

Determinants Related to the Performance of Inpatient Nurses at Permata Cibubur Hospital

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Abstract

In improving the quality of hospital health services, one important role is to focus on the quality of human resources, namely nursing services. The contribution of nursing services is assessed in the performance of nurses. There are several factors that can affect worker performance, such as motivation, work environment and the ability of the worker. This research aims to determine the determinant factors that are related to the performance of inpatient nurses at Permata Cibubur Hospital. Research Method: This research uses a quantitative with a cross-sectional design. The analysis in this study was used to determine the effect of each variable on the performance of inpatient nurses at Permata Cibubur Hospital. The number of samples needed in this study is 58 samples. Data analysis in this study uses logistic regression analysis Research Results: The results of the analysis show that nurses with good abilities have a tendency for good performance of 4.922 times higher than nurses with poor performance after being controlled by motivation and work environment variables. Then nurses with good motivation have a tendency for good performance of 4.269 times higher than nurses with poor performance after being controlled by nurse abilities and nurse environment. The most dominant nurse ability factor is related to nurse performance because it has the highest risk. Ability and motivation have an influence on improving the performance of inpatient nurses. Inadequate levels of work ability have a higher risk of having a negative impact on work. Worker motivation needs to be improved to prevent a decline in nurse performance.

Keywords: Performance, Nurse, Hospital

Abstrak

Dalam meningkatkan kualitas layanan kesehatan rumah sakit, salah satu peran penting adalah fokus pada kualitas sumber daya manusia, yaitu layanan keperawatan. Kontribusi layanan keperawatan dinilai dalam kinerja perawat. Terdapat beberapa faktor yang dapat memengaruhi kinerja pekerja, seperti motivasi, lingkungan kerja, dan kemampuan pekerja. Penelitian ini bertujuan untuk mengetahui faktor-faktor penentu yang berhubungan dengan kinerja perawat rawat inap di Rumah Sakit Permata Cibubur. Metode Penelitian: Penelitian ini menggunakan pendekatan kuantitatif dengan desain potong lintang. Analisis dalam penelitian ini digunakan untuk mengetahui pengaruh setiap variabel terhadap kinerja perawat rawat inap di Rumah Sakit Permata Cibubur. Jumlah sampel yang dibutuhkan dalam penelitian ini adalah 58 sampel. Analisis data dalam penelitian ini menggunakan analisis regresi logistik. Hasil Penelitian: Hasil analisis menunjukkan bahwa perawat dengan kemampuan baik memiliki kecenderungan kinerja baik 4,922 kali lebih tinggi daripada perawat dengan kinerja buruk setelah dikendalikan oleh variabel motivasi dan lingkungan kerja. Selanjutnya, perawat dengan motivasi baik memiliki kecenderungan kinerja baik 4,269 kali lebih tinggi daripada perawat dengan kinerja buruk setelah dikendalikan oleh kemampuan perawat dan lingkungan perawat. Faktor kemampuan perawat yang paling dominan terkait dengan kinerja perawat karena memiliki risiko tertinggi. Kemampuan dan motivasi memengaruhi peningkatan kinerja perawat rawat inap. Tingkat kemampuan kerja yang tidak memadai memiliki risiko lebih tinggi yang berdampak negatif terhadap pekerjaan. Motivasi pekerja perlu ditingkatkan untuk mencegah penurunan kinerja perawat.

Kata Kunci: Kinerja, Perawat, Rumah Sakit

INTRODUCTION

A hospital is a health service institution that provides comprehensive healthcare services, including inpatient, outpatient, and emergency care. This is in accordance with Law No. 44 of 2009 on Hospitals, which states that a hospital is a healthcare institution providing complete individual health services. As an institution with the main function of delivering healthcare services to the public, hospitals are required to have a service range and quality that align with their capacity and competence in order to achieve optimal performance (Republic of Indonesia, 2009; Awases et al., 2013).

In an increasingly competitive healthcare service industry, hospitals strive to continuously improve the quality of their services. One of the most critical factors in enhancing healthcare service quality is the quality of human resources, which includes doctors, nurses, pharmacists, and other healthcare workers. Among these professionals, nurses play a strategic role, as nursing services are an integral part of the healthcare system and significantly influence the hospital's image and quality (Susanti, 2019).

Optimal nursing services require nurses with high competence and good performance. Nurse performance not only reflects the quality of nursing services but also contributes significantly to the overall quality system of the hospital (Murniyati & Tilaar, 2013). Therefore, improving nurse performance is an essential part of efforts to enhance hospital service quality.

According to the theory developed by James H. Donnelly and William G. Gibson, there are three main factors that influence individual performance within an organization: ability, motivation, and work environment. Ability reflects the extent to which an individual can complete assigned tasks. Previous studies have also shown that work motivation (Kasmir, 2016), work

environment, and employee ability (Wardani et al., 2020) are significant factors affecting performance.

Work ability is defined as the physical, mental, and functional capacity of an individual to perform their current job, considering job demands, available resources, and challenges faced (Gould et al., 2008). Work ability is a critical social factor as it directly affects the health and well-being of workers. Additionally, work ability is a key determinant of healthcare workers' quality of life (Milosevic et al., 2011; Mokarami et al., 2022).

Nurses with low levels of work ability are more prone to reduced performance and various occupational risks (Romero-Sánchez et al., 2022). A study conducted by Abebe et al. (2023) found that 59% of nurses in referral hospitals in the Regional State of Northwest Amhara, Ethiopia, had low levels of work ability, and this was found to be significantly associated with their performance levels.

Based on this background, this study aims to identify the determinants or factors related to the performance of inpatient nurses at Permata Cibubur Hospital in order to provide strategic input for improving the quality of nursing services in the hospital.

Motivation is the driving force that compels individuals to carry out their tasks and responsibilities to the fullest. It encourages employees to work diligently and with discipline by utilizing their full potential (Wicaksono, 2019). Work motivation among nurses remains one of the challenges in nursing services at hospitals. Every nurse must develop self-motivation, while hospitals must also actively foster and enhance nurse motivation to improve performance. The higher the work motivation, the better the individual's performance.

A study by Stringer (2011) states that motivation can lead to job satisfaction, which arises from human needs that create internal drives to fulfill those needs. An employee can

perform tasks and responsibilities optimally when driven by motivation, which encourages them to work with focus and discipline. If an employee has not yet reached optimal performance, then a motivating factor is needed to help them realize and utilize their full potential.

Work environment also significantly influences employee performance. Humans are capable of performing their tasks well and achieving optimal results when supported by a conducive and appropriate environment (Alfida & Widodo, 2022). According to research by Wardani et al. (2020), the work environment has a significant effect on nurse performance. A good, comfortable, and adequately equipped work environment plays an important role in achieving optimal staff performance (Amalia et al., 2023; Wardani et al., 2020).

Performance is a fundamental asset that every worker must possess. A decline in performance can negatively impact the quality of healthcare services in hospitals or other healthcare institutions. This may result in suboptimal and unsatisfactory services, ultimately affecting patient satisfaction. Therefore, in order to improve nurses' performance, it is necessary to analyze the factors that influence it, while considering the specific needs of the nursing staff (Alfida & Widodo, 2022; Saragih, 2023).

Considering the aforementioned issues, the author finds it necessary to conduct a study to gain a deeper understanding of the determinants associated with the performance of inpatient nurses at Permata Cibubur Hospital. Based on preliminary studies conducted at Permata Cibubur Hospital, it was found that there was an increase in the number of inpatients in 2024, with a 59% rise compared to data from 2023. The total number of inpatient nurses is 67.

However, inpatient nurses at Permata Cibubur Hospital still face several challenges related to improving their performance, such

as limited communication skills with patients and colleagues, lack of teamwork abilities, insufficient clinical skills, and inadequate knowledge of patients' illnesses. Based on the challenges described above, these issues are deemed important in achieving optimal nurse performance. Therefore, it is essential to evaluate the needs and factors that can enhance nurses' self-development and improve their work performance.

RESEARCH METHOD

This study used a **cross-sectional approach**, in which each subject was observed only once, measured based on their condition at the time of observation. The study aims to identify determinants related to inpatient nurses as **independent variables** and nurse performance as the **dependent variable**. A questionnaire was used as the primary data collection tool. Data on ability, motivation, work environment, and the performance of inpatient nurses were collected.

The population in this study consisted of all inpatient nurses at **Permata Cibubur Hospital**, totaling **67 nurses**. The sample was determined using the **Slovin formula**, resulting in a total sample size of **58 respondents**. The sampling technique applied was **purposive sampling**, where samples were selected based on inclusion criteria in accordance with the research objectives until the required sample size was reached.

The analysis methods used in this study included **univariate, bivariate, and multivariate analysis**. Univariate analysis was performed for each variable to explain and describe the characteristics of the research variables, using frequency distribution tests. Bivariate analysis was conducted to identify the relationship between independent determinant variables (ability, motivation, and environment) and the dependent variable (nurse performance) using the **chi-square test**. Subsequently, **multivariate analysis** was performed using **multiple logistic regression**, aimed at identifying the most dominant factor influencing the dependent variable

RESULTS AND DISCUSSION

Table 1. Overview of Respondents' Characteristics

Variable	Total	Percentage
Age		
• <30 yo	29	48,33
• 30-39 yo	19	31,67
• 40-49 yo	12	20,00
Sex		
• Male	2	3,33
• Female	58	96,67
Education		
• D3	30	50,00
• D4/S1	5	8,33
• Profession	25	41,67
Length of work		
• ≤ 1 year	13	21,67
• 2-5 ys	22	36,67
• 6-10 ys	15	25,00
• > 10 ys	10	16,67
Marital Status		
• Un-Married	18	30,00
• Married	42	70,00

RESULTS OF ANALYSIS

The analysis revealed that the highest number of respondents were aged **under 30 years**, accounting for **48.33%**. The majority of respondents were **female**, comprising **96.67%**. In terms of education level, **Diploma 3 (D3)** was the most common at **50%**, followed by **professional nursing education** at **41.67%**, and the lowest was **Bachelor's degree (D4/S1)** at **8.33%**. The majority of respondents had **2–5 years of work experience** (36.67%), while those with more than 10 years of experience were the fewest (16.67%). Regarding marital status, **70% were married**, while **30% were unmarried**.

Table 2. Bivariate Analysis of Determinants Related to the Performance of Inpatient Nurses at Permata Cibubur Hospital

Variable	Nurse performance						OR (95% CI)	<i>P value</i>
	Not good		Good		Total			
	n	%	n	%	n	%		
Skill capability								
• Less ability	18	66,7	9	33,3	27	100,0	1	
• Ability	12	36,4	21	63,6	33	100,0	3,50 (1,20-10,20)	0,038
Motivation								
• Less motivated	21	70,0	9	30,0	30	100,0	1	
• Motivated	9	30,0	21	70,0	30	100,0	5,44 (1,80-16,43)	0,005
Environment								
• Not good	18	60,0	12	40,0	30	100,0	1	

● Good	12	40,0	18	60,0	30	100,0	2,25 (0,80-6,32)	0,197
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Based on the table above, it can be seen that nurses with **higher capability** had better performance compared to those with lower capability (63.6% vs. 33.3%). The statistical test results showed a **significant association** (p value < 0.05), indicating a relationship between nurses' capabilities and their performance. Additionally, the **odds ratio (OR)** was **3.5**, meaning that capable nurses are **3.5 times more likely** to have good performance compared to nurses with lower capabilities, with a **95% confidence interval (CI)** ranging from **1.20 to 10.20**.

Furthermore, **motivated nurses** performed better than less motivated ones (70% vs. 30%). The statistical test also showed a **significant result** (p value < 0.05), indicating a relationship between nurses' motivation and their performance. The **OR value** was **5.44**, indicating that motivated nurses are **5.44 times more likely** to have good performance than less motivated nurses, with a **95% CI** of **1.80 to 16.43**.

However, nurses who worked in a **supportive environment** had a lower percentage of good performance compared to those in a less supportive environment (40% vs. 60%). The statistical test result was **not significant** (p value > 0.05), indicating **no association** between the work environment and nurse performance.

Table 3. Multivariate Analysis of Determinants Related to Inpatient Nurses' Performance at Permata Cibubur Hospital

Variable	p-value	AOR	95% CI	
			Lower	Upper
Capability				
Less	0,020*	1,000	1,285	18,853
Ability		4,922		
Motivation				
Less motivated	0,016	1,000	1,311	13,899
Motivated		4,269		
Environment				
Not good	0,087	1,000	0,845	12,160
Good		3,205		

Based on multivariate analysis using logistic regression modeling, it was found that the variables significantly associated with nurse performance were **nurse competence** and **work motivation**.

The analysis showed that nurse competence had an **adjusted odds ratio (aOR)** of **4.922** (95% CI: 1.285–18.853), which means that nurses with good competence are **4.922 times more likely to have good performance** compared to those with lower competence, after controlling for motivation and work environment variables.

Furthermore, **work motivation** had an **aOR of 4.269** (95% CI: 1.311–13.899), indicating that nurses with high motivation are **4.269 times more likely to demonstrate good performance** compared to less motivated nurses, after controlling for competence and work environment.

Among the factors analyzed, **nurse competence was the most dominant factor associated with nurse performance**, as it had the highest level of risk.

Respondents' Demographic Profile and Its Relation to Inpatient Nurses' Performance at Permata Cibubur Hospital

Based on the study results, the largest proportion of respondents were aged under 30 years, comprising **48.33%**. According to Yana's research, age is closely associated with various organizational life aspects. It correlates with an individual's level of maturity, particularly technical maturity, which refers to the skills involved in task execution. It is generally accepted that the longer a person works, the greater their technical maturity becomes (Zahara et al., 2011).

The majority of respondents were **female (96.67%)**. Asmad explains that compared to males, females tend to be more intuitive by nature, which aligns well with nursing roles that rely heavily on caregiving instincts.

Regarding educational background, **50% held a Diploma (D3), 41.67% had professional nursing qualifications (profesi)**, and the smallest group held a **Bachelor's degree (D4/S1) at 8.33%**. Variations in educational attainment can impact nursing care delivery. Higher nursing education is expected to yield professionals capable of enhancing the quality of care and contributing to the advancement of the nursing profession.

Most respondents had worked between **2 and 5 years (36.67%)**, while the smallest percentage had over **10 years of experience (16.67%)**. Robbins and Judge suggest that while prior work experience is often linked to improved productivity, length of service alone does not necessarily guarantee higher performance compared to those with fewer years of experience.

Regarding marital status, **70% were married**, while **30% were unmarried**. This finding is consistent with Soeroso's research, which showed that marital status significantly influences performance, exhibiting a negative correlation ($p\text{-value} = 0.03$). Thus, marital

status is statistically related to nurse performance.

Ability (Univariate and Bivariate Analysis)

Based on the study results, the largest proportion of respondents possessed adequate ability, accounting for **55%**. The ability of nurses enables them to complete their tasks effectively. Good ability among nurses determines the quality of nursing care provided to patients. However, the study revealed that nurses rarely fulfill patients' spiritual needs in their performance. This is evidenced by **15 respondents (25%)** who reported rarely exploring clients' data related to spiritual aspects.

In this regard, the hospital can start planning spiritual guidance programs tailored to patients' beliefs, especially for those in intensive care or long-term care, to encourage patients' enthusiasm during the healing process. One possible approach is to develop a Standard Operating Procedure (SOP) concerning spiritual care, mandating spiritual guidance particularly for patients in intensive care and long-term inpatient care. The hospital could also collaborate with nearby places of worship to provide spiritual services for patients in need.

Spiritual aspects aim to help patients minimize suffering on a spiritual level by providing meaning and purpose in life, fostering faith, self-actualization, peace, the ability to love and be loved, and making sense of the pain they experience (Batstone et al., 2020). Nurses' ability to meet patients' spiritual needs enables the provision of appropriate religious or spiritual care, thereby helping patients believe they can achieve better physical, mental, social, and spiritual health and comfort (Hu et al., 2019).

The study also highlighted that inadequate work ability carries a higher risk of negative impacts in the workplace. Work ability is a significant social issue affecting individual health and well-being (Mehrdad et al., 2016). Abebe et al. (2023) explained that

suboptimal work ability increases the risk of premature death, early retirement, reduced income, fewer employment benefits, and causes workers to leave their jobs and professions earlier. Work ability is a key determinant of quality of life. Insufficient work ability will lower employees' quality of life (Abebe et al., 2023; Milosevic et al., 2011).

Motivation

Based on the study results, it was found that the proportion of nurses who were motivated and less motivated was equal, each accounting for 50%. Motivation creates good performance among inpatient nurses. High motivation fosters a positive attitude towards work and leads to more effective achievement of nursing care targets (Sumakul et al., 2020).

This aligns with research by Ariko & Sumarni, which states that motivation can drive nurses' behavior to provide more optimal healthcare services. Moreover, motivated nurses positively impact nursing service satisfaction (Ariko & Sumarni, 2021). Other studies also reveal that high motivation in nurses' performance can be stimulated by rewards, supportive and enjoyable working conditions, as well as a strong sense of responsibility, all of which encourage good performance (Hasanah & Maharani, 2022).

The study also found that 50% of respondents were less motivated. This may be because not all inpatient nurses have the same level of motivation toward their work performance in the hospital. This differs from a study conducted in a hospital in Medan, which showed that inpatient nurses' low motivation was due to the lack of recognition or appreciation from hospital management. The absence of incentives also contributes to nurses' motivation levels. Nurses who receive incentives tend to be more motivated in their performance, enabling them to take greater responsibility and maintain better work quality. This is supported by Wahyuni, who stated that motivation significantly contributes to nurses' performance in hospitals, thereby improving the optimization of nurses' work (Wahyuni, 2020).

Based on the statistical test results, there is a significant relationship between motivation and the performance of inpatient nurses at Permata Cibubur Hospital, with a p-value of 0.005 (<0.05). It was found that 70% of motivated nurses demonstrated good performance, while 30% of less motivated nurses showed lower performance. This achievement is considered good; however, to reduce the number of unmotivated nurses, collaboration between the nursing department and the Human Resource Department (HRD) is recommended to explore inpatient nurses' motivation towards their work more deeply. According to theory, motivation can be influenced by both external and internal factors. The Human Resource Department can conduct assessments related to workload, provide additional rewards based on nurse performance, offer clearer career development opportunities, and deliver compensation and incentives aligned with workload.

Research by Amalia et al. (2023) showed that work motivation significantly influences nurse performance, with a p-value of 0.004 (<0.05) (Amalia et al., 2023). This finding aligns with Yuhasrizal's (2020) study, which stated that motivation affects the level of performance (Yuhasrizal, 2020). Apridani et al. (2021) also demonstrated a significant influence of motivation on performance (Apidani et al., 2021). Work motivation is a process that initiates actions due to physical and psychological deficiencies, or in other words, it is a drive to achieve certain goals. One of the strongest drivers encouraging nurses to work enthusiastically and improve performance is motivation (Oktavia et al., 2024).

Work Environment

Based on the research results, it was found that the proportion of nurses who perceived their work environment as good and not good was equal, at 50% each. This indicates that some nurses feel positively about their work environment, while others feel negatively. The work environment includes both physical and non-physical

factors, such as the behaviors experienced by nurses and the overall atmosphere at work, including camaraderie among colleagues, supportive coworkers, the condition of the workspace, and the facilities that support nurse performance. The condition of the workplace plays a crucial role in ensuring smooth work processes. A conducive work environment makes the workplace enjoyable for nurses to carry out their duties, which can reduce fatigue and positively impact their performance (Kohnen et al., 2024).

The study also found that some nurses perceived their work environment as less favorable. This discomfort was attributed to disturbances such as noise from medical equipment, poor room conditions, flooring, walls, and inadequate equipment. These findings align with the research by Amalia et al., which showed that a poor work environment can lead to decreased nurse performance (Amalia et al., 2023). A well-maintained and adequate work environment provides comfort for nurses, which positively influences their ability to perform their tasks effectively. Consistent with other studies, a comfortable work environment enhances employee performance and can motivate employees (Ahmad et al., 2019).

Statistical Analysis Results on Work Environment and Nurse Performance

Based on the statistical test results, there was no significant relationship between work environment and inpatient nurse performance at Permata Cibubur Hospital, with a p-value of 0.197 (>0.05). Nurses who perceived a good work environment with good performance accounted for 40%, while those who perceived a poor work environment accounted for 60%. This finding aligns with the study by Taufiqurrahman et al. (2015), which showed that the influence of the work environment on nurse performance had a p-value of 0.375, indicating no significant relationship. Nevertheless, the work environment still affects nurse performance as reflected in nurses' attitudes and feelings of affinity toward their work environment (Taufiqurrahman et al., 2015).

The work environment encompasses everything surrounding the workers that can influence their ability to perform tasks. It refers to all conditions around the workplace that can impact employees directly or indirectly (Taufiqurrahman et al., 2015).

In contrast, studies by Oktavia et al. (2024) and Amalia et al. (2023) reported a significant relationship between a conducive work environment and nurse performance in hospitals (Amalia et al., 2023; Oktavia et al., 2024). According to Musa Hubeis and Najib (2014), the organizational environment consists of internal and external factors that can influence an organization's progress in achieving its established goals (Hubeis & Najib, 2014). Additionally, Sedarmayanti and Rahadian (2018) define the work environment as the entirety of tools and equipment faced by workers, the surrounding environment in which the worker operates, their working methods, and their work arrangements, both individually and in groups (Sedarmayanti & Rahadian, 2018).

Multivariate Analysis

The overall analysis process including univariate, bivariate, and multivariate analyses resulted in a final model of determinants related to the performance of inpatient nurses at Permata Cibubur Hospital. The multivariate analysis revealed that the factors significantly associated with inpatient nurse performance were ability (p-value < 0.020 ; OR = 4.92) and motivation (p-value < 0.016 ; OR = 4.26). The determinant with the strongest association with inpatient nurse performance at Permata Cibubur Hospital was ability, as indicated by the smallest p-value (<0.05) and the highest odds ratio. Respondents with good ability were 4.92 times more likely to have good performance after controlling for motivation and work environment variables. Nurse ability was the most dominant factor related to performance because it had the highest risk.

The level of work ability of an employee is a key determinant of quality of life (von

Bonsdorff et al., 2011). Inadequate work ability damages employees' quality of life (Romero-Sánchez et al., 2022). Several studies have shown that healthcare services exhibit inadequate levels of nurse work ability (Akodu & Ashalejo, 2019; MG et al., 2021). In regions such as Africa, Egypt, and Nigeria, 14.1% and 29.2% of healthcare providers and nurses, respectively, were found to have inadequate work ability. Work ability is defined as the physical, mental, and functional capacity of workers in their current jobs, considering the opportunities, challenges, job demands, and available resources (Gould et al., 2008). Work ability maintains a balance between individual life and work life, thereby preserving employee health and well-being.

Conclusion and Recommendations

The study results show that the general characteristics of the respondents were predominantly under 30 years of age, female, mostly holding professional nursing qualifications, with a work experience of 2–5 years, and 70% were married. There is a significant relationship between ability and inpatient nurse performance. Motivation is also significantly associated with inpatient nurse performance. However, no significant relationship was found between the work environment and inpatient nurse performance. The findings indicate that ability is the most dominant factor influencing inpatient nurse performance.

Based on these conclusions, the abilities of inpatient nurses are already at a good level but should continue to be improved through soft skill and hard skill training, ongoing education, and enhancing teamwork. Efforts to improve nurse motivation should include recognition of their contributions, performance- or target-based incentives, and providing the greatest possible career development opportunities for nurses.

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