Effect of Management Approach In Professional Nursing Practice Model and Nurse Job Satisfaction on Nurse Performance Inpatient Room x Hospital

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INDEXING

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ABSTRACT

The factor can be effect of nurse performance are management approach and nurse job satisfaction. In the x Hospital there are nurse have performance below of standard has been set, there are up to 15% of total nurse in patient room. The purpose of this study is to know the effect of management approach and nurse job satisfaction on nurse performance in patient room of x Hospital. Type this research is quantitative research with cross sectional approach. Population of this research is all of nurse in patient room, with the sample are 101 nurse in patient room x Hospital. Analysis data use linear regression analysis. Result of t test of management approach on nurse performance, obtained t value of 5.393 ($5.393 > 1.984$) and result t test of job satisfaction on nurse performance, obtained t value of 2.916 ($2.916 > 1.984$), it is main management approach and nurse job satisfaction have a significant effect on the nurse performance. While the F test result, obtained F value of 21.135 ($21.135 > 3.089$) with the P value (0.000), it is mean management approach and nurse job satisfaction have a significant joint effect on the nurse performance. Conclusion: the management approach and job satisfaction have a significant joint effect on the nurse performance in x Hospital.

Kata Kunci:

Rumah Sakit;
Pendekatan Manajemen;
Kepuasan Kerja;
Kinerja Perawat
Kuesioner;

Faktor yang dapat mempengaruhi kinerja adalah pendekatan manajemen dan kepuasan kerja perawat. Di RS x masih ada perawat yang memiliki kinerja dibawah standar yang telah ditetapkan, mencapai angka 15% dari total perawat pelaksanaan. Tujuan penelitian ini adalah untuk mengetahui pengaruh pendekatan manajemen dan kepuasan kerja perawat terhadap kinerja perawat di ruang rawat inap RS x. penelitian ini adalah penelitian kuantitatif dengan pendekatan cross sectional. Populasinya adalah seluruh perawat di ruang rawat inap dengan sampel 101 perawat. Analisis data menggunakan analisis regresi linier. Hasil uji t pendekatan manajemen diperoleh nilai t hitung sebesar 5.393 ($5.393 > 1.984$) dan kepuasan kerja diperoleh nilai t hitung sebesar 2.916 ($2.916 > 1.984$) yang artinya pendekatan manajemen dan kepuasan kerja secara parsial memiliki pengaruh yang signifikan terhadap kinerja perawat. Sedangkan hasil uji F diperoleh nilai F hitung 21.135 ($21.135 > 3.089$) dengan nilai p (0,000), yang artinya ada pengaruh secara bersama-sama yang signifikan pendekatan manajemen kepala ruang dan kepuasan kerja terhadap kinerja perawat. Kesimpulan, pendekatan manajemen dan kepuasan kerja secara bersama-sama memiliki pengaruh yang signifikan terhadap kinerja.

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INTRODUCTION

Nurses are professionals who are responsible for 24 hours each day to provide comprehensive and professional nursing care to patients. Nurses have a great contribution in improving hospital service quality, considering the quality of nursing service is often used as a benchmark of service quality that reflects the image of the hospital in the community.¹ To improve the quality of nursing service, hospitals need more attention to the factors that affect the performance of nurses, among others are management approach and job satisfaction. To reach the good nurse

performance needed management approach which is able to give nurse job satisfaction, with good management approach and fulfillment of job satisfaction hence expected nurse performance can be improved and will impact on improvement of hospital.¹

In this research, management approach process is including planning, organizing, directing, supervision and controlling which are one of cycle that is interconnected with each other.² The management approach applied by the head of the room has an effect on the nurse performance, this is in accordance with the Magdalene study which states

the factors affecting of lack nurse performance are include poor leadership and management approach, lack of formal performance appraisal systems, and poor working

Nurse performance is the spearhead in health services, good nurse performance reflects the quality of service provided to the patient. Another factor that affects the performance of nurses is nurse job satisfaction. Job satisfaction is a person's positive attitude towards his work which is demonstrated by discipline in work, loving jobs that impact on job performance. Nurse Job satisfaction is one of the factors that influence the improvement of nurse performance. This is supported by research conducted by Rohayati (2014) that job satisfaction influence in improving nurse's performance that is more satisfied a nurse in work hence the better performance owned by the nurse. This is supported also by research conducted by Nurrohmanawati which states that job satisfaction nurses have a significant effect on nurse's performance, so that high nurse job satisfaction can influence on the increase of nurse performance in doing its duty.⁵ This is also in accordance with Ahmadi research which suggests that the variables that contribute to employee performance are job satisfaction, supervision, promotion, organizational commitment, payment, working conditions, work experience.⁶

Associated with the assessment of nurse performance, based on the performance assessment report of x hospital last 3 years, by 2014 about 74% of implementing nurses who perform above standards set by hospitals, 2015 increased to 79%, as well as in 2016 there was an increase to 85%. From these figures it can be seen that in general the performance of nurses shows an increase from year to year, but that number does not reflect target to be achieved by x hospital, considering that hospitals always strive for all nurses implementing in hospitals have a performance above the standards set by the hospital, and based on these figures are still found nurses who have under-standard performance set by the hospital reached 15% of the total nurses who operate in the hospital. Because the performance of nurses is the most important aspect to improve the quality of hospital services.

Given the importance of nurse's performance in achieving organizational goals, it is necessary to examine the factors that can boost the performance of nurses to support the success of the hospital in the future. Based on the description, the researcher is interested in conducting research about the effect management approach and nurse job satisfaction on nurse performance inpatient room hospital x. The purpose of this research is to know the effect of management approach (headroom management) and nurse job satisfaction on nurse performance inpatient room hospital x.

conditions³. For that the head of nursing room is required to plan, organize, lead, and evaluate every activity related to the provision of nursing care to patients with the best.⁴

RESEARCH METHOD

This research is a quantitative with *cross sectional approach*, it is the design used to determine the effect between independent variables and dependent variable.⁸ The population in this study is all nurses who exists in the inpatient room of the hospital that is numbered 101 nurses, while the sampling technique used in this study using total sampling, the sampling technique when all populations are sampled. So the sample in this study amounted to 101 respondents.

Data collected in this study using questionnaires, questionnaires used are questionnaire management approach, job satisfaction questionnaire and nurse performance questionnaire, which previously been tested the validity and reliability test with the results of all items questionnaire declared valid and reliable so it can be used in data retrieval. For data analysis in this study using linear regression test with the help of SPSS 16 for windows.

RESULT OF RESEARCH

This research was conducted in May 2017 at Inpatient Room of x Hospital with the respondent is implementing nurses in all inpatient room with amount of 101 person implementing nurses. Here is an overview of research results that researchers show in the form of tables below.

Table.1 Description of the characteristics of respondents

Variable		frequency	Percentage
Age	20-30 years old	58	57,5
	31-40 year old	36	35,6
	>40 years old	7	6,9
	Total	101	100
	Gender		
Gender	Male	14	13,9
	Female	87	86,1
	Total	101	100
Qualification	Diploma	81	80,2
	Ns	20	19,8
	Total	101	100
Leght of work	1-3 years	43	42,6
	>3-5 years	39	38,6
	>5 years	19	18,9
	Total	101	100

Salary	>2 million	55	51,5
	2-3 million	36	35,6
	<3 million	10	9,9
	Total	101	100
Status	Permanent	87	86,1
	Contract	14	13,9
	Total	101	100

Based on table.1 above, can be seen that most respondents aged 20-30 years old with the number of 58 people (57.5%), the respondent's gender was mostly female with 87 people (86,1%), respondent qualification mostly was Diploma of nursing that was 81 people (80,2%), length of work of respondent most of 1-3 year that is counted 43 person (42,6%), salary of respondent mostly <2 million that is 55 people (51,5%) and employee status mostly respondent status as permanent employee that is 87 people (86.1%).

Table.2 Description of the frequency distribution of management approaches, job satisfaction and nurse performance in hospital

Variable	Category	Frequency	Percentage
Management approach	Very good	21	20,8
	Good	50	49,5
	Pretty good	21	20,8
	Not good	9	8,9
	Very bad	0	0
	Total	101	100
Job satisfaction	Very satisfied	15	14,9
	Satisfied	53	52,5
	Quite satisfied	25	24,8
	Less satisfied	7	6,9
	Very dissatisfied	1	1,0
	Total	101	100
Nurse performance	Very good	37	36,6
	Good	43	42,6
	Pretty good	17	16,8
	Not good	4	4,6
	Very bad	0	0
	Total	101	100

based table.2 above, it can be seen that the variable management approach of most respondents assessed the management approach applied by head of space in good category that is as much 50 people (49,5%), on the variable of job satisfaction most of respondents feel satisfied to their work that is as much as 53 people (52,5%), and the nurse performance variable most of the nurses have good performance that is as much 43 people (42,6%).

Table.3 Test Result management approach, job satisfaction and nurse performance

Variable	t value	p value
Management approach	5.393	0.001
Job satisfaction	2.916	0,004
Nurse performance		

Based on table 3 above can be seen that the results of t test on the variable management approach obtained t value more than value of t table ($5.393 > 1.98$) with p value (0.001) which means there is a significant influence between management approach and nurse performance. And on job satisfaction variable got t value bigger than t table value ($2.916 > 1.98$) with p value (0,004) which means there is significant influence between nurse job satisfaction to nurse performance.

Tabel.4 F test result management approach, job satisfaction and nurse performance

Variable	F value	p value
Management approach	21.135	0.001
Job satisfaction		
Nurse performance		

Based on table.4 it can be seen that F test result got F value more than F table value ($21,135 > 3,089$) with p value (0.001) meaning that there is significant joint influence between approach of head management and job satisfaction nurse on the performance of nurses.

DISCUSSION

The results of characteristic based on age mostly in age group 20-30 years that is as many as 58 people (57,5%), that age is of early adult that where at that age someone usually want a good career in the future so have motivation to improve performance owned.⁹

Characteristics based on gender are dominated by female nurses that is 87 people (86,1%). According Sahyuni satisfaction levels in women are usually higher than men, this is due to differences in the concept of perception and

expectations associated with higher levels of ambition in men than women so that women feel faster job satisfaction compared with men.⁹

Based on the last education level of nurses in x hospital mostly have education level of Diploma of nursing that is 81 people (80,2%), while nursing graduation amounted to 20 people (19.8%). Parjiana said that nurses who have a minimum education level of nursing Diploma of nursing are professional beginner nurses⁸. People with higher education will be more rational and creative and open in accepting innovation efforts and can easily adapt to those changes as well as higher education nurses tend to behave better than those who have lower education.¹⁰

Nurses inpatient room x hospital have mostly been working 1-3 years, as many as 43 people (42.6). Satisfaction is greatly influenced by the work period, the longer one's working period the higher the level of satisfaction a person associated with higher group allowance.⁹

The results of this study indicate that management appraisal approaches are mostly applied in good category (49.5%), nurses' job satisfaction is the most satisfied category (52.5%), while the nurse's performance is mostly categorized either (42.6%)

The effect of management approach on nurse performance

The result of data analysis showed that there is a significant influence between head management approach on nurse performance with t test result got t value bigger than t table value (5.393 > 1.98) with p value equal to 0,001 (0,001 < 0,05). This means the better the management approach is applied, so the better the performance of the nurse in the work.

This significant influence shows that management approach has an important role in improving nurse performance. The head of the room planning, organizing, directing, supervising and controlling well will encourage nurses to improve their performance in providing nursing care to patients.

Based on the results of this study, the management approach applied by the head of the space is mostly in the good category (49.5%), it indicates that the generally applied chief of spatial approach is good, nurses who evaluate the management approach applied by the head of space has largely felt that the head of the room performs the functions of planning, organizing, directing, supervising, controlling, as good. This is supported also by the result of performance assessment of nurse which shows most of the nurses have

good performance (42,6%) and very good (36,6%). This suggests that a good management approach perceived by the implementing nurse has an impact on improving the performance it has.

This result is in line with research conducted by Rizal which concludes that there is a relationship between the function of chief management of space (planning, organizing, directing, supervision, controlling) with nurse performance with p result of 0.001.¹¹ This is supported by Wahyuni opinion that the head of the nursing room is required to have the planning of each activity as well as able to organize, lead and evaluate every activity related to nursing care, it is related in an effort to improve the performance of nurses in performing nursing care to patients.¹²

The effect of nurse job satisfaction on nurse performance

The result of data analysis shows that there is a significant effect between nurse job satisfaction on nurse's performance with t test result obtained t value greater than t table value (2,916 > 1,98) with p value 0,004 (0,004 < 0,05). which means that the more satisfied the nurse in working, the performance of the nurse will increase.

Based on this result can be seen that job satisfaction obtained by nurse implementing mostly in satisfied category (52,5%), this indicates that the nurse has been satisfied with the policies set by the Hospital, as well as with the guarantee of career development and financial security obtained by the nurse. The high level of job satisfaction shown in this study is proof that the hospital policies have embracing and protect the nurse, this fact indicates that the remuneration system applied in an effort to increase the nurse's satisfaction toward intensive giving has fulfilled the target, beside for the promotion which done in hospital through performance appraisal which result will be the consideration for promotion of position to the related nurse. This is supported also by the result of performance assessment of nurse which shows most of the nurses have good performance (42,6%) and very good (36,6%). This shows that job satisfaction felt by nurse implementing, impact on the improvement of its performance.

This result is in line with research conducted by Maryani who said that job satisfaction has a significant relationship to performance. This result is supported also by Mulyono research with the result of research showing p value 0.000 (0,000 < 0,05) and regression coefficient (B: 0,588) it is meaning there is significant and dominant influence between job satisfaction with nurse performance.¹³

Nurses who are satisfied with their work tend to be more productive in working and committed to achieving organizational goals.¹⁴ This is supported by Wolo which states that job satisfaction can increase one's work productivity level.²² and reinforced by Sosilo who said that, nurses who have high job satisfaction will tend to provide services with higher quality and work more productive so as to provide satisfaction to patients.²¹ that workplace conditions with a good atmosphere can improve employee productivity.¹⁸

The effect of management approach and nurse job satisfaction on nurse performance

The result of F test between management approach and nurse job satisfaction on nurse performance is found that F value count is greater than F table value ($21,135 > 3,089$) with p value of 0.001 ($0.001 < 0.05$) which means that there is a significant joint effect between the headroom management approach and the nurse's job satisfaction on the performance of the nurse. These results show that a good management approach and the fulfillment of nursing work satisfaction together will improve the performance of nurses in implementing nursing care to patients.

These results are in line with those disclosed by Magdalene in his research at six hospitals in Namibia which concluded that leadership functions and management approaches are factors that affect the performance of nurses.³ This is supported by Warsito stating that in an effort to improve the performance of nurses required the ability of the head of space in managing inpatient space with the concept of a correct approach to nursing management, namely the head of the space must have the skills in communication, the ability to motivate staff, leadership skills, time and able to make decisions and solve problems.¹⁶ his result is supported by Hubberd in the research of Rohayani who said that a manager is expected to be able to manage nursing service in the inpatient room by using nursing management approach that is through good planning, organizing, supervising, controlling and controlling.¹⁹

Apart from the management approach factor, the factors that influence the improvement of nurse's performance in the provision of nursing care in the inpatient room is the nurse's job satisfaction factor. Al-ahmadi said in his research at Riyadh hospital Saudi Arabia that job satisfaction is one of the variables that can improve nurse's performance related to job condition, payment, promotion and work experience¹. This is supported by Weihui who said that the higher level of job satisfaction of an employee will encourage commitment

to the organization that will ultimately improve employee performance¹⁷, and reinforced by Hidayat organizational policies that include compensation policy, promotion policy, employee status policy impact on employee performance.²¹

Nurse performance is the spearhead in health service because good nurse performance is a reflection of service quality given to patient, so improve nurse performance is one of the key to improve service quality in hospital.²² In an effort to improve the performance of existing nurses inpatient room of hospital can be pursued by a good management approach by the head of the chamber in every ward in the hospital as well as to ensure the satisfaction of the nurses working executive working inpatient room of hospital. In accordance with the results of this study which concluded that there is a significant influence jointly between the approach of chief management and nurse job satisfaction with the performance of nurses in the inpatient room x hospital.

CONCLUSION

The conclusion in this research are: There are significant effect between management approach on nurse performance. There are significant effect between nurse job satisfaction on nurse performance. The management approach and job satisfaction have a significant joint effect on the nurse performance in x Hospital.

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