Efforts to Implement a Reward System (Incentives, Promotions, and Career Development) to Improve the Performance of Nurses

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Abstract:

The working conditions of healthcare workers in Indonesia, especially in state hospitals, remain unsatisfactory. One factor that influences this is the low reward system in state hospitals compared to private hospitals. The purpose of this research is to determine the effect of the reward system (incentives, promotions, and career development) on improving the performance of nurses. The design of this research is quantitative, employing a cross-sectional approach, with the population in this study comprising all 150 nurses at UPTD RSUD Bobong. The sample consisted of a portion of the population that met the inclusion criteria, comprising 112 people selected using a simple random sampling technique. The collected data were analyzed using Spearman's rho statistical test and ordinal logistic regression analysis with an α error rate of 0.05. The results of the analysis using the ordinal regression test yielded a significant result. (2-tailed) values for the incentive factor (p-value = 0.012 < 0.05), promotion factor (p-value = 0.023 < 0.05) and career development factor (p-value = 0.019 < 0.05). The research shows that incentive, promotion, and career resulted in harm er development factors in implementing the reward system influence the performance of nurses at Bobong Hospital, Taliabu Island Regency. The incentives factor is the most dominant in the reward system, which influences nurse performance.

INTRODUCTION

A hospital is a healthcare facility that provides comprehensive health services through promotive, preventive, curative, rehabilitative, and palliative care, providing inpatient, outpatient, and emergency care. Hospitals were established in response to the increasingly complex needs of the community, along with growing awareness of the importance of health. This demand drives hospitals to provide optimal services, both through outpatient and inpatient care (Phang et al., 2023).

Inpatient care involves the provision of comprehensive medical services, including diagnosis, treatment, observation, and rehabilitation, for patients who require extended hospitalization (Bates et al., 2023). The quality of interaction among patients, doctors, and healthcare staff plays a crucial role in determining patient satisfaction, treatment outcomes, and the overall quality of healthcare delivery. Positive and effective communication during inpatient care not only enhances the standard of service but also strengthens the hospital's reputation and trust within the community (Greene & Samuel-Jakubos, 2021).

Healthcare workers play a crucial role in delivering high-quality medical services, directly impacting patient satisfaction, safety, and the overall reputation of a hospital (Ali et al., 2024). In public hospitals, however, many healthcare professionals face challenges related to inadequate

reward systems, limited career advancement opportunities, and inconsistent compensation, which can lead to decreased job motivation and morale. These systemic issues may ultimately affect their performance, patient care outcomes, and the public's perception of the healthcare institution (Karaferis et al., 2022).

The working conditions of healthcare workers in Indonesia, particularly in public hospitals, remain unsatisfactory. One contributing factor is the poorer reward systems in public hospitals compared to private hospitals. Private hospitals provide better rewards and more incentives than public hospitals, which contributes to healthcare workers' job satisfaction and performance (Geta et al., 2020).

Healthcare workers who receive adequate rewards demonstrate significantly improved performance across multiple dimensions of patient care, including faster service delivery, greater diagnostic accuracy, and higher patient satisfaction levels (Mostafa & El-Atawi, 2024). Increased financial and non-financial incentives have been demonstrated to enhance job satisfaction and decrease absenteeism, thereby fostering a more reliable and motivated workforce (Chi et al., 2023). Furthermore, performance-based promotions encourage professional growth and accountability, leading to enhanced productivity and quicker response times during medical emergencies. These outcomes highlight that well-structured reward systems not only improve employee morale and retention but also directly contribute to the overall quality and efficiency of healthcare services, ultimately benefiting both providers and patients (Lin et al., 2022).

Rewards are generally categorized into intrinsic and extrinsic types, with intrinsic rewards encompassing personal fulfillment, such as task completion, achievement, autonomy, and professional growth. Extrinsic rewards, on the other hand, encompass tangible benefits such as salary, social security, recognition, and career advancement (Adams, 2025). In this study, the focus is placed on extrinsic rewards—specifically incentives, promotions, and career development—due to their critical yet underemphasized role within the healthcare system at Bobong Regional General Hospital (RSUD) in Taliabu Island Regency. These three elements have been identified as key factors affecting staff motivation and performance, yet they remain inadequately addressed, contributing to potential dissatisfaction and reduced service quality among healthcare workers (Aggarwal et al., 2025).

Incentives serve as a strategic tool used by organizations to motivate employees, encouraging them to work diligently and align their efforts with the achievement of institutional goals. These rewards, whether financial or non-financial, can significantly influence employee behavior, commitment, and overall productivity. In the context of healthcare, incentives play a vital role in shaping performance, which refers to the extent to which employees meet the specific requirements of their job roles, demonstrated through measurable outcomes and professional conduct (Pani et al., 2022). Performance not only reflects the results achieved but also encompasses how individuals carry out their responsibilities in accordance with expected standards, behaviors, and organizational values. Therefore, a well-structured incentive system can enhance employee performance by reinforcing positive work habits, increasing job satisfaction, and ultimately contributing to improved service delivery in health institutions (Krijgsheld et al., 2022).

METHOD

This study employed a quantitative research design utilizing a cross-sectional approach to examine the relationship between work-related factors and job satisfaction among nurses. The population consisted of 150 nurses working at the UPTD (Technical Implementation Unit) of Bobong Regional General Hospital. A sample of 112 nurses was selected through simple random sampling,

ensuring that all participants met the predetermined inclusion criteria. This sampling method helped minimize selection bias and enhance the representativeness of the findings within the target population context.

Data collection focused on key variables, including incentives, promotion opportunities, and career development, which were assessed using structured questionnaires with ordinal scales. To evaluate the strength and direction of associations between these factors and job satisfaction, non-parametric statistical analysis was conducted using Spearman's Rho correlation test. This method was chosen due to the ordinal nature of the data and the need to assess monotonic relationships without assuming normal distribution.

To further investigate the predictive power of each factor on job satisfaction levels, ordinal logistic regression analysis was performed. The model was tested at a significance level of $\alpha = 0.05$, meaning that variables with a p-value less than 0.05 were considered statistically significant predictors. The results of the ordinal regression revealed the significance (Sig. 2-tailed) values for the incentive factor, promotion factor, and career development factor, indicating their respective contributions to variations in job satisfaction among the nurses.

This research received ethical clearance from the Health Research Ethics Committee of STRADA University of Indonesia, ensuring compliance with ethical standards for research involving human subjects. Informed consent was obtained from all participants, and confidentiality of the collected data was strictly maintained throughout the study. The findings provide valuable insights for hospital management to improve nurse retention and performance by addressing key motivational factors in the workplace.

RESULT

The effect of incentives, promotion, and career development on nurse performance at Bobong Regional Hospital, Taliabu Island Regency

Table 1. Results of statistical tests on the provision of incentives, promotion, and career development for nurse performance

Variable	Correlation Coefficient	p-value
Provision of incentives - nurse performance	0.557	<0.001
Promotion - nurse performance	0.541	<0.001
Career development - nurse performance	0.502	<0.001

Multivariate Analysis

Table 2. Results of statistical tests of incentives, promotions, and career development in efforts to implement a reward system for nurse performance

		Estimate	Std. Error	Wald	df	Sig.	95% Confidence Interval	
							Lower Bound	Upper Bound
Threshold	[performance = 1]	5.364	1.407	14.524	1	0.000	2.605	8.122
	[performance = 2]	8.547	1.697	25.379	1	0.000	5.222	11.873
Location	Incentive	1.284	0.512	6.284	1	0.012	0.280	2.287
	Promotion	1.456	0.640	5.182	1	0.023	0.202	2.709
	Career development	1.112	.473	5.531	1	0.019	0.185	2.039

DISCUSSION

The Effect of Incentives on Nurse Performance at Bobong Regional Hospital, Taliabu Island Regency

The study revealed that of the 112 respondents, the majority (81, 72.3%) stated that incentives were effective. Cross-tabulation revealed that 74 respondents (66.1%) stated that incentives were good and also contributed to nurse performance. Spearman's Rho test analysis yielded a 2-tailed Sig. Value for the incentive factor, with a p-value of 0.000 < 0.05. Therefore, Ho is rejected, indicating that incentives in the implementation of the reward system influence nurse performance at Bobong Regional Hospital, Taliabu Island Regency.

Incentives are a system of providing rewards linked to performance, both material and non-material, which can serve as a motivation or driving force for employees to work more effectively and enthusiastically, thereby enhancing employee performance and work results, ultimately leading to the achievement of company goals (Ćulafić et al., 2020). What is meant by 'wages' here is a form of incentive given to employees who excel or, for other reasons, increase company profits within a specific time period. Included in the wage category are bonuses, profit-sharing plans, and profit-sharing. Benefits. Incentives are also indirect financial payments given to employees. Included in benefits are health benefits/insurance, recreation, pension funds, and, in practice, discount rates for company products for employees.

The incentive factor in implementing the reward system is one of the key factors supporting nurse performance. This is evidenced by the results of the questionnaire, where in the three incentive components, namely the commission sub-component obtained an average answer score of 3.11, the bonus sub-component factor obtained an average answer score of 2.91, and the assistance sub-component factor obtained a score of 3.37. In the commission sub-component, the average respondent stated that they were satisfied with the commission percentage obtained and also stated that the commission given by the hospital was quite fair and commensurate with the effort made. In the bonus sub-component, most respondents agreed that the company had created a bonus system to improve employee performance. Meanwhile, in the assistance sub-component, most respondents agreed that the hospital provides adequate financial assistance for employee needs, which contributes to employee welfare.

The Influence of Promotion Factors in the Implementation of the Reward System on Nurse Performance at Bobong Regional General Hospital, Taliabu Island Regency

The study revealed that of the 112 respondents, the majority (88, 78.6%) stated that promotions, as part of the reward system implementation, were effective. Based on cross-tabulation, 78 respondents (69.6%) stated that promotions were both effective and resulted in good nurse performance. The Spearman Rho test analysis yielded a 2-tailed Sig. Value for the promotion factor, with a p-value of 0.000 < 0.05. Therefore, Ho is rejected, indicating that promotion factors in the implementation of the reward system influence nurse performance at Bobong Regional General Hospital, Taliabu Island Regency.

Promotion is a technique used to enhance employee morale and performance, which can positively impact productivity. Promotion is defined as a step in elevating an employee to a higher position within an organization, characterized by increased responsibilities, status, authority, or compensation. A job promotion refers to a transfer that increases authority and responsibility to a higher position or from a previous one (Setyawati et al., 2022).

The results of the study above indicate that promotion in the implementation of the reward system is one of the factors supporting nurse performance. The cross-tabulation results indicate that

good promotion will also improve nurse performance (78 respondents / 69.6%), although there were respondents who received less promotion but had good performance (9 respondents). Similarly, some respondents received a good promotion but had adequate performance (10 respondents). This is undoubtedly caused by the characteristics of the respondents themselves that support their performance. This is evidenced by the results of the questionnaire on the three promotion components: the experience sub-component, with an average respondent answer of 3.17; the skills sub-component, with an average answer of 3.78; and the combination of experience and skills sub-component, with an average answer of 3.38. In the experience sub-component, most answers indicate that the hospital transparently communicates how work experience is considered in promotions. In the skills sub-component, most respondents' answers indicated that the special skills they have mastered influence their opportunities for promotion in the hospital. In the combination of experience and skills sub-component, most respondents' answers indicated that the hospital's promotion process is straightforward in assessing contributions derived from employee experience and skills.

This demonstrates that job promotions enable employees to transition from one position or title to a higher one, accompanied by increased salary, benefits, responsibilities, and opportunities. Typically, opportunities for promotions arise when an organization expands its activities or when an employee reaches retirement age or resigns from the organization. However, some employees are promoted to positions due to their exceptional abilities. The more effectively job promotions are implemented, the higher the employee's performance will be. Nurses who get the opportunity for promotion will try to get the opportunity to improve their position or career, so nurses will remain in their workplace and strive to improve their skills and knowledge to achieve the competencies required for promotion, for example the ability to check vital signs, perform CPR (Cardiopulmonary Resuscitation) in emergency conditions, properly insert IVs and catheters, record patient data and medications and have in-depth knowledge of medical procedures and so on (Jesús, M. (2022).

The Influence of Career Development Factors in the Implementation of the Reward System on Nurse Performance at Bobong Regional General Hospital, Taliabu Island Regency

The study revealed that out of 112 respondents, the majority (65 respondents, 58.0%) stated that career development in implementing the reward system was good. Cross-tabulation revealed that 62 respondents (55.4%) reported good career development and nurse performance. Spearman's Rho test analysis revealed a 2-tailed Sig. Value for the career development factor, with a p-value of $0.000 < 0.05$. Therefore, Ho is rejected, indicating that career development factors in the implementation of the reward system influence nurse performance at Bobong Regional General Hospital, Taliabu Island Regency.

Career development plays a crucial role in enhancing nurses' performance, particularly in the accurate and timely documentation of nursing care. Through continuous training, education, relevant work experience, and supportive organizational policies, nurses gain the skills and confidence needed to maintain high-quality documentation as part of their professional responsibilities. Moreover, structured career development fosters greater organizational loyalty and motivation, leading to improved work performance and a more substantial commitment to maintaining comprehensive patient records (Luo et al., 2025).

The results of the study above indicate that career development factors in the implementation of the reward system are one of the factors supporting nurse performance. The cross-tabulation results indicate that good career development also improves nurse performance (62 respondents / 55.4%). However, there are respondents whose career development is lacking but have adequate performance (2 respondents) and good performance (4 respondents). Likewise, some respondents

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have good development but have adequate performance (3 respondents). This is undoubtedly caused by the characteristics of the respondents themselves that support their performance, where almost half of the respondents have a bachelor's degree, amounting to 50 respondents (44.6%), and almost half of the respondents have worked for 1-5 years, amounting to 53 respondents (47.3%). The length of service of respondents, most of whom have worked for 1-5 years, indicates that the longer a person works, the higher their productivity and performance. In addition, it is also supported by the level of education of respondents, the majority of whom hold a bachelor's degree, indicating that most respondents are capable of undertaking performance and are encouraged to pursue further career development.

The research also shows that career development indicators (organizational policies, work performance, education, training, and loyalty) are closely related to nurse performance as a process in achieving desired targets. Through career development, individuals improve their abilities to achieve their desired career quality. Career development in hospitals involves enhancing the quality of education through pursuing higher education, continuing nursing education, or attending training courses (Zhang et al., 2024). This requires support from the hospital regarding educational permits or providing financial assistance. Considering that the results of career development also enhance the quality of hospital resources, this approach fosters excellent nursing performance in accordance with standards for quality service.

The Effect of Incentives, Promotions, and Career Development Factors in the Implementation of the Reward System on Nurse Performance at Bobong Regional General Hospital, Taliabu Island Regency

Based on the results of the ordinal regression analysis, the significance level is (2-tailed) value for the incentive factor in the implementation of the reward system was obtained with a p-value of $0.012 < 0.05$, for the promotion factor in the implementation of the reward system with a p-value of $0.023 < 0.05$, and for the career development factor in the implementation of the reward system with a p-value of $0.019 < 0.05$. Therefore, Ho was rejected, meaning that the incentives, promotions, and career development factors in the implementation of the reward system had an impact on nurse performance at Bobong Regional General Hospital, Taliabu Island Regency. The results showed a Nagelkerke coefficient of determination of 0.510 or 51.0%. The Nagelkerke coefficient of 51.0% indicates that the independent variables of incentives (X1), promotion (X2), and career development (X3) collectively account for 51.0% of the influence on nurse performance. In comparison, the remaining 49.0% is attributed to other factors not included in the model testing.

Performance is the result of a person's achievement of assignments and responsibilities related to their actions, work, and behavior. Nurse performance is a key indicator of the effectiveness of the nursing care delivery process. The nursing care process encompasses structured and continuous nursing care standards, which include assessment, diagnosis, intervention, implementation, and evaluation. Performance is the achievement of specific job requirements, which are ultimately reflected in the results produced. Performance also reflects how a person is expected to function and behave in accordance with the assigned tasks (Alsadaan et al., 2023).

The results of the study indicate that incentives, promotions, and career development factors in the implementation of the reward system influence the performance of nurses at Bobong Regional Hospital, Taliabu Island Regency. The results of this study demonstrate that a well-designed reward system, incorporating incentives, promotions, and career development, can foster a sense of recognition within the work environment that encompasses aspects of compensation and employee relationships. With this feeling of recognition, nurses/individuals will be inspired by future outcomes,

so that they strive to work well. With a good reward system, nurses will be motivated to work optimally and strive to achieve excellent work performance, thereby enhancing their overall performance.

The Most Dominant Factor Influencing Nurse Performance at Bobong Regional Hospital, Taliabu Island Regency

The study also concluded that incentives in the implementation of the reward system are the dominant factor influencing nurse performance at Bobong Regional Hospital, Taliabu Island Regency. Incentives at Bobong Regional Hospital, Taliabu Island Regency, come from several sources, including overtime, TPP (Service Allowance), and hospital service fees. Currently, incentives are provided to nurses based on specific regulations, resulting in equal amounts for each nurse. This requires several changes, as incentives are a sensitive factor due to their monetary nature. Therefore, improvements are needed, such as providing incentives tailored to each nurse, for example, based on working hours, to ensure fairness and uniformity.

This demonstrates that incentives are a crucial factor, encompassing both material and non-material incentives, which can provide motivation and a driving force for employees to work more effectively and enthusiastically, thereby enhancing employee performance and work results, ultimately leading to the achievement of company goals (Budiarti et al., 2023). Good nursing performance will also have a positive impact on service quality. The study's results indicate that providing good incentives will support nurse performance, positively impacting nurses' feelings of happiness and calm while working, and encouraging good nurse performance based on established standards. This, in turn, will enhance the quality of service provided by the hospital.

CONCLUSION

The incentives, promotions, and career development factors within the reward system influence nurse performance at Bobong Regional General Hospital, Taliabu Island Regency. Incentives are the most dominant factor influencing nurse performance at Bobong Regional General Hospital, Taliabu Island Regency.

It is hoped that Bobong Regional General Hospital, Taliabu Island Regency, will improve and maintain the implementation of a good reward system, for example, by increasing the distribution of service fees based on nurse performance, providing financial assistance for nurses pursuing higher education, facilitating study permits, and establishing scholarship programs for outstanding nurses.

It is hoped that the results of this study can be used as material or a source of data for future research by interested parties. This study will also be used to enhance respondents' understanding of the reward system's implementation and its impact on nurse performance, enabling them to improve their performance.

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