

Received : 2023-02-18 Revised : 2023-03-27 Accepted : 2023-05-18 Published : 2023-06-29

Kepuasan kerja dan kinerja perawat: studi cross sectional di ruang perawatan bedah rumah sakit

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Abstract: Employee performance has always been a major challenge in the management of organizations such as hospitals. Measuring the performance of hospital employees, especially nurses, is a very interesting topic considering that nurses are the largest workforce, which is around 50-60% of all health workers in the hospital. Research on job satisfaction in nurses related to performance is still important to do, to encourage overall hospital performance. **Purpose:** aim this research is to examine the relationship between job satisfaction and nurse performance. **Method:** This study used a correlational descriptive study with a cross-sectional design. The population of this research is practicing nurses with total sampling technique. Data was collected using the Index Work Satisfaction (IWS) questionnaire and the Six Dimensional Scale of Nursing Performance. Statistical analysis using the Chi Square test. **Results:** 60.6% of nurses are satisfied with their work, while 53.5% of nurses still have poor performance. This study has revealed a significant relationship between job satisfaction and the performance of nurses in the surgical treatment room (p-value 0.002; α : 0.005) with OR showing 6.188 meaning that nurses who are dissatisfied with their work have the opportunity to perform less well 6.2 times, when compared with nurses who are satisfied in their jobs. These results can be used by hospital nursing managers that in order to improve nurse performance they must consider the job satisfaction of their nurses.

Keywords: Nurse Job Satisfaction, Nurse Performance, Surgical ward.

1. Introduction

In today's highly competitive service industry environment, employee performance is always a major challenge in organizational management (Inuwa, 2015; Platis, Reklitis, & Zimeras, 2015), including health services such as hospitals. The number of complaints in the mass media and social media that they are dissatisfied with health or nursing services, shows that the performance of nurses is still not optimal.

Nurse performance itself refers to how effective a nurse is in completing her duties and responsibilities in caring for patients (Al-Homayan, 2013). Nurse performance must be a concern and needs to be studied because it is the largest staff in the hospital (Aprilia, 2017; Supriyadi, 2017; Hasanah & Maharani, 2022) and its role as a nursing care provider who monitors patients directly for 24 hours (Agustin, Mulyadi & Maulida, 2022). Nurses contribute significantly to health and have a major impact on the quality and efficiency of healthcare and the image of

hospitals (Kamati, Cassim, & Karodia, 2014; Tulasi, Sinaga & Kenjam, 2021). Nurse performance is an important factor in determining organizational performance in hospitals (Hidayat, et al., 2017). Therefore, nurse performance has become a very interesting topic to be studied by both practitioners and researchers.

Results Research on nurse performance is still not optimal, especially in Indonesia. Several studies on nurse performance levels have concluded that nurse performance is still classified as low, moderate to moderate and only half is good (Triwijayanti & Romiko, & Dewi, 2020; Waryantini & Maya, 2020; Putri & Febriani, 2021). We need to examine the causes of the low performance of nurses in hospitals with more comprehensive benchmarks.

One of the employee performance is influenced by job satisfaction factors, in addition to influencing productivity and motivation (Abuhashesh et al., 2019, Dziuba, Ingaldi, & Zhuravskaya, 2020), and job satisfaction has a significant effect on employee performance in the non-health sector (Abdulkhaliq & Mohammadali, 2019; Egenius, Triatmanto, & Natsir, 2020; J. Rodrigo, Kuruppu & Pathirana, 2022). The results of Setiawan and Meilani's research (2022) which examined hospital employees found that job satisfaction had a positive and significant effect on performance. Chen, et al., (2020) examined job satisfaction in doctors who concluded that high job satisfaction would be associated with high hospital performance as well. While research by Kousar, et al., (2018) in his research concluded that nurse job satisfaction leads to good performance and makes the health service system more developed. The results of these studies regarding the relationship between job satisfaction and performance have continued to be the object of in-depth research in Human Resource Management (HR) for several decades, including in the fields of health and nursing.

Research results in the health sector regarding job satisfaction are still low to moderate (Deriba, et al., 2017; Gudeta, 2017). The condition of the sporadic level of job satisfaction of Indonesian nurses is not optimal, is in a moderate or quite satisfied degree (Ahsan & Pradyanti, 2015; Wati, Juanamasta, Suartini, 2020). Based on these results, it should be suspected that one of the reasons for the still not optimal performance of nurses is nurse job satisfaction.

Based on the results of the research above, it is important to know how big the role of job satisfaction is in determining the performance of nurses working in hospitals. Research on the relationship between job satisfaction and nurse performance is very important to do. The purpose of this study was to examine the relationship between job satisfaction and nurse performance in the operating room of a hospital. The results of this study in the future can help identify the causes of not optimal job satisfaction and performance among nurses..

2. Materials and Methods

This research uses a descriptive correlational research type with a cross sectional design. The population of this study were nurses in two surgical treatment rooms at a public hospital in East Kalimantan Province which had class A accreditation with a saturated sampling technique, totaling 71 respondents. This number corresponds to the number of implementing nurses in the room.

Data was collected using a questionnaire, in which the respondent filled out the questionnaire himself which was distributed to him. The job satisfaction questionnaire used the Work Satisfaction Index (IWS) made by Stamp (1997) and the nurse performance questionnaire used the Six Dimensional Scale of Nursing Performance made by Schwirian (1978), which included: (1) leadership, (2) critical care, (3) learning/ collaboration, (4) planning and evaluation, (5) interpersonal communication and (6) professional development. This dimension is still widely adopted in research around the world. The two questionnaires have been standardized and have met the requirements of validity and reliability. Statistical analysis used the Chi Square test with an alpha of 0.05, to test the null hypothesis that there is no relationship between job satisfaction and nurse performance in the hospital..

3. Results and Discussion

3.1 Characteristics of Respondents

The characteristics of the respondents in this study are as follows:

Table 1 Frequency distribution of respondent characteristics based on age, gender, education, Marital status, employment status and length of working

No	Characteristics of respondents	F	%
1.	Age		
	Less than 29 years	45	63,4
	29 years or older	26	36,6
2.	Gender		
	Male	17	27,9
	Female	44	72,1
3.	Education		
	Nursing Diploma	60	84,5
	Bachelor of Nursing	3	4,2
	Nursing profession	5	7,0
	Other Health Bachelor	3	4,2
4.	Marital status		
	Not married yet	9	12,7
	Married	61	85,9
	Divorce	1	1,4
5.	Employment status		
	Honor	59	83,1
	Civil servants/ State Civil Apparatus	11	15,5
	Contract	1	1,4
6.	Length of working		
	Less than 6 years	49	69,0
	6 years or more	22	31,0
	Total	71	100%

Based on table 1 above, the characteristics of the respondents in this study were as follows: the majority were young less than 29 years old (63.4%), the majority were women 72.1%, the majority had Diploma 3 Nursing education (84.5%), the majority had married (85.9%) and the majority are temporary employees (83.1%) and most work experience is less than 6 years (69.0%).

3.2 Univariate Analysis

The results of the univariate analysis of this study can be seen in tables 2 and 3 below:

Table 2 Frequency distribution of Job Satisfaction and Nurse Performance in Surgical Ward

Nurse Job Satisfaction	F	%
Less satisfied	28	39,4
Satisfied	43	60,6
Nurse Performance		
Not good	38	53,5
Good	33	46,5
Total	71	100

The results of this study about the majority (60.6%) of nurses are satisfied in their work. Meanwhile, more than half of the nurses' performance (53.5%) was still not good.

3.3 Bivariate Analysis

The results of the bivariante test regarding the relationship between job satisfaction and nurse performance can be seen in table 4 below:

Table 3. Cross table Relationship of Job Satisfaction with Nurse Performance

Variable	Nurse Performance				Total	%	OR	p-value
	Not good		Good					
Job satisfaction	n	%	n	%				
Less satisfied	22	78,6	6	21,4	28	100	6,188	0.002 (2.072-18.480)
Satisfied	16	37,5	27	62,8	43	100		
Total	38	53,5	33	46,5	71	100		

Based on table 3 above regarding the relationship between nurse job satisfaction, it was found that 22 out of 28 (78.6%) nurses who were dissatisfied with their jobs had poor performance. There are also 27 out of 43 (62.8%) who are satisfied with their work showing good performance. Besides that, it was also found that 6 out of 28 (21.4%) were dissatisfied with their work as nurses but still performed well. There were also 16 out of 43 (37.5%) who were satisfied with their work but actually did not perform well.

The statistical test shows a p-value of 0.002 which is smaller than an alpha of 0.05, so H_0 is rejected. In conclusion, there is a significant relationship between job satisfaction and the performance of nurses in the surgical treatment room. The odds ratio shows 6.188 with an interval of 2.072 to 18.480, meaning that nurses who are dissatisfied with their work have 6.2 times the chance to perform less well, when compared to nurses who are satisfied with their work.

The results of this study regarding the performance of nurses obtained 53.5 percent were still not good. These results show similarities with previous studies elsewhere.

Research conducted by Desrison and Ratnasari (2018) found that 51.8% of nurses' performance was still not good. Khamida and Mastiah (2015) found nurses who performed poorly at 51.3%. Reports from the research of Syafitri, Keliat and Harmawati (2020) nurse performance has reached 67%. Based on the comparison of the results of these studies, the performance of half of the nurses was still not good, half had shown improvement. However, the performance of these nurses is still not optimal. Based on the policy issued by the Ministry of Health, the standard for achieving nurse performance set by the Indonesian Ministry of Health is a minimum of 75% (Parapat, Dewi & Wahyuni 2022). Therefore there must be extra efforts that must be made by hospital management, especially nursing managers to improve the performance of these nurses.

Hospital management, in order to improve nurse performance, also needs to plan, map, and develop the competence of nursing staff. The most basic program is the increase in the formal education level of nurses. Research has found that there is a significant relationship between educational level and nurse performance (Mokhtar & Mohammed, 2017; Akther, et al, 2021). Hospitals where the majority of nursing education is at the diploma level must be upgraded to the undergraduate level. Ideally, nurses have education at the undergraduate level or above. The number of professional nurses must be more than vocational nurses, which is done to improve the performance of nurses in hospitals. The researcher suggests that gradually the level of education be increased until the bachelor's ratio is greater than the diploma. Besides that, it is time for nurses from undergraduate level to specialist level. Researchers also suggest that hospitals set up funds and scholarships so that nurses continue their education at the best higher education institutions at home and abroad.

Hospital managers need to conduct a need assessment of the need for training or continuing nursing education for nurses in order to improve performance. Research has found that training is closely related to nurse performance (Ayed, Thulth, & Sayej, 2015). After the data is obtained, hospital management needs to carry out training or continuing education for implementing nurses both in job training and training outside the hospital. Continuing education is also increasingly important for nurses to increase their knowledge, skills and also improve their performance in health care facilities (Osei, et al, 2019). Besides that, continuing education will maintain nurse competence and anticipate rapid changes in patient care as a result of technological and information developments. Continuing nursing education supports quality nursing practice and maintains safe, evidence-based and high-quality care for the patients it cares for (Banibakr & Shafie, 2018). This program can ultimately improve the performance of nurses in the treatment room at the hospital.

The results of this study found that only 60.6% of nurses were satisfied with their jobs, which means that there were still 39.4% who were dissatisfied with their jobs. These results are similar to those found in previous studies, such as research by Rizany et al., (2019) and Rahmaniah, Rizany, Setiawan (2020) and Syafitri, Keliat and Harmawati (2020) nurse job satisfaction is 67.11% and 61.97% respectively and 61% Meanwhile, Tisa, Kawatu and Sondakh, (2018) found 51.6% nurse job satisfaction with new details of 2.2% who were

satisfied and 49.4% quite satisfied. However, these figures are far better than the results of a study by Tunggareni and Rohmah (2013) which found only 42.31% of nurses experienced job satisfaction. Research by Wati, Juanamasta, and Suartini (2020) found 58.5% of nurses were dissatisfied with their jobs, which is equivalent to 41.5% of nurses who were satisfied. Likewise, the conclusions from the results of Rizany's research, et al., (2022) show that the level of nurse satisfaction is also still low.

The results of the research above regarding the job satisfaction of nurses working in hospitals both in this study and in previous studies indicate that the level of job satisfaction is not optimal, when referring to the minimum hospital service standard policy set by the Ministry of Health it should reach 95% (Rizany , et al., 2022). This result is quite worrying because it will interfere with the performance of nurses and can have an impact on the satisfaction of the clients they serve. It needs serious efforts from the hospital management to increase the job satisfaction of the nurses.

The results of this research show us how important it is to manage employee job satisfaction such as nurse job satisfaction. So it is no exaggeration that job satisfaction is an important aspect in the practice of human resource management and organizational behavior, including in the environment of health organizations such as hospitals. This is because job satisfaction can affect happiness, morale, and employee motivation in increasing productivity (Mabaso and Dlamini, 2017). Job satisfaction in any healthcare organization plays an important role in producing quality care for patients and organizational productivity (Kousar, et al., 2018). This is the reason for the importance of nursing managers and hospital management to pay attention to the job satisfaction of nurses. However, nurses are internal customers of the hospital, so they should have a high level of job satisfaction before providing satisfactory service to patients as external customers. Logically, it is impossible for a nurse who is dissatisfied with her job to provide satisfactory service to her patients. At a minimum, there is a balance between nurse satisfaction and patient satisfaction.

The results of this study also found that job satisfaction is significantly related to nurse performance. This result is in line with the results of previous research, both for nursing and non-nursing research subjects. In general, researchers are consistent that job satisfaction has a significant and positive relationship with employee performance (Rosita, & Yuniati, 2016; Ariffin & Said, 2016; Subariyanti, 2017; Saputra, Sudiro, & Irawanto, 2018). In health and nursing organizations also found the same results. There is a significant relationship between job satisfaction and nurse performance (Hidayat, et al., 2017; Budhiana, Affandi, & Ede, 2022). Even Ismainar, Djuhaeni, & Magretta's research (2021) concluded that job satisfaction is the dominant factor that has a direct effect on nurse performance. The results of this study are consistent with previous research studies, which indicate the importance of improving nurse job satisfaction in order to increase nurse performance.

The research data also shows that as many as 78.6% of nurses who are dissatisfied with their work have poor performance and 62.8% who are satisfied with their work show good performance. Other research data also indicate the relationship between nurse job

satisfaction and performance. Nurses who are dissatisfied with their work are 6.2 times likely to perform less well, when compared to nurses who are satisfied with their work. Based on this data, a nurse's performance is strongly influenced by her feelings about job satisfaction. This fact is important that nurse job satisfaction is a factor that needs to be considered by hospital management if you want to improve nurse performance.

However, the performance of nurses in hospitals is not only influenced by job satisfaction. but many factors, both increasing performance and decreasing one's performance. Factors that can improve performance such as work environment, working conditions, motivation and empowerment as well as organizational climate and others. Banibakr & Shafie, (2018) based on various research results on various factors that can affect nurse performance. These factors include: managerial factors, intrinsic and extrinsic incentives, management style, career commitment and presence of co-workers, work pressure and burnout, nurse job satisfaction, environmental factors, administrator performance, role conflict and ambiguity, and relationships between colleagues. work, doctors and cooperation.

Work environment factors, apart from influencing organizational performance, also affect employee performance. The work environment will affect nurse performance both positively and negatively (Akther, et al, 2021). Therefore, good performance must be supported by a good work environment (Al Maqbali, 2015). The environment in question is the condition of the work environment. The results of Saidi et al's research, (2019) show that the work environment has a significant positive influence on employee performance. This work environment will also shape the working conditions. Physically, there is a relationship between workplace environmental factors and employee performance (Hafeez, et al 2019), and the availability of tools for work is also closely related to nurse performance (Thulth & Sayej, 2015).

Working conditions are also shaped by the nurse's interaction with her organizational climate. Organizational climate is defined as a recurring pattern of behavior, attitudes and feelings that characterize life in an organization that is more related to atmosphere and values (Moghimi, & Subramaniam, (2013); Mohamed & Goballah, 2018). The results of research by Al-khasawneh and Futa (2013); and Mohamed & Goballah, (2018) found a significant and positive relationship between organizational climate and nurse performance. Carlucci and Schiuma (2014) concluded that organizational climate is a good driver for spurring the performance of nursing staff. A strategy must be developed by hospital nursing managers to improve nurse performance by improving organizational climate dimensions consisting of: work flexibility, responsibility, work standards, reward systems, role clarity and team commitment (Moustafa and Gaber, 2014. According to the researcher's analysis, Hospital management must encourage nurse performance to improve by increasing competency through creating a good organizational climate through exemplary behavior that values nurses, and allows them to share ideas, team spirit, and creativity in the nursing ward.

Hospital management also needs to consider psychological satisfaction such as granting wider autonomy through empowering nurses. This empowerment can be in the form of structural empowerment and psychological empowerment (Fibriansari, Nursalam, Yuwono, 2017). Through this empowerment will form a more positive psychological environment in the workplace. Akther's research, et al., (2021) concluded that there is a significant relationship between the psychological environment and nursing performance. Psychological satisfaction in a good psychological environment supports positive behavior in employees.

Efforts to improve employee performance are actually efforts to improve the behavior of an employee or employees. Behavior is about how someone acts (how to act) not about what or who we are. This means that behavior is a way in which a person acts or does something in various situations, which in employees results in performance. High performance is the result of doing the right thing at the right time. This is where the importance of employee motivation lies. Managers must know the work motivation of each employee. Hidayat's research (2017) found that nurse performance can be influenced by two factors, namely nurse satisfaction and work motivation. Kurniawan and Khatimah (2020), Hasanah and Maharani, (2022) reinforce the results of Hidayat's research, which concludes that there is a relationship between nurse motivation and performance. These results are also in line with previous studies outside of health services such as those conducted by Aarabi, Subramaniam, & Akeel, (2013), Rahmayanti (2014), and Ufuophu-Biri & Iwu (2014), and Setiawan (2015). While a study on the work motivation of nurses and their performance with the same conclusions has also been carried out by Hee and Kamaludin (2016). Even Maimun and Yelina (2016) found motivation would increase performance 18 times, when compared to unmotivated nurses. The results of the above research in both the health and non-health industries have the same conclusion, namely that there is a significant relationship or influence between work motivation and the performance of a nurse. This similarity, according to the researcher's analysis, has shown that the variable work motivation has consistently become one of the elements that determines a person's performance.

Empowerment is defined as an action that allows individuals or employees to make decisions at work by using autonomy in making decisions at work (Adnan, Zarrar & Jafar, 2021). Empowered nurses will experience an increase in task knowledge, expanded, and responsibility in decision making. Previous research concluded that empowerment has a positive and significant relationship with employee performance (Adnan, Zarrar & Jafar, 2021). Empowered employees have more opportunities to develop creativity, flexibility and autonomy over their work (Lestari & Yunianto, 2015). The leverage of empowerment is very large, as evidenced by Wasliati, Ginting, Parinduri's research (2022) found the magnitude of the results of empowering nurses showed improved performance in the form of service quality from 29% to 68%.

Hospital management is also very important to carry out investigations about work stress. Work stress is suspected to reduce nurse performance in the form of absenteeism, turnover and medical compensation due to illness or hospitalization (Daniel, 2019). Long's research, et al., (2014) concluded that there is a relationship between work stress and nurse performance, both in the form of physiological and psychological stress both have an impact on an employee's performance (Ismail, et al., 2015). Furthermore Yozgat, et al., (2013); and Mokhtar, et al. (2016) found a negative relationship between work stress and nurse performance. This means that if there is work stress will reduce the performance of nurses. Al-khasawneh and Futa (2013) have succeeded in identifying work stress that is significantly related to nurse performance. However, work stress that is not managed properly will reduce nurse performance. Factors that support work stress on nurses include: organizational climate, economic factors, work difficulties and competition with co-workers. Research suggests that nursing managers need to reduce the risk of these work stress factors to improve nurse performance. One way is by increasing the coping abilities of nurses (Li, et al., 2017). To achieve peak performance, stress must be managed effectively, by reducing its negative effects. Hospital management needs to carry out further investigations through research on factors of work stress for nurses and their relationship to nurse performance.

Another factor that can negatively affect nurse performance is the workload experienced by nurses. Research by Mazelda, Arneliwati, and Erika (2022) and research by Ningsi, Jafiriati, & Muchtar (2022) found that there was a significant relationship between workload and nurse performance in hospitals. Workload measurement must also be carried out to identify performance problems that have not been optimal. Thulth & Sayej (2015) found that the highest factor causing non-optimal performance was workload, the figure reached 79.2%. Workload can be reduced with a good level of staffing (Al Maqbali, 2015). There must be an evaluation related to the workload felt by nurses, including its effect on the performance that occurs among nurses. Hospital managers must be able to ensure sufficient staff numbers, qualified nursing staff as needed in all units and in each shift. The goal is to reduce the workload felt by nurses.

Hospital management can also identify several other factors that can hinder or improve a person's performance. Al-khasawneh and Futa (2013), found that there was a relationship between co-worker competition and job difficulties with nurse performance. Managers must be able to present a conducive work environment and work environment, so that if there is competition it is positive competition. Supervisory nurses must also continue to identify and find solutions to nurses' work difficulties. In order for the nurse's performance to be good, it needs the availability of resources for work and the support of superiors or managers (Thulth & Sayej, 2015).

These results show the importance of managing the performance of nursing staff, through modern performance management. Performance improvement must start from individual performance, namely individual nurses, then team nurse performance, and finally the overall organizational performance. Nurse performance is one of the important factors

that can determine organizational performance such as in a hospital (Hidayat, et al., 2017). According to the researcher's analysis, organizational performance such as a hospital starts from the responsibility of each individual who works in this hospital, including the staff nursing. Hospital performance is created from the good individual performance of its employees, including nurses who are the most dominant health workers. Nurses should continue to increase their individual work motivation to improve performance, develop themselves to adapt to the demands of increasingly complex tasks with further education, continuing nursing education either through seminars, symposiums, workshops and training. The task of nursing managers is to manage and motivate these individuals to achieve the expected organizational performance. While the task of hospital management for these results must be able to maintain and improve nurse performance. This is done through improving factors that can improve performance and reduce negative influences on performance such as work stress and workload.

4. Conclusion

The conclusion of this study is that there are still a small number of nurses who are dissatisfied with their work, while 60.6% of nurses are satisfied with their work. More than half of the nurses still have poor performance, while nurses who have good performance have only reached 46.5 percent. There is a significant relationship between job satisfaction and the performance of nurses in the surgical ward (p-value 0.002; α : 0.005). The odds ratio shows 6.188, meaning that nurses who are dissatisfied with their work have 6.2 times the chance to perform less well, when compared to nurses who are satisfied with their work.

We are recommended for nurses to improve performance through various things such as self-motivation to improve performance, self-development to adapt to the demands of increasingly complex tasks with education so hospital management can improve the performance of its nurses through improving incentives, improving responsibility, autonomy, and relationships with co-workers. Besides that, it is necessary to improve the environment and working conditions, psychological environment, organizational climate, empowering nurses and work motivation.

This research can also assist future research in various public and private health settings with larger and more complex research scales. Further research is also needed to look at the relationship between nurse empowerment in clinics and the effect of job satisfaction on organizational commitment and the effect of nurse performance on organizational commitment and organizational citizenship behavior.

Acknowledgements

Acknowledgments to the Director of Abdul Wahab Sjahanie Samarinda Hospital and the heads of the Cempaka and Eldelweis Rooms for giving permission to the researchers to conduct this research.

Conflict of Interest

We (authors) declare that no conflict of interest and agree with the content of the manuscript.

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