An Implication of Training, Teamwork, and Compensation on Work Motivation that Impacts Nurse Performance

Gressy Transiseno
University of Pamulang, Banten, Indonesia

Abstract. Hospitals need management for planning, reviewing information to support hospital environmental activities, involving the elderly and caregivers, managing outpatient management systems, and handling follow-up care. This research purposed to establish the influence of training, teamwork, and compensation towards work motivation, and then work motivation towards nurse performance. The source data consist of primary data enhanced. The sampling technique utilized was simple random sampling with a Slovin formulation with a precision level is 0.05. The final sample was obtained from 206 respondents. The data analysis used is multiple linear regressions. The results denoted that each Training, Teamwork, and Compensation has positive consequences and is significant towards Nurse Performance. On the other side, Work Motivation also has positive consequences and is significant towards Nurse Performance.

Key words: training, teamwork, compensation, work motivation, nurse performance.

Introduction
Background
Hospitals need management for planning, reviewing information to support hospital environmental activities, involving the elderly and caregivers, managing outpatient management systems, and handling follow-up care (Hestevik et al., 2019), of course, will have an impact on the perception of patients and on the organization of the hospital itself. Patient satisfaction with services is a key factor in developing a service system that meets patient needs, minimizes cost and time, and maximizes the impact of services on the target population (Prakash, 2010). In realizing quality health services, employees need to have competencies that are by their fields of expertise. Each hospital employee has their respective competencies that have been adjusted to the job description that must be carried out. One form of competency development can be done through employee education and training programs (Langins & Borgermans, 2015: 2). Education and training of employees in hospitals can be a strategic step for hospital management in providing optimal health services.

Nursing is a appearance of professional treatment that is an integral portion of health services based on nursing knowledge and tips, in the form of comprehensive services purposed at individuals, groups, communities, and families, both of them healthy and sick, covering the entire process of human life (US Department of Health and Human Services, 2016). Nurses are the spearhead in providing services in hospitals because nurses are providers who are always in contact for 24 hours with patients. Thus the role of nurses influences the performance of the service quality of a hospital (Karaca & Durna, 2019). The performance appraisal process carried out in nursing is to conduct Key Performance Indicator assessments, core competency assessments, and functional competency assessments. The results of the assessment are then made into a competency category. Furthermore, it is submitted to HRD as a competency performance assessment report in the nursing field.

The provision of resources, time, and opportunities for all nurses in Indonesia to take part in additional training will greatly assist nurses in carrying out their duties and is

also linear with improving the quality of care provided and has a direct impact on the services of health care providers. The heterogeneity of the nursing staff covering various backgrounds of specialization competencies needs to be supported by continuous training and education. Temporary conclusion, with precise motivation, nurses will be promoted to do their best in taking out their tasks by reason of they convince that by the fruitfulness of the organization in attaining its objectives and various goals, the personal stakes of the fellows of the organization will also be encompassed.

Just in time since it was announced in March 2020, the COVID-19 pandemic in Indonesia. Health services as the sector most affected by this situation must also prepare to face the COVID-19 pandemic. Hospitals must start to think about the steps to be taken to continue to treat COVID-19 patients but at the same time also provide services to general patients with minimal risk of transmission, so it is called the balancing act (Ministry of Health Republic of Indonesia, 2021). AN-NISA Hospital Tangerang is one of the advanced health care providers who are also faced with the extraordinary challenge of COVID-19. To acknowledge these defiances, human resources emerge an essential part so that hospitals can be competitive in the era of regional competition and prevail the competition by competitors. At AN-NISA Hospital there is a performance issue where which is intended to make the organization into a Type-C General Hospital which was previously a Mother and Child Hospital (RSIA) not yet optimal.

Factors that must be a concern for improving the performance of nurses include the training factor. The training factor, especially for hospital employees, has been implemented by the education and training section since 2020 due to the pandemic and when COVID-19 cases and COVID-19 cases decreased in 2021, the education and training department has started implementing face-to-face orientation training for new employees by following the protocol. health that has been implemented in the hospital. The following is data on the achievement of the number of training hours per employee for 2021, as follows:

Table 1. Percentage of Achievement Category of Employees in the Hours

	Category Achievement (in Hours)	Number of Employees	Percentage (%)
1	$0 - 5$	495	16
2	$6 - 10$	336	11
3	$11 - 15$	116	4
4	$16 - 19$	964	31
5	≥ 20	1139	38

Table 2. Achievement of the Nursing Division's Training and Education Program as of December 2021

	Type of Training	Training 'Name"	Annotation
1	Internal	Neonatal Resuscitation	realize
2	Internal	Neonate Nutrition	realize
3	Internal	Administration of insulin	realize
4	Internal	Infections in Neonates	realize
5	Internal	Woundcare Wound Care	realize
6	Internal	Nursing class	realize
7	Internal	Effective Communication	realize
8	Internal	Emergency in Children	realize
9	Internal	Patient Safety Goals	realize

10	Internal	Pulmonary TB Management	realize
11	Internal	Training on the use of APAR	realize
12	Internal	Surgical Emergency in Children	realize
13	Internal	ICU Care	realize
14	Internal	E-PMKP Training	realize
15	External	Basic ICU Training	realize
16	External	Neonatal Resuscitation Training	realize
17	External	Biosafety and Biosecurity Training	realize
18	External	Neonate Training Level 1	realize
Source: Education and Training Division Data			

View Table 1 of the achievement category on employees (in hours), the total number of employees participating in the training in December 2021 is 1139 employees. Of the 3100 employees overall, 38 percent have fulfilled the training hours of at least 20 hours per year. As for employees who have not reached 20 hours as much as 62 percent. This training is very important to add insight and knowledge to employees in entering the new normal era where old habits in carrying out education and training can no longer be a benchmark.

Another important factor that determines the performance of a nurse in providing nursing services cannot be separated from the element of teamwork. Medical personnel is faced with effective collaboration, some of the reasons given include juniors finding it difficult to communicate well with seniors, they feel there is still a distance in expressing opinions, so there is low participation of some medical personnel in any discussion or problem-solving. in the work team (Hasibuan, 2017). View Table 2, explains that the Nursing Division based on 14 (fourteen) training materials organized by internal parties and 4 training materials organized by external parties in Hospital has fulfilled job instructions and coaching in technical training. The Job Training in the main education and training programs for employee development is 1,339 or 38 percent have fulfilled the training hours of at least 20 hours per year. The education and training provided in Hospital which is oriented towards forming teamwork among its stakeholders are: (1) Orientation training for new employees hospital; (2) Development Training for old (permanent) employees including both functional and structural training organized by Hospital Education and Training division, both internal training and external training; (3) Refresher education and training for old employees; (4) Formal education in cooperation with educational institutions for employees; and (5) Education and training provides clinical experience for students from educational institutions that run collaborations.

The education and training materials facilitated by the hospital in 2021 (Table 2) are not yet fully oriented to work motivation and career development. The orientation of the training is only limited to new employees, a refresher for old employees, and the functional and structural level of the organization. Although there has been collaboration with educational institutions for nurses for formal education, there is no career development formula, for example, the employee promotion component formulated by hospital management so that nurses still think that they do not provide additional benefits to their employees to ensure future needs as provided in other companies. Compensation, both financial and non-financial, is a value for employees, meaning that compensation for employees must be able to meet their needs as a determinant of performance improvement (Indrasari et al., 2019).

Factors that are attached to individual nurses and affect the level of work motivation are the age of nurses, years of experience, autonomy, and level of education (Baljoon et

al., 2018). One of the reasons for the non-optimal performance of employees is that the compensation factor given is not comparable to what they do. This reasoning tends to be classic but has a great influence on Maslow's hierarchy of physiological needs being the lowest level or basic needs. Therefore, the three factors of training, teamwork and compensation are important to be studied further to see their impact on work motivation and performance.

Research Objectives

1. To establish the influence of training, teamwork and compensation towards work motivation

2. To establish the influence of work motivation towards nurse performance

Theoritical Review

Health Management

The definition of management to Henry Fayol (2010) is planning, organizing, directing, coordinating, and controlling are elements of management. In accordance with Harold Koontz dan Cyril O'Donnel (1968) added that management tools to achieve goals are what is referred to as the 6 M, namely man, money, materials, machine, Method, and Markets which are translated as humans, money, materials, machines, methods, and marketing (The Indonesian Public Health, 2013). The means of health based on the Law of Republic of Indonesia NUMBER 36 the Year 2009 on 'Health', defines is a healthy state, both physically, mentally, spiritually, and socially that enables each and every to live economically productive, and socially. When it comes to health management, there are two meanings in it, namely the notion of management on the one hand and the notion of health on the other (RI Enactment, 2009). Health management according to Azwar (1996) is management applied to health services to create a healthy state (Arifin et al., 2019).

Nurse Performance

Nurse performance is the appearance of the work of nurses both in quantity and quality (Ilyas, 2011). Nursing performance is work performance shown by implementing nurses in carrying out nursing care tasks to produce good outputs for customers (organizations, patients, and nurses themselves) within a certain period (Ackleyet al., 2017: 10). Performance nurses are professionals who have intellectual, technical, interpersonal, and moral abilities, are responsible, and have the authority to carry out nursing care in health services in the best possible implementation of authority in the context of achieving professional duties and realizing the goals of the health organization unit regardless of the circumstances, time, situation and conditions.

Two factors that impact performance include (1) Individual discipline factor, including efforts that show several mental and physical synergies used in bringing out assignment ways; and abilities, i.e., personal traits necessary to bring out a assignmet. (2) Environmental factors individual performance is a concatenated purpose of three factors, i.e., the interests, ability, temperament, and of a worker, conspicuousness, and endorsement of the elucidation of the function of a worker, and the extent of work motivation. Even though on factor has its utilize for deciding performance, chiefly the combination of the three factors above will determine the performance of each individual (Sutrisno, 2016: 153). Dimensions of nurse performance measurement are related to the following indicators: (1) Quantity of Work, including speed and ability. (2) Quality of Work, including neatness, thoroughness, and ability to work, has a target. (3) Cooperation, including cooperation and cohesiveness. (4) Responsibilities in carrying out tasks,

including work results and making decisions. (5) Initiative, including the ability to take action (Mangkunegara, 2017: 61).

Work Motivation

According to Penny McCullagh (2005), substantial theories have been lodged to discuss the factors contributing to employee motivation in organizations. Motivation is a process that represents the direction, intensity, and persistence of works to attain a goal (Robbins & Judge, 2014). Motivation is a need to make a wants, which are urges to attain or acquire something. Then, purposes are builded which assured will quench the wants and needs, and a behavior way is chooised which is hoped to accomplish the purpose of comprehending and acting motivation theory; the goal is to acquire added value thru people in the sense that the value of their output exceeds the cost of generating it, and it reached through an unrestricted strive which is a crucial side in organizational performance (Armstrong & Taylor, 2020).

Abraham Harold Maslow (1954) stated that 'the 'Hierarchy of Human Needs' is as adhere: (1) Physiological needs, i.e., the need to drink, physical protection, breathe, eat and sexual. This need is the lowest level need or is called the most basic need. (2) Safety needs, i.e., the need for self-protection from conflicts, dangers, threats, and the environment. (3) The need for belonging, i.e., the need for group acceptance, affiliation, interaction, and the need to be loved and loved. (4) The need for self-esteem, i.e., the need to be reverenced and appreciated by others. (5) The need for self-actualization, i.e., the need to employ abilities, skills, and potential (Mangkunegara, 2017: 63-64). In the theory of process motivation, it is seen that every job will want to work hard if the rewards are in line with expectations. The hope that will be obtained becomes the driving force that motivates work enthusiasm. If expectations come true, workers will tend to ameliorate the quality of their work, and vice versa (Black et al., 2019). David C. McClelland (1961) inferred that dimensions of work motivation measurement utilize the 'Need Theory of Motivation' related to the following indicators: (1) Need for Achievement; indicators include: developing creativity, and enthusiasm for high achievement. (2) Need for Affiliates; The indicators include the need to feel received by others in the environment where they live and work (sense of belonging), the need to feel reverenced, because every human being sensates notable (sense of importance), the need to feel advanced and not fail (sense of achievement), and the need for a sense of participation. (3) The Need for Power, the indicators include: having the best position and mobilizing abilities to achieve power (Hasibuan, 2017: 162).

Training

Education and training are activities to improve a person's general knowledge, including binding the mastery of theory and skills (Hamers et al., 1999: 82). Training is the process of systematically altering employee behavior to reach organizational purposes (Rivai & Sagala, 2013: 212). Training will of course be connected to the skills and capabilities of employees to execute their current work. Education and training is the process of teaching new or existing employees the basic skills they need to carry out their jobs (Dessler, 2017: 262). Scott Snell, Shad Morris dan George W. Bohlander (2018) inferred that dimensions of training measurement related to the following indicators: (1) Needs assessment, the indicators include organizational analysis, task analysis, and individual analysis. (2) Design, the indicators include training objectives, readiness, motivation, and learning principles. (3) Implementation of training, the indicators include on-the-job training methods and off-the-job training methods. (4) Job evaluation, the indicators include participant reactions, learning process, behavior, and training results.

Teamwork

Andrew Carnegie in quotable give defines teamwork as the capability to contribute to reaching a common vision. Capability to lineal individual attainment towards organizational purposes. Teamwork is the thing that perhaps ordinary people to achieve extraordinary outcomes. In addition, the New American Webster's Dictionary mentions that teamwork is not diverse from collaboration (Kaswan, 2017: 46). Because of that, the words teamwork and collaboration are used interchangeably. Collaboration is concerning co-labor (cooperation), ownership, and joint effort. Collaboration come about people from heterogeneous organizations (units within the organization) yield something in common by way of joint efforts, resources, and decision-making, and contribution ownership of the ultimate product or service.

Steven L. McShane and Mary Ann Von Glinow (2015) stated that the dimensions of effective teamwork are the five Cs: (1) Cooperating, namely effective team members submissive and can to work jointly rather than working alone. (2) Coordinating, namely effective team members who actively arrange teamwork so that the team acts harmoniously and efficiently. (3) Communicating, namely effective team members present information freely (not hoarding it), efficiently (using the best channels and language), and respectfully (minimizing negative emotions). (4) Comforting, which is an effective team member to help co-workers manage a healthy and positive psychological state. (5) Conflict resolving, where conflict is indivertible in social settings so that effective team members have the capability and motivation to accomplish dysfunctional oppositions among team members. Michael A. West stated (2012) established that the dimensions in measuring teamwork related to the following indicators: (1) Cooperation is the cooperation of each individual can become an integrated strenght. Individuals are said to cooperate if the efforts of each individual are systematically integrated to reach a broad goal. The indicators include responsibility, contributing to each other, and maximum deployment of capabilities. (2) Trust is the trust that someone means what he says and does. The indicators include honesty, giving assignments, and integrity. (3) Cohesiveness is the belief that a person means what he says and does. The indicators include task interdependence, the interdependence of results, and high commitment (Lawasi & Triatmanto, 2017).

Compensation

Jeffrey A. Mello (2015) defines compensation is a key strategic area for an organization because it predisposes the company's ability to attract job prospectors, retain the best employees, and insure that employees perform optimally in attaining organizational purposes. The factors that predispose the sum of compensation suddenly stand up education, experience, and the complexity (level of occupation) of work. Compensation is one method for a executive to intensify job satisfaction, motivation, and work productivity (Dessler, 2017).

Compensation must be paid on time, lest there be delays, so that employee confidence in the company's bona fides will be greater, calmness and work concentration will be better. big. The policy of payment time should be guided rather than delayed it is better to speed up and determine the most appropriate time (Hasibuan, 2017: 127). Gary Dessler (2017: 175), revealed that the two dimensions in measuring compensation related to the following indicators: (1) Direct compensation is a form of award or wage that is paid regularly based on a fixed grace period in the form of cash or kind based on contributions for employee services performed. The indicators of direct compensation are the suitability of salary with work, suitability of incentives with the results received, and bonuses received according to work. (2) Indirect compensation is the provision of compensation for the company's profits for workers other than a fixed salary or wages,

which can be in the form of money or goods. The indicators of indirect compensation are health insurance, life insurance, and housing assistance.

Research Model and Hypothesis Proposed

The model is restricted in particular in the form of structure, content, and certain senses (Husain, 2019). A structure of thinking is needed to convey the ideas of a researcher, so it entails parameters. The research question formulation created on the research structure has been stated in the format-independent clauses (Sugiyono, 2018: 64). The research model in this formulation can look in Fig. 1 below:
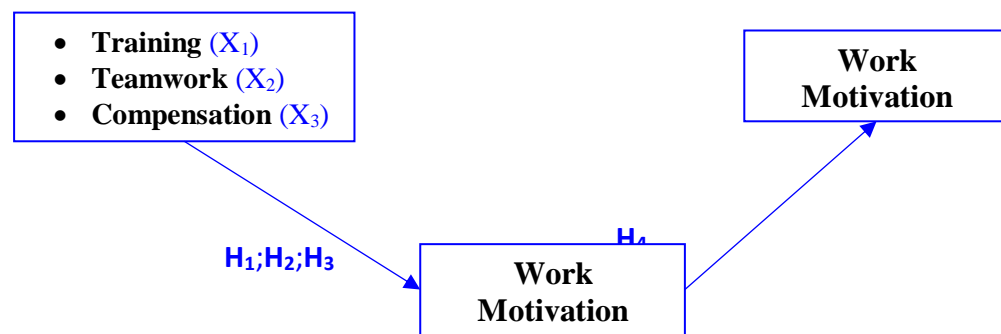

Fig. 1. Research Model

Foregoing research on the predispose of training on work motivation, among others, was undertaken by (Ozkeser, 2019), which scheffe post-hoc test results have significant differences over age, economic instruments, and psychosocial instruments that result in varying personnel motivation. Research by (Hanaysha & Hussain, 2018) show that employee training had a significant positive influence towards employee motivation. Research by (Hasbullah et al., 2020), concluded that the actions before (pre-test) and after (post-test) in fire safety management training were significantly different Therefore, according to the above findings regarding training with work motivation, this study proposes the hypothesis is:

H$_1$: Training does imply towards Work Motivation

Foregoing research on the influence of teamwork on work motivation, among others, was undertaken by (Hanaysha & Hussain, 2018), and the result shows that teamwork had a significant positive effect on employee motivation. Research by (Syawalni et al., 2020), concluded that teamwork during work shifts has a significant effect on nurse motivation. Therefore, according to the above findings regarding teamwork with work motivation, this study proposes the hypothesis is:

H$_2$: Teamwork does imply towards Work Motivation

Foregoing research on the influence of compensation on work motivation, among others, was undertaken by (Ali & Anwar, 2021), and the result shows that compensation and incentives as motivation have a significant positive influence towards job satisfaction, as well as the impact of employee success through non-reward incentives. Research by (Aristy et al., 2019), concluded that compensation is not significant to the performance of nurses through work motivation using indicators of salary, incentives, benefits, and facilities. Therefore, based on findings assuming compensation with work motivation, this study proposes the hypothesis is:

H$_3$: Compensation does imply towards Work Motivation

Foregoing research on the predispose of work motivation on nurse performance, among others, was undertaken by (Deressa & Zeru, 2019), who consider motivation as a

motivator that gets prospective encouragement, recognition, and financial incentives, becoming one of the identified effects of nurse motivation on improving work performance. Research by (Zakib et al., 2021), concluded that impact of work motivation on the performance of honorary employees significantly, if the compensation given is in accordance with that obtained by nurses, nurses will be more satisfied and more motivated to work. Therefore, according to the above findings regarding work motivation with nurse performace, this study proposes the hypothesis is:

H_4 : Work Motivation does imply towards Nurse Performance

Research Methods

This study conducts the kind of causality by quantitative approach. This study accentuates submit data in the form of amounts and analysis using statistics (Sugiyono, 2018: 07). The operationalization of the study variables, i.e., Training, Teamwork, Compensation, Work Motivation and Nurse's Performance can be seen in Table 3 below:

Tabel 3. Structure of Variables, Dimensions and Indicators

Variable	Dimensions	Indicators
Training (X_1) (Mangkunegara, 2017: 46)	1. Destination 2. Method 3. Theory 4. Qualification 5. The Place 6. Evaluation	• Training has clear objectives • Outreach of goals • According to participants' needs • Some criteria, selection, ability, work performance • Availability of a comfortable environment, availability of means of communication • Training reactions, learning process, job training result
	Amount of items statement = 12	
Teamwork (X2) (West, 2012: 160)	1. Cooperation 2. Trust 3. Compactness	• Responsibility, mutual contribution, maximum mobilization of abilities • Assignment, integrity • Task dan result interdependence, high Commitment
	Amount of items statement = 10	
Compensation (X3) (Dessler, 2017)	1. Direct Financial Compensation 2. Indirect Compensation	• Salary, incentives, bonuses • Health and life insurance, housing assistance
	Amount of items statement = 9	
Work Motivation (Y) (Mangkunegara, 2017: 94-95)	1. Physiological Needs 2. Safety Needs 3. The Need to Feel Own 4. Self-Esteem Needs 5. Self Actualization Needs	• Needs for clothing, food, housing-area • Job security, social security, pension plan • Considered important by others, desire to develop oneself • Recognition, attention • Growth, achieving one's potential

Nurse's Performance (Z) (Mangkunegara, 2017: 61)	Amount of items statement = 12	
	1. Job Quantity 2. Job Quality 3. Cooperation 4. Responsibilities in Carrying Out Duties 5. Initiative	• Speed, ability • Neatness, accuracy, able to work, there is a target • Collaboration, compactness • Job perform, make decisions • Ability to take action
	Amount of items statement = 12	

Source: Research Proposed (2022)

This study utilizes the 'Likert' Scale classifies, any of which is set utilizing of 1-5 rate of option scale; ever statement is given score or weight, i.e., the number of scores among 'very disagree to 'very agree' (Sugiyono, 2018). The population study is employees, whereas AN-NISA hospital has as many as 206 nurses. The level of precision specified in the determination of the sample is 5% so that the following calculations are obtained:

$$n = \frac{N}{(1 + (N \; x \; e^2)}$$

After calculating the above formula with 206 populations, the final sample size of this study was 136 nurses.

The data analysis method utilized multiple regression analysis. The formed equation model is:

$$Y = \alpha + \beta X_1 + \beta X_2 + \beta X_3 + e \ldots (1)$$
$$Z = \alpha + \beta Y + e \ldots (2)$$

Results and Discussion
Respondent's Outcome of Characteristics

Table 4. Respondents Characteristics

No.	Characteristics	Rejoinder	Amount	Percentage
1.	Gender	Male	25	18.4
		Female	111	81.6
2.	Age	≤ 25 Years Old	33	24.3
		26 – 30 Years Old	78	57.7
		31 – 40 Years Old	20	14.7
		41 – 50 Years Old	5	3,7
3.	Social Status	Single	55	40.4
		Married	81	59.6
4.	Educational	Diploma	15	11.0
		Bachelor Degree's	33	24.3
		Associate Degree's	85	62.5
		Magister Degree's	3	2.2
5.	Length of Work	≤ 1 Years	34	25.0
		1 – 5 Years	72	52.9
		6 – 10 Years	16	11.8

		> 10 Years	14	10.3
6.	Compensation (in Month)	< 4 Million IDR	3	2.2
		4 – 5 Million IDR	67	49.3
		6 – 10 Million IDR	62	45.6
		11 – 20 Million IDR	3	2.2
		> 20 Million IDR	1	0.7
Source: Data Processing (2022)				

Based on the output recapitulation of data processing in Table 4 above, it is sighted that the characteristics of respondents based on the information provided about gender are divided into 18.4 percent male and 81.6 percent female. the characteristics of respondents based on the information provided about age were divided into 24.3 percent, aged less than equal to 25 years old, 57.7 percent aged 26-30 years old, 14.7 percent aged 31-40 years old, and the remaining 3.7 percent aged 31-40 years old. The characteristics of respondents based on marital status are divided into 59.6 percent married and 40.4 percent single. The characteristics of respondents based on the information provided about education are quite varied, where the most of respondents have a diploma of 11 percent, 24.3 percent of them have a Bachelor's degree, 62.5 percent of them have an Associate degree and the rest 2.2 percent have a magister degree. Characteristics of respondents based on the information provided about length of work are divided into 25 percent, length-of work less than equal to 1 year old, 52.9 percent length-of work 1-5 years, 11.8 percent length-of work 6-10 years, and the remaining 10.3 percent length-of work more than 10 years. The characteristics of respondents based on the information provided about compensation are quite varied, where the most of respondents have earnings of Rp4-5 million of 49.3 percent in a month and have earnings of Rp6-10 million of 45.6 percent, and the remaining have earnings less than Rp4 million, Rp11-20, and more than Rp20 million as 5.1 percent in a month.

Research Appliance Quality Outcome

Based on the outcome of the research appliance quality from the reply responses, it was executed by means of validity and reliability tests. The outcomes of the validity test on 55 (fifty-five) indicators and overall of these indicators are valid because they have an r-Pearson's score more than the r-table (1.703) so that it fullfills the criterion of validity.

Upon the outcome of the reliability test report, it is found that Training (X_1) shows the Cronbachs Alpha score of 0.918, Teamwork (X_2) shows the Cronbachs Alpha score of 0.904, Compensation (X_3) shows the Cronbachs Alpha score of 0.893, Work Motivation (Y) shows the Cronbachs Alpha score of 0.881, and Nurse's Performance (Z) shows the Cronbachs Alpha score of 0.897. Thus, the instruments formed in this study can have a Cronbach's alpha score more than equal to ($\geq$) 0.60 so that it can be inferred that the research constructs are reliable or in tune to be utilized as research appliances.

Classic Assumption Test Outcome

A normalcy sample of the test purposes to specify whether the data has a normal allocation or yet. Upon the P-Plot graph, it can be inferred that the allocation of unstandardized residuals is upstairs the diagonal line and adheres to the direction of the diagonal line (Fig. 2), which means that the data are normalcy allocated. A multicollinearity test was noticed to view whether there was a strong intercourse among the independent variables.

Tabel 5. Data Multicollinearity Tests

	Tolerance	VIF Score
Training	0.598	1.671
Teamwork	0.511	1.955
Compensation	0.431	2.319
Work Motivation	0.290	3.448
Source: Data Processing (2022)		

Based on output recapitulation of data multicollinearity in Table 5 above, exhibit the tolerance value of the independent variable over than 0.1, i.e. each of 0.598, 0.511, 0.431, and 0.290 points, whilst the VIF score is less than 10 (ten), i.e. each of 1.671, 1.955, 2.319, and 3.448 scores; thus, there is no multicollinearity case in the regression model betwixt variables upstairs. Data heteroscedasticity was recognized by noticing the output graphic in the program previously entered with the unstandardized residual becoming absolute value into a new equation. The Heteroscedasticity test was pulled out by using the scatterplots test to reveal the point's dispersion randomly, did not form a fixed broad, and was spread both above and below the number 0 on the Y axis, meaning that there were no symptoms of heteroscedasticity in the absolute value (Fig. 3).
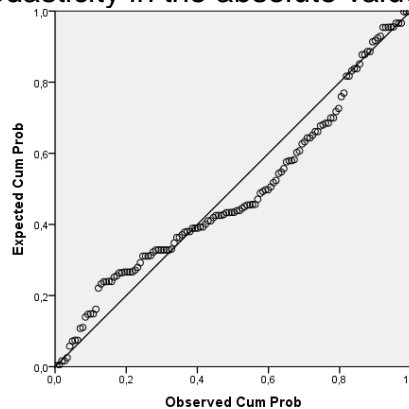

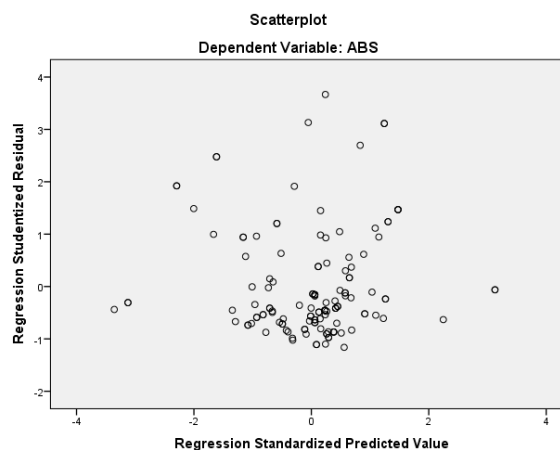Fig. 2. P-Plot Graph Normality Test Outcome. *Source*: Data Processing Output from Program's (2022)

Fig. 3. Scatterplots Yields. *Source*: Data Processing Output from Program's (2022)

Research Hypothesis Testing

Upon the outcome of the processing data, the multiple linear regression equations produced in this study are:

$$Y = -1.905 + 0.221X_1 + 0.425X_2 + 0.597X_3$$
$$Z = 26.274 + 0.505Y$$

Table 5. Hypothesis Testing Outcome (Model 1)

Variable	β Coefficient	t-Stats	Sig
Constant	-1.905	-0.625	0.533
Training	0.221	3.208	0.002
Teamwork	0.425	5.438	0.000
Compensation	0.597	8.934	0.000
R	0.843		
R^2	0.710		
F Stats.	107.732		0.000
Source: Data Processing (2022)			

Table 6. Hypothesis Testing Outcome (Model 2)

Variable	β Coefficient	t-Stats	Sig
Constant	26.274	9.130	0.000
Work Motivation	0.505	8.471	0.000
R	0.591		
R^2	0.349		
F Stats.	71.752		0.000
Source: Data Processing (2022)			

The R2 score is 0.710 (Table 5), denoting that the enormity of the determination coefficient is 71 percent. These yields denote that the independent variables entangled were able to impact the discrepancy of alterations in the dependent variable by 71 percent, while the residual 29 percent was aftermath by another variable not had in this study. The F-stats score is 107.732 and the t-test specifies that the score of regression coefficient on the Training variable is 0.221 with a significance of 0.002, which is less (<) than 0.05, with that H_1, is proved. The conclusion is that Training has a significant interest in Work Motivation. The score of the regression coefficient of the Teamwork variable is 0.425 with a significance of 0.000, which is less (<) than 0.05, with that H_2 is proved. The conclusion is that Teamwork has a significant interest in work motivation. The score of the regression coefficient of the Compensation variable is 0.597 with a significance of 0.000, which is less (<) than 0.05, with that H_3 is proved. The conclusion is that Compensation has a significant interest in work motivation. The R2 score is 0.349 (Table 6), denoting that the enormity of the determination coefficient is 39 percent. These yields denote that the independent variables entangled were able to impact the discrepancy of alterations in the dependent variable by 39 percent, while the residual 61 percent was aftermath by another variable not had in this study. The F-stats score is 71.752 and the t-test specifies that the score of regression coefficient of the Work Motivation variable is 0.505 with a significance of 0.000, which is less (<) than 0.05, thereupon H_4 is proved. The conclusion is that Work Motivation has a significant interest in Nurse Performance.

Discussion

The outcome exhibits that there was a positive and significant impact on Training (X_1) on Work Motivation (Y), the regression coefficient score of the Training variable towards Work Motivation (Y) is 0.221. This implies that the Training variable (X_1) increases by one unit to increase the Work Motivation variable (Y) by 0.221 with the assumption that the Training variable (X_1) is considered constant. This finding is in line with the foregoing research which proves that training has a significant influece on work motivation i.e., research by (Hasbullah et al., 2020), where 100 percent was perceived as quite good in the K3 category of nurses at Dr. Wahidin Sudirohusodo Hospital while in this study the performance evaluation indicators resulted in a good assessment with a score of 4.21 on a scale of 5 which stated that training was considered to reduce the error rate at work. Then, this research is also in line with (Hanaysha & Hussain, 2018) also prove that employee training had a significant positive effect on employee motivation.

The outcome exhibits that there was a positive and significant impact on Teamwork (X_2) on Work Motivation (Y), the regression coefficient score of the Teamwork variable towards Work Motivation (Y) is 0.425. This means that the Teamwork variable (X_2) increases by one unit to increase the Work Motivation variable (Y) by 0.425 with the assumption that the Teamwork variable (X_2) is considered constant. This finding is in line with foregoing research which teamwork on work shifts has a significant effect on nurse motivation (Syawalni et al., 2020), where the optimal work shift will increase motivation as much as 6.667 times higher than the work shift that is not optimal while in this study using the dimensions of trust and cohesiveness which produce a good assessment with a score of 4.15 and 4.25 on a scale of 5 where there is mutual contribution and other team members are jointly responsible for the quality of the work. Then, this research is also in line with (Hanaysha & Hussain, 2018) also prove that teamwork had a significant positive effect on employee motivation.

The outcome exhibits that there was a positive and significant impact on Compensation (X_3) on Work Motivation (Y), the regression coefficient score of the Compensation variable towards Work Motivation (Y) is 0.597. This means that the Compensation variable (X_3) increases by one unit to increase the Work Motivation variable (Y) by 0.597 with the assumption that the Compensation variable (X_3) is considered constant. This finding is dissociable with foregoing research in which compensation has a significant effect on nurse motivation (Aristy et al., 2019), where compensation has no significant influence on nurse performance through work motivation by using indicators of salary, incentives, benefits, and facilities. Then, this research is also in line with (Ali & Anwar, 2021) is prove that compensation and incentives as motivation have a significant positive effect on job satisfaction.

The outcome showed that there was a positive and significant influence on Work Motivation (Y) on Nurse Performance (Z), the regression coefficient score of the Work Motivation variable towards Nurse Performance (Z) is 0.505. This means that the Work Motivation variable (Y) increases by one unit to increase the Nurse Performance variable (Z) by 0.505 with the assumption that the Work Motivation variable (Y) is considered constant. This finding is in line with foregoing research in which compensation has a significant effect on nurse motivation (Zakib et al., 2021), where compensation has a significant effect on honorary employees if the compensation given is that obtained by the nurse, the nurse will be more satisfied and more motivated to work. While in this study using the dimensions of physiological needs resulted in a good assessment with a score of more than 3.90 and 4 on a scale of 5 where there was encouragement for the fulfillment of needs for clothing, food, and housing area. Then, this research is also in line with

(Deressa & Zeru, 2019) is argue that motivation as a motivator that gets recognition, prospective encouragement, and financial incentives, is one of the identified effects of nurses' motivation in improving work performance.

Conclusion

Upon the outcome of the research and discussion phase, the conclusions in this study are:

1. Training, Teamwork, and Compensation each of them has a positive and significant influence on Work Motivation

2. Work Motivation has a positive and significant influence on Nurse Performance

As for suggestions for improvement in look-out research hospital management in identifying the significance of re-evaluating the achievement of the minimum target of training in the coming year in improving the qualifications of participants' abilities. Then, evaluate the cooperation between superiors and subordinates among nurses to escort members in carrying out their duties. Further study in specifying the level and structure of financial compensation such as salary, incentives, and bonuses formulated based on education level, complexity (level of position) of work, and years of service. Increased work motivation of nurses should be carried out which focuses on physiological needs, safety needs, and self-actualization.

References

Ackley, B. J., Ladwig, G. B., & Makic, M. F. (2017). Nursing Diagnosis Handbook: An Evidence-Based Guide to Planning Care (11th Ed.). St. Louis, Missouri: Elsevier, Inc. Available at:
http://repo.stikesperintis.ac.id/1034/1/77%20Nursing%20diagnosis%20handbook%20an%20evidence-based%20guide%20to%20planning%20care%20Ed%2011.pdf

Ali, B., & Anwar, G. (2021). An Empirical Study of Employees' Motivation and its Influence Job Satisfaction. International journal of Engineering, Business and Management (IJEBM), 5(2), 21-30. https://doi.org/ 10.22161/ijebm.5.2.3

Arifin, S., Rahman, F., Wulandari, A., & Anhar, V. Y. (2019). Buku Ajar: Dasar-Dasar Manajemen Kesehatan. Banjarmasin: Pustaka Banua.

Aristy, I. D., Razak, P. A., & Haeruddin, H. (2019). The Effect of Compensation on the Performance of Nurses in the Inpatient Room at Labuang Baji Hospital Makassar. Jurnal Mitrasehat, 09(2).

Armstrong, M., & Taylor, S. (2020). Armstrong's Handbook of Human Resource Management Practice (15th Ed.). London: Kogan Page Publishers. Available at: https://books.google.com/books?hl=id&lr=&id=g7zEDwAAQBAJ&oi=fnd&pg=PR3&ots=wLZmkBkAu0&sig=Wj0qqaUoHUecRlqsZq6SaDlen3Y

Azwar. (1996). Menjaga Mutu Pelayanan Kesehatan. Jakarta: Pustaka Sinar Harapan.

Baljoon, R. A., Banjar, H. E., & Banakhar, M. A. (2018). Nurses' Work Motivation and the Factors Affecting It: A Scoping Review. International Journal of Nursing & Clinical Practices, 5(1), 10-15344. https://doi.org/10.15344/2394-4978/2018/277

Black, S., Gardner, D. G., Pierce, J. L., & Steers, R. (2019). Process Theories of Motivation (Organizational Behavior). Houston, USA: OpenStax. Available at: https://opentextbc.ca/organizationalbehavioropenstax/chapter/process-theories-of-motivation/

Deressa, A. T., & Zeru, G. (2019). Work Motivation and Its Effects on Organizational Performance: The Case of Nurses in Hawassa Public and Private Hospitals: Mixed

Method Study Approach. BMC Research Notes, 12(1), 213. https://doi.org/10.1186/s13104-019-4255-7

Dessler, G. (2017). Human Resource Management (15th Ed.). Miami: Florida International University.

Fayol, H. (2010). Manajemen Public Relations. Jakarta: PT Elex Media.

Hamers, J., Luit, J. v., & Csapó, B. (1999). Teaching and Learning Thinking Skills. Leiden: Swets and Zeitlinger.

Hanaysha, J. R., & Hussain, S. (2018, November 28). An Examination of the Factors Affecting Employee Motivation in the Higher Education Sector. Asia-Pacific Journal of Management Research and Innovation, 14(1-2), 22-31. https://doi.org/10.1177%2F2319510X18810626

Hasbullah, Wahyu, A., & Awaluddin. (2020). The Effect of Fire Safety Management Training on the Motivation of K3 Nurses at RSUP Dr. Wahidin Sudirohusodo. Hasanudin Journal of Public Health, 1(1), 83-91. https://doi.org/10.30597/hjph.v1i1.9515

Hasibuan, M. S. (2017). Manajemen Sumber Daya Manusia (Cetakan ke-18) (Revisi ed.). Jakarta: PT Bumi Aksara.

Hestevik, C. H., Molin, M., Debesay, J., Bergland, A., & Bye, A. (2019, April 11). Older Persons' Experiences of Adapting to Daily Life at Home after Hospital Discharge: A Qualitative Metasummary. BMC Health Services Research, 19, 224. https://doi.org/10.1186/s12913-019-4035-z

Husain, T. (2019). An Analysis of Modeling Audit Quality Measurement Based on Decision Support Systems (DSS). European Journal of Scientific Exploration, 2(6), 1-9.

Ilyas, Y. (2011). Kinerja, Teori, Penilaian dan Pelatihan. Jawa Barat: Fakultas Kesehatan Masyarakat UI.

Indrasari, M., Syamsudin, N., Purnomo, R. B., & Yunus, E. (2019). Compensation, Organizational Communication, and Career Path as Determinants of Employee Performance Improvement. Humanities & Social Sciences Reviews, 7(4), 956-961. https://doi.org/10.18510/hssr.2019.74130

Karaca, A., & Durna, Z. (2019, January 4). Patient Satisfaction with the Quality of Nursing Care. Public Personnel Management, 6(2), 535–545. https://doi.org/10.1002%2Fnop2.237

Kaswan. (2017). Pengembangan Sumber Daya Manusia. Jakarta: PT Bumi Aksara.

Koontz, H., & O'Donnel, C. (1968). Principles of Management an Analysis of Managerial Functions. Tokyo: McGraw-Hill Kogakusha Ltd. Available at: https://agris.fao.org/agris-search/search.do?recordID=US201300590947

Langins, M., & Borgermans, L. (2015). Strengthening a Competent Health Workforce for the Provision of Coordinated/Integrated Health Services. Copenhagen, Denmark: WHO Regional Office for Europe. Available at: https://www.euro.who.int/__data/assets/pdf_file/0010/288253/HWF-Competencies-Paper-160915-final.pdf

Lawasi, E. S., & Triatmanto, B. (2017). Pengaruh Komunikasi, Motivasi dan Kerjasama Tim terhadap Peningkatan Kinerja karyawan Hotel Sahid Montana 1 Malang. Jurnal Manajemen dan Kewirausahaan, 5(1), 47-57. https://doi.org/10.26905/jmdk.v5i1.1313

Mangkunegara, A. A. (2017). Manajemen Sumber Daya Manusia Perusahaan. Bandung: PT. Remaja Rosdakarya.

Maslow, A. (1954). Motivation and Personality: Psychological Review. New York: Harper and Row.

McClelland, D. C. (1965). Toward a Theory of Motive Acquisition. American Psychologist, 20(2), 321-333. https://doi.org/10.1037/h0022225

McCullagh, P. (2005). Sport and Exercise Psychology Lecture. USA: Cal State University East Bay.

McShane, S. L., & Glinow, M. V. (2015). Organizational Behavior (7th Ed.). New York: McGraw-Hill Education.

Mello, J. A. (2015). Strategic Human Resources Management (4th Ed.). USA: Cengage Learning. Available at: https://cutt.ly/7ZIQR5b

Ministry of Health Republic of Indonesia. (2021). Manajemen Sumber Daya Manusia (1st, Revisi Ed.). Jakarta: Direktorat Jenderal Pelayanan Kesehatan. Available at: https://www.kemkes.go.id/downloads/resources/download/info-terkini/COVID-19/Pedoman-Pelayanan-Rumah-Sakit-Pada-Masa-Pandemi-COVID-19_edisi-revisi-1.pdf

Ozkeser, B. (2019). Impact of Training on Employee Motivation in Human Resources Management. 3rd World Conference On Technology, Innovation and Entrepreneurship WOCTINE). 158, pp. 802-810. Turkey: Elsevier B.V. https://doi.org/10.1016/j.procs.2019.09.117

Prakash, B. (2010). Patient Satisfaction. International Journal of Research Studies in Psychology, 3(3), 151-155. https://doi.org/10.4103%2F0974-2077.74491

RI Enactment. (2009). Law of Republic of Indonesia Number 36, Year 2009 on Health. Jakarta. Available at: https://www.ilo.org/dyn/natlex/docs/ELECTRONIC/91185/105616/F-1979234557/IDN91185%20IDN.pdf.

Rivai, V., & Sagala, E. (2013). Manajemen Sumber Daya Manusia Untuk Perusahaan. Jakarta: Rajawali Pers.

Robbins, S. P., & Judge, T. A. (2014). Perilaku Organisasi – Organizational Behavior (12th ed.). (D. Angelica, R. Cahyani, & A. Rosyid, Trans.) Jakarta: Erlangga.

Scott, S., Morris, S., & Bohlander, G. W. (2018). Managing Human Resources (18th Ed.). England: Cengage Learning. Available at: https://cutt.ly/TZIWast

Sugiyono. (2018). Metode Penelitian Evaluasi: Pendekatan Kuantitatif, Kualitatif, dan Kombinasi. Bandung: CV. Alfabeta.

Sutrisno, E. (2016). Manajemen Sumber Daya Manusia (Cetakan ke-8). Jakarta: Penerbit Kencana Prenada Media Group.

Syawalni, M., Mahdalena, & Firdaus, S. (2020). The Effect of Shift Work on the Motivation of Nurses in the Emergency Room and ICU RSUD Ratu Zalecha Martapura. Jurnal Citra Keperawatan, 8(1), 46-53. https://doi.org/10.31964/jck.v8i1.146

The Indonesian Public Health. (2013, Desember 16). Pengertian 5 M dalam Manajemen. Available at: https://www.indonesian-publichealth.com/pengertian-5-m-dalam-manajemen/

US Department of Health and Human Services. (2016). Substance Abuse and Mental Health Services Administration. In Health Care Systems and Substance Use. Washington. Available at: https://www.ncbi.nlm.nih.gov/books/NBK424848/

West, M. A. (2012). Effective Teamwork: Practical Lessons from Organizational Research. New York: John Wiley & Sons. Available at: https://cutt.ly/TZIWknh

Zakib, M., Malik, I., & Parawu, H. E. (2021). The Effect of Compensation on the Performance of Honorary Nurses at Majene General Hospital. Kajian Ilmiah Mahasiswa Administrasi Publik (KIMAP), 2(2), 680-693. Available at: https://journal.unismuh.ac.id/index.php/kimap/article/view/3872/3452