

A Literature Review of The Influence of Competence and Incentives on Nurses' Performance through Motivation

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Abstract

Purpose: Hospital management prioritizes improving nursing staff performance to enhance patient satisfaction. This study aims to examine the effect of competence and incentives with motivation as a mediator variable on nurse performance.

Methodology: a Systematic Literature Review (SLR) approach.

Results: A total of 27 articles were selected from 1,204 articles searched between 2021 and 2025. The results showed that the majority of studies found that competence, incentives, and motivation had a positive and significant effect on nurses' performance, both partially and simultaneously. However, one study showed that professional competence did not have a significant effect on nursing performance, because nurses continued to carry out their duties in accordance with established standard operating procedures.

Applications/Originality/Value: This study differs from previous studies because it analyzes the influence of four variables, namely the number of articles studied, accessibility in full text and pdf form.

Keywords: Competence, Incentives, Motivation, Performance

Introduction

Based on Law of the Republic of Indonesia No. 17 of 2023 concerning Health, this law aims to bring significant changes to the Indonesian healthcare system, including nursing practice, with a more integrated system focused on promotion and prevention. Nursing competency development is also supported through accredited training and certification. Nurses as the front line in service and care must be able to see opportunities in the Nursing Service and Care System. One important factor in improving nurse performance is work competence which includes knowledge, skills, abilities and personal values based on experience and education in various tasks professionally, effectively and efficiently (Laoh & Sendow, 2019).

Nurses are the most important resource in running hospital services, so they are required to have intellectual, interpersonal, technical, and moral skills. As the population grows annually, the need for health workers, including nurses, is increasing. Nurses are the profession/health worker with the highest number and demand among other health workers (Kementerian Kesehatan RI, 2018).

Based on the results of previous research by Darmawan et al., (2017) entitled "The Influence of Training Programs and Work Motivation on Employee Performance at PT. Telekomunikasi Selular Tbk. (Case Study at GraPARI Malang)", it was shown that training had a positive and significant effect on nurse performance. Incentives also had a positive and significant effect on nurse performance. Furthermore, training and incentives had a significant effect on nurse motivation. Motivation itself was proven to have a positive effect on nurse performance. Furthermore, motivation was proven to be an intervening variable in the relationship between training and nurse performance, as well as between incentives and nurse performance. The conclusion of this study is that the training and incentives provided to nurses not only improve their skills and well-being, but also strengthen their motivation in working, which ultimately has a positive impact on nurse performance at Siti Hajar Islamic Hospital, Sidoarjo (Khuluq et al., 2025).

Based on the results of previous research, the results of the study prove that competence and training have a direct positive and significant effect on work motivation and performance, work motivation has a direct positive and significant effect on performance, and work motivation plays a positive role in mediating the relationship between competence and training on nurse performance. Competency and training programs provided by the organization will have an impact on increasing higher performance, if there is motivation from nurses in the form of responsibility, hope for advancement, the work itself, achievement and recognition, the existence of organizational support related to the work context becomes the basis for driving their willingness to carry out the assigned tasks. to him (Kusnabilla et al., 2023).

Although the various research results provide a positive picture, more in-depth studies using SLR are still very limited, this is the basis for conducting research using *the Systematic Literature Review* (SLR) approach to evaluate the extent to which competence and incentives influence motivation towards nurse performance in different hospital contexts. This method was chosen because it is able to systematically and transparently compile, identify, evaluate, and synthesize evidence from various relevant studies (Simamora et al., 2024).

Through this research, the author hopes to present a clear and comprehensive understanding, while enriching scientific references on strategic approaches to improving nursing staff performance through human resource development such as nurse competency, incentives, and motivation.

Research Methods

This study used a Systematic Literature Review (SLR) guided by the PRISMA (Preferred Reporting Items for Systematic Reviews and Meta-Analysis) protocol (Page et al., 2021). The purpose of this review was to evaluate the influence of competence, incentives, and motivation on nurse performance. This method was chosen because it integrates findings and insights from various empirical studies, thus answering the research questions.

Table 1. Provisions of Articles Accepted and Eliminated

Supply	Accepted	Eliminated
Publication Year	Articles/journals published in the last 5 years 2021-2025	Articles/Journals published before 2021
Publication Type Language	Scientific articles and journals Articles in Indonesian and English	Thesis, Dissertation, and Dissertation Articles are written in languages other than Indonesian and English.
Research Subjects	Focus on hospital nurses located in Indonesia	Focus on populations other than nurses (e.g. employees or teachers) and located outside Indonesia
Research result	An article discussing the influence of competency, incentive and motivation variables on nurse performance.	An article discussing the influence of competency, incentive and motivation variables on performance other than nurses
Accessibility	Open access article (full text), pdf	Articles with closed access or not available in (full text)

Results

The search process began with a general search of 1,240 articles using the Publish or Perish application. These articles were then screened based on variables and focus that met the criteria using Microsoft Excel, resulting in 586 articles being eliminated. After this screening stage, 654 articles remained eligible. Of these, 345 articles were eliminated due to their relevance to the research subject, leaving 309 articles. In the final screening stage, 48 articles were not selected due to lack of full-text availability, leaving 27 final articles for further review. This process is visually illustrated in the diagram in the figure below.

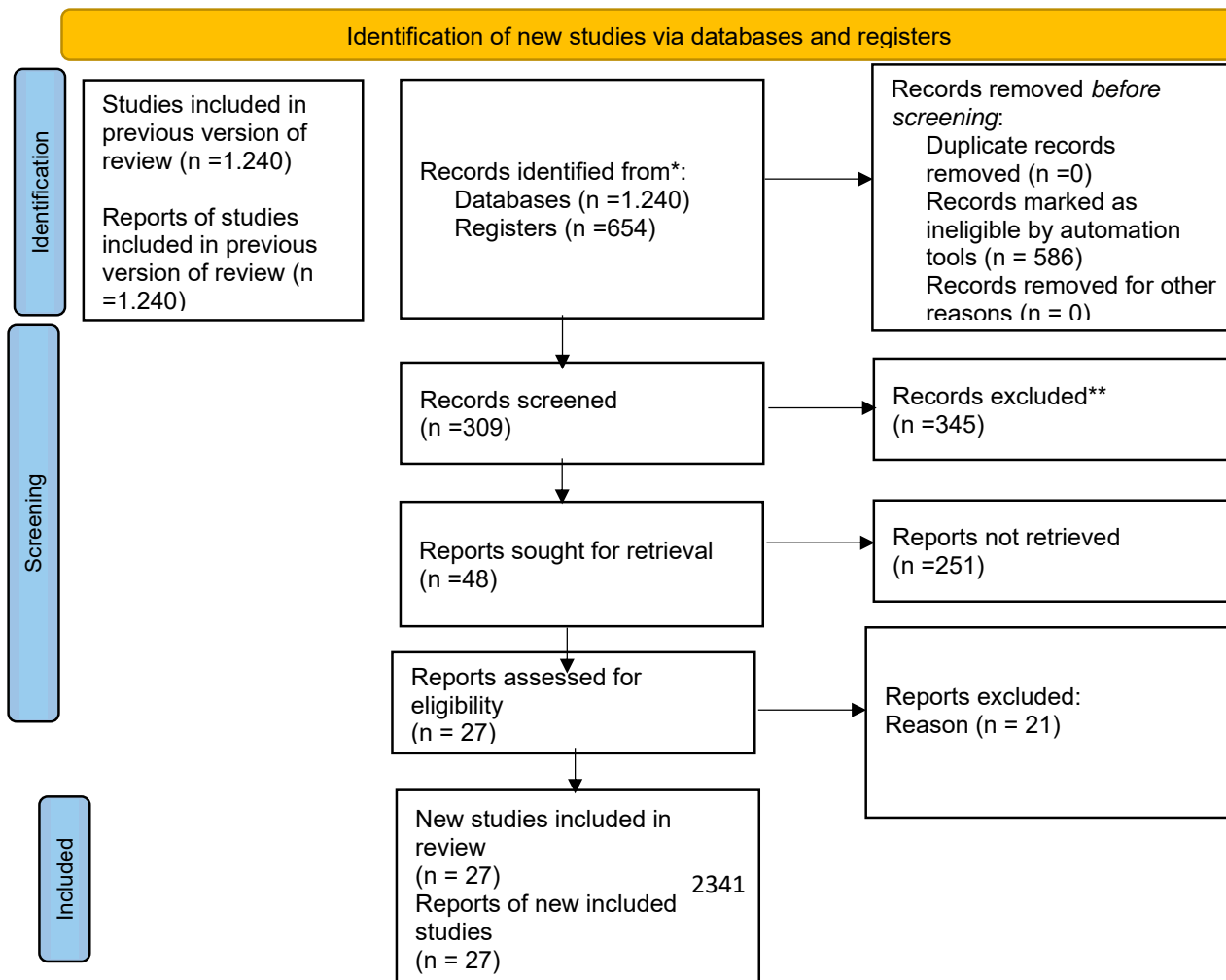


Figure 1. PRISMA Diagram for Systematic Literature Review adapted from (Page et al., 2021)

Based on the prism method identification process in the flowchart above, 27 of the 1,240 articles found were selected for further research. The following are the research results from these 27 articles:

Table 2. Research results of 27 articles

NO.	Title and Author	Method	Tasting	Variables	Results and Impact
1.	The Influence of Motivation on Work Environment Competence And Workload on Nurse Performance At Pertamina Hospital Balikpapan (Waode&Bani, 2024)	Quantitative	54	X1: Motivation X2: Competence X3: Work environment X4: Workload Y: Nurse Performance	The variables of motivation, competence, work environment and workload simultaneously have a significant influence on nurse performance.
2.	The Influence of Workload and Competence on Nurse Performance at Balimed Karangasem Regional Hospital Through Spirit Work as Intervening Variables (Desak et al., 2025)	Quantitative descriptive	121	X1: Workload X2: Competence Y1: Work enthusiasm Y2: Nurse performance	Workload has a positive influence on nurse performance through work enthusiasm as an intervening variable. Similarly, competence has a positive influence on nurse performance, both directly and through work enthusiasm.
3.	The Influence of Nurses' Competence and Work Motivation on the Quality of Health Services at Prof. Dr. Aloe Saboe Regional Hospital, Gorontalo City (Asral,2022).	Quantitative descriptive	350	X1: Competence X2: Nurses' Work Motivation Y: Quality of Health Services at Prof. Dr. Aloe Regional Hospital, Saboe Regional Hospital, Gorontalo City	Simultaneous and significant influence between nurses' competence and work motivation on the quality of health services
4,	The Influence of Competence and Physical Work Environment About Performance Nurses in Sangatta (Rifqarini & Riski, 2024).	Quantitative Multiple Linear Regression Analysis	63	X1: Competence X2: Physical work environment Y: Nurse performance	Competence Variables and Physical Work Environment on Performance Nurses in Sangatta House Sick Medika, good in a way partial or simultaneous, significant.
5.	The Influence of Communication and Competence on Nurse Performance at Wonolangan	Quantitative	75	X1: Communication X2: Competence	The independent variable has a positive and significant influence on employee

	Regional Hospital Regency Probolinggo (Suci et al., 2024).			Y: Nurse performance	performance at the Hospital Wonolangan Regional Public Regency Probolinggo.
6.	The Influence of Competence and Discipline Through Nurse Performance on Hospital Service Quality At Dr. RSAU Sukirman , Roesmin Nurjadin Air Force Base Pekanbaru (Indah et al., 2024).	Quantitative descriptive	41	X1: Competence X2: Discipline Y: Nurse performance Z: Quality of hospital services	Nurse competence and performance have a significant influence on service quality, while discipline does not show a significant influence on service quality.
7.	Work Motivation and Professional Competence Toward Nurses Performance in Bougenvil and Seruni Room at Regional Public Hospital Bogor (Rosyita & Aditaruna, 2021).	Quantitative, cross sectional	73	X1: Work motivation X2: Professional competence Y: Nurse performance	That there is a positive influence of work motivation on nurse performance, while professional competence does not have a significant influence on nurse performance because nurses always complete their tasks and responsibilities in accordance with the operational standards applicable at Cibinong Regional Hospital.
8.	The Influence of Competence and Job Satisfaction Through Motivation on Nurse Performance at Haji Padjonga Hospital Daeng House Ngalle Regional Hospital (Aulia et al., 2024)..	Quantitative, cross sectional	184	X1: Competence X2: Job satisfaction Y: Motivation Z: Nurse performance	Competence and job satisfaction have a significant influence on nurse performance both directly and indirectly, with the most influential factor being nurse satisfaction through work motivation.
9.	The Influence of Compensation and Competence on Performance Nurses Through <i>Organizational Citizenship Behavior</i> at Andi Regional Hospital Jemma Masamba (Multazam et al., 2025).	Quantitative, Explanation	157	X1: Compensation X2: Competence Y: <i>Organizational Citizenship Behavior</i> Z: Performance Nurse	Competence has a positive and insignificant influence on nurse performance through OCB and compensation also does not affect nurse performance. directly or through OCB

10.	The Influence of Motivation, Competence, and Work Environment of Nurses on Performance Nurse at Prof. Soetomo General Hospital. Home Sick General Moestopo University (Religious) in 2023 (Hanora, 2023).	Quantitative	52	X1: Motivation X2: Competence X3: Work environment Y: Nurse performance	Motivation, competence and work environment of nurses have a simultaneous influence on nurse performance at RSGM Moestopo.
11.	Analysis of Work Environment, Competence and Motivation on RSM Nurses' Performance Siti Khodijah Gurah Kediri in the Pandemic Era (Fina et al., 2022)..	Quantitative descriptive	80	X1: Work environment X2: Competence X3: Motivation Y: Nurse performance	Simultaneously, the work environment, competence, and motivation have a positive and significant influence on the performance of nurses at Siti Khodijah Regional Hospital and Gurah Regional Hospital. The work environment partially has a positive influence on nurse performance, but competence and motivation partially do not have a positive influence on nurse performance.
12.	The Influence of Competence and Compensation on the Performance of Inpatient Nurses at Dr. Soetomo Regional General Hospital Hasri House Sick Ainun Habibie Parepare City (Erwini et al., 2025).	Quantitative, cross sectional	30	X1: Competence X2: Compensation Y: Performance	That there is an influence between competence and nurse performance and there is no influence between compensation and nurse performance.
13.	Analysis of the Influence of Competence and Training on Performance with Work Motivation as an Intervening Variable on Nurses in the Inpatient Installation of the Type B Regional	Quantitative, cross sectional	135	X1: Competence X2: Training Y: Work motivation Z: Performance	That competence and training have a direct positive and significant influence on work motivation and performance, work motivation has a direct positive and significant influence on performance, and work motivation

	General Hospital in Tegal City (Kusnabilla et al., 2023).				plays a positive role in mediating the relationship between competence and training on nurse performance.
14.	Analysis of the Influence of Workload, Competence, and Motivation on Nurse Performance in the Inpatient Ward of Karya Regional Hospital Medika I Cikarang 2024 (Khairul, 2025).	Quantitative	63	X1: Workload X2: Competence X3: Motivation Y: Nurse performance	Research results on the relationship between workload, competence and motivation nurse at Karya Regional Hospital House Sick Medika 1 Cikarang in 2024, although there is no relationship between workload and nurse performance.
15.	The Influence of Competence and Work Motivation on Improving Nurse Performance in Inpatient Wards Bougainvillea and the Sun House Karawang Special Lung Hospital (Rusmiati et al.,2024).	Quantitative positivistic approach, explanation, cross-sectional study	60	X1: Competence X2: Work motivation Y: Nurse performance	Partially, nurse competence has a positive and significant effect on improving nurse performance. Nurse work motivation has a positive and significant partial effect on improving nurse performance. Nurse competence and work motivation simultaneously have a positive and significant effect on improving nurse performance.
16.	Analysis of the Influence of Supervision and Nursing Competence on Performance Nurse at the Community Health Center House Sick Medica (Alkarny et al., 2025)	Quantitative	48	X1. Nursing supervision X2: Competence Y: Nurse performance	Supervision and Nursing Competence simultaneously and partially influence nurse performance
17.	The Influence of Competence on Nurse Performance in the Inpatient	Quantitative, cross-sectional study approach	158	X1: Competence Y: Performance	Competence has a positive influence on the

	Ward of Dr. Soetomo Regional General Hospital Soehadi Prijonegoro Regional Hospital Sragen (Ovinda et al.,2024).				performance of ward nurses hospitalized at Dr. Soetomo Regional Hospital, Prijonegoro Regional Hospital Sragen .
18.	The Influence of Competence and Work Stress About Home Nurse Performance Bali Provincial Mental Hospital (Laksana et al., 2021).	Causal quantitative research.	104	X1: Competence X2: Work stress Y: Nurse performance	Competence and work stress have an important influence on the performance of nurses at the Bali Provincial Mental Hospital.
19.	The Influence of Nurse Competence and Supervisory Support on the Quality of Electronic-Based Nursing Care Documentation Mediated by Motivation in Nurses at Pertamina Central Hospital, Jakarta (Yori et al., 2024).	Quantitative and positivistic explanatory research approaches	200	X1: Competence X2: Supervision support Y: Quality of electronic-based nursing care documentation Z: Motivation	Competence directly influences motivation and documentation quality. Supervisory support directly influences motivation, but not documentation quality. Motivation mediates the influence of motivation and supervisory support on documentation quality.
20.	The Influence of Education on Nurse Performance in Achieving Health Services Through Competence as an <i>Intervening Variable</i> (Study on Nurses in Community Health Centers) Kowel, Pekanbaru City) (Chamariyah et al., 2023).	Quantitative	58	X1: Education Y: Competence Z: Nurse performance	Education and competence have a positive and significant influence on nurse performance.
21.	The Influence of Competence and Motivation on Performance and Its Impact on Rewards in Nurses (Lase et al., 2025).	Quantitative	715	X1: Competence X2: Motivation X3: Performance Y: Gift	Competence and motivation significantly influence performance, both partially and simultaneously. Performance also significantly influences rewards.

22.	The Influence of Nurses' Ability and Work Motivation on Nurse Performance at the Regional General Hospital (RSUD) in Bandung City (Wahyuni et al., 2025).	Quantitative with a cross-sectional approach.	400	X1: Ability X2: Work motivation Y: Performance	The influence of ability and motivation on performance both partially and simultaneously
23.	The Influence of Competence, Motivation and Commitment on Nurse Performance (Study at the Lung Hospital) Dr. HA Rotinsulu, Bandung City (Sari et al., 2024).	Quantitative, descriptive, and explanatory survey methods	50	X1: Competence X2: Motivation X3: Commitment Y: Performance	Rotinsulu Lung Hospital in Bandung. However, partially, motivation is a more dominant influence on nurse performance than competence and commitment.
24.	The Influence of Competence on Nurse Performance in the Inpatient Ward of Ganesha Regional Hospital (Oktarina., 2021)	Associative	34	X1: Competence Y: Nurse performance	Competence has a significant positive influence on the performance of nurses working in inpatient wards . House Sick Ganesha
25.	The Influence of Motivation and Competence on Nurse Performance in the Pavilion Installation Visit to House Sick General District Sumedang (Nining et al., 2021)	Quantitative, descriptive	42	X1: Motivation X2: Competence Y: Performance	Motivation and Competence in general together have influence directly on the performance of nurses in General Hospital Pavilion area Sumedang
26.	The Influence of Nurse Characteristics on Nurse Performance Mediated Nurse Motivation in Community Health Centers Pakong , Regency Pamekasan (Yayuki et al., 2025).	Quantitative	56	X: Characteristics of nurses Y: Motivation Z: Nurse performance	Nurse characteristics have a significant influence on nurse motivation and nurse performance.
27.	The Effect of Training and Incentives on Nurse Performance at Siti Hajar Islamic Hospital, Sidoarjo with Motivation as	Quantitative	72	X1: Training X2: Incentives Y: Motivation Z: Nurse Performance	Training and incentives have a positive and significant influence on nurse performance directly and through motivation at Siti

Discussion

The direct influence of competence on nurses' performance

Based on the review results in this study, 22 articles were obtained (Waode&Bani, 2024; Desak et al., 2025; Asral,2022; Rifqarini & Riski, 2024; Suci et al., 2024; Indah et al., 2024; Aulia et al., 2024; Multazam et al., 2025; Hanora, 2023; Fina et al., 2022; Erwini et al., 2025; Kusnabilla et al., 2023; Khairul, 2025; Rusmiati et al., 2024; Ovinda et al., 2024; Laksana et al., 2021 ;Yori et al., 2024; Chamariyah et al., 2023; Lase et al., 2025; Sari et al., 2024; Oktarina, 2022 ; Nining, 2021) shows that competence has a positive and significant influence on nurse performance, but there is 1 article from (Rosyita & Aditaruna, 2021) which shows results that competence professional No give significant influence to performance nurse because of the nurses always finish duties and responsibilities the answer in accordance with standard operational procedures in effect at Cibirong Regional Hospital. With competence with high competency, nurses are able to provide fast, accurate, and standardized care. They are better able to handle complex patients, make decisions independently, and collaborate effectively with other medical teams. Therefore, increased competency will directly drive improved performance.

The results of this article review indicate that there is a significant influence between the level of nurse competence and the performance displayed in daily nursing practice. This indicates that the higher the level of competence possessed by nurses, the more optimal the performance demonstrated in carrying out nursing tasks. This finding is consistent with previous studies that confirm that competence, which includes knowledge, skills, and professional attitudes, is a major factor determining the effectiveness and quality of nursing services.

Competencies that include aspects of knowledge, skills and professional attitudes have been proven to contribute positively to the quality of nursing care provided. to Patients. The higher the nurse's competency level, the better their performance, both in terms of work efficiency, accuracy of actions, and patient satisfaction. This finding aligns with the theory that competency is a key determinant in achieving optimal performance in healthcare. Therefore, continuous competency development is crucial for improving nurse performance and the overall quality of healthcare services.

The direct influence of incentives on nurses' performance

Based on the results of the review in this study, one article was obtained (Khuluq et al., 2025) which stated that giving incentive own influence positive and significant direct to performance Nurses. (Oktarina., 2022) explained that good employee performance is a crucial factor in increasing productivity. Therefore, one of the best and most appropriate ways to improve employee performance is to motivate employees so that they more increase its performance.

The results of this article review found that incentives significantly influence nurse performance. This indicates that providing adequate incentives can increase nurse motivation and work enthusiasm, thus positively impacting performance in providing nursing services. This finding aligns with motivation theory, which states that incentives, as an extrinsic factor, can motivate individuals to work more productively and responsibly. Therefore, human resource management in healthcare facilities needs to consider providing incentives as an effective strategy to improve the quality of nurse performance.

This can be done support results analysis article, namely Incentives. Whether in the form of financial bonuses, awards, or additional facilities, serve as motivators that encourage nurses to perform at their best. When nurses feel appreciated and compensated appropriately for their efforts and dedication, they tend to work more actively and improve the quality of service they provide. Incentives serve as a form of recognition for their hard work and motivate them to continue to improve. High achievers.

Incentives can improve nurses' focus and dedication, preventing them from focusing solely on satisfying answers. With incentives, nurses are more motivated to follow correct procedures, improve their skills, and maintain high standards of care. Well-designed incentives direct nurses toward achieving specific targets and meeting desired performance criteria. This creates a healthy and thriving competitive environment and a positive performance culture among nursing staff.

The indirect influence of competence on nurse' performance through motivation

Based on the review results in this study, two articles (Kusnabilla et al., 2023; Yori et al., 2024) showed that competence directly influences motivation and documentation quality. Motivation mediates the influence of competence and supervisory support on documentation quality, and work motivation plays a positive role in mediating the relationship between competence and performance. nurse.

Result of analysis article This indicates that competence has an indirect effect on nurse performance through the mediating variable of work motivation. This means that nurses with high competence tend to have better work motivation, and this motivation then drives improved performance. In other words, competence does not necessarily improve performance directly, but through increased internal motivation, nurses become more motivated to work optimally and professionally. Motivation as a psychological factor functions as an important link that strengthens the relationship between competence and performance, where competent nurses

will have higher motivation to work optimally and professionally. This finding indicates the important role of motivation as a psychological mechanism that bridges the relationship between competence and performance in professional nursing practice.

The influence of motivation on nurses' performance

Based on the results of the review in this study, 10 articles were obtained (Waode et al., 2024 ; Rosyita & Aditaruna, 2021 ; Hanora, 2023; Fina et al., 2022 ; Khairul, 2025 ; Rusmiati et al., 2024 ; Lase et al., 2025; Wahyuni et al., 2025; Sari et al., 2024; Nining et al., 2021) which showed that motivation simultaneously had a significant influence on nurse performance.

According to a review article (Fina, 2022), motivation simultaneously has a positive and significant influence on nurse performance, but motivation does not have a partial positive influence on nurse performance. In an article (Sari et al., 2024), competence, motivation, and commitment simultaneously influence nurse performance, but motivation is more dominant in influencing nurse performance than competence and commitment.

Work motivation has been shown to have a significant influence on nurse performance. Nurses with high levels of motivation, both intrinsic and extrinsic, tend to demonstrate more optimal performance in providing nursing care. This is because motivation is the main driving factor in increasing the enthusiasm, responsibility, and discipline of nurses in carrying out their duties. Daily activities. High work motivation can encourage nurses to carry out their duties with greater discipline, responsibility, and professionalism. This finding aligns with Herzberg's motivation theory, which states that internal motivators such as recognition, achievement, and self-development can significantly increase work productivity. Therefore, increasing work motivation needs to be a focus in human resource management in the nursing field to ensure optimal nurse performance and quality health services.

The indirect influence of incentives on nurses' performance through motivation

Based on the review results in this study, 1 article was obtained (Khusnul et al., 2025) which showed that providing incentives had a positive and significant effect on nurse performance through motivation. Nurses feel motivated by incentives, they are more likely to work more actively and meet expectations or even exceed existing expectations. Effective incentives create a sense of appreciation and encouragement that makes nurses feel more enthusiastic and driven to make a more optimal contribution. Motivation makes them more focused on their work and strives harder to achieve better results. Good in maintaining enthusiasm.

Result of analysis article This indicates that incentives have an indirect effect on nurse performance through work motivation as a mediating variable. Providing appropriate incentives can increase nurse motivation, which in turn has a positive impact on performance improvement. This means that incentives do not directly drive performance improvement but first influence individual motivation levels. This finding reinforces the view that work motivation is a key factor bridging the relationship between incentives and performance, where high motivation will encourage nurses to work more productively, disciplined, and responsibly in carrying out nursing duties daily. That work motivation plays an important role as a mechanism that bridges the relationship between incentives and performance, so that an effective incentive strategy can spur motivation and ultimately improve the quality of nurse performance in health services.

Conclusion

Based on a review of 27 articles that met the inclusion criteria in this study, it was concluded that competence, incentives, and work motivation have a positive and significant influence on nurse performance, both partially and simultaneously. The majority of articles stated that increasing competence, including knowledge, skills, and professional attitudes, can improve nurse performance in providing quality nursing care. Similarly, high work motivation, both intrinsic and extrinsic, has consistently been shown to support nurse productivity and dedication in the workplace. However, one article (Rosyita & Aditaruna, 2021) indicated that professional competence did not have a significant influence on nurse performance because nurses consistently completed their duties and responsibilities in accordance with the established standards. standard operational procedures (SOPs) in effect at Cibinong Regional Hospital. This results in relatively uniform nurse performance despite varying levels of professional competence.

Overall, the findings of this study indicate that the combination of competency, incentives, and work motivation is a key determinant in improving nurse performance. Therefore, the results of this systematic literature review strengthening the importance of an integrated approach to human resource development in the nursing sector, which includes increasing technical competency capacity and strengthening psychological aspects in the form of work motivation and rewards, both material (incentives) and non-material (rewards).

This study strengthens and extends the literature on performance theory by emphasizing the importance of competency, incentives, and motivation as determinants of individual performance in the nursing profession. These findings support motivational theories such as Herzberg's two-factor theory and McClelland's competency theory, which suggest that increased individual capacity and motivational support are directly correlated with improved performance. Thus, this study provides a theoretical foundation for developing a healthcare worker performance management model based on expertise and intrinsic motivation.

Suggestion

Based on the conclusions above It is recommended that hospital and healthcare institution management provide balanced attention to improving nurse competency, providing incentives, and motivating nurses as part of a performance management strategy. Competency improvement efforts can be implemented through ongoing professional development programs such as regular training and knowledge- based workshops. nursing latest, continuing education, and skills certification that aligns with developments in nursing science and service needs health. Meanwhile, to support nurses' work motivation, institutions need to implement human resource

management strategies oriented towards employee psychological well-being and job satisfaction. This can include providing appropriate incentives, rewards for superior performance, professional recognition, creating a positive work environment, and providing a fair, open, and merit-based career path. Furthermore, this study also recommends that further research examine other contextual aspects such as the influence of organizational culture, leadership style, and workload on the relationship between nurse competence, motivation, and performance, to gain a more comprehensive understanding.

Acknowledgement

I would like to thank my supervisors Prof. Dr. Anton Agus Setyawan, S.E., M.Si., and Dr. Safari Wahyu Jatmiko, M.D., M.Biomed., for their guidance in completing this scientific publication manuscript.

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