



PENGARUH MOTIVASI INSPIRATIF KEPALA PERAWAT TERHADAP PERSEPSI KINERJA PERAWAT: A CROSS-SECTIONAL STUDY

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ABSTRAK

Kinerja perawat yang dirasakan merupakan aspek penting dalam keberhasilan pelayanan keperawatan, karena berhubungan langsung dengan kualitas perawatan, keselamatan pasien, dan efektivitas tim. Studi ini bertujuan untuk menganalisis hubungan antara motivasi inspiratif kepala perawat dan kinerja perawat yang dirasakan di rumah sakit. Studi ini menggunakan desain analitik korelasional dengan pendekatan cross-sectional yang melibatkan 56 perawat yang dipilih melalui pengambilan sampel acak proporsional. Data dikumpulkan menggunakan kuesioner dan dianalisis menggunakan uji chi-square. Hasil menunjukkan bahwa 44 responden (78,6%) menilai motivasi inspiratif kepala perawat baik, dan 52 responden (92,9%) memiliki kinerja yang dirasakan baik. Analisis bivariat menunjukkan nilai p sebesar 0,007, yang menunjukkan hubungan signifikan antara kedua variabel tersebut. Kesimpulannya, terdapat hubungan signifikan antara motivasi inspiratif kepala perawat dan kinerja perawat yang dirasakan. Penguatan kepemimpinan transformasional di antara kepala perawat harus dianggap sebagai pendekatan strategis untuk meningkatkan kualitas pelayanan keperawatan.

Kata kunci: kepala perawat; kepemimpinan transformasional; motivasi inspirasional; perawat staf; persepsi kinerja perawat

INFLUENCE OF HEAD NURSES' INSPIRATIONAL MOTIVATION ON STAFF NURSES' PERFORMANCE PERCEPTION: A CROSS-SECTIONAL STUDY

ABSTRACT

Perceived performance of staff nurses is a crucial aspect in the success of nursing services, as it is directly related to the quality of care, patient safety, and team effectiveness. This study aimed to analyze the relationship between the head nurse's inspirational motivation and staff nurses' perceived performance at hospital. The study employed a correlational analytic design with a cross-sectional approach involving 56 staff nurses selected through proportional random sampling. Data were collected using questionnaires and analyzed using the chi-square test. The results showed that 44 respondents (78.6%) perceived the head nurse's inspirational motivation as good, and 52 respondents (92.9%) had good perceived performance. Bivariate analysis indicated a p-value of 0.007, suggesting a significant relationship between the two variables. In conclusion, there is a significant relationship between the head nurse's inspirational motivation and staff nurses' perceived performance. Strengthening transformational leadership among head nurses should be considered a strategic approach to improving the quality of nursing services.

Keywords: head nurse; inspirational motivation; nurse performance perception; staff nurse; transformational leadership

PENDAHULUAN

Hospitals are healthcare organizations that heavily depend on the quality of human resources. Among all healthcare personnel, nurses represent the professional group that interacts most extensively with patients around the clock, making nursing performance a critical determinant of service quality, patient safety, continuity of care, and patient experience during hospitalization. In the context of modern healthcare demands for effectiveness, safety, and patient satisfaction, hospitals must not only

maintain an adequate number of nurses but also ensure that each nurse performs according to established professional standards and quality targets (Abas, 2023);(Bangun, 2012);(Bangun, 2017). In practice, nursing performance is influenced not only by technical skills or clinical competence but also by psychological and organizational factors such as motivation, perception of the work environment, supervisory support, work culture, team communication, recognition, and leadership style.

In nursing management, head nurses occupy a strategic position because of their direct role in organizing care, supervising standard implementation, fostering discipline, resolving problems, and shaping the work climate within service units. Head nurses who lead effectively can build commitment, trust, and enthusiasm among staff nurses (WHO, 2020);(Taleetha, 2023);(Swanburg, 2017);(Abas, 2023). Inspirational motivation is a key dimension of transformational leadership. This dimension emphasizes a leader's ability to articulate a clear vision, inspire optimism, provide meaningful work, and foster a shared spirit to achieve organizational goals. In nursing settings, head nurses exhibiting inspirational motivation tend to create a more positive work atmosphere, reinforce nurses' belief in the value of their work, and encourage their teams to exceed the minimum standards. This is crucial because nursing practice requires not only procedural compliance but also psychological energy, willingness to collaborate, responsibility, and moral commitment (Rosdiana & Ramadhani, 2021);(Robbins, 2006);(Nursalam, 2017);(Abdullah, 2013);(Agustin, 2013).

Several international studies have demonstrated positive outcomes associated with transformational leadership in nursing. A systematic review by (Ystaas et al., 2023) concluded that transformational leadership correlates with better work environments, higher job satisfaction, and improved patient outcomes. Another systematic review by (Alluhaybi et al., 2023) found that nurse managers' relational and supportive leadership styles were associated with nurses' work engagement. (Qtait, 2023) systematic review also confirmed that head nurses' leadership styles, particularly democratic and transformational styles, positively affect nurse performance. These findings strengthen the premise that inspirational leadership behavior is a significant lever for enhancing nursing performance.

Primary research supports the relationship between transformational leadership and nurses' performance. (Asif et al., 2019) identified associations between transformational leadership and job satisfaction, structural empowerment, quality of care, and nurses' performance. (Al-Rjoub et al., 2024) reported the positive effects of transformational leadership on nursing care performance and patient outcomes. (Huang et al., 2025) demonstrated that transformational leadership among ICU nurses is directly and indirectly related to job performance through psychological empowerment and work engagement. (Abu-Qutaish et al., 2025) also showed positive correlations between transformational leadership, work motivation, and nurse engagement. Theoretically, this evidence explains that inspirational head nurses influence not only the work climate but also nurses' self-assessment, job perception, and task execution quality.

In Indonesia, nurse performance remains a critical issue owing to high workloads, increasing quality demands, and the need for efficient service in hospitals. Moreover, nurse performance appraisal often involves not only objective measures from supervisors but also nurses' perceptions of their work outcomes. Performance perception is important because it reflects the self-evaluation of quality, quantity, timeliness, cooperation, and responsibility of the work. Positive perceptions help maintain confidence, achievement motivation, and the drive to sustain performance, whereas negative perceptions may result in reduced confidence, enthusiasm, and work spirit (Kemenkes RI, 2017).

Limpung Regional Hospital is a regional hospital with inpatient units staffed by nurses in various departments, such as the emergency room, ICU, inpatient wards, and delivery rooms. Preliminary studies for this thesis indicate that head nurses have implemented motivational efforts through pre-

and post-conferences and discussions with their staff. However, indications remain that work motivation is not yet optimal, as evidenced by issues such as punctuality and work ethics among some nurses. These initial findings suggest that while leadership practices exist, their effectiveness in shaping nurses' performance perceptions requires further examination.

Research on nurse motivation and performance in Indonesia is relatively extensive; however, studies specifically focusing on head nurses' inspirational motivation and staff nurses' performance perceptions are limited. Previous studies have emphasized general work motivation, workload, job satisfaction, and leadership styles. Therefore, this study offers novelty by focusing on inspirational motivation as a specific dimension of transformational leadership and the outcome of staff nurses' performance perceptions.

Based on the above, this study aims to analyze the relationship between head nurses' inspirational motivation and staff nurses' performance perception at Hospital. The findings are expected to provide a foundation for strengthening nursing management, particularly in developing head nurses' capacity to foster work enthusiasm and confidence and improve performance perception among staff nurses. Nurse performance issues are inherently linked to the sustainability of hospital services. When nurses work under conditions of low motivation, insufficient leadership support, or feel undervalued, the risks of documentation quality decline, delayed interventions, ineffective communication, and increased team conflicts. Therefore, leadership as an organizational intervention is a rational approach to addressing this issue of burnout. Leadership is not merely a position but a set of behaviors that create direction, security, and meaning in the workplace. In complex clinical environments, a leader's ability to ignite team spirit often distinguishes units that merely survive from those that thrive.

In nursing management, the head nurse is the figure closest to the realities of the staff nurses. Unlike top management at the strategic level, head nurses engage in daily service dynamics, such as leading shift handovers, monitoring care delivery, allocating tasks, mediating conflicts, responding to complaints, and ensuring that quality targets are achieved. Hence, head nurses' behaviors carry significant psychological weight. Brief affirming remarks, team recognition, and the leader's problem-response style can shape the overall atmosphere of a unit. Here, inspirational motivation is crucial, as it concerns how leaders make their staff believe that work goals can be achieved collectively.

Performance perception, as the dependent variable in this study, also has a strong conceptual justification. In organizational practice, work behavior is not always determined solely by objective performance but also by how individuals interpret and evaluate their work performance. Nurses who perceive themselves as capable, productive, and responsible are more ready to face challenges, open to learning, and adaptable to change. Conversely, nurses with low performance perception may experience self-doubt, defensiveness toward evaluations, or lowered work targets. Thus, performance perception is an important entry point for understanding nurses' psychological readiness to maintain work quality.

The respondent characteristics in this study provide an interesting context for the discussion. The majority were aged 20–30 years, female, held a diploma in nursing (D3), and had 4–7 years of work experience. This composition indicates that the nursing staff at Hospital are predominantly young, productive individuals with increasing work experience. In such a group, leadership support is typically crucial, as they are in the phase of strengthening their professional identity and forming long-term work habits. Inspirational leaders can accelerate professional development, whereas weak leadership may cause young nurses to lose direction or work merely on routine tasks. This study aims to analyze the relationship between head nurses' inspirational motivation and staff nurses' performance perception at hospital. Specifically, this research seeks to identify the level of inspirational motivation demonstrated by head nurses, describe staff nurses' performance

perceptions, and examine the statistical relationship between these two variables. The findings of this study are expected to contribute to the development of nursing management strategies, particularly in strengthening transformational leadership practices to improve nurses' performance and the quality of hospital services.

METODE

This study employed an analytical correlational design with a cross-sectional approach. This design was chosen to examine the relationship between the independent variable, head nurses' inspirational motivation, and the dependent variable, staff nurses' performance perception, at a single point in time. The study was conducted at the hospital from April 23 to May 14, 2025 (Nursalam, 2020);(Arikunto, 2006). The population consisted of all 108 staff nurses at hospital, distributed across seven units: the Emergency Room (IGD), Intensive Care Unit (ICU), Seroja, Anggrek, Kenanga, Mawar, and IBS units. The sample size was calculated using Slovin's formula, resulting in a minimum required sample of 52 respondents. To account for potential dropouts, an additional 10% was added, making the target sample 57. Ultimately, 56 respondents participated, as one nurse was on maternity leave during the data-collection period.

Sampling was conducted using probability sampling and proportional random sampling methods. The number of samples from each unit was determined proportionally to the nurse population. Respondents were randomly selected using a spinner tool that contained the names of the nurses in each unit. The inclusion criteria were staff nurses at Hospital willing to participate and holding at least a Diploma III (D3) in nursing. Nurses on leave during the study period were excluded (Notoatmodjo, 2012). The independent variable was head nurses' inspirational motivation, defined as the psychological condition in which individuals experience a strong internal drive to achieve higher organizational goals, triggered by the transformational leader's inspirational behaviors. The dependent variable was staff nurses' performance perception, defined as nurses' views or assessments of the quality and quantity of work outcomes achieved while fulfilling their responsibilities. The research instruments included a demographic questionnaire, an inspirational motivation questionnaire, and a nurse performance perception questionnaire. The inspirational motivation questionnaire was adapted and modified from several sources and then tested for validity and reliability on 30 respondents at RSUD Batang. Of the initial 11 items, eight valid items were retained, with Cronbach's alpha of 0.687. The nurse performance perception questionnaire was adapted from Bernardin and Russell's theory, as presented by Bangun, and consisted of 14 items covering the dimensions of work quality, work quantity, timeliness, cooperation ability, and responsibility. This instrument has been reported to be reliable, with a Cronbach's alpha of 0.866 (Sujarweni, 2016).

Both questionnaires used a Likert scale for scoring. The inspirational motivation scores were categorized as low (<18), moderate (18–29), and high (>30). The nurse performance perception scores were categorized as low (<33), moderate (33–51), and high (>52). Data collection involved distributing questionnaires to respondents who signed informed consent forms prior to participation. The researchers collected completed questionnaires for data processing and analysis. The inspirational motivation questionnaire was adapted and modified from several previous studies related to transformational leadership. Prior to the main study, the instrument was tested on 30 nurses at hospital to evaluate its validity and reliability. Item validity was assessed using Pearson Product Moment correlation analysis. Of the initial 11 items, 8 items met the validity criteria and were retained for the final instrument, while 3 items were excluded because their correlation coefficients were below the required threshold. Reliability testing was conducted using Cronbach's alpha coefficient, resulting in a value of 0.687, indicating acceptable internal consistency reliability. The nurse performance perception questionnaire was adapted from Bernardin and Russell's performance theory as presented by Bangun. The instrument consisted of 14 items measuring work quality, work quantity, timeliness, cooperation ability, and responsibility. Previous studies reported that this instrument demonstrated good reliability with a Cronbach's alpha coefficient of 0.866, indicating high internal

consistency. Content validity was reviewed to ensure that all questionnaire items were relevant to the study variables and aligned with the nursing service context.

Data analysis included univariate and bivariate analyses of the data. Univariate analysis described the respondents' characteristics, inspirational motivation distribution, and nurse performance perception distribution using frequencies and percentages. Prior to the bivariate analysis, the Kolmogorov–Smirnov normality test was conducted, revealing a non-normal distribution in one variable. Therefore, the relationship between the variables was analyzed using the chi-square test with a significance level of 5% ($p < 0.05$) (Hidayat, 2015). Ethical approval was obtained from the Research Ethics Committee of Pekalongan University (approval number: 019/B.02.01/KEPK/II/2025, dated February 14, 2025). Acknowledgments All respondents were provided with explanations regarding the study's purpose, benefits, procedures, right to refuse or withdraw from participation, and data confidentiality assurances before giving informed consent.

HASIL

The research findings are presented in the form of frequency distributions and an analysis of the relationship between the head nurses' inspirational motivation and the staff nurses' performance perceptions. The respondent characteristics provide a demographic overview of the nursing staff involved in the study, while the bivariate results illustrate the pattern of the relationship between the two main variables of interest.

Table 1.
Respondent Characteristics (n=56)

| Variabel | f | % |
|------------------------------|----|------|
| Age 20–30 years old | 38 | 67,9 |
| Age 31–40 years old | 17 | 30,4 |
| Age >41 years old | 1 | 1,8 |
| D3 Nursing Education | 34 | 60,7 |
| D4/Nurse Education | 5 | 8,9 |
| Nurse Education | 17 | 30,4 |
| Male | 22 | 39,3 |
| Female | 34 | 60,7 |
| Length of work <1 years old | 7 | 12,5 |
| Length of work 1–3 years old | 15 | 26,8 |
| Working time 4–7 years old | 28 | 50,0 |
| Length of work >7 years old | 6 | 10,7 |
| Civil Servant (ASN) | 8 | 14,3 |
| Non-Civil Servant (Non-ASN) | 48 | 85,7 |

Table 2.
Distribution of Inspirational Motivation for the Head of Space

| Category | f | % |
|----------|----|------|
| Poor | 0 | 0 |
| Fair | 12 | 21,4 |
| Good | 44 | 78,6 |

Table 3.
Distribution of Performance Perception of Implementing Nurses

| Category | f | % |
|----------|----|------|
| Poor | 0 | 0 |
| Fair | 4 | 7,1 |
| Good | 52 | 92,9 |

Table 4.

| The Relationship between Inspirational Motivation and Nurse Performance Perception | | | | |
|--|--|--------------------------------------|----------------|---------|
| Inspirational motivation | Sufficient performance perception f (%) | Good performance perception f (%) | Total f (%) | p value |
| Fair | 3 (5,4) | 9 (16,1) | 12 (21,4) | |
| Good | 1 (1,8) | 43 (76,8) | 44 (78,6) | 0,007 |

PEMBAHASAN

The study results indicate that the majority of respondents rated the head nurses' inspirational motivation as good, with 44 respondents (78.6%) falling into this category. This finding suggests that the head nurses at Hospital generally exhibit leadership behaviors that foster enthusiasm, confidence, and motivation among their nursing staff. In nursing practice, inspirational motivation is manifested through clear communication of work vision, encouragement to improve performance, recognition of staff efforts, constructive communication, and the leader's ability to create optimism in the face of pressure. The high proportion in the good category signifies that nurses frequently experience psychological support from their head nurses while performing daily tasks.

Similarly, most respondents perceived their performance as good, with 52 (92.9 %) respondents in this category. This implies that most nurses believe that their task execution is satisfactory in terms of work quality, quantity, timeliness, cooperation, and responsibility. High-performance perception is crucial in nursing because it enhances professional self-confidence, motivation stability, and readiness to maintain service quality. Although this assessment is based on self-perception, perception remains an important construct in organizational behavior because it influences work attitudes, responses to job demands, and the tendency to improve performance.

The chi-square test yielded a p-value of 0.007, indicating a significant relationship between head nurses' inspirational motivation and nurses' performance perception. This finding shows that the better the inspirational motivation perceived by the nurses from their head nurses, the greater the likelihood that the nurses will perceive their performance positively. The cross-tabulation table reveals that among those who rated inspirational motivation as moderate, three respondents (5.4%) had a moderate performance perception, whereas among those who rated inspirational motivation as good, most respondents (43 respondents, 76.8%) perceived their performance as good. This pattern demonstrates a consistent and managerially relevant relationship between them.

Theoretically, these findings can be explained by Bass and Avolio's transformational leadership theory. Inspirational motivation operates by giving meaning to work goals, fostering positive expectations for the future, and building a sense that tasks hold greater value than mere administrative routines. When head nurses effectively communicate expectations and vision, nurses feel that their work is important, appreciated, and aligned with the organizational objectives. This condition stimulates psychological energy, which subsequently affects nurses' evaluation of their performance quality.

This study aligns with the systematic review by (Ystaas et al., 2023), which concluded that transformational leadership is associated with better nursing work environments, higher job satisfaction, and improved patient outcomes. This synthesis is important because it shows that the effects of transformational leadership extend beyond interpersonal relations to service quality and clinical outcomes in healthcare settings. In this study's context, head nurses' inspirational motivation can be understood as a mechanism that helps create a supportive work environment, thereby increasing nurses' confidence in their contributions to the organization.

These findings also concur with those of (Alluhaybi et al., 2023), who demonstrated that nurse managers' leadership styles are related to staff work engagement. High engagement is typically characterized by vigor, dedication, and absorption. When head nurses consistently provide inspiration and support, nurses are more likely to exhibit enthusiasm and dedication to their work. In the short term, this condition influences performance perception; in the long term, it potentially contributes to nurse retention, team collaboration and service quality sustainability.

In a systematic review, (Qtait, 2023) affirmed that head nurses' leadership styles impact nurse productivity, with democratic and transformational leadership positively influencing performance. The results at Hospitalsupport this conclusion, although this study specifically focused on the dimension of inspirational motivation and performance perception outcomes. Thus, this study provides empirical evidence at the service unit level that inspirational leadership behavior by head nurses is a relevant target for nursing management intervention.

(Asif et al., 2019) reported that transformational leadership is related to job satisfaction, structural empowerment, service quality, and nurses' job performance. These results help explain why inspirational motivation correlates with performance perception in this study's context. Inspirational leader support can generate a sense of empowerment, increase job satisfaction, and strengthen nurses' beliefs in their capacity to perform well in their jobs. When nurses feel supported and are given the opportunity to grow, their performance perception tends to be more positive.

(Al-Rjoub et al., 2024) found that transformational leadership positively affects the nursing care performance and patient outcomes. This finding broadens the meaning of the current study's results: inspirational motivation is not only related to nurses' self-assessment of performance but is also potentially linked to the quality of the patient care. In other words, the benefits of inspirational leadership likely extend beyond nurses' psychological levels to the clinical service levels. Therefore, interventions to enhance head nurses' leadership can be viewed as hospital quality improvement strategies.

(Huang et al., 2025) demonstrated that transformational leadership influences job performance directly and indirectly through psychological empowerment and work engagement. This mediation perspective is highly relevant to the Hospitalstudy. Although this study did not test mediators, it can be assumed that inspirational head nurses help nurses feel more empowered, confident in their abilities, and engaged in their work. These three aspects logically contribute to improved performance perception and indicate a direction for future research to examine more complex relational models.

(Abu-Qutaish et al., 2025) reported positive relationships between transformational leadership, work motivation, and work engagement in nurses. This finding aligns with the focus of this study, which identifies inspirational motivation as a key attribute of leaders. When head nurses foster motivation through a clear vision and encouragement, nurses tend to experience higher work enthusiasm. This enthusiasm manifests as task adherence, willingness to cooperate, and efforts to maintain work quality, ultimately reflecting better performance perception (Azizil, 2016).

From a nursing management perspective, these findings affirm that head nurses must do more than administrative and technical supervision to ensure quality care. They require inspirational communication skills, constructive feedback abilities, recognition of staff efforts, and consistent articulation of shared unit goals to be effective. In the dynamic hospital environment, the ability to build meaning and enthusiasm for work is vital for maintaining nurses' psychological resilience and retention. This is increasingly relevant amid workload pressures, policy changes, accreditation demands, and rising public expectations of service quality (Bangun, 2012).

This study has several practical implications for managers. First, hospitals should develop transformational leadership training for head nurses, focusing on not only administrative management but also motivational communication, coaching, and feedback. Second, hospitals can incorporate inspirational motivation behavior indicators into head nurses' performance assessments, such as their ability to provide direction, reinforcement, and recognition. Third, the findings can serve as a basis for establishing mentoring systems among head nurses to disseminate effective and inspirational leadership practices across the units.

Academically, this study enriches the nursing management literature in Indonesia by demonstrating that one transformational leadership dimension, inspirational motivation, is significantly related to nurses' performance perceptions. Amid the dominance of research on general work motivation, these results highlight the importance of studying specific leader behaviors in detail. Future research should develop models that include mediating variables such as job satisfaction, work engagement, psychological empowerment, burnout, and organizational commitment to clarify causal pathways (Mangkunegara, 2015);

However, the findings should be interpreted considering the limitations of the study. The cross-sectional design captures relationships at one point in time and cannot establish causality. The outcome variable, performance perception, was subjective, based on nurses' self-assessment rather than supervisor evaluation or objective performance indicators. Additionally, the study was conducted in a single hospital with a limited sample size, necessitating caution when generalizing the results to other settings. Nevertheless, these limitations do not diminish the practical value of the study, as the results clearly indicate the importance of head nurses' inspirational motivation in shaping nurses' performance perception.

Overall, the discussion shows that the findings are consistent with current theory and international evidence. Head nurses who inspire, convey positive expectations, and foster nurses' self-confidence are more likely to build a confident nursing workforce. In the hospital context, this condition can serve as a foundation for continuous improvement in the quality of services.

Conversely, the absence of poor categories in both variables indicates a generally healthy work climate in the unit. However, the presence of moderate categories remains a concern, indicating that some nurses do not fully experience motivational strength from their head nurses or do not optimally assess their performance. From a quality perspective, this group is important because it is potentially the most responsive to intervention. Small improvements in leadership quality can significantly impact nurses in the middle category (Edison et al., 2017);(Efendi & Sugito, 2015).

While leadership influences performance perception, other factors such as workload, employment status, reward systems, resource availability, interprofessional relationships, and organizational culture also play roles. Nonetheless, leadership remains central because unit leaders mediate many factors. Effective head nurses can help balance workloads, facilitate cross-professional communication, advocate for unit needs, and provide reinforcement when resources are limited. Therefore, identifying the relationship between inspirational motivation and performance perception is practically relevant, even though it is not the only factor influencing performance (Fahmi, 2017).

These findings have strategic value in the context of hospital accreditation and quality improvements. Hospitals today are required not only to meet administrative indicators but also to build a quality- and safety-oriented work culture. Such a culture is difficult to cultivate if unit leaders cannot energize, direct, and model desired behaviors. Inspirational motivation can be translated into simple but impactful practices, such as patient-focused briefings, unit achievement recognition, reinforcement of procedural compliance, and problem-solving with a constructive tone. This approach can

strengthen the integration between organizational quality targets and nurses' intrinsic motivation (Henniwati & Eliza, 2020).

The relationship found in this study can also be explained through needs and motivation theories. When leaders provide vision, recognition, and appreciation, nurses' psychological needs for esteem and self-actualization are better fulfilled. Meeting these needs fosters professional pride and job satisfaction, which ultimately influences self-evaluation of performance. Thus, inspirational motivation acts as an external stimulus and triggers intrinsic motivation. In professions demanding high emotional interaction, such as nursing, intrinsic motivation is crucial as a source of energy when facing fatigue, stress, or complex clinical situations (Dedi & Dwiantoro, 2019);(Bintoro, 2017).

However, the findings remind hospital management not to rely excessively on control and formal supervision. Operational standards, audits, and supervision remain important; however, without inspirational leadership, these approaches may be perceived as administrative burdens. Nurses are more likely to accept standards when they understand their meaning and feel supported by their leaders. Therefore, inspiration and control are not mutually exclusive but should be balanced in the leadership practices of head nurses.

Ultimately, this study shows that the quality of leader-staff relationships at the service unit level has tangible consequences on how nurses perceive their performance. This is important because many hospital policies fail to achieve optimal impact, not because of content but because of ineffective translation at the unit level. Head nurses are the primary translators of policies. When they communicate organizational goals as meaningful messages to nurses, the likelihood of successful implementation of quality programs increases.

SIMPULAN

This study demonstrates that most staff nurses at Hospital rate their head nurses' inspirational motivation as good and have a positive perception of their own performance. The chi-square test yielded $p=0.007$, indicating a significant relationship between head nurses' inspirational motivation and nurses' performance perception. The better the inspirational motivation provided by the head nurse, the better the nurses' performance perception. These findings affirm that strengthening transformational leadership behaviors, particularly inspirational motivation, is a viable nursing management strategy for improving hospital service quality.

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