

Analysis Of Factors Affecting Nurse Performance At *Moh Ridwan Meuraksa Hospital, Jakarta*

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Abstract

Nurse performance plays a crucial role in improving hospital service quality. Level II Hospital *Moh Ridwan Meuraksa* faces challenges in ensuring optimal nurse performance, including aspects of leadership, job satisfaction, organizational commitment, and recognition and rewards. This study aims to analyze the influence of transformational leadership style, job satisfaction, organizational commitment, and recognition and rewards on nurse performance at the hospital. The method used is a quantitative approach with a cross-sectional design. Data were collected through a questionnaire completed by 180 respondents and analyzed using chi-square tests and multiple logistic regression. The results showed that job satisfaction ($p = 0.000$, OR = 5.57) and recognition ($p = 0.000$, OR = 6.00) had a significant relationship with nursing performance. Meanwhile, leadership style ($p = 0.006$, OR = 2.67) and organizational commitment ($p = 0.000$, OR = 4.76) were also significantly related but were not included in the final model. In the multivariate analysis, rewards (OR = 7.270) and job satisfaction (OR = 6.78) were found to be significant, with rewards as the dominant factor. The Hosmer and Lemeshow test indicated good model fit ($p = 0.702$). In conclusion, nurse performance is significantly influenced by rewards and job satisfaction. Therefore, hospitals are advised to optimize performance-based reward systems and improve job satisfaction to enhance the quality of healthcare services.

Keywords: Nurse performance, leadership, job satisfaction, organizational commitment, rewards and recognition. **Keywords:** Radiology Services, Chest X-Ray, Outpatient, Hospital

Abstrak

Kinerja perawat memiliki peran penting dalam peningkatan kualitas pelayanan rumah sakit. RS Tingkat II *Moh Ridwan Meuraksa* menghadapi tantangan dalam memastikan kinerja perawat yang optimal, termasuk aspek kepemimpinan, kepuasan kerja, komitmen organisasi, serta penghargaan dan pengakuan. Penelitian ini bertujuan untuk menganalisis pengaruh gaya kepemimpinan transformasional, kepuasan kerja, komitmen organisasi, serta penghargaan dan pengakuan terhadap kinerja perawat di rumah sakit tersebut. Metode yang digunakan adalah pendekatan kuantitatif dengan desain *cross-sectional*. Data dikumpulkan melalui kuesioner yang diisi oleh 180 responden, dan dianalisis menggunakan uji chi-square serta regresi logistik berganda. Hasil penelitian menunjukkan bahwa kepuasan kerja ($p = 0,000$, OR = 5,57) dan penghargaan ($p = 0,000$, OR = 6,00) memiliki hubungan signifikan dengan kinerja perawat. Sedangkan gaya kepemimpinan ($p = 0,006$, OR = 2,67) dan komitmen organisasi ($p = 0,000$, OR = 4,76) juga berhubungan signifikan namun tidak dimasukkan dalam model akhir. Dalam analisis multivariat, penghargaan (OR = 7,270) dan kepuasan kerja (OR = 6,78) terbukti signifikan, dengan penghargaan sebagai faktor dominan. Uji Hosmer dan Lemeshow menunjukkan kecocokan model yang baik ($p = 0,702$). Kesimpulannya, kinerja perawat dipengaruhi secara signifikan oleh penghargaan dan kepuasan kerja. Oleh karena itu, rumah sakit disarankan untuk mengoptimalkan sistem penghargaan berbasis kinerja dan meningkatkan kepuasan kerja guna meningkatkan kualitas pelayanan kesehatan

Kata Kunci: Kinerja perawat, kepemimpinan, kepuasan kerja, komitmen organisasi, penghargaan dan pengakuan. **Kata kunci:** Pelayanan Radiologi, Rontgen Dada, Rawat Jalan, Rumah Sakit

INTRODUCTION

Hospitals are institutions that play a vital role in the healthcare system. The success of hospitals in providing optimal services is greatly influenced by the performance of healthcare workers, particularly nurses. Nurses are at the forefront of patient care, so their performance significantly contributes to patient satisfaction and the quality of hospital services.

At *Moh Ridwan Meuraksa* Level II Hospital, several challenges related to nurse performance have been identified, including suboptimal leadership style, low job satisfaction due to high workloads, insufficient organizational commitment, and an ineffective reward system. Based on an internal survey, many nurses feel undervalued and lack clear career development opportunities, which impacts their performance.

This study aims to analyze the factors that influence nurse performance at *Moh Ridwan Meuraksa* Level II Hospital. The main focus of this study is to identify the influence of leadership style, job satisfaction, organizational commitment, and rewards and recognition on nurse performance. The results of this study are expected to provide recommendations for the hospital to improve nurse performance in order to support the improvement of healthcare quality.

METHOD

This study used a quantitative approach with a cross-sectional design. The study population consisted of all nurses at *Moh Ridwan Meuraksa* Level II Hospital, with a sample of 180 respondent selected using purposive sampling. Data were collected using a questionnaire that had been tested for validity and reliability.

Data analysis was conducted using the chi-square test to examine the relationship between variables, followed by multiple logistic regression to determine the dominant factors influencing nurse performance.

RESULTS

Univariate analysis

The results of the univariate frequency distribution analysis showed that out of 180 nurses at *Moh Ridwan Meuraksa* Level II Hospital:

Leadership style: 105 (58.3%) rated leadership as meeting standards, while 75 (41.7%) rated it as not meeting standards.

Job satisfaction: 110 (61.1%) had high job satisfaction, while 70 (38.9%) had low job satisfaction.

Organizational commitment: 98 (54.4%) had high commitment to the organization, while 82 (45.6%) had low commitment.

Recognition and appreciation: 112 (62.2%) feel they receive adequate recognition, while 68 (37.8%) feel they are not sufficiently recognized.

Nurse performance: 115 (63.9%) have good performance, while 65 (36.1%) have poor performance.

Bivariate Analysis

Relationship between Leadership Style and Performance at *Moh Ridwan Meuraksa* Type II Hospital in 2024

The Chi-Square test shows a significant relationship between leadership style and performance ($p = 0.006$; $p < 0.05$). OR = 2.67 (95% CI 1.30–5.48) indicates that nurses with poor leadership styles are 2.67 times more likely to have poor performance compared to those with good leadership styles.

Relationship between Job Satisfaction and Performance at RS TK II *Moh Ridwan Meuraksa* in 2024

The Chi-Square test showed a significant relationship between job satisfaction and performance ($p = 0.000$; $p < 0.05$). OR = 5.57 (95% CI 2.55–12.13) indicates that nurses with

poor job satisfaction are 5.57 times more likely to have poor performance compared to those with good job satisfaction.

Relationship between Organizational Commitment and Performance at *Moh Ridwan Meuraksa* Type II Hospital in 2024

The Chi-Square test revealed a significant relationship between organizational commitment and performance ($p = 0.000$; $p < 0.05$). $OR = 4.76$ (95% CI 2.26–10.00) indicates that nurses with poor organizational commitment are 4.76 times more likely to have poor performance compared to those with good organizational commitment.

The Relationship between Recognition and Appreciation and Performance at *Moh Ridwan Meuraksa* Type II Hospital in 2024

The Chi-Square test showed a significant relationship between recognition and performance ($p = 0.000$; $p < 0.05$). $OR = 6.00$ (95% CI 2.80–12.86) indicates that nurses with poor recognition are 6.00 times more likely to have poor performance compared to those with good recognition.

Multivariate Analysis

Multivariate analysis shows that Rewards and Job Satisfaction have a significant effect on nurse performance ($p < 0.05$). Rewards are the most dominant factor with an $OR = 7.3$, while Job Satisfaction has an $OR = 6.8$.

The Cox & Snell R^2 value = 0.221 and Nagelkerke $R^2 = 0.338$ indicate that these two variables explain 22.1%–33.8% of the variation in nurse performance, while other factors still play a role.

The Hosmer and Lemeshow test ($\chi^2 = 1.083$, $p = 0.582$) shows that the model has good fit and can be used to predict nurse performance.

RESULT AND DISCUSSION

The Influence of Leadership Style on Nurse Performance at *Moh Ridwan Meuraksa* Type II Hospital in 2025

The Chi-Square test showed a significant relationship between leadership style and nurse performance ($p = 0.006$; $OR = 2.67$, 95% CI: 1.30–5.48). However, multivariate analysis showed that the effect was not significant ($p = 0.196$), indicating that other factors, such as rewards and job satisfaction, were more dominant in influencing performance.

Most respondents (65.6%) rated leadership style as good, but 34.4% still felt that leadership was suboptimal. These findings align with the Path-Goal Theory (House, 2018), LMX Theory (Graen & Uhl-Bien, 2020), and Transformational Leadership Theory (Bass & Riggio, 2021), which emphasize the importance of leadership in enhancing staff motivation and performance.

This study is consistent with previous research. Park et al. (2022) found that transformational leadership improves nurse performance by up to 30% through enhanced motivation and communication. Kim et al. (2021) demonstrated that leaders who encourage openness and collaboration can reduce workplace conflicts by up to 25%. Lee and Kim (2023) confirmed that leaders who provide recognition and support enhance staff trust, contributing to improved performance. Goh et al. (2020) reported that poor leadership styles increase the risk of operational errors and lower staff morale, while Han et al. (2021) concluded that supportive leadership increases job satisfaction, which positively impacts nursing performance.

The researchers' assumption is that leadership style will have an optimal effect on performance when combined with other factors, such as rewards and job satisfaction. Improving leadership style without improving other variables may not be sufficient to significantly improve nurse performance. Therefore, a holistic approach to hospital management is needed, with good leadership supported by a fair reward system and strategies to improve job satisfaction.

The Effect of Job Satisfaction on Nurse Performance at *Moh Ridwan Meuraksa* Type II Hospital in 2025

The Chi-Square test revealed a significant association between job satisfaction and nurse performance ($p = 0.000$; OR = 5.57, 95% CI: 2.55–12.13), where nurses with lower job satisfaction were 5.57 times more likely to have poorer performance compared to those with higher job satisfaction. Multivariate analysis confirmed that job satisfaction remained significant ($p = 0.000$; OR = 6.78), making it one of the primary factors influencing nursing performance.

The majority of nurses (58.9%) reported being satisfied with their work, while 41.1% reported being dissatisfied. These findings suggest that low job satisfaction can have implications for motivation, loyalty, and work-related stress levels. These results align with the Self-Determination Theory (Deci & Ryan, 2020), JD-R Model (Bakker & Demerouti, 2021), Employee Engagement (Schaufeli & Bakker, 2022), Psychological Safety (Edmondson, 2023), and Modern Work Motivation (Gagné & Deci, 2021), which emphasize the importance of psychological factors and the work environment in enhancing satisfaction and performance.

Previous studies support these findings. Park et al. (2022) found that nurses with high job satisfaction were more efficient and had better patient engagement ($p = 0.002$). Kim et al. (2021) demonstrated that low job satisfaction increased stress and burnout among healthcare workers ($p = 0.004$). Lee & Kim (2023) reported that high job satisfaction increases commitment and contribution to healthcare quality ($p = 0.001$). Johnson et al. (2020) found that high job satisfaction increases healthcare worker retention and reduces turnover ($p = 0.003$).

The researcher's assumption is that job satisfaction can be improved through strategies such as improving welfare, creating a conducive work environment, and providing career development opportunities.

The Influence of Organizational Commitment on Nurse Performance at *Moh Ridwan Meuraksa Type II Hospital* in 2025

The results of the Chi-Square test indicate a significant relationship between organizational commitment and nurse performance (p -value =

0.000). The Odds Ratio (OR) value of 4.76 (95% CI: 2.26–10.00) indicates that nurses with poor organizational commitment are 4.76 times more likely to have poor performance compared to nurses with good organizational commitment.

However, in the multivariate analysis, organizational commitment no longer showed a significant influence on nursing performance (p -value = 0.648). This indicates that its influence is not dominant when other variables, such as job satisfaction and rewards, are also considered.

Univariate analysis shows that the majority of nurses have good organizational commitment (70.0%), while the remaining 30.0% have poor commitment. This indicates that while most nurses are loyal to the organization, there is still a group that is less committed, which may impact their motivation and work productivity.

These findings align with Meyer and Allen's (2020) Organizational Commitment theory, which states that affective commitment contributes more to performance than normative or continuance commitment. Previous studies also support these results, such as the study by Kim et al. (2021), which found a positive relationship between organizational commitment and service quality (p -value = 0.002), and the study by Park and Lee (2022), which showed that good organizational commitment can increase job satisfaction and reduce the intention to leave the job (p -value = 0.001).

Researchers assume that high organizational commitment can increase nurses' loyalty and motivation, but its effectiveness depends on other factors such as the work environment and good leadership.

The Effect of Appreciation and Recognition on Nurse Performance

The Chi-Square test results indicate a significant relationship between appreciation and nurse performance (p -value = 0.000). The Odds Ratio (OR) value of 6.00 (95% CI: 2.80–12.86) indicates that nurses who feel undervalued are 6.00 times more likely to have poorer performance

compared to nurses who receive adequate recognition.

In the multivariate analysis, recognition remained a significant variable (p -value = 0.000) with an $Exp(B)$ value of 7.270 (95% CI: 3.119–16.944), making it the most dominant factor influencing nurse performance compared to other variables.

Univariate analysis showed that most nurses rated the recognition they received as good (65.0%), while 35.0% felt undervalued. This indicates that while the majority of nurses feel valued, one-third still do not receive adequate recognition, which may impact their motivation and work productivity.

This finding aligns with Adams' (2020) Equity Theory, which states that individuals are more motivated when they feel they receive fair recognition. Previous studies also support these results, such as Lee et al.'s (2021) research showing that fair recognition can increase job satisfaction and loyalty (p -value = 0.003) and Choi and Park's (2022) study stating that a performance-based recognition system increases productivity by up to 25% (p -value = 0.002).

Researchers assume that consistent rewards will increase nurses' satisfaction and loyalty, positively impacting their performance. In addition to financial compensation, non-material recognition such as appreciation from superiors and colleagues also plays a role in increasing nurses' intrinsic motivation.

RECOMMENDATIONS

For Moh Ridwan Meuraksa Type II Hospital

1. Rewards (Dominant Factor):

- 1) Implement a performance-based reward system, both financial (incentives, bonuses) and non-financial (monthly awards, verbal appreciation).
- 2) Ensure that rewards are transparent and objective to avoid unfairness.

3) Provide rewards and punishments for units with the best performance.

4) Offer training and certification opportunities for high-performing nurses.

2. Job Satisfaction:

1) Improve nurses' well-being with fair shift schedules and supportive facilities.

2) Establish an active complaint channel to voice concerns without fear.

3) Create a supportive work environment and involve nurses in decision-making.

3. Organizational Commitment:

1) Provide career development programs and internal promotions.

2) Conduct team-building activities to strengthen loyalty.

3) Implement a mentoring system between senior and junior nurses.

4. Leadership Style

1) Practice participatory leadership with open communication.

2) Provide clear guidance, positive feedback, and emotional support to nurses.

For Future Researchers

Future research is recommended to include variables such as workload, stress, and organizational culture, and to employ qualitative or mixed methods approaches to gain a deeper understanding of the factors influencing nurses' performance. Additionally, data analysis could be enhanced using more complex methods such as Structural Equation Modeling (SEM) or mediation/moderation analysis. Research could also examine the relationship between nurses' performance and patient care quality to strengthen empirical evidence.

For Universitas Respati Indonesia

The university is expected to increase its support for student research by expanding access to literature, providing a database of international journals, and conducting information literacy training. In addition, research collaboration with hospitals and the establishment of academic discussion forums can assist students in developing their research.

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