

# Analysis of Factors That Influence The Performance of Nurses In Mother and Child General Hospital And Mother and Child Private Hospital, Makassar City

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## ABSTRAK

Performance is interpreted as one of the benchmarks of organizational success, especially in public health services, so that through the focus on improving the quality of human resources it is expected that the quality of services will be increase. This study aims to understand the factors that affect the performance of nurses in Mother and Child General Hospital and Mother and Child Private Hospital, Makassar City. The study was quantitative study using cross-sectional design, samples were selected by saturated sampling because the whole population was relatively small at 90 samples. The results showed that individual characteristics variables influence the performance of nurses in the Government Hospital and Mother and Child Private Hospital inpatient care room ( $p = 0.002$ ;  $p = 0.025$ ). Likewise, the team variables influence the performance of nurses in the Government Hospital and Private Hospital inpatient care room ( $p = 0.010$ ;  $p = 0.011$ ). System variables influence the performance of nurses in the Government Hospital and Mother and Child Private Hospital inpatient care room ( $p = 0.043$ ;  $p = 0.065$ ). Likewise, situational variables influence the performance of nurses in the Government Hospital and Mother and Child Private Hospital inpatient care room ( $p = 0.010$ ;  $p = 0.060$ ). The dominant factor influencing the performance of nurses is the individual characteristic variable in Mother and Child General Hospital ( $p = 0.0131$ ;  $\text{Exp B} = 6,286$ ) and the team factor in the Mother and Child Private Hospital with ( $p = 0.0205$ ;  $\text{Exp B} = 4,345$ ). Therefore, it is expected that the hospital will periodically include nurses in activities to improve soft skills or hard skills so that the improvement of nurses' competencies and knowledge can continue to be improved.

## INTRODUCTION

Human resources for a company are one of the most important parts were actively able to encourage productivity, so that they can meet the goals of a company. However, it needs the best

management to be able to manage employees in a company, so that through a synergistic relationship between the company and employees the company's goals can be achieved. According to Hastuti et al (2012), important attention is



needed to the employee's performance patterns so that synergic relationships established.

Hospital as one of the referral service facilities that provide medical services to the community directly is also obliged to carry out the best management in improving quality such as repairing infrastructure and human resources, especially nurses who have the largest proportion around 75%. Kamal et al (2018) state, to achieve a hospital function actually, not enough just to provide medical services but the Hospital should be aware condition of the workforce absolutely, in this case is the performance of nurses.

The quality of health services in Indonesia today, especially hospitals are getting attention from the community, so that management constraints and their implementation need to be addressed or minimized immediately (Puspitasari et al., 2015). Performance is an issue of the world, so nurses and midwives were expected to be able to show their professional contribution in the real way to improve quality. According to Suharyoko (2016), if organizational performance is not optimal, then organizational goals will not be achieved. Silaban et al (2017) stated, one method in assessing nurse performance is reviewing standards of nursing care that describe the desired quality related to nursing services to clients.

American Nurse Association reported that preventive services were initially carried out by doctors, 60% -80% could actually be given to nurses with professional abilities and produced the same quality of service (Putri et al.,

2015). In 2014, the World Health Organization collaborated with the Indonesian Ministry of Health, on 1,000 nurses and midwives in 4 provinces found that no management system supported the realization of good clinical performance (Depkes RI., 2014).

A survey conducted by the Health Information Center on the quality of health services, information was obtained that out of 87,000 people interviewed in three regions, randomly selected Jakarta, Makassar and Bali Island, at least 67% of patients were not satisfied with health services, while only 23% who expressed satisfaction, the health services felt the lowest quality according to the survey were midwives and nurses (Putri et al., 2015).

Based on the monitoring of central Jakarta Health Information System officers, around 150,000 health workers there were 87,459 people who complained about the low incentives received from the Health Office where they working, even though every day they had been charged various jobs, even health workers sometimes completed work that was not their responsibility (Mudayana, 2010).

Various studies prove important indicators in assessing nurse performance such as, Hartati's (2005) study found that there was a significant relationship between employee performance and competence and work motivation. Widyatmini & Hakim (2011) said that leadership, compensation, and competency factors have a positive and significant effect on employee performance. Regarding employee performance Mandagi et al (2015) also proved that there was a correlation



between motivation, supervision, and appreciation with the performance of nurses in implementing nursing care. Then Prasetya (2017) shows that the knowledge, leadership, work environment, and compensation factors greatly affect nurse performance.

Along with the development and popping up of various hospitals in the city of Makassar, the competition between hospitals is getting tougher. In addition, the implementation of the National Social Security System requires Mother and Child General Hospital - Siti Fatimah, Mother and Child Private Hospital - Pertiwi, and Mother and Child Private Hospital - Sitti Khadijah to provide quality services at rates determined by the organizers of Social Security Organizations, so that the sustainability of Mother and Child General Hospital - Siti Fatimah services can be maintained both in terms of service quality and management human resources. Therefore, the indicator used by researchers in this study is the achievement of the application of standard nursing care.

The fact of this case shows that the performance of nurses Mother and Child General Hospital, and Mother and Child Private Hospital - Sitti Khadijah were related to the implementation of the optimal nursing care standard, Mother and Child General Hospital - Siti Fatimah (74.2%), Mother and Child Private Hospital - Pertiwi (73.6%), and Mother and Child Private Hospital - Sitti Khadijah (71.3%) with the ideal standard of PPNI in 2010 that is 81-100%. Based on the description of the background, the researcher intends to review what factors influence the performance of nurses

conducted by Mother and Child General Hospital and Mother and Child Private Hospital - Sitti Khadijah Makassar City.

## **METHOD**

### ***Research Design and Location***

The study was conducted at Mother and Child General Hospital (Siti Fatimah and Pertiwi) and Mother and Child Private Hospital (Siti Khadijah) Makassar City, that began with the distribution questionnaires to all nurses who met the criteria of respondents. This research was conducted in January 2019 using a cross-sectional design with quantitative studies.

### ***Population and Sample***

The population was a generalization area consisting of objects/ subjects that have certain quantities & characteristics determined by researchers to be studied and then drawn conclusions or all nurses working in Mother and Child General Hospital inpatient government and Private Hospital, as details : 20 nurses in Mother and Child General Hospital - Siti Fatimah, 35 nurses at Pertiwi, and 36 Mother and Child Private Hospital Nurses. However, based on study criteria the number of samples was 90 respondents.

### ***Data Collection***

Data collectors in this study are divided into 2 primary and secondary data collection, primary data obtained directly from respondents selected as samples with a list of questions that have been prepared based on 3 parts of the questionnaire. While secondary data as a complement to study data obtained at Mother and Child General Hospital (Siti Fatimah and Pertiwi) and Mother and



Child Private Hospital (Siti Khadijah)  
Makassar City.

#### **Data Analysis**

The data has been collected were processed using SPSS software. The analyzed by univariate, bivariate, and multivariate.

## **RESULTS**

The results of study based on Table 1 showed that, the majority of respondents in Mother and Child General Hospital and Mother and Child Private Hospital were in the age range of 31-35 years 37% and 41.7% respectively, with

**Table 1. Distribution of Respondents according to Characteristics**

Characteristic	Mother and Child General Hospital (Siti Fatimah & Pertiwi)		Mother and Child Private Hospital (Siti Khadijah)	
	n	%	n	%
<b>Age</b>				
20-25 year	1	1.9	2	5.6
26-30 year	18	33.3	18	50.0
31-35 year	20	37	15	41.7
36-40 year	14	25.9	1	2.8
41-45 year	1	1.9		
<b>Gender</b>				
Man	10	18.5	8	22.2
Woman	44	81.5	28	77.8
<b>Level of Education</b>				
Diploma	28	51.9	16	44.4
Bachelor Degree	21	38.9	19	52.8
Etc	5	9.3	1	2.8
<b>Years of Service</b>				
1-5	24	44.4	28	77.8
6-10	22	40.7	8	22.2
11-15	7	13.0		
16-20	1	1.9		
<b>Employment status</b>				
Civil Servant	17	31.5	7	19.4
Non – Civil Servant	37	68.5	29	80.6
<b>Training Ever Followed</b>				
Ever	36	66.7	28	77.8
Never	18	33.3	8	22.2

the majority of respondents were female, where the respondents in Mother & Child

General Hospital were 18.5% and 81.5% women, while in the Mother and Child



Private Hospital 22.2% male and 77.8% female. Regarding the level of education, the Mother and Child General Hospital respondents were mostly Diploma III Nursing graduates of 51.9%. Whereas in Mother and Child Private Hospital the highest private graduates were Nursing (Bachelor Degree) 52.8%. Regarding the working period of respondents both in Mother and Child General Hospital and Private Hospital generally worked in 1-5 years period, 44.4% & 77.8%

respectively, with the majority employment status being Non-civil servants 68.5% at Mother and Child General Hospital and Non Civil servants amounted to 80.6% in Mother and Child Private Hospital. As for the frequency of experience with training, respondents in Mother and Child General Hospital who had attended training amounted to 66.7%, while those in Mother and Child Private Hospital 77.8%.

**Table 2. Cross Tabulation Analysis between Independent Variables and Nurse Performance in Mother and Child General Hospital (Siti Fatimah & Pertiwi) and Mother and Child Private Hospital (Siti Khadijah)**

Variable	Performance of Nurse									
	Mother and Child General Hospital (Siti Fatimah & Pertiwi)					Mother and Child Private Hospital (Siti Khadijah)				
	Good	%	Excellent	%	Uji Statistik	Good	%	Excellent	%	Uji Statistik
<b>Characteristics of Individuals</b>										
Good	13	61.9	8	38.1	$X^2=10.758$ (p = 0.002)	17	89.5	2	10.5	$X^2=5.969$ (p =0.025)
Excellent	6	18.2	27	81.8		9	52.9	8	47.1	
<b>Team</b>										
Good	14	53.8	12	46.2	$X^2= 7.657$ (p = 0.010)	18	90	2	10	$X^2= 7.089$ (p =0.011)
Excellent	5	17.9	23	82.1		8	50	8	50	
<b>System</b>										
Good	12	52.2	11	47.8	$X^2= 5.070$ (p = 0.043)	15	88.2	2	11.8	$X^2= 4.117$ (p =0.065)
Excellent	7	22.6	24	77.4		11	57.9	8	42.1	
<b>Situational</b>										
Good	14	53.8	12	46.2	$X^2= 7.657$ (p = 0.010)	16	88.9	2	11.1	$X^2= 4.985$ (p =0.060)
Excellent	5	17.9	23	82.1		10	55.6	8	44.4	

Based on the analysis between independent variables and nurse performance, table.2 shows that respondents in Mother and Child General Hospital with good individual characteristic variables have good nurse performance 61.9% greater than the excellent performance of 38.1%. Respondents with excellent individual

characteristic variables had good nurse performance 18.2%, smaller than the excellent performance of 81.8%. Whereas Respondents in Mother and Child Private Hospital with good individual characteristic variables have good nurse performance of 89.5% greater than the excellent performance 10.5%. Very good individual



characteristic variables have good nurse performance of 52.9%, greater than the excellent performance 47.1%. The results of the statistical tests both Mother and Child General Hospital and in the Mother and Child Private Hospital obtained significant results between individual characteristic variables on nurse performance respectively,  $X^2 = 10.758$  with  $p\text{-value} = 0.002$  and chi-square  $X^2 = 5.969$  with  $p\text{-value} = 0.02$ .

There was significant relationship between team variables on the performance of nurses in Mother and Child General Hospital and in Hospital-Private, where Mother and Child General Hospital - Siti Fatimah obtained chi-square  $X^2 = 7.657$  with  $p\text{-value} = 0.010$  and in Mother and Child Private Hospital chi-square  $X^2 = 7.089$  with  $p\text{-value} = 0.011$ , with the description of respondents in Mother and Child General Hospital with good team variables has good nurse performance of 53.8% greater than the excellent performance of 46.2%. Respondents with excellent team variables have good nurse performance of 17.9%, smaller than the excellent performance of 82.1%. Respondents in Mother and Child Private Hospital with good team variables have good nurse performance of 90% greater than the excellent performance of 10%. In respondents with very good team variables having a good nurse performance of 50%, the same as very good performance that is 50%. (Table.2)

Mother and Child General Hospital with good system variables has good nurse performance of 52.2%, greater than the excellent performance of 47.8%. Respondents with excellent system

variables had good nurse performance of 22.6%, smaller than the excellent performance of 77.4%. While Respondents in the Mother and Child Private Hospital good system variables have good nurse performance of 88.2% greater than the excellent performance of 11.8%. The respondents with excellent system variables have good nurse performance of 57.9%, greater than the excellent performance of 42.1%. Based on the statistical test obtained a significant relationship, in Mother and Child General Hospital - Siti Fatimah obtained chi-square  $X^2 = 5.070$  with  $p\text{-value} = 0.043$ , and in the Mother and Child Private Hospital chi-square  $X^2 = 4.117$  with  $p\text{-value} = 0.045$ . (Table.2)

The result of cross tabulation between situational variables on nurse performance in Mother and Child General Hospital and Mother and Child Private Hospital also obtained a significant relationship namely Mother and Child General Hospital with chi-square  $X^2 = 7.657$  and  $p\text{-value} = 0.010$  and Mother and Child Private Hospital chi-square  $X^2 = 4.985$  with  $p\text{-value} = 0.060$ . Where respondents in Mother and Child General Hospital with good situational variables have good nurse performance of 53.8% greater than the excellent performance of 46.2%. In respondents with excellent situational variables having good nurse performance of 17.9%, smaller than the excellent performance of 82.1%. Whereas Respondents in Mother and Child Private Hospital with good situational variables have good nurse performance of 88.9% greater than the excellent performance of 11.1%. In respondents with very good individual



characteristic variables having good nurse performance of 55.6%, greater than the excellent performance of 44.4%. (Table.2)

The results of multivariate analysis in Table 3 can be seen that the most dominant independent variable that influences the performance of nurses is the individual characteristic variable in Mother and Child General Hospital with p-value 0.0131 with the value of Exp B = 6.286. This shows that individual characteristic variables influence 6,286

times greater on nurses' performance in carrying out nursing practice standards in Mother and Child General Hospital. Whereas the Mother and Child Private Hospital is a team factor with p-value 0,0205 and Exp B = 4,345, this indicates that the team variable has an influence 4,345 times greater on the performance of nurses in implementing the standards of nursing practice in the Mother and Child Private Hospital.

**Table 3. Regression Analysis in Mother and Child General Hospital (Siti Fatimah & Pertiwi) and Mother and Child Private Hospital (Siti Khadijah)**

Variabel	Mother and Child General Hospital (Siti Fatimah & Pertiwi)					Mother and Child Private Hospital (Siti Khadijah)				
	B	S.E.	Wald	Sig.	Exp (B)	B	S.E.	Wald	Sig.	Exp (B)
Characteristics of Individuals	<b>1.838</b>	<b>1.218</b>	<b>2.277</b>	<b>0.013</b>	<b>6.286</b>	19.845	40192.587	.000	1.000	415295 262.770
Team	.381	1.796	.045	.832	1.464	<b>1.469</b>	<b>1.158</b>	<b>1.610</b>	<b>0.020</b>	<b>4.345</b>
System	-.241	1.317	.034	.855	.786	-18.919	40193.5 10	.000	1.000	.000
Situational	.381	1.796	.045	.832	1.464	.000	56841.5 55	.000	1.000	1.000
Constant	-6.386	2.435	6.875	.009	.002	-9.469	3.783	6.264	.012	.000

**DISCUSSION**

Research showed that individual, team, system, and situational characteristics variables have significant relationship to nurses' performance in study area hospitals, but after multivariate analysis, the most dominant independent variable influencing nurse performance was individual characteristic variables in Mother and Child General Hospital while dominant team variables affect the performance of nurses at Mother and Child Private Hospital.

The dominance of individual characteristics of nurses in Mother and Child General Hospital was associated with various supporting factors, beside to the technical capabilities possessed, commitment nurses on the feeling proud to be part of the hospital, as well as recognition given makes nurse's commitment more dominant. On the psychological basis, humans need appreciation for every work they do in an



effort to reinforce the existence of its existence. In addition, the

recognition of nurses was manifestation of efforts to involve nurses in organizational operations, to meet recognition needs, the hospital does not have to always give awards in the form of material, but can be done by giving praise to nurses as a motivation.

According to Shahzadi et al (2014) employee motivation is considered as a power that is able to encourage employees to achieve organizational goals. Al-Hawary & Banat (2017) also found that statistically there was a significant influence between motivation (material and non-material) on nurse performance, especially in private hospitals in Jordan, Aduo-Adjei (2016) emphasized that motivation was the key to nurse's performance. A recent study by Morika (2019) found that there was a relationship between motivation and performance of nurses in implementing patient safety services.

Furthermore, the existence of feedback from the Mother and Child General Hospital on nurses' achievements made nurses' performance of higher than that of Mother and Child Private Hospital. The form of hospital feedback on nurses' achievements was the enactment of functional positions for nurses who were civil servants. The nurse's functional position was determined based on the position of the nurse, the last education and training that has been followed and the implementation of nursing tasks that have been carried out. Similar results were found by Kumajas et al (2014) in Datoe Binangkang General Hospital,

Bolaang Mongondow District, showed that individual characteristics had a significant relationship with nurse performance.

In contrast to Mother and Child Private Hospital, the most dominant variable influencing nurses' work processes in carrying out nursing practice standards was the team variable. This was connected because even though the technical capabilities of nurses strongly support the performance of nurses, but the communication and cooperation of nurses was an important supporting factor in completing tasks. Interaction in organizations requires coordination in various ways through communication so that individuals or groups within the organization become integrated parts to achieve one goal.

The weak communication of organizations will risk giving less performance than strong communication of organizations, the results of this study illustrate the importance of communication in organizations as a key to strengthen members, so that they were mutually dependent and provide the best service together. The nurses also provide optimal feedback and assess information conveyed by colleagues was able to motivate staff to participate in nursing services optimally.

According to Babiker et al (2014) with teamwork, safety and service to patients more effective, Leonard et al (2004) state that through effective communication and teamwork it will be very important to deliver quality and safe patient care. In addition, Zawawi et al (2017) stated that when team members believe that their tasks were important and





valuable, they will get more energy so they were motivated to exert more power and effort to achieve better team performance.

## **CONCLUSION AND SUGGESTION**

Reviewing the results of studies and direct observations during the study, researchers concluded Mother and Child General Hospital, need to improve quality in terms of system, team and situational whereas in Mother and Child Private Hospital need to improve quality in terms of individual, system and situational characteristics. Therefore, in order for nurses to improve and be more qualified, an evaluation of various operational standards was needed, improving service standards if it has been fulfilled as an effort to improve quality, and periodically involving nurses in training, seminars or workshops so as to increase competency and Nurse knowledge can continue to be improved.



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