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The Effect of Training and Work Motivation on the Performance of IPCLN (*Infection Prevention Control And Link Nurse*) with Supervision as a Moderating Variable at Dharmais Cancer Hospital

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Abstract. *Nosocomial infections, such as Surgical Site Infections (SSI), phlebitis, and Urinary Tract Infections (UTI), continue to challenge hospital service quality, including at Dharmais Cancer Hospital. The performance of Infection Prevention and Control Link Nurses (IPCLNs), key in executing the Infection Prevention and Control (IPC) program, remains suboptimal, with delays in reporting, inaccurate surveillance documentation, and weak coordination with the IPCN team. This study aims to analyze the effect of training and work motivation on IPCLN performance, with supervision as a moderating variable that strengthens the relationship. Using a quantitative approach, the study employed multiple linear regression and moderated regression analysis (MRA) on data from 43 IPCLNs selected through total sampling. A structured, valid, and reliable questionnaire was used for data collection. The results showed that training, motivation, and supervision had a significant effect on IPCLN performance. Training and motivation had a positive impact, while supervision not only had a direct effect but also moderated the relationship between training, motivation, and performance. These findings emphasize the importance of structured training, motivation enhancement, and sustainable supervision to improve the IPC program's effectiveness. The practical implication is the need for integrated managerial strategies to strengthen the role of IPCLNs in reducing infection risks and improving hospital service quality.*

Keywords*: IPCLN; Performance; Supervision; Training; Work Motivation.*

1. BACKGROUND

Dharmais Cancer Hospital is a vertical hospital owned by the Ministry of Health, which is a Class A National Cancer Center (PKN). Dharmais Cancer Hospital is a national referral hospital with 385 beds. The mission of Dharmais Cancer Hospital is to provide education and training in the field of cancer for health workers. Dharmais Cancer Hospital conducts routine education and training activities in the field of cancer, including training in Aseptic Dispensing of Intravenous Admixture Drugs for Health Workers. Therefore, Dharmais Cancer Hospital is required to provide quality services in accordance with standards.

The risk of infection in hospitals, commonly known as nosocomial infections or *Hospital Acquired Infections (*HAIs), is a significant problem worldwide. These infections continue to increase from 1% in some European and American countries to more than 40% in Asia, Latin America, and Africa. According to data *from the World Health Organization (*WHO), the incidence of infection in hospitals is around 3-21%, or an average of 9%. According to Alvarado (2000), the rate of nosocomial infections continues to increase, reaching around 9% (ranging from 3- 21%) or more than 1.4 million inpatients in hospitals worldwide. The results of *a point prevalence survey* of 11 hospitals in the Special Capital

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Region of Jakarta conducted by Perdalin Jaya and Prof. Dr. Sulianti Saroso Infectious Disease Hospital in Jakarta in 2003 found HAIs for SSI (Surgical Site Infection) at 18.9%, UTI (Urinary Tract Infection) at 15.1%, Primary Bloodstream Infections (PBIs) at 26.4%, pneumonia at 24.5%, other respiratory tract infections at 15.1%, and other infections at 32.1%. Over the past 10-20 years, there have been many developments in identifying the main causes of the increase in HAIs in many countries, but the situation remains very concerning (Ridwan 2012). For this reason, in poor and developing countries, the prevention of HAIs is prioritized in order to improve the quality of patient care in hospitals.

A preliminary study was conducted on 10 IPCLN members using a questionnaire, with the following results: Based on the results of the preliminary questionnaire study of 10 IPCLN personnel regarding performance, 33% strongly agreed and 67% agreed. This is because there are still delays in recording and reporting the performance of IPCLN personnel on a monthly basis. Based on the results of a preliminary study questionnaire of 10 IPCLNs regarding supervision that affects performance improvement, 26.45% strongly agreed, 73.23% agreed, and 0.32% disagreed. This shows that the majority of respondents (99.68%) have a positive view of supervision as a factor that contributes to improving the quality of IPCLN performance. Thus, supervision can be considered an important element in ensuring higher quality and optimal work results.

Based on the results of a preliminary questionnaire study of 10 IPCLNs regarding training that supports IPCLN performance, 14.44% strongly agreed, 85.56% agreed that training has an effect on improving IPCLN performance. This shows that the majority of respondents (100%) have a positive view of the importance of training as a factor that plays a role in improving the competence and performance quality of IPCLN. Training can be considered a crucial aspect in the development and improvement of IPCLN's work effectiveness. In other words, training is considered a significant factor in improving the competence and work effectiveness of IPCLN.

Based on the results of a preliminary study questionnaire of 10 IPCLN regarding their motivation towards performance, 19.70% strongly agreed and 80.30% agreed. This means that motivation plays a role in improving IPCLN performance, with the majority of respondents (100%) having a positive view of the importance of motivation as a factor that supports performance improvement. Thus, motivation can be considered a key element in encouraging IP

The researchers also observed a lack of coordination between the PPI Committee (IPCN) and IPCLN, resulting in the supervisory function in implementing Standard Operating

Procedures (SOP) for IPCLN in service rooms/units not running properly. This lack of coordination ( ) was evident in the lack of consistency in the recording and reporting of HAIs surveillance forms in inpatient rooms. Furthermore, monthly reporting on HAIs is often delayed, whereas reports should be submitted to *the* IPCN *link* at the beginning of each month. The low performance of IPCLNs in hospital IPC organizations needs to be anticipated as a key determinant of the success of IPC programs. Data on HAIs is important information for hospital management in determining policies to improve service quality.

IPCLNs should be pioneers or *"opinion leaders,"* as demonstrated by providing education to colleagues and showing behavioral changes in inpatient rooms (Dawson 2003). Motivation and work ethic are very important in encouraging the work enthusiasm of IPCLNs. Supervision of IPCLN tasks in implementing infection control in hospitals is carried out by IPCNs and the PPI Committee as superiors. Supervision is necessary to facilitate the completion of tasks and encourage the work motivation of IPCLNs. This study analyzes the performance of IPCLNs, which is influenced by the factors of training, work motivation, and supervision of IPCLN performance in the PPI program, both partially and simultaneously, among nurses in implementing the PPI program. Considering the reality that IPCLN performance in terms of their duties and responsibilities as PPI program implementers in hospitals is not yet optimal, and the impact of the Basic PPI training that has been implemented is not yet known, the author was motivated to examine the impact of training, motivation, and supervision on IPCLN performance.

2. THEORETICAL FRAMEWORK

Theoretical framework was developed to determine the actual definition of each research variable proposed by experts whose opinions were adopted. This study will examine the influence of training, motivation, and supervision variables on the performance of IPCLN at Dharmais Cancer Hospital. In addition, supervision will also be assessed in moderating the influence of IPCLN performance so that the ability of training and work motivation to strengthen or weaken the influence of training and work motivation on IPCLN performance can be determined. The following is the theoretical framework for this study.

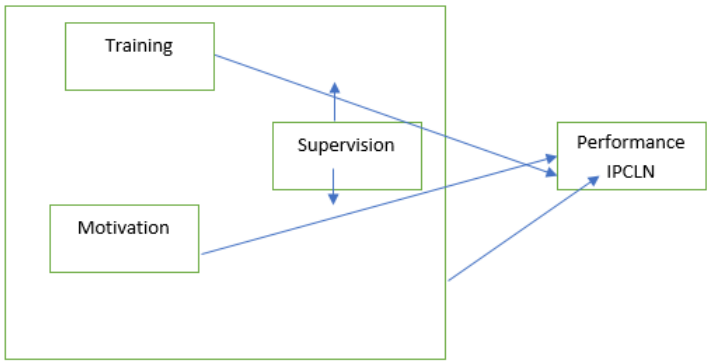

Figure 1. Theoretical Framework.

Research Hypothesis

H1: Training, work motivation, and supervision simultaneously have a significant effect on IPCLN performance.

H2: Training has a positive effect on IPCLN performance.

H3: Work motivation has a positive effect on IPCLN performance in hospitals.

H4: Supervision has a positive, strong, and significant relationship with IPCLN performance in hospitals.

H5: Supervision strengthens the effect of training on IPCLN performance in hospitals.

H6: Supervision strengthens the effect of motivation on IPCLN performance in hospitals.

3. RESEARCH METHODS

This study applies a quantitative causal research design to analyze the cause-and-effect relationship between training (X1), work motivation (X2), and IPCLN performance (Y), with supervision (X3) functioning as a moderating variable. The research model illustrates how the independent variables influence the dependent variable directly and through the moderating effect of supervision. Data were collected through a direct survey using a structured questionnaire developed based on relevant dimensions for each variable and measured with a four-point Likert scale to avoid neutral or ambiguous responses. Validity and reliability testing showed that all instrument items met the required standards. Descriptive statistics were used to summarize respondents' perceptions through the three-box method, while inferential analysis employed multiple linear regression and Moderated Regression Analysis (MRA) to test both direct and moderating effects, referring to standard procedures such as the F-test and t-test. The hypotheses propose that training, motivation, and supervision significantly influence IPCLN performance, and that supervision strengthens the effects of both training and motivation on performance.

4. RESEARCH RESULTS AND DISCUSSION

Research Results

Reliability Test

Conducted to determine the reliability of each valid item, with a decision reference that if the *Cronbach's alpha* value is > 0.70, the questionnaire is declared reliable or dependable in the study.

Table 1. Reliability Test Summary.

Reliabilitas Test	N	Conbch' Alpha	Information
Performance	14	0,993	Reliable
Supervision	14	0,994	Reliable
Training	14	0,987	Reliable
Motivation	14	0,998	Reliable

Source: SPSS 2025

The reliability test was conducted to determine the internal consistency of the research instrument for each variable. Based on the results of calculations using the Cronbach's Alpha coefficient, the following values were obtained: the Performance variable was 0.993, the Supervision variable was 0.994, the Training variable was 0.987, and the Motivation variable was 0.998. All Cronbach's Alpha values are above the threshold of 0.70, indicating that the research instruments for each variable have very high reliability. Thus, all instrument s are declared reliable and can be used for further research.

Based on the results of the index analysis using *the three-box method*, all research variables, namely training, motivation, supervision, and IPCLN performance, were in the high category. This indicates that the implementation of training has been able to develop the competence of nurses (competent), the motivation of nurses is reflected in their high dedication to their work (dedication), supervision is carried out well through mentoring functions, and IPCLN performance is demonstrated by professional behavior. Thus, it can be concluded that the research variables are at an optimal level.

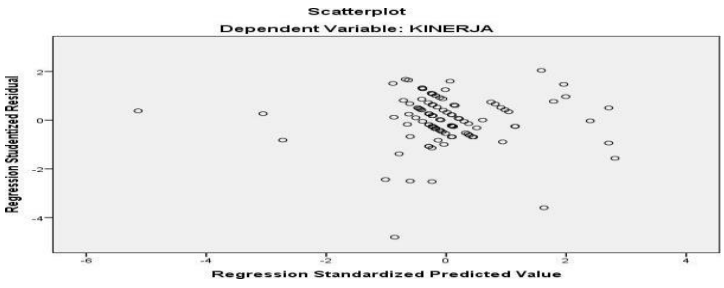

Figure 2. Scatterplot of dependent variable: IPCLN PERFORMANCE.

Conclusion: based on the image above, there is a random pattern, so it can be said that the data pattern is homogeneously distributed and indicates that there is no evidence of heteroscedasticity in the regression model. Thus, it can be concluded that the regression

model used in this study satisfies the assumption of homoscedasticity, or in other words, the residual variance is constant at every predictor level. This strengthens the validity of the regression model constructed for further analysis.

Hypothesis Test

Table 2. Summary of Hypothesis Tests.

Simultaneous Effect	F test	Conclusion
Training, Motivation, and Supervision → IPCLN Performance	0,000	H1 Accepted
Partial Effec		
Training → IPCLN Performance	0,000	H2 Accepted
Supervision → IPCLN Performance	0,005	H3 Accepted
Motivation → IPCLN Performance	0,005	H4 Accepted
Supervision × Training → IPCLN Performance	0,003	H5 Accepted
Supervision × Motivation → IPCLN Performance	0,002	H6 Accepted

Explanation:

The effect of training, supervision, and motivation on IPCLN performance shows a comparison of *ftest* values of 0.000 < 0.05. These results conclude that the simultaneous effect of training, supervision, and motivation on IPCLN performance is significant, so hypothesis 1 is accepted.

The effect of training on IPCLN performance shows a *t-test* value comparison of 0.000 < 0.05. These results conclude that training has a significant effect on IPCLN performance, thus accepting hypothesis 2.

The effect of supervision on IPCLN performance shows a *t-test* value comparison of 0.005 < 0.05. These results conclude that supervision has a significant effect on IPCLN performance, thus accepting hypothesis 3.

The effect of motivation on IPCLN performance shows a *t-test* value comparison of 0.458 > 0.05. These results conclude that motivation has a significant effect on IPCLN performance, thus accepting Hypothesis 4.

The moderating role of supervision on the effect of training on IPCLN performance shows a coefficient of 0.790 and *the t-test* shows a comparison value of 0.003 < 0.05, which means that supervision significantly strengthens the effect of training on IPCLN performance, thus accepting hypothesis 5.

The moderating role of supervision on the effect of motivation on IPCLN performance shows a coefficient of 0.0720 and *a t-test* showing a comparison value of 0.002 < 0.05, which means that *supervision* significantly strengthens the effect of motivation on IPVCLN

performance, thus accepting Hypothesis 6.

Discussion

Simultaneous Influence of Training, Motivation, and Supervision on IPCLN Performance

The F test (simultaneous) results show that training, motivation, and supervision together have a significant effect on IPCLN performance, with a significance value of 0.000 ($p < 0.05$), thus accepting hypothesis H1. The Three Box Method approach further confirms this, where the three independent variables are in the high category with indices of 36.34, 35.63, and 35.06, respectively, placing the three variables in the upper box (*high box)*, which reflects optimal conditions and high potential in driving IPCLN performance. With training as the foundation of competence, motivation as an internal driver, and supervision as a guarantor of standards, when all these variables are equally high, a strong functional harmony and synergy are created in improving IPCLN performance as a whole.

Acceptance of this hypothesis is reinforced by the results of the training (36.34), motivation (35.63), and supervision (35.06) variable indices, all of which are in the high category according to the three-box method approach. This shows that the training program received by IPCLN is considered effective in improving technical capacity and procedural understanding. High work motivation reflects intrinsic drive and a positive attitude toward the responsibilities undertaken. Meanwhile, supervision is considered to be effective in providing guidance, oversight, and feedback on the implementation of tasks in the field. These three variables received positive appreciation from respondents as factors that support performance achievement. Thus, the synergy between structured training, strong motivation, and functional supervision forms a work ecosystem that is conducive to optimizing and sustaining IPCLN's performance.

The Effect of Training on IPCLN

The t-test results show that training has a significant effect on IPCLN performance ($p = 0.000 < 0.05$), so hypothesis H2 is accepted. This means that the training provided has a positive impact on improving the work performance of IPCLN in carrying out infection control functions in hospitals. The training index of 36.34 is categorized as high according to the Three Box Method, indicating that the training has fulfilled important elements of such as clarity of objectives, quality of materials, teaching methods, evaluation, and follow-up. This high position of training, if supported by effective supervision and strong employee motivation, will encourage the optimal implementation of knowledge, so that IPCLN performance can be achieved properly. Quality training is a key input factor that plays a significant role in improving performance through the supervision process and employee readiness.

The Effect of Supervision on IPCLN Performance

The t-test results show that supervision has a significant effect on IPCLN performance, with a significance value of 0.005. Since this value is less than 0.05, hypothesis H3 is accepted, which means that supervision directly contributes positively to IPCLN performance. Supervision with an index of 35.06 is classified as high, placing it in the high category in the Three Box Method. This position indicates that the supervision function has been effective in terms of monitoring, coaching, and feedback. By being in the high category, supervision acts as a reinforcing factor that links training outcomes to work practices while helping to ensure that motivation remains focused. Supervision contributes directly to maintaining the quality of IPCLN performance.

The Effect of Motivation on IPCLN Performance

The t-test results for hypothesis H4 show a significance value of 0.005, which is less than 0.05, so hypothesis H4 is accepted. This indicates that motivation has a significant partial influence on IPCLN performance. Motivation is in the high category with an index of 35.63, so technically it is in the high category in the Three Box Method. The partial test results show that the effect of motivation on performance is quite strong directly. This indicates that high motivation has the maximum impact of other variables. In Three Box, this condition can be interpreted between the position of the variable in the high box and its actual effect on the output, which means that motivation actually interacts with reinforcing processes such as supervision. This shows that the position in the high box has a direct effect on performance.

Supervision Strengthens the Effect of Training on IPCLN Performance

The fifth hypothesis (H5) suggests that supervision strengthens the effect of training on IPCLN performance, and based on the interaction test results, a significance value of 0.003 was obtained, which is less than 0.05. Therefore, hypothesis H5 is accepted. This means that there is a moderating effect of supervision on the relationship between training and IPCLN performance. The higher the quality of supervision applied, the stronger the positive impact of training on improving IPCLN performance in hospitals. When training (36.34) and supervision (35.06) are both in the high box, the Three Box Method illustrates the collaboration between the upper boxes that reinforce each other. Training provides knowledge and skills, but it only becomes effective when there is supervision to accompany the implementation process. In this case, supervision acts as a catalyst that ensures that the results of training are internalized and used in daily work. The relationship between these high boxes produces a synergistic effect, where training as input and supervision as a supporting process together drive IPCLN performance improvement. In other words, the Three Box Method emphasizes that high-value

training and supervision will have a much greater impact when combined functionally.

Supervision Strengthens the Influence of Motivation on IPCLN Performance

The test results for hypothesis H6 show a significance value of 0.002, so this hypothesis is accepted. This means that supervision has been proven to strengthen the relationship between motivation and IPCLN performance. This shows that the motivation possessed by IPCLN will have a greater impact on performance improvement if it is supported by an effective supervision mechanism. Supervision acts as an external factor that can direct, facilitate, and keep motivation focused on achieving IPCLN performance goals. The acceptance of this hypothesis is reinforced by data showing that the motivation index (35.63) and supervision index (35.06) are in the high category based on the Three Box Method approach. Strong motivation in the aspects of work environment (36.5) and rewards and recognition (35.83) encourages IPCLN's dedication to work. However, without consistent supervision, high motivation can lose direction and not be optimally converted into performance. Supervision provides direction, guidance, and feedback so that motivation can be realized into professional work behavior in accordance with standards.

Research Findings

Simultaneously, the study has been proven to be significant so that the use of A Theory of Human Motivation can be developed with the support of the Supervision theory according to Bass & Avolio (1985) so that Supervision is able to strengthen IPCLN performance. Supervision as a moderator strengthens the influence of training and motivation on IPCLN performance, and supervision also dominates its influence in improving IPCLN performance.

The results of this study found that there is a simultaneous influence of training, work motivation, and supervision on IPCLN performance at Dharmais Cancer Hospital. Training has a positive effect on IPCLN performance, motivation has a positive effect on IPCLN performance, and supervision has a significant positive relationship with IPCLN performance at Dharmais Cancer Hospital. In addition, supervision strengthens the influence of training and motivation on IPCLN performance. The supervision variable has the most significant influence on IPCLN performance.

5. CONCLUSION AND RECOMMENDATIONS

Conclusion

Training, work motivation, and supervision simultaneously have a significant effect on the performance of IPCLN at Dharmais Cancer Hospital. These three variables together form an important basis for improving IPCLN performance, which is at the forefront of the

implementation of the Infection Prevention and Control (IPC) program. These results indicate that strengthening all three simultaneously can create a work ecosystem that supports the achievement of patient safety standards and better service quality.

Training has a positive and significant effect on IPCLN performance at Dharmais Cancer Hospital.

The training programs conducted, such as In- House Training (IHT) by the PPI Committee, have contributed to improving understanding of procedures, surveillance skills, and awareness of nosocomial infections. The training has proven to help IPCLN in carrying out its functions professionally and in accordance with the standard operating procedures set out in the national PPI guidelines.

Work motivation also significantly influences the performance of IPCLN at Dharmais Cancer Hospital.

IPCLNs with high motivation feel valued, receive support from their work environment, have clarity regarding organizational goals, and demonstrate higher performance. This forms an important foundation for improving discipline and commitment to the implementation of PPI tasks in each service unit.

Supervision has a significant direct influence on the performance of IPCLN at Dharmais Cancer Hospital.

The implementation of supervision by IPCN and the PPI Committee has been proven to contribute to compliance and accuracy in reporting infection incidents. At Dharmais Cancer Hospital, the existence of active and functional supervision plays an important role in ensuring the implementation of the PPI program in accordance with standards.

Supervision has been proven to moderate the influence of training on IPCLN performance at Dharmais Cancer Hospital.

Training results will be more meaningful if supported by active supervision. At Dharmais Cancer Hospital, supervision helps ensure that the material and skills acquired from training are actually applied in daily work practices.

Supervision also moderates the effect of work motivation on IPCLN performance at Dharmais Cancer Hospital.

Although IPCLN has high work motivation, this motivation is not strong enough to produce optimal performance without guidance and direction from supervision. At Dharmais Cancer Hospital, supportive supervision helps direct the work enthusiasm of IPCLN in line with the objectives of the PPI program.

Recommendations

Recommendations for Dharmais Cancer Hospital

For the management of Dharmais Cancer Hospital, it is necessary to focus on the evaluation and assessment dimensions of the training and clarity of objectives variables. Improvements in training can be made by refining the evaluation and follow-up systems so that IPCLN competencies can be measured more accurately and strengthened through advanced development programs.mIn the motivation variable, communication and guidance need to be strengthened. For motivation, management needs to provide clearer direction regarding work objectives and individual roles in the team, so that IPCLN has concrete guidelines for achieving targets. In the supervision variable, it is important to increase supervision of the implementation of tasks in the IPCLN performance variable. In supervision, improving the quality of guidance, communication, and *feedback* systematically will help ensure that task implementation is consistent and effective.

Meanwhile, for IPCLN performance, management needs to strengthen oversight mechanisms, monitoring, and clear operational standards so that the quality of work *output* is maintained. Strategic support also needs to be directed at boosting IPCLN motivation, for example through an achievement-based reward system, structured career paths, and integrated interpersonal communication training, so that the entire process from training to performance implementation can run optimally.

Recommendations for IPCLN personnel

IPCLN is expected to actively improve interpersonal communication skills and team involvement, which are the lowest dimensions of motivation and supervision. In addition, IPCLN needs to make optimal use of training, particularly in the aspects of evaluation and follow-up, not only as an obligation, but also as a means to deepen competence, improve self-reflection skills, and strengthen internal motivation through awareness of their important role in cancer patient care.

Recommendations for future researchers

Future research is recommended to use a quantitative approach by expanding the variables and indicators that are more specific to the lowest dimensions of this study's results. For the training variable, the focus can be directed at the evaluation and assessment dimensions to measure the effectiveness of the program objectively. For the motivation variable, the dimension of clarity of purpose needs to be further tested to determine its influence on performance achievement. In the supervision variable, the dimensions of communication and guidance can be analyzed quantitatively to see their role in supporting task implementation.

Meanwhile, in the IPCLN performance variable, the task implementation supervision dimension needs to be explored further to obtain a more comprehensive picture of the factors that influence the success of IPCLN in maintaining service quality. Thus, future quantitative research can provide more measurable results and strengthen empirical findings related to IPCLN performance improvement

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