewards are distributed monthly to the best-performing nurses, selected by team leaders, the head of the department, and section heads based on a Key Performance Indicator (KPI) assessment sheet evaluating attendance, professional ethics, and the quality of nursing care. This program has had a positive impact on some nurses, who reported increased enthusiasm and the ability to motivate their colleagues to perform better after receiving recognition.

However, a different response was observed in one nurse who felt embarrassed, lacked confidence, and considered herself unworthy of receiving the reward, expressing concern about not being able to serve as a good role model for her peers. These differing responses indicate that rewards do not necessarily produce the same outcomes for every individual. A mismatch between the type of reward and the psychological needs of nurses may create uncertainty regarding its overall effectiveness. Evaluation of this phenomenon suggests that although the reward program has been implemented routinely, its impact on work motivation has not been evenly distributed. There are indications that the reward system requires refinement in terms of criteria, improvement of KPI indicators, and adjustment of reward types to better align with the characteristics of nurses in inpatient units. This gap highlights the need for further research to examine the relationship between reward systems and work motivation more comprehensively. In conclusion, these findings point to the necessity of conducting an in-depth study on the effectiveness of reward systems in enhancing nurses' work motivation.

## METHODS

This study employed an analytical quantitative design with a cross-sectional approach. The study population consisted of all staff nurses working in the inpatient units at RSU Az-Zahra Kalirejo. The sample included 44 nurses, selected using a total sampling technique. Data were collected using questionnaires measuring reward systems and nurses' work motivation.

## RESULTS AND DISCUSSION

### 1. Univariate Analysis

Univariate analysis was conducted to describe the frequency distribution of each research variable. The variables analyzed included respondent characteristics, namely gender, age, education level, and length of service of nurses, as well as research variables, namely reward provision and work motivation of nurses in the inpatient ward of Az-Zahra Kalirejo Hospital. The results of this study can be seen in the appendix data and are presented in table

and text form, namely:

**a. Nurses' Gender**

The following presents the frequency distribution based on the gender of nurses in the inpatient ward of Az-Zahra Kalirejo Hospital. This data aims to describe the characteristics of respondents based on the gender of the nurses studied.

**Table 1. Gender Distribution**

| Characteristics | Frequency | Percentage (%) |
|-----------------|-----------|----------------|
| Female          | 28        | 63.6           |
| Male            | 16        | 36.4           |
| <b>Total</b>    | <b>44</b> | <b>100</b>     |

Based on Table 1, the majority of respondents were female nurses, totaling 28 individuals (63.6%), while male nurses accounted for 16 individuals (36.4%).

**b. Nurses' Age**

The following presents the frequency distribution based on the age of nurses in the inpatient ward of Az-Zahra Kalirejo Hospital. This data aims to describe the characteristics of respondents based on the age group of nurses studied.

**Table 2. Age Distribution**

| Characteristics (Age) | Frequency | Percentage (%) |
|-----------------------|-----------|----------------|
| 24 years              | 10        | 22.7           |
| 25 years              | 6         | 13.6           |
| 26 years              | 9         | 20.5           |
| 27 years              | 1         | 2.3            |
| 28 years              | 3         | 6.8            |
| 31 years              | 7         | 15.9           |
| 32 years              | 4         | 9.1            |
| 33 years              | 1         | 2.3            |
| 35 years              | 3         | 6.8            |
| <b>Total</b>          | <b>44</b> | <b>100</b>     |

Based on Table 2, respondents aged 24 years were 10 people (22.7%), 25 years 6 people (13.6%), 26 years 9 people (20.5%), 27 years 1 person (2.3%), 28 years 3 people (6.8%), 31 years 7 people (15.9%), 32 years 4 people (9.1%), 33 years 1 person (2.3%), and 35 years 3 people (6.8%).

**c. Nurses' Educational Level**

The following presents the frequency distribution based on the level of education of nurses in the Inpatient Ward of Az-Zahra Kalirejo Hospital. This data aims to describe the characteristics of respondents based on the level of education of the nurses studied.

**Table 3. Educational Level**

| Characteristics      | Frequency | Percentage (%) |
|----------------------|-----------|----------------|
| Diploma (D3) Nursing | 18        | 40.9           |
| Bachelor/Ners (S1)   | 26        | 59.1           |
| <b>Total</b>         | <b>44</b> | <b>100</b>     |

Based on Table 3, the respondents with the highest education of D3 Nursing were 18 people (40.9%) and S1/Nursing were 26 people (59.1%).

**d. Nurses' Length of Work Experience**

The following presents the frequency distribution based on the length of service of nurses in the

Inpatient Ward of Az-Zahra Kalirejo Hospital. This data aims to describe the characteristics of respondents based on the length of service group of nurses studied.

**Table 4. Length of Work Experience**

| Characteristics  | Frequency | Percentage (%) |
|------------------|-----------|----------------|
| 6–10 years       | 9         | 20.5           |
| 6 months–5 years | 35        | 79.5           |
| <b>Total</b>     | <b>44</b> | <b>100</b>     |

Based on Table 4, the majority of respondents have a work period in the range of 6 months to 5 years, amounting to 35 people (79.5%), while respondents with a work period in the range of 6 to 10 years amounted to 9 people (20.5%).

**e. Reward Provision**

The following shows the distribution of the frequency of rewards given in the inpatient ward of Az-Zahra Kalirejo Hospital. This data describes respondents' perceptions of the rewards they received while working.

**Table 5. Reward Provision**

| Characteristics | Frequency | Percentage (%) |
|-----------------|-----------|----------------|
| Good            | 30        | 68.2           |
| Fair            | 12        | 27.3           |
| Poor            | 2         | 4.5            |
| <b>Total</b>    | <b>44</b> | <b>100</b>     |

Based on Table 5, the majority of respondents considered the provision of rewards good (30 people (68.2%), sufficient (12 people (27.3%), and insufficient (2 people (4.5%).

**f. Work Motivation**

The following presents the frequency distribution of nurses' work motivation in the inpatient unit of Az-Zahra Kalirejo Hospital. This data describes the level of respondents' work motivation in performing their duties within the work environment.

**Table 6. Work Motivation**

| Characteristics | Frequency | Percentage (%) |
|-----------------|-----------|----------------|
| Low             | 2         | 4.5            |
| Moderate        | 14        | 31.8           |
| High            | 28        | 63.6           |
| <b>Total</b>    | <b>44</b> | <b>100</b>     |

Based on Table 6, the majority of respondents had high work motivation, totaling 28 individuals (63.6%), while 14 respondents (31.8%) had moderate motivation, and 2 respondents (4.5%) had low motivation.

**2. Bivariate Analysis**

Bivariate analysis was conducted to determine the relationship between the independent variable, namely reward provision, and the dependent variable, namely nurses' work motivation in the inpatient unit of RSU Az-Zahra Kalirejo in 2025. The statistical test used was the chi-square test with a confidence level of 95% ( $\alpha = 0.05$ ). The results of the analysis are presented as follows:

**a. Results of the Analysis of Reward Provision on Nurses' Work Motivation**

Bivariate analysis was conducted to determine the relationship between reward provision and nurses' work motivation in the inpatient unit of RSU Az-Zahra Kalirejo in 2025. The results of the chi-square test are presented in the following table:

**Table 7. Analysis Results of Reward Provision on Nurses' Work Motivation in the Inpatient Ward of Az-Zahra Kalirejo Hospital**

| Reward Provision   | Work Motivation |       |        |      |      |      |       |       | P Value |
|--------------------|-----------------|-------|--------|------|------|------|-------|-------|---------|
|                    | Low             |       | Medium |      | High |      | Total |       |         |
|                    | N               | %     | N      | %    | N    | %    | N     | %     |         |
| good, enough, less | 0               | 0,0   | 3      | 10,0 | 27   | 90,0 | 3     | 100,0 | 0,000   |
|                    | 0               | 0,0   | 11     | 91,7 | 1    | 8,3  | 0     | 100,0 |         |
|                    | 2               | 100,0 | 0      | 0,0  | 0    | 0,0  | 1     | 100,0 |         |
|                    |                 |       |        |      |      |      | 2     |       |         |
|                    |                 |       |        |      |      |      | 2     |       |         |
| Total              | 2               | 4,5   | 14     | 31,8 | 28   | 63,6 | 4     | 100   |         |
|                    |                 |       |        |      |      |      | 4     |       |         |

Table 7

shows that most nurses who received good rewards had high work motivation, with 27 out of 30 nurses (90.0%), while 3 out of 30 nurses (10.0%) had moderate motivation, and none had low motivation. Among nurses who received fair rewards, the majority had moderate motivation, with 11 out of 12 nurses (91.7%), while 1 out of 12 nurses (8.3%) had high motivation. Meanwhile, all nurses who received poor rewards had low motivation, totaling 2 out of 2 nurses (100.0%). The results of the Chi-Square statistical test showed a Pearson Chi-Square value of 70.950 with degrees of freedom ( $df = 4$ ) and a p-value of 0.000. Since the p-value is less than 0.05, it can be concluded that there is a statistically significant relationship between reward provision and nurses' work motivation. Thus, it can be inferred that better reward provision is associated with higher work motivation among nurses, whereas inadequate rewards tend to be associated with lower motivation.

## DISCUSSION

### 1. Univariate Analysis

#### a. Nurses' Gender

Based on research results, the majority of nurses in the inpatient wards at Az-Zahra Kalirejo Hospital are female (28 nurses, 63.6%), while 16 nurses are male (36.4%). This data indicates that the nursing workforce in inpatient wards is still dominated by female nurses, in line with the characteristics of the nursing profession in general. Theoretically, gender is a demographic characteristic that can influence professional interaction patterns, service approaches, and work dynamics within the nursing team. The World Health Organization (2022) explains that the nursing profession globally is dominated by women because nursing practice requires empathy, caring, patience, and continuous emotional involvement in providing patient care. These characteristics support the formation of a good therapeutic relationship between nurses and patients, especially in inpatient wards, which require continuous attention and support. Aiken et al. (2021) also stated that female nurses generally have strong interpersonal communication skills, enabling them to maintain continuity of care and enhance patient comfort and trust throughout their care.

According to the researchers, the dominance of female nurses in the inpatient wards of Az-Zahra Kalirejo General Hospital is a normal condition and supports optimal nursing care delivery. However, the presence of male nurses remains crucial in maintaining team balance, particularly in tasks requiring physical endurance and rapid response. The combination of female and male nurses, supported by a fair reward system, can increase nurse motivation and maintain the quality of nursing services on an ongoing basis.

#### b. Nurse Age

Based on the research results, nurses in the inpatient wards of Az-Zahra Kalirejo Hospital are in the productive age range, with the largest proportion being 10 nurses aged 24 (22.7%), followed by 9 nurses aged 26 (20.5%), 7 nurses aged 31 (15.9%), 6 nurses aged 25 (13.6%), 4 nurses aged 32 (9.1%), 3 nurses aged 28 and 35 (6.8%), and 1 nurse each aged 27 and 33 (2.3%). This indicates that the nursing workforce is dominated by nurses in

early adulthood to middle adulthood who are still active and productive in their work.

In the researcher's opinion, the nurses' predominantly productive age group presents a positive potential for Az-Zahra Kalirejo Hospital. If supported by a reward system appropriate to their age and career development stage, nurses' work motivation can be maintained and improved, thereby maintaining optimal nursing service quality on an ongoing basis.

#### **c. Nursing Education**

Research results show that the majority of nurses, 59.1%, hold a bachelor's degree in nursing. This demonstrates an increase in the academic quality of nursing personnel. Benner et al. (2021) explain that higher education improves critical thinking and clinical decision-making skills. The World Health Organization (2022) confirms that increased education contributes to service quality. Alharbi & Baker (2022) and Zhang et al. (2024) indicate that higher education is associated with work motivation and nurse professionalism.

#### **d. Length of Nurses' Work Experience**

Research results show that the majority of nurses (79.5%) have a work experience of 6 months to 5 years. This indicates that the majority are in the early stages of their work experience. Yoder-Wise (2021) explains that length of service influences clinical skills and job adaptation. Handayani (2022) states that new nurses tend to be highly motivated but still require guidance. Sari & Prasetyo (2024) emphasize that a combination of new and experienced nurses can improve service quality.

#### **e. Reward Provision**

Research results show that the majority of reward programs were in the good category (68.2%). This indicates that nurses feel sufficiently appreciated by the organization. Al-Hamdan (2023) explains that rewards are an important external factor in increasing work motivation. Gagné & Forest (2021) state that rewards encompass both financial and non-financial aspects. Putri & Rahman (2023) and Arifin (2022) emphasize that rewards are associated with increased nurse motivation and job satisfaction.

#### **f. Nurses' Work Motivation**

Research results show that the majority of nurses (63.6%) have high work motivation. This indicates relatively good working conditions that support nursing services. Robbins & Judge (2022) explain that work motivation is influenced by intrinsic and extrinsic factors. Deci & Ryan (2021) emphasize that rewards can increase work commitment. Pamungkas et al. (2025) and Sahputri et al. (2024) indicate that work motivation is related to the quality of nursing services.

### **2. Bivariate Analysis**

#### **a. Relationship between Rewards and Nurses' Work Motivation**

The Chi-square test results showed a p-value of 0.000 ( $<0.05$ ), indicating a significant relationship between rewards and nurses' work motivation in the inpatient ward of Az-Zahra Hospital, Kalirejo. Theoretically, rewards increase motivation through perceptions of fairness and professional recognition (Kuswanto et al., 2022). Nizam et al. (2023) explained that reward fairness strengthens work engagement and intrinsic motivation. The results showed that nurses with good rewards had higher motivation, while low rewards were associated with lower motivation. Isnaini et al. (2025) found that rewards significantly influenced work motivation. Rosidatul Husna et al. (2023) showed that rewards increase work enthusiasm. Darajat (2022) emphasized that rewards also influence other psychological factors that strengthen work motivation. Thus, rewards are a key factor in increasing nurses' work motivation.

### **CONCLUSION**

The results of the study showed that nurses in the inpatient ward of Az-Zahra Kalirejo General Hospital were predominantly female, of productive age, with a bachelor's degree in nursing, and most had worked for 6 months to 5 years. Most of the rewards were in the good category, while the nurses' work motivation was also high. The analysis showed a significant relationship between rewards and nurses' work motivation ( $p = 0.000$ ), indicating that the better the reward system, the higher the nurses' work motivation in carrying out nursing care.

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