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Research Article

**The Effect of Nurses'
Motivation and Performance on
the Application of Professional
Nursing Practice Models at the
Tangerang City Regional
General Hospital**

Pipit Pitriani^{1*}, Fitri Arofiati², Giri Widagdo³

¹²³Faculty of Nursing, Muhammadiyah University of
Jakarta, Indonesia

*Email correspondent: pi2tlovers79@gmail.com



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Abstract

Background: Nursing services are the spearhead of health services in hospitals, quality and professional services are needed by developing a Professional Nursing Practice Model. The successful application of the Professional Nursing Practice Model is supported by high motivation from nurses, so that it will produce a good performance in accordance with the objectives to be achieved. The purpose of this study was to determine the effect of nurses' motivation and performance on the application of professional nursing practice models at the Tangerang City Regional General Hospital

Objectives: To evaluate the effects of nurses' motivation and performance on the implementation of professional nursing practice models at Tangerang City Regional General Hospital.

Methods: This study was cross sectional, with 90 respondents. The analysis used multiple logistic regression.

Results: From the results of the multivariate analysis in this study, it is known that the level of education and length of work are confounding. Based on the multiple logistic regression test, it is known that the OR value of 4.263 means that a strong nurse's motivation can have the opportunity to apply the Professional Nursing Practice Method of 4.2 times compared to a weak nurse's motivation after being controlled by the level of education and length of work and it is also known that the OR value of 4.054 means that the nurse's performance is low. Good nurses have the opportunity to apply Professional Nursing Practice Methods by 4 times compared to weak nurses' performance after being controlled by education level and length of work.

Conclusion: The most dominant variable that influences the application of the professional nursing practice model is the motivation of nurses with an OR of 4.263.

Keywords: education level, length of work, motivation performance, application of the Professional Nursing Practice Model.

Introduction

Nursing services are the spearhead of healthcare services in hospitals. Their implementation requires a system to support nursing care delivery. The guidelines for this system are known as Professional Nursing Practice. This system consists of structures, processes, and professional values that regulate the provision of nursing care so that its application can improve the quality of nursing services (Indah Solihati, 2012).

One of the efforts that must be carried out to provide high-quality and professional patient care is the development of a Professional Nursing Practice Model (PNPM). Through PNPM, professional nurses are enabled to organize the delivery of nursing care, including the surrounding environment, in order to support the provision of such care (Krisnawati, 2017). The primary objective of the professional nursing practice model is to assist patients in improving their health, based on accountable scientific knowledge and skills (Nursalam, 2013).

The professional nursing practice model provides significant benefits for nurses, physicians, patients, and other professional teams in the implementation of nursing care. With this model, nurses are able to understand their duties and responsibilities toward patients from admission to discharge. However, the implementation of the professional nursing practice model must be supported by adequate human resources, facilities, and infrastructure.

According to Krisnawati (2017), the successful implementation of the Professional Nursing Practice Model (PNPM) by nurses can be achieved if supported by a high level of motivation from the nurses themselves, which will result in good performance aligned with the intended goals (Krisnawati, 2017).

All nurses in hospitals are required to have strong motivation and commitment to develop their knowledge and skills as an effort to provide quality health services to patients. The importance of nurses' motivation is an issue that must be addressed by hospital nursing management, as the level of motivation strongly influences nursing performance. Nurse performance will, in turn, affect the implementation of professional nursing practice (Amin, 2014).

One hospital in Indonesia that has implemented PNPM using the primary method since 2020 is the Tangerang City General Hospital. However, its implementation has not run optimally, as nurses are still accustomed to using the functional method in providing nursing care. Nursing care delivery has not yet been carried out comprehensively, documentation of nursing care remains incomplete, and nurses sometimes perform non-nursing tasks, leading to conflicts with patients and other healthcare teams. In terms of education, 43% of nurses at Tangerang City General Hospital hold a Bachelor of Nursing degree, while 57% are still diploma-level graduates, and only one nurse holds a Master's degree—factors that may also influence PNPM implementation. Furthermore, the COVID-19 pandemic has contributed to suboptimal implementation of PNPM at the hospital, including reduced frequency of nurse visits to patients compared to normal conditions.

The objective of this study is to determine the effects of motivation and nurse performance on the implementation of the professional nursing practice model at Tangerang City General Hospital.

Methods

This study employed a quantitative method with a descriptive research design using a cross-sectional approach. The population in this study consisted of all nurses working in the inpatient wards of Tangerang City General Hospital, totaling 90 nurses. The minimum required sample size was calculated using Slovin's formula, resulting in 90 samples. The study used a total sampling technique, in which the sample size is equal to the population. The instrument used was a questionnaire, and the data collection procedure was conducted administratively and underwent ethical review. Data analysis was performed using

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univariate techniques, bivariate analysis with the Chi-Square test, and multivariate analysis using multiple logistic regression. The dependent variable in this study was the Implementation of the Professional Nursing Practice Model, while the independent variables were motivation and nurse performance.

Results

Univariate Analysis

Table 1. Frequency Distribution by Respondent Characteristics (Gender, Age, Education, Length of Service), Tangerang City General Hospital, May 2022 (n=90)

Characteristics	Number (n)	Percentage (%)
Gender		
Male	31	34.4
Female	59	65.6
Age		
< 35 years	63	70.0
≥ 35 years	27	30.0
Education		
Bachelor of Nursing	43	47.8
Diploma in Nursing	47	52.2
Length of Service		
> 3 years	29	32.2
0-3 years	61	67.8

Based on Table 1, the gender variable shows that the majority of respondents were female, totaling 59 individuals (65.6%). In terms of age, most respondents were under 35 years old, with 63 individuals (70%). Regarding educational level, the largest proportion of respondents held a Diploma in Nursing, totaling 47 individuals (52.2%). Meanwhile, based on length of service, most respondents had worked for less than 3 years, totaling 61 individuals (67.8%).

Table 2. Frequency Distribution of Motivation, Nurse Performance, and Implementation of the Professional Nursing Practice Model at Tangerang City General Hospital, May 2022 (n=90)

Variable	Number (n)	Percentage (%)
Motivation		
Strong	46	51.1
Weak	44	48.9
Nurse Performance		
Good	48	53.3
Poor	42	46.7
PNPM Implementation		
Good	53	58.9
Poor	37	41.1

From Table 2, the motivation variable shows that most respondents had strong motivation, totaling 46 individuals (51.1%). Based on nurse performance, the majority demonstrated good performance, totaling 48 individuals (53.3%). Furthermore, regarding the implementation of the professional nursing practice model, most respondents had implemented it well, totaling 53 individuals (58.9%).

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Bivariate Analysis

Table 3. Results of the Analysis of the Influence of Respondent Characteristics (Gender, Age, Education, Length of Service) on the Implementation of the Professional Nursing Practice Model at Tangerang City General Hospital, May 2022 (n=90)

Variable	PNPM Implementation		P-Value	OR	95% CI
	Good (n, %)	Poor (n, %)			
Gender					
Male	21 (67.7%)	10 (32.3%)	0.312	1.772	
Female	32 (54.2%)	27 (45.8%)			
Age					
< 35 years	39 (61.9%)	24 (38.1%)	0.513	1.509	
≥ 35 years	14 (51.9%)	13 (48.1%)			
Education					
Bachelor of Nursing	31 (72.1%)	12 (27.9%)	0.026	2.936	
Diploma in Nursing	22 (46.8%)	25 (53.2%)			
Length of Service					
> 3 years	22 (75.9%)	7 (24.1%)	0.043	3.041	
0–3 years	31 (50.8%)	30 (49.2%)			
Nurse Motivation					
Strong	33 (71.7%)	13 (28.3%)	0.020	3.046	
Weak	20 (45.5%)	24 (54.5%)			
Nurse Performance					
Good	35 (72.9%)	13 (27.1%)	0.004	3.590	
Poor	18 (42.9%)	24 (57.1%)			

Multivariate Analysis

Initial Logistic Regression Modeling

Table 4. Initial Modeling

Variable	P-Value	OR	95% CI
Gender	0.383	1.617	0.550–4.755
Education Level	0.004	5.431	1.727–17.074
Length of Service	0.005	5.447	1.663–17.844
Nurse Motivation	0.009	4.406	1.437–13.505
Nurse Performance	0.009	3.983	1.405–11.294

Final Logistic Regression Modeling

Table 5. Final Model

Variable	P-Value	OR	95% CI
Education Level	0.002	5.860	1.888–18.182
Length of Service	0.006	5.365	1.637–17.585
Nurse Motivation	0.010	4.263	1.410–12.888
Nurse Performance	0.008	4.054	1.440–11.414

Based on Table 5, the variables that were significantly associated with the implementation of the professional nursing practice model were nurse motivation and nurse performance, while education level and length of service acted as confounding variables.

The multivariate analysis showed an OR value of 4.263 (95% CI: 1.410–12.888),

indicating that nurses with strong motivation were 4.2 times more likely to implement the Professional Nursing Practice Model (PNPM) compared to those with weak motivation, after being controlled for education level and length of service. Additionally, the OR value of 4.054 (95% CI: 1.440–11.414) indicates that good nurse performance increased the likelihood of implementing the professional nursing practice model by four times compared to nurses with poorer performance, after being controlled for education level and length of service.

The variable with the greatest influence on the implementation of the professional nursing practice model at Tangerang City General Hospital was nurse motivation, with a p-value of 0.010 and an OR of 4.263 (95% CI: 1.410–12.888), after being controlled for education level and length of service.

Discussion

Gender, Age, Education, and Length of Service

Based on the statistical test results, the gender variable showed a p-value of 0.312 > 0.05, indicating that there was no significant influence between gender and the implementation of the professional nursing practice model at Tangerang City General Hospital. This is consistent with research conducted by Solihati (2012), in which the statistical test also showed no relationship between gender and the implementation of the professional nursing practice model (p-value 0.148 > 0.05).

According to Mampuk (2019), there is no difference in work productivity between female and male nurses. The nursing profession does not differentiate gender, and nursing services are always provided using the nursing process; therefore, differences in outcomes are assumed not to be derived from gender itself but from other variables associated with gender, such as pregnancy, particularly because most of the nurse respondents in this study were women in reproductive age.

The majority of respondents at Tangerang City General Hospital were female. Nursing is historically dominated by women, although the proportion of male nurses has gradually increased over time; however, the overall percentage remains low. The development of nursing as a profession was strongly influenced by Florence Nightingale, who applied the principle of “mother instinct,” making nursing widely associated with women’s roles. Nursing is a profession with one of the largest gender disparities. In this field, knowledge and competence are prioritized regardless of gender, and nurses are expected to continuously update their knowledge and perform professionally.

Statistical testing for age showed a p-value of 0.513 > 0.05, indicating no significant influence between age and the implementation of the professional nursing practice model at Tangerang City General Hospital. This finding is aligned with research by Amin (2014), which also found no relationship between age and the implementation of the professional nursing practice model (p-value 0.086 > 0.05). However, this result does not align with Solihati (2012), who found a significant influence of age on the implementation of the professional nursing practice model p-value 0.032 < 0.05 (Amin, 2014).

According to (Andiri, 2016), age is closely related to maturity level. (Ma’wah, 2016) explained that more mature individuals tend to have improved skills, better capabilities, and stronger work achievements than younger individuals. Similarly, (Bogar, 2013) stated that age is linked to technical and psychological maturity in performing job responsibilities. Generally, personnel performance improves with increasing age and work experience.

Most nurse respondents in this study were under 35 years old, representing late adolescence and early adulthood—an age range associated with productivity, rational decision-making, emotional control, and openness to different perspectives. The study

revealed no relationship between age and the implementation of the professional nursing practice model because both junior and senior nurses were equally involved in applying the model. In practice, the implementation of the model did not depend on age but on the nurse's ability to perform tasks accurately and professionally.

Statistical analysis showed a p-value of $0.026 < 0.05$, indicating a significant influence between education level and the implementation of the professional nursing practice model at Tangerang City General Hospital. This is consistent with Siswanto (2015), whose statistical analysis demonstrated a significant relationship between continuing education and nurse performance in PNPM wards p-value 0.000 (Siswanto, 2015).

According to Hamel (2017), differences in education level result in variations in knowledge and ability. Educational background affects knowledge, perspectives, and attitudes toward work. Individuals with higher education are generally more capable of understanding and developing knowledge and technology. Higher educational attainment also enhances critical thinking, initiative, and the ability to identify efficient solutions to work problems (Hamel, 2017).

In this study, most respondents held a Diploma in Nursing (D3). This becomes a challenge for hospitals aiming to implement the Professional Nursing Practice Model, as successful implementation requires competent human resources. Therefore, nurses need opportunities for capacity development through continuous socialization, training, workshops, seminars, and most importantly, the chance to pursue higher formal education.

Statistical analysis of length of service showed a p-value of $0.043 < 0.05$, indicating a significant influence between years of service and the implementation of the professional nursing practice model at Tangerang City General Hospital. This is consistent with Hamel (2017), who reported a significant relationship between length of service and nurse performance (p-value 0.002).

According to Nursalam (2013), greater work experience enhances a nurse's ability to provide nursing care in accordance with standards and procedures. Work experience reflects both the variety of job positions held and the duration in each role. The greater the number of responsibilities and the longer the exposure, the more deeply staff members understand organizational principles, values, and goals (Mampuk, 2019).

In this study, most respondents had 0–3 years of work experience, with nearly half showing lower implementation of the professional nursing practice model. In contrast, most nurses with more than three years of service demonstrated strong implementation. This may be attributed to greater experience, familiarity with daily responsibilities, better ability to handle patient complaints, and improved knowledge of hospital facilities and equipment.

Relationship Between Motivation and the Implementation of the Professional Nursing Practice Model

Based on the statistical test results, the motivation variable showed a p-value of $0.020 < 0.05$, which indicates a significant influence between motivation and the implementation of the professional nursing practice model at Tangerang City General Hospital. This finding is consistent with research conducted by Wulandari (2017), in which statistical analysis showed a relationship between work motivation and nurse performance in the implementation of the Professional Nursing Practice Model, with a p-value of 0.000 (Wulandari, 2017).

According to Nursalam (2015), an individual's motivation greatly affects the achievement of optimal outcomes because motivation drives a person to become more productive. Feelings and thoughts encourage individuals to perform tasks or exercise

authority, particularly in relation to behavior. High motivation enables nurses to carry out their duties effectively and efficiently to achieve predetermined goals. Strong motivation results in high performance, while low motivation leads to lower performance.

Based on the findings of this study, the majority of nurse respondents at Tangerang City General Hospital already demonstrated strong work motivation, which is expected to serve as a positive foundation for improving the implementation of the Professional Nursing Practice Model. Professional nurses are a key component of the healthcare system, and high motivation is a fundamental requirement in delivering optimal healthcare services to the community. A nurse with strong motivation is one who has the drive to achieve desired goals while overcoming challenges and limitations encountered in performing their duties. The implementation of the professional nursing practice model at Tangerang City General Hospital has been outlined through established guidelines, enabling nurses to understand the importance of providing high-quality and professional nursing care to patients.

Relationship Between Performance and the Implementation of the Professional Nursing Practice Model

Based on the statistical test results, the performance variable showed a p-value of $0.004 < 0.05$, indicating a significant influence between performance and the implementation of the professional nursing practice model at Tangerang City General Hospital. This finding is consistent with the research conducted by Mampuk (2019), in which statistical analysis demonstrated a relationship between nurse performance and the implementation of the team-based Professional Nursing Practice Model (PNPM), with a p-value of $0.027 < 0.05$.

Nurse performance refers to the actions carried out by nurses within an organization in accordance with their respective authority and responsibilities. Good performance provides satisfaction to service users and improves the quality of nursing services (Widodo, 2016). According to Sugiharto (2012), the level of performance and the quality of service implementation in clinical units depend on the level of employee motivation, which stimulates staff to work according to standards, intelligently, and flexibly. Motivated nurses will demonstrate commitment to the organizational mission and work energetically and responsibly to carry out professional nursing services.

Based on the findings of this study, the majority of nurse respondents at Tangerang City General Hospital demonstrated good performance. This serves as a strong foundation for the hospital in achieving its noble goal of providing professional and comprehensive services to the community. However, despite the majority showing good performance, some nurses still exhibited lower performance, indicating the need for improvement from both the nursing staff and hospital management.

The roles of the head nurse and the Primary Professional Nursing Management (PPJP) team in planning, organizing, directing, and controlling need to be strengthened to ensure better implementation of the professional nursing practice model at Tangerang City General Hospital. The hospital has already implemented an Ongoing Professional Practice Evaluation (OPPE), which is a documented summary of continuous data collection used to assess practitioner competency and professionalism. The results of this process serve as the basis for decisions regarding whether a clinician's granted privileges should be continued, revised, or revoked.

The commitment and support of hospital management—both at the executive and service levels—play a critical role in enhancing nurse performance. Such alignment contributes significantly to improving the quality and professionalism of nursing services within the hospital.

Conclusion

Nurses with strong motivation are 4.2 times more likely to implement the Professional Nursing Practice Model (PNPM) compared to those with low motivation, after being controlled for educational level and length of service. Nurses with good performance are 4 times more likely to implement PNPM compared to those with lower performance, after being controlled for educational level and length of service.

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