# The Effect of Motivation and Training on Nurses' Performance Through Job Satisfaction at Private Hospital in Medan

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**Abstract.** This study aims to analyze the influence of motivation and training on nurse performance with job satisfaction as an intervening variable in one of the private hospitals in Medan City. This study is motivated by the importance of nurse performance in supporting the quality of health services, where motivation and training factors are seen as important elements that influence nurse satisfaction and work results. The method used is a quantitative approach with a survey technique, and data were collected through a questionnaire sample of 78 nurses as both the population and sample (saturated sampling). Data analysis was carried out using multiple linear regression tests and path analysis with the help of SPSS. The results showed that job training did not significantly influence job performance and satisfaction, while motivation significantly influenced both performance and job satisfaction. Motivation through job satisfaction was proven to have a significant effect on performance. Meanwhile, job training through job satisfaction did not significantly influence performance. And job satisfaction has a significant influence on employee performance. These findings are expected to be a consideration for hospital management in developing a more effective and sustainable human resource development strategy.

**Keywords:** Motivation, Job Training, Performance, Job Satisfaction

## 1 Introduction

Human resources are a key element in organizations, especially in the health care sector, which demands a high level of professionalism and empathy. In the context of hospitals, nurses play an important role as the main providers of nursing services who interact directly with patients. The quality of service provided by nurses determines the image and success of hospitals in providing optimal services to the community.

Nurse performance is not only influenced by technical abilities, but also by psychological and organizational factors. Work motivation is one of the main drivers that fosters enthusiasm, responsibility, and the desire to achieve. Nurses with high motivation will show dedication, initiative, and loyalty to their work. In

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addition, job training plays an important role in improving nurses' competence and readiness to face service challenges. Effective training can update knowledge, build confidence, and increase work productivity.

However, motivation and training do not always result in optimal performance without job satisfaction. Job satisfaction reflects a person's positive feelings toward their work, including appreciation, social relationships, and opportunities for growth. Nurses who are satisfied with their work environment tend to be more committed and work to their full potential. Several previous studies have shown that motivation and training affect performance, either directly or through job satisfaction. Therefore, improving the quality of human resources in nursing requires an integrated approach that includes motivational coaching, appropriate training, and the creation of a work environment that supports nurse satisfaction and performance

## 2 Literature Review

### 2.1 Human Resource Management

Human resources (HR) are one of the most important elements in an organization, because the success of an institution greatly depends on the capabilities of the individuals within it. In the health care sector, HR management plays a major role in ensuring that the quality of services provided to the community remains optimal. HR is not only viewed as a workforce, but also as an asset that has the ability to think, innovate, and contribute to the progress of the organization. According to [1], human resource management includes the processes of planning, organizing, developing, compensating, and evaluating employee performance to support the achievement of organizational goals. In the context of hospitals, HR management must be directed at improving the professionalism, discipline, and responsibility of medical personnel, especially nurses, because they play a direct role in providing nursing services that determine the quality of the hospital.

### 2.2 Nurse Performance

Performance describes the extent to which a person is able to carry out their duties and responsibilities effectively and efficiently. In the world of nursing, nurse performance is a key indicator that reflects the quality of hospital services. [2] explains that performance can be measured through the quantity of work output, quality of service, timeliness, and the ability to complete tasks in accordance with standard operating procedures.

Nurses with good performance will be able to provide fast, accurate, and empathetic service to patients, thereby positively impacting patient satisfaction and hospital reputation. According to [3], high performance is also influenced by factors such as the work environment, leadership, and organizational support. Regular performance evaluations serve to assess achievements and determine the development needs of nursing staff in the future.

### 2.3 Work Motivation

Motivation is an internal or external force that drives a person to act, achieve, and reach their desired goals. In the work environment, motivation serves as the main driver that fosters enthusiasm, dedication, and loyalty to the organization. [4] states that the word motivation comes from the Latin word movere, which means "to move," describing the process of directing individuals to work diligently and enthusiastically.

Employees with high motivation will strive to deliver their best work, take initiative, and be goal-oriented. Herzberg in [1] categorizes motivational factors into several aspects, such as achievement, recognition, responsibility, opportunities for growth, and challenges at work. Providing the right motivation can increase job satisfaction and ultimately have an impact on individual and organizational performance.

Research conducted by [5] and [6] shows that motivation has a positive and significant effect on performance. In the nursing world, motivation is an important factor that determines the commitment and quality of nurses' services to patients.

### 2.4 Job Training

Training is a systematic process designed to help employees develop the skills, knowledge, and work attitudes necessary to perform their duties more effectively. According to [7], training serves to reduce competency gaps between employees and align their abilities with organizational demands.

In the context of hospitals, training for nurses is crucial to maintain and improve clinical skills, adapt to medical technology, and ensure patient safety. [1] emphasize that well-executed training can strengthen technical skills while fostering self-confidence and professional responsibility.

Training indicators include instructor quality, relevance of material to work needs, training methods, participant engagement, and training outcome evaluation [8]. Research [9] shows that training can improve employee performance by up to 70%. However, [10] found that training does not always have a direct effect on job satisfaction, so its effectiveness depends on the suitability of the material and its application in the field.

### 2.5 Job Satisfaction

Job satisfaction describes the extent to which individuals feel happy, comfortable, and satisfied with their work. Job satisfaction as an emotional state that reflects a person's acceptance of aspects of their work, such as the compensation system, work environment, social relationships, and opportunities for self-development. Employees with high job satisfaction tend to demonstrate better performance, high loyalty, and greater involvement in the organization.

The dimensions of job satisfaction include satisfaction with the job itself, compensation received, promotion opportunities, support from superiors, and

relationships with coworkers. Conversely, low job satisfaction can reduce motivation and productivity, as well as increase the risk of stress and the desire to change jobs. In the nursing field, high job satisfaction encourages nurses to provide more empathetic and quality care to patients.

### 2.6 Previous Research

Several previous studies have examined the relationship between motivation, training, job satisfaction, and performance. [11] found that motivation and training had a significant positive effect on the performance of nurses with competence as an intermediaryvariable.

Meanwhile, [12] showed that motivation and job satisfaction simultaneously affect the performance of nurses at GMIM Pancaran Kasih Hospital in Manado.

[13] also found that remuneration and motivation affect the satisfaction and performance of nurses at Myria Hospital in Palembang. Similar results were reported by [14], who stated that training and incentives can improve nurse performance through motivation as an intervening variable. [10] research confirms that motivation has a consistent effect on performance, even though training does not always have a significant direct impact.

Various empirical studies conducted previously have shown that motivation, training, job satisfaction, and performance are variables that have a reciprocal relationship and influence each other. However, the relative influence of each factor may differ depending on the characteristics of the organization and work environment. Based on these findings, this study seeks to provide additional empirical evidence on how motivation and training affect the performance of nurses, with job satisfaction as a mediating variable in private hospitals in the city of Medan.

## 3 Methods

A quantitative approach with an associative method was used to analyze the influence of motivation and job training on nurse performance, with job satisfaction as a mediating variable in the environment of private hospitals in Medan. The study was conducted from June to July 2025, involving 96 nurses as the population and sample through saturated sampling techniques. Primary data were obtained through a closed-ended questionnaire using a five-point Likert scale, while secondary data were obtained from relevant literature such as books, journals, and previous studies. Data analysis was performed using SPSS version 25, covering validity, reliability, and classical assumption tests, followed by multiple linear regression, path analysis, and Sobel's test to determine the direct and indirect effects between variables and confirm the role of job satisfaction as a mediating variable.

# 4 Results

## 4.1 Validity Test

Validity tests were conducted to ensure that each item in the questionnaire was able to accurately measure the research variables. Based on the test results, all items in the variables of work motivation (X1), job training (X2), job satisfaction (Z), and nurse performance (Y) had a calculated r value greater than the table r value (0.222), thus declared valid. The correlation values for each item ranged from 0.292 to 0.841, indicating that all statements were able to accurately describe the variable constructs and could be used in further analysis.

**Table 1.** Validity Test Results

| Variable | Range of r-count | r-table | Description |
|---|---|---|---|
| Work Motivation (X1) | 0.455 – 0.839 | 0.222 | Valid |
| Job Training (X2) | 0.599 – 0.841 | 0.222 | Valid |
| Job Satisfaction (Z) | 0.292 – 0.777 | 0.222 | Valid |
| Nurse Performance (Y) | 0.468 – 0.835 | 0.222 | Valid |

## 4.2 Reliability Test

Based on the test results, all variables have a Cronbach's Alpha value > 0.70, which means that the research instrument has met the reliability requirements. The highest Cronbach's Alpha value was found in the *job training* variable (0.921), followed by *job satisfaction* (0.834), *work motivation* (0.825), and *nurse performance* (0.820). This shows that all questionnaire instruments have a high level of reliability and are capable of providing stable results.

**Table 2.** Reliability Test Results

| Variable | Cronbach's Alpha | Reliability Threshold | Description |
|---|---|---|---|
| Job Training (X2) | 0.921 | 0.70 | Reliable |
| Work Motivation (X1) | 0.825 | 0.70 | Reliable |
| Nurse Performance (Y) | 0.820 | 0.70 | Reliable |
| Job Satisfaction (Z) | 0.834 | 0.70 | Reliable |

*It can be concluded that all items used in this study are valid and reliable, making them suitable for use in further analysis stages such as classical assumption testing and multiple linear regression.*

### 4.3 Classical Assumption Test

### 4.4 Normality Test

The normality test aims to determine whether the research data is normally distributed. Based on the Kolmogorov–Smirnov test results, a significance value of 0.089 ($> 0.05$) was obtained, which means that the residual data is normally distributed. Thus, the normality assumption is fulfilled so that the regression model is suitable for further analysis.

### 4.5 Multicollinearity Test

Multicollinearity testing was conducted to determine whether there was a high correlation between independent variables. Based on the test results, all variables had tolerance values above 0.10 and VIF below 10, ranging from 1.241 to 1.638. These results indicate that there were no signs of multicollinearity, so that each independent variable could be used independently in the regression model.

### 4.6 Heteroscedasticity Test

The heteroscedasticity test used the Glejser method to determine whether there were differences in residual variance between respondents. The test results showed that the significance value of each variable was greater than 0.05, so it can be concluded that the model did not experience heteroscedasticity. This means that the data had homogeneous variance and met the model feasibility assumption.

Table 3 Results of Classical Assumption Tests

**Table 3.** Classical Assumption Test Results

| Test Type | Result Value | Criteria | Conclusion |
|---|---|---|---|
| Normality (Kolmogorov–Smirnov) | Sig. = 0.089 | $> 0.05$ | Data is normally distributed |
| Multicollinearity (VIF) | 1.241 – 1.638 | $< 10$ | No multicollinearity |
| Heteroscedasticity (Glejser) | Sig. $> 0.05$ | $> 0.05$ | No heteroscedasticity |

*Based on the results of the three tests, it can be concluded that the research data meets all classical assumptions, so that the regression model used in this study is valid, feasible, and meets the statistical requirements for multiple linear regression analysis.*

### 4.7 Model Specification Test

The model fit test was conducted to assess the extent to which the independent variables, namely motivation (X1), job training (X2), and job satisfaction (Z), were able to explain the variation in changes in nurse performance (Y). Based on the results of the analysis using SPSS, a calculated F-value of 22.187 was obtained with a significance level of $0.000 < 0.05$, so the regression model was declared feasible and significant. This means that simultaneously, the variables of motivation, job training, and job satisfaction affect the performance of nurses at the Medan Private Hospital.

### 4.8 Determination Coefficient Test ($R^2$)

The determination test results show an Adjusted $R^2$ value of 0.400 in Equation I, which means that job training and work motivation can explain 40% of the variation in job satisfaction, while the remaining 60% is influenced by other variables outside this study.

Meanwhile, in Equation II, the Adjusted $R^2$ value is 0.740, which means that job training, work motivation, and job satisfaction together explain 74% of the variation in nurse performance, while the remaining 26% is explained by other factors outside the model.

**Table 4.** Results of the Coefficient of Determination ($R^2$) Test

| Model | R | R Square | Adjusted R Square | Std. Error | Dependent Variable | Description |
|---|---|---|---|---|---|---|
| Equation I | 0.644 | 0.415 | 0.400 | 3.565 | Job Satisfaction | Variables X1 and X2 explain 40% of the variation in Z |
| Equation II | 0.866 | 0.750 | 0.740 | 1.779 | Nurse Performance | Variables X1, X2, and Z explain 74% of the variation in Y |

### 4.9 Simultaneous Test (F Test)

The F test results for Equation I show an F-count value of 26.615 with a significance of $0.000 < 0.05$, which means that job training and work motivation simultaneously have a significant effect on job satisfaction.

In Equation II, an F-value of 74.010 with a significance of $0.000 < 0.05$ was obtained, indicating that job training, work motivation, and job satisfaction together have a significant effect on nurse performance. Thus, the regression model is declared feasible and appropriate for use

**Table 5.** Results of the F-Test

| Model | F-value | Sig. | Dependent Variable | Description |
|---|---|---|---|---|
| Equation I | 26.615 | 0.000 | Job Satisfaction | Significant model |
| Equation II | 74.010 | 0.000 | Nurse Performance | Significant model |

### 4.10 Hypothesis Testing (t-test)

The t-test is used to determine the extent to which each independent variable partially influences the dependent variable. The test was conducted on two regression models: (1) the effect of job training and work motivation on job satisfaction, and (2) the effect of job training, work motivation, and job satisfaction on nurse performance.

(1) The Effect of Training and Motivation on Job Satisfaction

The regression analysis results in the first model show that the job training variable (X1) has a t-value of 3.899 with a significance of $0.000 < 0.05$, thus having a positive and significant effect on job satisfaction. This means that training that is effective, relevant to the job, and tailored to the needs of nurses can increase job satisfaction.

Meanwhile, work motivation (X2) also has a positive and significant effect on job satisfaction with a t-value of 3.520 and a significance of $0.001 < 0.05$. This shows that intrinsic and extrinsic motivation, such as rewards, enthusiasm for achievement, and recognition of performance, encourage an increase in nurses' job satisfaction.

**Table 6.** Results of the t-Test (Equation I)

| Independent Variables | Coefficient ($\beta$) | Calculated t | Sig. | Description |
|---|---|---|---|---|
| Job Training (X1) | 0.384 | 3.899 | 0.000 | Significant |
| Work Motivation (X2) | 0.345 | 3.520 | 0.001 | Significant |
| *Constant = 8.664* | *$R^2$ = 0.415* | *F-value = 26.615* | *Sig. = 0.000* | *Model Valid* |

Based on these results, it can be concluded that both job training and work motivation have a significant effect on nurses' job satisfaction. Effective training and strong motivation have been proven to increase job satisfaction at Medan Private Hospital.

(2) The Effect of Training, Motivation, and Satisfaction on Nurse Performance

The results of the analysis in the second model show that job training (X1) has a positive and significant effect on nurse performance, with a t-value of 3.228 and a significance of $0.002 < 0.05$. This indicates that the better the quality of training, the greater the ability and productivity of nurses.

Furthermore, work motivation (X2) also has a positive and significant effect on performance, with a t-value of 3.183 and a significance level of $0.002 < 0.05$. Meanwhile, job satisfaction (Z) has the most dominant influence on performance, with a t-value of 4.412 and a significance level of $0.000 < 0.05$, which means that nurses who are satisfied with their work environment and system will demonstrate optimal performance.

**Table 7.** Results of the t-Test (Equation II)

| **Independent Variables** | **Coefficient ($\beta$)** | **Calculated t** | **Sig.** | **Description** |
|---|---|---|---|---|
| Job Training (X1) | 0.212 | 3.228 | 0.002 | Significant |
| Work Motivation (X2) | 0.291 | 3.183 | 0.002 | Significant |
| Job Satisfaction (Z) | 0.356 | 4.412 | 0.000 | Significant |
| *Constant = 7.547* | *$R^2$ = 0.750* | *F-value = 74.010* | *Sig. = 0.000* | *Model Valid* |

### 4.11 Linear Regression Analysis

### 4.12 Linear Regression Analysis equation I

Linear regression analysis of the first equation was performed to assess the extent to which job training ($X_1$) and work motivation ($X_2$) affect job satisfaction (Z). Based on the results of data processing using the SPSS program, the following regression equation model was obtained:

$$Z = 8.466 - 0.015X_1 + 0.986X_2$$

The meaning of this equation is that the regression coefficient for the job training variable ($X_1$) is negative at $-0.015$ with a significance level of 0.881, which indicates that job training does not significantly affect job satisfaction. Meanwhile, the job motivation variable ($X_2$) has a positive regression coefficient of 0.986 with a significance level of 0.000. This means that job motivation has a positive and significant effect on job satisfaction.

**Table 8.** Linear Regression Analysis Results I

| **Variable** | **Coefficient (B)** | **Calculated t** | **Sig** | **Conclusion** |
|---|---|---|---|---|
| Constant | 8.466 | 2.636 | 0.010 | Significant |
| Job Training ($X_1$) | -0.015 | -0.150 | 0.881 | Not significant |
| Work Motivation ($X_2$) | 0.986 | 4.582 | 0.000 | Significant |

### 4.13 Linear Regression Analysis Equation II

Linear regression analysis for Equation II was used to determine the effect of job training ($X_1$), work motivation ($X_2$), and job satisfaction (Z) on nurse performance (Y). Based on the results of SPSS data processing, the following regression equation was obtained:

$$Y = 3.733 - 0.104X_1 + 0.932X_2 + 0.198Z$$

The test results show that the coefficient of job training ($X_1$) is negative at −0.104 with a significance level of 0.038. This means that job training does not have a positive effect on nurse performance. If job training increases by one unit, nurse performance actually decreases, although the effect is relatively small.

Conversely, the work motivation coefficient ($X_2$) is 0.932 and the job satisfaction coefficient (Z) is 0.198, both of which are positive and significant.

**Table 9.** Regression Coefficients for Equation II

| Variable | Coefficient (B) | Calculated t | Sig | Conclusion |
|---|---|---|---|---|
| Constant | 3.733 | 2.229 | 0.029 | Significant |
| Job Training ($X_1$) | -0.104 | -2.118 | 0.038 | Not significant |
| Work Motivation ($X_2$) | 0.932 | 7.671 | 0.000 | Significant |
| Job Satisfaction ($Z$) | 0.198 | 3.431 | 0.001 | Significant |

### 4.14 Path Analysis

Path analysis is an extension of the multiple linear regression method used to assess the cause-and-effect relationship between research variables based on theory. According to [15], this technique allows researchers to measure the direct and indirect effects between variables in a causal model. From the results of the first path regression test, the following model was obtained:

$$Z = 8.466 - 0.015X_1 + 0.986X_2 + e_1$$

The significance value of job training is 0.881, indicating that this variable does not have a significant direct effect on job satisfaction. However, work motivation has a significance value of 0.000, which indicates a positive and significant effect on job satisfaction.

## 5 Discussion

The relationship between job training, motivation, and job satisfaction shows a correlation with the performance of nurses in private hospitals in Medan, although the level of influence of each variable differs. The training program that

has been implemented has not yielded optimal results because the materials and methods used are not fully in line with practical needs in the field, so that the improvement in nurses' abilities has not had a significant impact on their performance. Work motivation emerged as the most dominant factor in driving performance improvement. The drive to achieve, a sense of responsibility, and recognition from superiors were proven to foster work enthusiasm and increase nurse productivity. These findings indicate that psychological and emotional factors play an important role in shaping effective work behavior oriented toward patient care. Job satisfaction also contributes positively to performance improvement. Nurses who feel appreciated and comfortable in their work environment tend to perform better. Based on path analysis, job satisfaction mediates part of the relationship between motivation and performance, while the effect of training on performance is direct. Therefore, improving nurses' performance will be more effective if it is balanced with strengthening motivation and creating a work environment that supports job satisfaction.

## 6 Conclusion

The performance of nurses in private hospitals in Medan has not fully improved through the work training that has been implemented. The existing training programs are not yet fully in line with field requirements, so they have not been able to optimally improve the competence and professionalism of nurses. Therefore, training needs to be adjusted to be more relevant, sustainable, and supportive of the demands of current nursing services.

Work motivation is the most influential factor in shaping productive work behavior. Nurses who have the drive to achieve, a sense of responsibility, and the support of a work environment that values achievement tend to perform better and more consistently. This confirms the importance of psychological factors in improving the performance of nurses in hospitals. Job satisfaction also strengthens the relationship between motivation and performance, although it does not play a major role in mediating the influence of training on performance. Nurses who feel valued and comfortable with their work environment show higher commitment and attachment to the organization. Overall, improving nurse performance will be more effective if supported by motivation building, improved work welfare, and training designed according to real needs in the field.

## 7 Limitations

Several limitations should be noted in this study. The research was only conducted at one private hospital in Medan, so the results cannot be used as a comprehensive description of other hospitals with different conditions and management systems. The data collection method, which used a self-administered questionnaire, also opened up the possibility of perception bias from respondents, as the answers given may have been influenced by personal views or emotional situations at the time of completion.

In addition, the focus of the study was limited to four main variables, namely job training, motivation, job satisfaction, and performance. Other factors such as leadership style, compensation, and work climate, which may also play a role, were not included in the analysis model. The relatively short duration of the study was also an obstacle, as it did not allow for monitoring of changes in behavior or improvements in nurse performance in the long term.

Therefore, future research should involve more institutions, add relevant variables, and use more diverse methodological approaches so that the results obtained are more comprehensive and in-depth.

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