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(RESEARCH ARTICLE)

THE RELATIONSHIP OF WORK MOTIVATION TO THE PERFORMANCE OF NURSES IN THE INPATIENT ROOM OF MENTAL HOSPITALS IN SOUTHEAST SULAWESI PROVINCE, INDONESIA IN 2026

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ABSTRACT

Background: Nurse performance is one of the important components in the delivery of health services, especially in psychiatric hospitals that require coordination, responsibility, and cooperation in providing nursing care. Nurse performance can be related to various factors, including responsibilities, achievements, incentives, and employment relationships.

Objective: This study aims to analyze the relationship between responsibility, achievement, incentives, and work relationships with the performance of nurses in the inpatient room of the Southeast Sulawesi Provincial Psychiatric Hospital in 2026.

Methods: This study used a quantitative design with an observational approach. The study population was nurses in the inpatient room of the Southeast Sulawesi Provincial Mental Hospital with a sample of 89 respondents. Data analysis was carried out bivariously using the Chi-square test and multivariate analysis using binary logistics regression.

Results: The results showed that there was a significant relationship between responsibility and nurse performance (p = 0.000), achievement and nurse performance (p = 0.009), incentives and nurse performance (p = 0.005), and employment relationship with nurse performance (p = 0.000). The results of the logistics regression showed that all variables remained significant, with *a Exp(B)* value of responsibility of 55,305, achievement of 32,743, incentives of 27,730, and employment relations of 174,238.

Conclusion: Responsibilities, achievements, incentives, and employment relationships are significantly related to the performance of nurses in the inpatient room of the Southeast Sulawesi Provincial Psychiatric Hospital in 2026. Strengthening responsibility, rewards for achievements, managing incentives, and improving relationships and cooperation between officers need to be a concern in efforts to support nurse performance.

Keywords: Responsibility, Achievement, Incentives, Employment Relations, Nurse Performance, Mental Hospital.

1 INTRODUCTION

Hospitals are health service institutions that play a role in the implementation of promotive, preventive, curative, rehabilitative, and palliative services. The success of hospital services is not only determined by the availability of facilities and infrastructure, but also by the quality of human resources who provide services directly to patients. Nurses are one of the health workers with the highest intensity of interaction with patients because they provide services continuously. Therefore, nurse performance is one of the important components in determining the quality of health services and patient safety [1,2].

Nurse performance is the result of work achieved in carrying out nursing care in accordance with professional standards, service standards, standard operating procedures, and nursing code of ethics. This performance includes the ability to conduct assessments, nursing diagnoses, planning, implementation, evaluation, documentation, nursing care, and cooperation with other health workers. Optimal performance can support service quality, patient safety, service effectiveness and efficiency, and patient satisfaction. On the other hand, suboptimal performance can have implications for service quality and increase the risk of errors in service delivery [2,3].

One of the factors that plays a role in achieving nurse performance is work motivation. Work motivation is an impulse that causes a person to exert the ability, time, and energy to achieve work and organizational goals. In nursing services, motivation can encourage nurses to carry out tasks in a disciplined, responsible, committed, and in accordance with service standards. Work motivation can come from intrinsic factors, such as achievements, responsibilities, the work itself, and self-development opportunities, as well as extrinsic factors, such as incentives, rewards, supervision, working relationships, and work environment conditions [4,5].

A number of studies have shown a relationship between work motivation and nurse performance. Layli et al. report that work motivation is associated with improved performance of nurses in hospitals [4]. Research on nurses in inpatient wards also shows that work motivation is significantly related to nurse performance [6]. In addition, Rahayu et al.'s research found a relationship between motivation, achievement, and reward and nurse performance [7]. The findings show that aspects of motivation, including responsibility, achievement, rewards or incentives, as well as work relationships, are factors that need to be considered in nursing human resource management.

The context of services in psychiatric hospitals has different characteristics compared to services in general hospitals. Nurses are not only required to have clinical competence, but also therapeutic communication skills, patience, empathy, emotional control, and the ability to deal with patients with behavioral changes and complex psychological conditions. These characteristics can increase job demands and require adequate work motivation so that nurses are able to maintain performance and provide safe and quality services. Factors of the work environment, interpersonal relationships, reward system, supervision, and workload can also affect nurses' motivation and performance [5,8].

The Southeast Sulawesi Provincial Psychiatric Hospital is a mental health service center in Southeast Sulawesi Province. Nurses in the inpatient room are an important part of the service delivery because they interact directly with patients for 24 hours. The data in the thesis shows that the number of patient visits has increased from 3,099 in 2024 to 3,293 in 2025 and 3,310 in 2026,

while the number of nurses is 90 people in 2024 and 89 people in 2025 and 2026 respectively. These conditions show that there are demands for services that need to be balanced with optimal nurse performance.

The results of the initial interviews conducted with four nurses in the inpatient room of the Southeast Sulawesi Provincial Psychiatric Hospital showed that there were conditions related to motivation and workload. Two nurses said that the services for psychiatric hospital patients have different characteristics from general hospital patients, including patients who go berserk and injure themselves and the increasing workload as the number of patients increases. Meanwhile, two other nurses said that the condition of the work environment and the relationship with the leadership are the reasons that encourage them to stay motivated at work.

Although research on nurse motivation and performance has been conducted in various hospitals, research that specifically examines the relationship between work motivation aspects and nurse performance in the inpatient room of the Southeast Sulawesi Provincial Mental Hospital is still limited. The difference in the characteristics of mental health services, job demands, and work environment conditions is an important basis for conducting research in this context. Therefore, this study aims to analyze the relationship between work motivation, which includes responsibilities, achievements, incentives, and work relationships, with the performance of nurses in the inpatient room of the Southeast Sulawesi Provincial Mental Hospital in 2026.

2 METHOD

This study is a quantitative research with a cross-sectional approach. The research was conducted in the inpatient room of the Southeast Sulawesi Provincial Mental Hospital in March 2026 until it is completed. The population in this study is all nurses working in the inpatient room of the Southeast Sulawesi Provincial Mental Hospital as many as 89 people. The research sample consists of all members of the population as many as 89 people using a total sampling technique.

Data analysis was carried out using the IBM SPSS program through univariate and bivariate analysis. Bivariate analysis used the *Chi- Square* test with a significance level of α = 0.05 to determine the relationship between independent variables and dependent variables. In addition, multivariate analysis was carried out using logistic regression to find out the most dominant variables based on the *Odds Ratio* (OR) value.

3 RESULTS AND DISCUSSION

3.1 Characteristics of respondents

Table 1: Distribution of Respondents by Age, Gender, Education and Working Period at Southeast Sulawesi Provincial Mental Hospital

Characteristics of respondents	Quantity (n)	Presentation (%)
Age		
23-32	16	18.0
33-42	31	34.8
>43	42	47.2
Total	89	100
Gender		
Men – men	46	51.7
Women	43	48.3
Total	89	100
Education		
D3	15	16.9
S1	69	77.5
S2	5	5.6
Total	89	100
Working period		
1-10	76	85.4
11-20	13	14.6
Total	89	100

Source: Primary data

In table 1 above, it shows that of the 89 respondents (100%) based on the age of the respondents, the most were the age group >43 years old, which was 42 respondents (47.2%), the age group of 33-42 which was 31 respondents (34.8%), and the least was the respondents with the age group of 23-32 years, which was 16 respondents (18.0%). Of the 89 respondents (100%) based on gender, the most respondents were male, 46 respondents (51.7%) and the least was the female gender, which was 43 respondents (48.3%). based on the education level, the most respondents were the S1 education level, which was 69 respondents (77.5%), the D3 education level, which was 15 respondents (16.9%), and the least was the S2 education level, which was 15 respondents (5.6%). Based on the working period, the most respondents were 1-10 years of service, namely 76 respondents (85.4%) and the least was the 11-20 years of service, which was 13 respondents (14.6%).

3.2 Research Variables

3.2.1 Responsibilities

Table 2: Distribution of Respondents Based on Respondents' Responsibilities in the Inpatient Room of Mental Hospitals in Southeast Sulawesi Province

Responsibilities	Quantity (n)	Presentation (%)
Height	37	41.5
Low	52	58.4
Total	89	100

Source: Primary Data, 2026

Based on table 2 above, it shows that out of 89 respondents (100%), the highest score is low responsibility with 52 respondents (58.4%) and the least is high responsibility with 37 respondents (41.5%).

3.2.2 Performance

Table 3: Distribution of Respondents Based on Respondents' Achievements in the Inpatient Room of Mental Hospitals in Southeast Sulawesi Province

Performance	Quantity (n)	Presentation (%)
Height	42	47.2
Low	47	58.2
Total	89	100

Source: Primary Data, 2026

Based on table 3 above, it shows that out of 89 respondents (100%), the most scores were low achievement with a total of 47 respondents (58.2%) and the least was a high achievement with a total of 42.7 respondents (58.2%).

3.2.3 Intensive

Table 4: Distribution of Respondents Based on Respondent Incentives in the Inpatient Room of Mental Hospitals in Southeast Sulawesi Province

Incentives	Quantity (n)	Presentation (%)
Height	41	46.1
Low	48	53.9
Total	306	100

Source: Primary Data, 2026

Based on table 4 above, it shows that out of 89 respondents (100%), the highest score score is high incentives with a total of 41 respondents (46.1%) and the least is a low incentive with a total of 41 respondents (46.1%).

3.2.3.1 Working relationship

Table 5: Distribution of Respondents Based on Respondents' Working Relationships in the Inpatient Room of Mental Hospitals in Southeast Sulawesi Province

Employment Relations	Quantity (n)	Presentation (%)
Height	50	53.9
Low	39	46.1
Total	89	100

Source: Primary Data, 2026

Based on table 5 above, it shows that out of 89 respondents (100%), the most score is a poor employment relationship with a total of 50 respondents (53.9%) and the least is a good employment relationship with a total of 39 respondents (46.1%).

3.2.3.2 Nurse performance

Table 6: Distribution of Respondent Frequencies Based on Respondent Performance in the Inpatient Room of the Southeast Sulawesi Provincial Psychiatric Hospital

Nurse performance	Quantity (n)	Presentation (%)
Not Good	51	42.7
Good	38	57.3
Total	89	100

Source: Primary Data, 2026

Based on the 6 above, it shows that out of 89 respondents (100%), the most score is poor performance with a total of 51 respondents (57.3%) and the least is a good performance with a total of 38 respondents (42.7%).

3.3 Bivariate Analysis

3.3.1 Responsibilities with Nurse Performance

Table 7: The Relationship between Responsibility and Performance of Nurses in the Inpatient Room of Southeast Sulawesi Provincial Mental Hospital in 2026

Responsibilities	Nurse Performance				Total		*p-value* (0.05)
	Good		Not Good				
	n	%	n	%	n	%	
Height	26	70.3	11	29.7	37	100	0.000
Low	12	23.1	40	76.9	52	100	
Total	38	42.7	51	57.3	89	100	

Source: Primary Data, 2026

Based on table 7 above, it was obtained that of the 37 respondents with high responsibility, it was found that as many as 26 respondents (70.3%) stated that nurse performance was good, while 11 nurses (29.7%) had poor nurse performance. Meanwhile, of the 52 respondents with low responsibilities in nurse performance, there were 12 nurses (23.1%) who performed in the good category, and 40 nurses (76.9%) who performed poorly.

Based on the results of the *Chi-square* test, there is a p-value of 0.000 < 0.05, so it can be concluded that there is a significant relationship between responsibility and nurse performance in the Inpatient Room of the Southeast Sulawesi Provincial Mental Hospital in 2026.

3.3.2 Achievements with Nurse Performance

Table 8: The Relationship between Achievement and Nurse Performance in the Inpatient Room of Southeast Sulawesi Provincial Mental Hospital in 2026

Performance	Nurse Performance				Total		*p-value* (0.05)
	Good		Not Good				
	n	%	n	%	n	%	
Height	24	57.1	18	42.9	42	100	0.009
Low	14	29.8	33	70.2	47	100	
Total	38	42.7	51	57.3	89	100	

Source: Primary Data, 2026

In table 8 above, it was found that from 42 respondents with high category achievements, it was found that as many as 24 respondents (57.1%) stated that nurse performance was good, while 18 nurses (42.9%) had poor nurse performance. Meanwhile, of the 47 achievement respondents with a low category in nurse performance, there were 14 nurses (29.8%) with good performance, and 33 nurse performance (70.2%) with poor performance category.

Based on the results of the *Chi-square* test, there is a p-value of 0.009 < 0.05, so it can be concluded that there is a significant relationship between achievement and nurse performance in the Inpatient Room of the Southeast Sulawesi Provincial Mental Hospital in 2026.

3.3.3 Intensive with Nurse Performance

Table 9: The Relationship between Incentives and Nurse Performance in the Inpatient Room of Mental Hospitals of Southeast Sulawesi Province in 2026

Incentives	**Nurse Performance**				**Total**		***p-value* (0.05)**
	Good		Not Good				
	n	%	n	%	n	%	
Height	24	58.5	17	41.5	41	100	0.005
Low	14	29.2	34	70.8	48	100	
Total	38	42.7	51	57.3	89	100	

Source: Primary Data, 2026

In table 9 above, it was obtained that from 41 respondents with high category incentives, it was found that as many as 24 respondents (58.5%) stated that nurse performance was good, while 17 nurses (41.5%) had poor nursing performance. Meanwhile, of the 48 achievement respondents with a low incentive category in nurse performance, there were 14 nurses (29.2%) with good performance category, and 34 nurse performance (70.8%) with poor performance category.

Based on the results of the *Chi-square* test, there is a p-value of 0.005 < 0.05, so it can be concluded that there is a significant relationship between work incentives and nurse performance in the Inpatient Room of the Mental Hospital of Southeast Sulawesi Province in 2026

3.3.4 Work Relationship with Nurse Performance

Table 10: Employment Relationship with Nurse Performance in the Inpatient Room of Mental Hospital of Southeast Sulawesi Province in 2026

Employment Relations	**Nurse Performance**				**Total**		***p-value* (0.05)**
	Good		Not Good				
	n	%	n	%	n	%	
Height	29	74.4	10	25.6	39	100	0.000
Low	9	18.0	41	82	50	100	
Total	38	42.7	51	57.3	89	100	

Source: Primary Data, 2026

In table 10 above, it was found that of the 39 respondents with a high category of employment relations, it was found that as many as 29 respondents (74.4%) stated that nurse performance was good, while 10 nurses (25.6%) had poor nursing performance. Meanwhile, of the 50 respondents *with* a low category of nursing performance, there were 9 nurses (18.0%) with good performance category, and 41 nurse performance (82%) with poor performance category.

Based on the results of the *Chi-square* test, there is a p-value of 0.000 < 0.05, so it can be concluded that there is a significant relationship between work incentives and nurse performance in the Inpatient Room of the Mental Hospital of Southeast Sulawesi Province in 2026

3.3.5 Multivariate Analysis

Multivariate analysis is a method that involves three or more variables, with at least one dependent variable and more than one independent variable. This technique is used to understand the relationship or influence between several variables so that the most influential variables can be identified (Sarwono & Handayani, 2021). Before conducting this multivariate analysis, it is necessary to select variables that can be included in this analysis. Variables that can be included in this analysis are variables with a p-value of < 0.05. The following is a table of variable selection for multivariate analysis.

Table 11: Multivariate Variable Selection

Variable	*P-value* (0.05)	Remarks
Responsibilities	0.000	Meet
Performance	0.009	Meet
Incentives	0.005	Meet
Working relationship	0.000	Meet

Based on table 11, it is shown that four variables that are candidates for the binary logistics regression test, which have a P-value of < 0.05 are eligible for multivariate testing.

Table 12: The Influence of Nurses' Responsibilities, Achievements, Incentives and Work Relationships on Nurses' Performance in the Inpatient Room of Mental Hospitals in Southeast Sulawesi Province in 2026

Variables in the Equation							
		B	S.E.	Wald	df	Sig.	Exp(B)
	Responsibilities	4.013	1.204	11.110	1	0.001	55.305
	Performance	3.849	1.150	9.203	1	0.002	32.743
	Incentives	3.323	1.172	8.034	1	0.005	27.730
	Employment Relations	5.160	1.312	15.476		0.000	174.238

Source: Primary data, 2026

The results of the binary logistics regression analysis show that the variables that have a significant effect on the Performance of Nurses in the Inpatient Room of the Mental Hospital of Southeast Sulawesi Province in 2026 are responsibilities, achievements, incentives and employment relationships have a Sig (P-value) of < 0.05, meaning that it affects the Performance of Nurses in the Inpatient Room of the Mental Hospital of Southeast Sulawesi Province in 2026 Furthermore, to find out the magnitude of the influence of these four variables on the Performance of Nurses in the Inpatient Room of the Mental Hospital of Southeast Sulawesi Province in 2026 which is shown by the Wald value, namely:

- Responsibility with a wald value of 11,110 means that responsibility has an influence of 11,110 times on the Performance of Nurses in the Inpatient Room of Mental Hospitals of Southeast Sulawesi Province in 2026
- Achievement with a wald value of 9,203 times means that the achievement will have an effect of 9,203 on the Performance of Nurses in the Inpatient Room of the Mental Hospital of Southeast Sulawesi Province in 2026
- Incentives with a wald value of 8,034 times mean that incentives will have an effect of 8,034 times on the performance of nurses in the Inpatient Room of Southeast Sulawesi Provincial Mental Hospital in 2026
- Employment relationship with a wald value of 15,476 means that employment relations will have an effect of 15,476 times on the performance of nurses in the inpatient room of the Southeast Sulawesi Provincial Mental Hospital in 2026

The test used a binary logistics regression test of four significant variables with a P-value of < 0.05 and of these four variables, the most dominant variable affecting the performance of nurses Performance of Nurses in the Inpatient Room of the Psychiatric Hospital of Southeast Sulawesi Province in 2026 is Employment relationship with a wald value of 15,476.

4 DISCUSSION

4.1 The relationship between nurse responsibility and nurse performance in the inpatient room of a psychiatric hospital in Southeast Sulawesi province in 2026

The results of the study showed that there was a significant relationship between responsibility and nurse performance in the inpatient room of the Southeast Sulawesi Provincial Psychiatric Hospital in 2026. The results of the bivariate analysis showed that in the group of nurses with high responsibility, most of them had good performance, namely 26 people (70.3%), while 11 people (29.7%) had poor performance. On the other hand, in the group of nurses with low responsibility, as many as 40 people (76.9%) had poor performance and only 12 people (23.1%) had good performance. The results of the Chi-square test obtained a value of $p=0.000$ ($p<0.05$), thus showing a significant relationship between responsibility and nurse performance.

These findings show that nurses who have better responsibilities tend to show better performance in carrying out nursing duties. Responsibility can encourage nurses to be more serious in carrying out their work, completing the tasks given, and providing services according to the standards that have been set. On the other hand, a low sense of responsibility can cause the implementation of tasks to be suboptimal so that it has the potential to affect the achievement of nurses' performance.

The results of this study are in line with the study by Layli, Suryawati, and Kusumastuti which shows that work motivation is one of the factors related to nurse performance. In the study, responsibility is one of the motivational factors that contribute to improving nurse performance. Nurses who have responsibility for their work tend to have a better commitment to carrying out nursing services and achieving the expected work results.[11]

The results of this study are also in line with the research of Wardani, Sumarni, and Siwi regarding the relationship between work motivation and nurses' performance in providing nursing care in general hospitals. The study found a significant relationship between work motivation and nurse performance with a value of $p=0.043$. Good work motivation can encourage nurses to carry out their duties more optimally and consistently in providing nursing care.[12]

Taslim, Ahri, and Sulaeman's research on factors related to nurse performance at Haji Makassar Hospital also shows the relationship between motivational factors and nurse performance. Good motivation can encourage nurses to carry out their work more responsibly, improve discipline, and provide services in accordance with professional standards.[13]

The findings in this study are also supported by Nurmutmainah's research on Generation Z nurses at Hermina Kemayoran Hospital. The study discusses the relationship between motivation and nurse performance and shows the importance of motivation in supporting the implementation of work. Intrinsic motivation, including the drive that comes from within to carry out work well, is one of the relevant aspects in achieving nurse performance.[14]

Theoretically, the relationship between responsibility and performance can be explained through the Two Factor Theory proposed by Herzberg. Responsibility is included in the motivating factors related to the content of the job and can encourage a person to gain satisfaction and improve work performance. Giving responsibility and the opportunity to carry out work meaningfully can increase a person's internal drive to achieve better work results.[15]

In the context of services at the Southeast Sulawesi Provincial Psychiatric Hospital, nurse responsibilities are important because nursing services require consistency in the implementation of duties and monitoring patient conditions. Nurses are required to carry out their duties in accordance with service standards, collaborate with other health workers, and provide continuous nursing care. Therefore, a good sense of responsibility can support the implementation of duties and the achievement of nurse performance.

However, there are still 40 respondents (76.9%) who have low responsibility and poor performance. This condition shows that there are still groups of nurses who need to be strengthened in the aspect of responsibility for the implementation of duties. Organizational factors and work environment can be aspects that need to be considered in efforts to improve motivation and performance, including supervision, awards, professional development opportunities, and work environment support. However, these factors were not specifically measured in this study so cannot be concluded as the cause of low responsibility based on the results of this study.

Based on these results, the management of the Southeast Sulawesi Provincial Mental Hospital needs to consider efforts to strengthen nurses' responsibilities through continuous supervision, periodic performance evaluations, providing feedback on the implementation of tasks, and professional competency development. These efforts can be part of a strategy to increase nurse motivation and performance.

Thus, there is a significant relationship between responsibility and nurse performance in the inpatient room of the Southeast Sulawesi Provincial Psychiatric Hospital in 2026. Nurses with high responsibilities show more good performance compared to nurses who have low responsibility. This finding shows that responsibility is one of the motivational aspects that need to be considered in efforts to improve nurse performance.

4.2 The Relationship of Nurse Achievement to Nurse Performance in the Inpatient Room of Southeast Sulawesi Provincial Psychiatric Hospital in 2026

Achievement is one of the intrinsic motivational factors stated in Herzberg's *Two Factor Theory*. Achievement is related to the success of individuals in carrying out work, achieving targets, and producing achievements in accordance with the standards set by the organization. In the nursing profession, achievement is not only shown through formal awards, but also through the ability of nurses to carry out their duties optimally, achieve service targets, improve competence, and provide services according to professional standards.

The results of the study showed that there was a significant relationship between achievement and the performance of nurses in the inpatient room of the Southeast Sulawesi Provincial Psychiatric Hospital in 2026. The results of the bivariate analysis showed that of the 42 nurses who had high achievements, as many as 24 people (57.1%) had good performance and 18 people (42.9%) had poor performance. Meanwhile, of the 47 nurses who had low achievements, as many as 14 people (29.8%) had good performance and 33 people (70.2%) had poor performance. The results of the Chi-square test showed a value of $p=0.009$ ($p<0.05$), so there was a significant relationship between achievement and nurse performance

These results show that nurses who have high achievement show more good performance compared to nurses who have low achievements. Work performance can reflect the encouragement of nurses to achieve optimal work results, complete tasks according to targets, and improve service quality. Nurses who are oriented towards achievement tend to be driven to improve their abilities, complete work appropriately, and maintain the quality of work results.

In nursing services at the Southeast Sulawesi Provincial Psychiatric Hospital, achievement is important because the service of patients with mental disorders requires competence, precision, therapeutic communication, the ability to make observations, and the ability to deal with various patient conditions. Nurses who have a performance orientation can be encouraged to improve their ability to provide nursing care, carry out tasks according to standards, and evaluate the results of the services that have been provided. These conditions can support the achievement of better performance.

The results of this study are in line with the research of Rahayu, Harahap, Sudirman, and Ahmad on nurses at the Padang Sidempuan City TNI Hospital. The study showed that achievement was significantly related to the performance of nurses with a value of $p=0.005$. Nurses who have good achievement tend to have better productivity and commitment in carrying out their work.[16]

The results of this study are also in line with the research of Setyowati, Rachmawati, and Rahayu regarding the relationship between individual characteristics, abilities, and motivation with the performance of nurses in the inpatient room of the Sheikh Yusuf Gowa Regional General Hospital. The study shows that there is a relationship between ability and motivation and nurse performance. The findings show that individual ability and motivation are aspects related to the achievement of nurse performance in carrying out nursing services.[17]

The findings of this study are also in line with the *literature review* by Layli, Suryawati, and Kusumastuti which shows that achievement is one of the motivational factors that contribute to nurse performance. Of the motivational factors analyzed, achievement is one of the factors related to improving nurse performance. The drive to achieve achievement can make nurses strive to improve service quality, develop competence, and achieve work results that are in accordance with professional standards.[11]

Theoretically, the relationship between achievement and performance can be explained through *Herzberg's Two Factor Theory*. Achievement is included in the motivating factor related to the content of the work. Success in completing work and obtaining achievements can provide intrinsic satisfaction and encourage individuals to maintain or improve their work results.[15] Thus, orientation towards achievement can be one of the aspects that support optimal work execution.

In this study, 33 respondents (70.2%) were still found who had low achievement with poor performance. This condition shows that some nurses still have work achievements that are not optimal. However, this study does not specifically measure the causes of low achievement so that factors such as workload, training opportunities, reward systems, performance appraisals, and career development cannot be stated as causative factors based on the results of this study. These factors can be aspects that need to be considered in further research or evaluation.

Efforts to improve nurse performance can be carried out through an objective and transparent performance assessment system, determination of clear work achievement indicators, periodic feedback, competency development, and awarding of work achievements. These efforts can provide encouragement to nurses to improve their abilities and achieve service targets that have been set by the hospital

Based on the results of the study, achievement has a significant relationship with the performance of nurses in the inpatient room of the Southeast Sulawesi Provincial Psychiatric Hospital in 2026. Nurses with high achievement show more good performance compared to nurses who have low achievements. These findings show that achievement is one of the intrinsic motivational aspects that need to be considered in the management of nursing human resources to support increasing productivity, professionalism, and quality of nursing services.

4.3 The Relationship of Nurse Incentives to Nurse Performance in the Inpatient Room of Southeast Sulawesi Provincial Mental Hospital in 2026

Incentives are a form of additional compensation given to employees as an appreciation for contributions, productivity, and performance achievements in carrying out duties. In nursing services, incentives are not only seen as additional income, but also as a form of organizational appreciation for the dedication and professionalism of nurses in providing health services. An incentive system that is perceived to be fair, proportional, and in accordance with the workload can be one of the factors that support work motivation, job satisfaction, and nurses' enthusiasm in carrying out their duties. On the other hand, providing incentives that are considered inappropriate to the workload or contribution can reduce work motivation.

In the perspective of Vroom's *Expectancy Theory*, a person tends to be encouraged to increase their efforts if they believe that the effort made will result in certain performance and that performance will be followed by rewards that are valuable to them. In the context of nursing services, incentives can be a form of reward that encourages nurses to increase their efforts and work achievements. Therefore, an incentive system that is transparent, measurable, and associated with performance can be one of the instruments in human resource management in hospitals.

The results of the study showed that there was a significant relationship between incentives and the performance of nurses in the inpatient room of the Southeast Sulawesi Provincial Psychiatric Hospital in 2026. Based on bivariate analysis, of the 41 nurses who received high incentives, 24 people (58.5%) showed good performance and 17 people (41.5%) showed poor performance. Meanwhile, of the 48 nurses who received low incentives, as many as 14 people (29.2%) showed good performance and 34 people (70.8%) showed poor performance. The results of the Chi-square test obtained a value of p=0.005, so there was a statistically significant relationship between incentives and nurse performance.

These findings show a tendency that nurses who receive or perceive better incentives show more good performance compared to nurses in the low incentive group. This condition can be explained because incentives can be a form of appreciation for nurses' contributions so as to encourage motivation to carry out their work optimally. In the implementation of nursing services, this motivation can be reflected through discipline, compliance with standard operating procedures (SOPs), completion of tasks according to responsibilities, and efforts to provide optimal service to patients.

This condition becomes relevant to services at the Southeast Sulawesi Provincial Psychiatric Hospital because mental health services have work characteristics that require preparedness and consistency in providing services. Nurses carry out patient observation for 24 hours, conduct therapeutic communication, handle patients with the risk of aggressive behavior, prevent actions that can harm themselves or others, and collaborate with other health workers. These job characteristics require concentration, dedication, and high responsibility. Thus, providing incentives that are perceived in accordance with contributions and workloads can be a form of organizational appreciation for the role of nurses.

The results of this study are in line with the research of Sabebegen and Nainggolan which found a relationship between *rewards* and nurse performance in the inpatient room of Banyuasin Hospital with a value of p=0.022. The study placed *reward* as one of the factors related to nurse performance. The findings support the results of this study that the rewards received by nurses can be related to the encouragement to carry out work and provide services more optimally.

The findings of this study are also in line with the research of Purwanti et al. (2025) regarding the incentive system, workload, and work relationship on nurse job satisfaction in type D hospitals. This provides an idea that the reward system in organizations can be related to nurses' job response. In the context of this study, the relationship between incentives and performance shows that the reward aspect needs to be a concern in the management of nursing personnel.

The results of this study can then be related to the findings of Layli et al. (2024) who through *a literature review* identified incentives or salaries as one of the factors related to nurse motivation and performance. The study also places awards as one of the elements that need to be considered in an effort to increase the work motivation of nursing personnel. Thus, the results of the research at the Southeast Sulawesi Provincial Psychiatric Hospital show a pattern that is in line with previous studies regarding the importance of the aspect of awards in supporting nurse performance.

However, the results of this study do not show that incentives are the only factor that determines nurse performance. Nurse performance is a complex phenomenon and can be related to various other aspects, including responsibility, achievement, employment relationships, abilities, and motivation. This is also reflected in previous research that identified various factors related to nursing performance. Therefore, increased incentives need to be placed as part of an overall human resource management strategy, not as the only intervention to improve performance.

In this study, there were still 34 nurses (70.8%) in the low-incentive group who showed poor performance. The findings show that the low-incentive group still needs attention from management. These conditions can be related to how nurses perceive the fairness of incentivization, the suitability of the award with the workload, and the clarity of the indicators used as the basis for incentivizing. However, because this study uses a *cross-sectional* design, the findings only show relationships at the time of measurement and cannot be used to conclude cause-and-effect relationships.

The implication for the management of the Southeast Sulawesi Provincial Psychiatric Hospital is the need to develop an incentive system that is objective, transparent, and has clear indicators. Performance appraisals can be used as one of the bases for awarding awards while still considering the workload, responsibilities, work risks, competencies, and quality of services provided. Periodic evaluations are also needed to find out whether the incentive mechanism has been understood and perceived fairly by nurses.

In addition to the financial aspect, appreciation for nurses' performance can be given through recognition of work achievements, opportunities to participate in training or competency development, and providing constructive feedback. This approach can complement the incentive system so that the awards given by the organization are not only oriented towards compensation, but also on the development of nurses' professionalism and work motivation.

4.4 Nurses' Employment Relationship to Nurse Performance in the Inpatient Room of Southeast Sulawesi Provincial Mental Hospital in 2026

A working relationship is an interaction that exists between nurses and fellow nurses, doctors, other health workers, and leaders in carrying out health services. A good working relationship is characterized by effective communication, mutual respect, mutual trust, harmonious cooperation, and the ability to solve problems together. In nursing services, work relationships are one of the important aspects because the implementation of nursing care requires not only individual skills, but also coordination and cooperation in a team. A conducive working relationship can facilitate coordination, information exchange, task implementation, and problem solving in nursing services.

In the perspective of Elton Mayo's Human Relations Theory, interpersonal relationships in the work environment are one of the aspects related to employee motivation and productivity. A work environment that supports social interaction and cooperation can create more conducive working conditions. In the context of nursing services, a good relationship between nurses and colleagues, leaders, and other health workers can support the implementation of tasks in a coordinated manner, especially in hospital services that require multidisciplinary collaboration.

The results of the study showed that there was a significant relationship between work relationships and nurse performance in the inpatient room of the Southeast Sulawesi Provincial Psychiatric Hospital in 2026. Based on bivariate analysis, of the 39 respondents who had a good working relationship, as many as 29 people (74.4%) showed good performance and 10 people (25.6%) showed poor performance. Meanwhile, of the 50 respondents who had a poor working relationship, as many as 9 people (18.0%) showed good performance and 41 people (82.0%) showed poor performance. The results of the Chi-square test obtained a value of $p=0.000$ (<0.05), so that there was a statistically significant relationship between the employment relationship and the performance of nurses.

This proportion shows that good performance is more often found in nurses who are in the good work relationship group compared to the bad work relationship group. Good working relationships can support the smooth implementation of tasks because nurses can more easily coordinate, exchange information, provide support to colleagues, and solve problems that arise during service. On the other hand, poor working relationships can be a condition that makes communication and coordination difficult so that the implementation of nursing tasks can be less than optimal.

In services at the Southeast Sulawesi Provincial Mental Hospital, the working relationship becomes increasingly relevant because the service of patients with mental disorders requires cooperation between team members. Nurses do

not work individually, but need to coordinate with fellow nurses, doctors, and other health workers in carrying out services. Good communication and coordination are needed, especially in dealing with patient conditions that require continuous supervision and handling. With a conducive working relationship, information about the patient's condition can be conveyed more regularly so as to support the continuity of nursing services.

The results of this study are in line with the research of Dewi, Nurachmah, and Muhsinin (2023) regarding *employee engagement* and nurse performance in hospitals. The study discusses the relationship between *employee engagement factors* and nurse performance, including aspects of relationships and involvement in the work environment. These findings support the importance of relationship conditions and the involvement of nursing staff in supporting the implementation of work and performance in hospitals.

The results of this study are also in line with Mulya and Meilani's (2023) research on *Organizational Citizenship Behavior* (OCB), organizational commitment, and job satisfaction on the performance of inpatient nurses at Dr. Adjidarmo Hospital, Lebak Regency. The study shows the relationship between organizational factors and work behavior and nurse performance. Positive working relationships can create conditions that support cooperation and mutually helpful behavior in the implementation of duties. In nursing services, this condition is important because a lot of work is done in a team and requires coordination between nurses and other health workers.

The findings of this study are further in line with the research of Purwanti et al. (2025) regarding the incentive system, workload, and work relationship on the job satisfaction of nurses in type D hospitals. Good working relationships between superiors and subordinates as well as between colleagues can support the creation of a more comfortable and conducive work environment. This condition is relevant to the results of this study which shows a relationship between the work relationship and nurse performance.

The research of Wicaksono, Rumengan, and Ulfa (2023) also discusses work stress factors, workload, rewards, and work sanctions on the performance of inpatient room nurses. The research shows that nurse performance needs to be understood in relation to various work conditions and human resource management. In the context of this study, work relationships are one aspect of the organizational environment that can support the implementation of nurses' duties, especially through communication and coordination in services.

In this study, there were still 41 respondents (82.0%) in the poor work relationship group who showed poor performance. The findings show that the aspect of work relations is still a concern in the management of nursing personnel in the inpatient room. These conditions can be related to communication that is not optimal, differences in perception in the implementation of tasks, coordination that has not run consistently, and work conditions that can affect interaction between team members. However, these factors are possible explanations and are not specifically measured in this study, so they cannot be ascertained as causes based on research data.

Poor working relationships also have the potential to make it difficult to exchange information and coordinate services. In nursing services, information continuity is an important part because nurses work alternately and need to know the development of patients' conditions and actions that have been taken. Employment relations instruments in this study also include working in a team, peer support, reminding each other in the implementation of nursing care, and the completeness of nursing care records to make it easier for other nurses to continue nursing actions.

Therefore, the management of the Southeast Sulawesi Provincial Mental Hospital can strengthen working relationships through improving communication between team members, interprofessional coordination, holding *regular clinical meetings*, and developing communication and teamwork skills. The head of the room also has a role in creating a conducive work atmosphere, encouraging open problem solving, and facilitating coordination if there are differences of opinion or obstacles in the implementation of services.

In addition, communication in the handover of tasks and the completeness of nursing care documentation need to be considered because it can help the continuity of services between nurses. Strengthening teamwork is not only directed at interpersonal relationships, but also at work mechanisms that allow patient information to be conveyed clearly and tasks can be carried out in a coordinated manner.

Based on the results of the study, it can be concluded that there is a significant relationship between employment relationships and nurse performance in the inpatient room of the Southeast Sulawesi Provincial Psychiatric Hospital in 2026 (p=0.000). Nurses with good working relationships have a greater proportion of good performance compared to nurses who have poor working relationships. These findings show that employment relationships are one of the aspects that need to be considered in nursing human resource management and service quality improvement. However, because the study used *a cross-sectional* design, the results showed a relationship at the time of the study and could not be used to conclude a cause-and-effect relationship.

5 CONCLUSION

Based on the results of a study on nurses in the inpatient room of the Southeast Sulawesi Provincial Psychiatric Hospital in 2026, it can be concluded that there is a relationship between responsibility, achievement, incentives, and work relationships with nurse performance. Responsibility is significantly related to nurse performance with *a p* value = 0.000, as well as achievement with *a p* value = 0.009, incentives with *a p* value = 0.005, and employment relationships with *a p* value = 0.000.

The results of the multivariate analysis showed that the four variables remained significantly related to nurse performance. The *Exp(B)* value was 55,305 responsibility, 32,743 achievement, 27,730 incentives, and 174,238 employment relations. Among the variables analyzed, employment relations had the largest *Exp(B)* value, so based on the logistics regression model this variable showed the greatest association of odds with nurse performance. These results show the importance of attention to employment and collaboration aspects in supporting nurse performance in the inpatient room.

Thus, improving nurse performance needs to be supported through strengthening the implementation of responsibilities, providing opportunities and recognition of achievements, managing appropriate incentives, and creating good working relationships through communication, teamwork, and coordination between health workers.

STATEMENTS ON COMPLIANCE WITH ETHICAL STANDARDS

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Disclosure of conflict of interest

The authors declare no conflicts of interest regarding this manuscript.

Statement of informed consent

Informed consent was obtained from all individual participants included in the study.

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