

**ADVANCED INTERNATIONAL JOURNAL OF
BUSINESS, ENTREPRENEURSHIP AND SMES
(AIJBES)**www.aijbbs.com**THE RELATIONSHIP BETWEEN MOTIVATION IN NURSES'
PERFORMANCE: A LITERATURE REVIEW**Basyirah Fauzi^{1*}, Azura Abdul Rahman²¹ Department of Business Management, Universiti Teknologi MARA, Seri Iskandar, Malaysia
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DOI: 10.35631/AIJBS.725060This work is licensed under [CC BY 4.0](https://creativecommons.org/licenses/by/4.0/)**Abstract:**

This literature review explores the relationship between motivation and nurses' performance, with a focus on how motivational factors affect their effectiveness in clinical settings. The primary objective of this review is to assess the extent to which motivation influences nurses' performance and to identify key determinants that can be leveraged to improve healthcare delivery. Through an extensive review, this paper synthesises findings from various research methodologies, with a predominant focus on quantitative studies. The review identifies several critical motivators that impact nurses' job satisfaction, productivity, and overall performance, including intrinsic and extrinsic factors, organisational support, professional development opportunities, and work-life balance. This research contributes to the growing body of literature on healthcare management and offers valuable perspectives for future research. Ultimately, this review seeks to provide evidence-based recommendations that can guide interventions aimed at improving nurse motivation, which can lead to better patient care and more effective healthcare systems.

Keywords:

Motivation, Nurses' Performance, Hospital, Healthcare, Management, Nurse

Introduction

In every profession, employees face unique physical and mental challenges that can significantly impact their job performance. These challenges vary widely across different fields and careers. The stakes are especially high in health and medicine, a sector that forms the

backbone of any nation's well-being. Nursing contributes to society's health and welfare by protecting, promoting, and restoring health, preventing sickness and alleviating suffering in the care of individuals, families, and communities (Kementerian Kesihatan Malaysia [KKM], 2015).

Effective employee work performance leads to positive outcomes, particularly for those who are responsible for providing public services. Therefore, nursing performance refers to how effectively a nurse carries out job roles and responsibilities (Dlwl Rabeh Almutairi, Samia Abdulaziz Alkorbi, Maram Taher Alghabbashi, Mohammed, & Sanaa Awwad Alsulami, 2022; Mohamed & Samia Gaballah, 2018). Research done by Othman and Nasuridin (2019) suggested that nurses' performance is an important determinant of quality healthcare. This fact will be supported by a study from Hussain, Sh Abdullah and Zhao (2023). An employee who is very productive and motivated at work will be classified as a force or desire that pushes the employee to perform the best action.

Gan (2022) emphasised that nurses are not secretarial or clerk workers but highly skilled medical professionals. Frequently the first response and the final line of defence between life and death. However, nurses are considered subordinates to physicians, expected to obey orders without the opportunity to apply critical thinking skills, therefore nurses behave more like robots than healthcare professionals (Laxmana, 2024). This statement shows how nurses' motivation becomes questioned as they face negative views and perspectives from the workplace environment and the community always misinterprets the duty and work ethics of a nurse.

In addition, this research is further strengthened by the statement issued by the Faculty of Medicine and Health Sciences of Universiti Putra Malaysia which states that the excellence of nursing performance can be improved if every nurse understands the needs of this profession (Mukhriz, 2023). The profession's needs can be stressed with help from motivation.

This study was conducted to investigate and gain a deeper understanding of the relationship between motivation and nurses' performance, particularly in light of the limited scope and lack of diversity in existing research within Malaysia. Thus,

The objective of this research is to examine the following:

1. The significance of motivation.
2. The relationship between motivation on nurses' performance.

Literature Review

Definition of Motivation

Motivation is a values-based, psychobiological stimulus-driven inner urge that activates and guides human behaviour in response to self, others, and the environment, promoting intrinsic satisfaction and leading to the intentional fulfilment of basic human drives, perceived needs, and desired goals (Toode, Routasalo, & Suominen, 2011). It is the process of stimulating people to action to accomplish goals (Mansaray, Barrie, Kamara, & Swaray, 2021).

Motivation

Motivation is one of the efforts made by a person to produce good performance and quality (Muhammad & Ajmal As'ad, 2021). Muhammad and Ajmal As'ad (2021) added that work motivation can be created by incentivising employees in the form of money that can be felt as supporting people and having their place in organising. However, this statement continued explaining that emotional attachment is the most critical factor in work motivation. It can bind people to stay organised. Therefore, from the study, motivation not only comes from money terms but also can be related to the feeling of completing a task simply because employees find it interesting or enjoyable.

A health system cannot attain the required objectives without motivated healthcare staff, and motivation plays a key role in retaining healthcare personnel, enhancing healthcare provider productivity, and, as a result, improving patients' outcomes (Saleh, Eshah, & Rayan, 2022). Gunawan, Hariyati and Gayatri (2019) analysed the factors influencing the performance of nurses working in regional general hospitals and found that nurses with high work motivation (56.3%) perform well. However, the study revealed that there is no relationship between sex, age, education level, or income and nurse performance. The findings of this statistical test revealed that there was a substantial association between work motivation and nursing performance.

Similarly, a study done by Hussain et al. (2023) revealed a positive correlation between job satisfaction and motivation. This finding indicates that a conducive job environment and positive co-workers can motivate a nurse. If there is no job satisfaction, nurses will not feel motivated to go to the hospital to perform their duties.

According to Dor and Halperin (2022), high job motivation and work satisfaction among nurses are positively associated with nurses who perform better, are more prepared to care for patients, and can collaborate with coworkers, resulting in improved overall healthcare service. Similarly, motivation has been demonstrated to increase a nurse's contentment, initiative at work, and job satisfaction. For effective therapeutic patient-nurse communication, the nurse must be extremely motivated to approach the emotionally charged relationship with the patient (Vatansever & Orak, 2021).

Definition of Nurses' Performance

Nurses are an essential component of every healthcare system, with a considerable impact on organisational success (Hee & Noor, 2016). According to Daniel and Darby (1999), nurses' job performance is primarily concerned with recognising patients' requirements and providing appropriate care and solutions. Nurses must be able to adapt their performance to match their patients' realities (Hee & Noor, 2016). Job performance is defined as the effectiveness of individual behaviours that contribute to organisational objectives (McCloy, Campbell, & Cudeck, 1994).

Nurses' Performance

Pourteimour, Safura Yaghmaei and Babamohamadi (2021) discovered that nurses' mental workload rose during the COVID-19 pandemic, which affected nurses' behaviour and performance. Besides, results from a study conducted by Kapantow, Luddin, & Kambey (2020), show that job motivation had a significant direct influence on nurse performance. It will act as proof that the dependent variables of nurses' performance have a significant

relationship with motivation, the independent variables. Moreover, in summary, there is a positive correlation between job motivation and nurses' job performance (Nilgün Göktepe, Begüm Yalçın, Emine Türkmen, Ümmühan Dirican, & Melek Aydın, 2020). Besides, Gunawan et al. (2019) emphasise that the factors related to the performance of nurses are work motivation.

Apex-Apeh, Nnachebem, Joy and Olowu (2020) found that workers are motivated by external factors such as money, promotions, benefits, decent working conditions, acknowledgement from supervisors and coworkers, and so on. This type of incentive has a direct impact on the job performance of nurses in Enugu State, Nigeria. Furthermore, the meta-analysis study found a link between competence, motivation, and workload and nurses' performance in hospitals (Desy, 2022). However, Akinwale and George (2020) asserted that remuneration was the most important predictor of nurses' job satisfaction, followed by progress and promotion, due to Nigerian socio-cultural realities and other paradigm shifts.

Materials And Method

The primary focus of this literature review is to explore the relationship between motivation and nurses' performance. A total of 72 research papers and articles were reviewed, and the findings highlight potential areas for future recommendations. The majority of the studies utilised quantitative research methods. Therefore, this literature review aims to address the following research questions: 'What is the significance of motivation?' and 'What is the relationship between motivation on nurses' performance?'

Selection of Papers

The purpose of the literature review was to examine motivation within the context of nurses' performance. The initial step involved identifying the dependent variable, specifically nurses' performance. Automated searches were conducted using electronic database search engines, such as Scopus, ScienceDirect, and Emerald, to identify relevant studies. The next phase involved refining the search criteria to include literature published within seven years, from 2018 to 2023. The following keywords were used in the searches: "motivation," "intrinsic motivation," "extrinsic motivation," "nurses' performance," "performance indicators," "job satisfaction," and "motivation among nurses."

Results

This section of the literature review presents the data collected based on: i) an overview of articles and journal publications on motivation and nurses' performance from 2018 to 2023; and ii) the relationship between motivation and nurses' performance.

Overview of Studies on Motivation and Nurses' Performance

Motivation has garnered considerable attention from researchers, with the volume of studies on the topic consistently increasing each year. Notably, there was a significant surge in research between 2019 and 2023, largely attributable to the abrupt changes in work procedures, particularly within the healthcare sector, resulting from the COVID-19 pandemic. In the wake of these shifts, numerous studies have sought to examine the relationship between various factors and nurses' performance. The diverse findings across these studies can be attributed to a range of external and internal confounding variables. Consequently, this study aims to provide a comprehensive synthesis of the existing literature on motivation and its impact on nurses' performance.

The Relationship Between Motivation on Nurses' Performance

Research done by M Arifki Zainaro, Ridwan Ridwan and Usastiawaty Cik Ayu Saadiah Isnainy (2021) which involved a sample of all the nurses who served in the inpatient room of Pertamina Bintang Amin Hospital, Bandar Lampung found out there is a significant relationship between motivation and the performance of nurses. Not only that, study findings by Mohamad and None Mega Puspita (2023) showed that the majority of nurses showed strong work enthusiasm (65.8%) and excelled in recording nursing care (63.3%) which means there is a relationship between the work motivation of nurses and their performance in recording nursing care. A study done by Hussain et al. (2023) revealed a positive correlation between job satisfaction and motivation. Pourteimour et al. (2021) discovered that nurses' mental workload rose during the COVID-19 pandemic, which affected their behaviour and performance. Kapantow et al. (2020), show that job motivation had a significant direct influence on nurse performance. Moreover, in summary, there is a positive correlation between job motivation and nurses' job performance (Nilgün Göktepe et al., 2020). A link between competence, motivation, and workload and nurses' performance in hospitals (Desy, 2022). Akinwale and George (2020) asserted that remuneration was the most important predictor of nurses' job satisfaction.

Table 1: Summaries of Previous Studies on Motivation and Nurses' Performance

Author	Year	IV	DV	Findings	Results
Akinwale & George	2020	Remuneration (Motivation)	Nurses' Job Satisfaction	The studies suggest that recognition and empowerment (motivation) are crucial in enhancing nurses' job satisfaction and increasing their commitment to task assignments, thereby contributing to higher retention rates.	Significant
Desy	2022	Competence, Motivation, And Workload	Nurses' Performance in Hospital	Motivation tends to have a large effect on nurse performance	Significant
Hussain et al.	2023	Motivation	Job Satisfaction	Motivation brings great job satisfaction	Significant
Kapantow et al.	2020	Motivation	Nurse Performance	Job motivation had a significant direct influence on nurse performance.	Significant
M Arifki Zainaro et al.	2021	Motivation, Workload	Performance of Nurses	Motivation and workload strongly influenced nurses' performance	Significant

Mohamad et al.	2023	Motivation	Nurses' Performance	The relationship between the work motivation of nurses and their performance in recording nursing care is crucial	Significant
Nilgün Göktepe et al.	2020	Job Motivation	Nurses' Job Performance	Satisfaction with salary is placed first in providing motivation. Wage plays an important role in the motivation of employees.	Significant
Pourteimour et al.	2021	Motivation	Performance	Nurses' mental workload rose during the COVID-19 pandemic, which affected their behaviour and performance	Significant

Discussion

The literature review underscores the significance of motivation in fostering favourable outcomes that actively contribute to enhancing nurses' performance. Previous research suggests a range of findings derived from the selected studies, highlighting the complex interplay of factors influencing performance. However, these results also point to the need for further investigation to more thoroughly examine the relationship between motivation and nurses' performance. Additional research is essential to clarify and expand upon these findings, offering deeper insights into how motivation can be effectively leveraged to improve nursing outcomes.

Conclusion

Motivation and its impact on nurses' performance have become increasingly significant topics in both academic research and practical healthcare settings. This paper examines existing literature on how motivation influences nurses' performance, highlighting its relevance and the need for further exploration in the current situation. Previous studies on motivation and nurses' performance demonstrate a significant relationship between the two variables. The present study effectively investigates this connection, reinforcing the idea that motivated nurses exhibit enhanced performance. However, future research should delve deeper into additional factors that may mediate or moderate this relationship, such as intrinsic (e.g., personal fulfilment, professional growth) and extrinsic motivators (e.g., salary, recognition). This paper provides a comprehensive review of motivation's effects on nurses' performance, with a specific focus on the Malaysian healthcare sector. Findings from the reviewed literature suggest that further research is needed in key areas, including the role of organisational support and job satisfaction in fostering nurse motivation. By addressing these gaps, future studies can build upon this

foundation, ultimately contributing to a more nuanced understanding of how motivation shapes nurses' performance in diverse healthcare environments.

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