

Factors Associated with Work Performance in Inpatient Nurses in Dr. Wahidin Sudirohusodo Hospital, Makassar, Indonesia

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ABSTRACT

Background: Hospital is a health service institution that provides complete individual health services. The success of a hospital is determined by the performance of its employees. To improve the quality of health services, nurses who are reliable and have good performance are needed. Good nurse performance is expected to have a positive impact on organizational performance, in this case, the hospital itself. This study aimed to analyze the factors influencing nurse performance.

Subjects and Method: This was a cross sectional study carried out at Dr. Wahidin Sudirohusodo Hospital in Makassar, in March 2023. A sample of 272 nurses in the inpatient room was selected for this study. The dependent variable was work performance. The independent variables were motivation, job satisfaction, discipline, leadership, stress, and work performance. The data were analyzed using path analysis.

Results: Nurse performance directly increased with motivation ($b = 0.63$; 95% CI= 0.55 to 0.72; $p < 0.001$), job satisfaction ($b = 0.20$; 95% CI= 0.30 to 0.30; $p < 0.001$) and discipline ($b = 0.11$; 95% CI= 0.01 to 0.23; $p = 0.049$). Nurse performance was indirectly affected by leadership, stress, and work environment.

Conclusion: Nurse performance directly increased with motivation, job satisfaction, and discipline. Nurse performance is indirectly affected by leadership, stress, and work environment.

Keywords: motivation, discipline, work stress, job satisfaction, leadership, work environment, nurse performance.

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BACKGROUND

Hospital is a health service institution that provides complete individual health services. These services include inpatient, outpatient, and emergency services. Hospitals have health workers who carry out their duties and functions (promotive, preventive, curative

and rehabilitative) with their respective professions such as doctors, nurses, midwives, nutritionists and other health workers (RI Ministry of Health, 2021). The success of a hospital is determined by the knowledge, skills, creativity, motivation of its staff and employees. The need for skilled workers in

various fields has become a demand for hospitals as providers of health services and the community as recipients of these services. The presence of technology and other resources is only a support because human resources are the most decisive thing (Danim, 2004).

Human Resources (HR) is an important element in an institution, therefore, for progress it is necessary to increase the capacity of human resources. Nurses are one of the important human resources in a hospital because they provide continuous health services 24 hours to patients every day. Nursing as an integral part of health services clearly has a contribution that greatly determines the quality of hospital services itself. So that various efforts are needed to improve its quality (Yani, 2007).

To improve the quality of health services, nurses who are reliable and have strong motivation in carrying out their duties are needed. In addition, the demands of the community for quality services are increasing along with the increasing rights of the community. The quality of nurse services must continue to be improved so that health service efforts can achieve optimal results (Nursalam, 2012).

Performance can be used as a benchmark for control within an organization so that it can run smoothly and achieve the goals of the organization. Employee performance is influenced by several factors, namely work environment, culture, quality of work life, work discipline, motivation, communication, compensation, position, leadership, job satisfaction, training, and many others (Pasaribu, 2016). All of these factors will affect the facts that occur in the field. Good employee performance is based on good motivational encouragement.

Motivation is one of the triggers for the performance of employees to act and carry out work in accordance with their respective

duties and functions, but not only that, it is necessary to have a movement that can trigger employee performance, including by providing opportunities for employees to express their thoughts in making a decision, giving appreciation and recognition for work achievements that have been obtained. Through this, employees will get satisfaction from the work that has been achieved.

One that influences employee performance is the work environment, because it is everything that is around employees at work, both physical and non-physical, which is thought to affect employees and their work while working (Logahan et al, 2015). The work environment has a positive effect on employee performance. According to previous Lestari and Harmon (2017) stated that a supportive and correct work environment can directly affect employee performance. In line with job satisfaction has a significant effect on employee performance. The higher the level of employee job satisfaction, the employee's performance will also increase.

Work stress is an aspect that must be considered by the hospital, especially its relation to employee performance. Overall a hospital should have good performance, good performance can help hospitals gain profits and maintain the sustainability of their business, and vice versa if performance decreases it can certainly be detrimental to the hospital. Therefore, employee performance needs to get attention, among others, by carrying out studies related to work stress variables. The danger of stress is caused by a condition of physical, emotional and mental exhaustion caused by being involved for a long time with an emotionally demanding situation. The process takes place gradually, accumulatively and over time it gets worse. In the short term, stress that is left alone without serious treatment from the hospital makes employees depressed, unmotivated and frustrated causing employees to work not

optimally so that their performance will be disrupted. In the long term, employees cannot withstand work stress so they are no longer able to work in the hospital. At an increasingly severe stage, stress can make employees sick and even resign and can cause work accidents.

Nurses are always required to always provide good service even under high pressure with the large number of patient visits and standard procedures that cannot be missed. One of the key success factors in improving organizational performance begins with the performance of the organization's employees. The better performance of individual nurses is expected to have a positive impact on organizational performance, in this case, the hospital itself. Employee performance can be traced from employee attitudes such as job satisfaction. Job satisfaction and organizational commitment of nurses were found to influence hospital performance and productivity (Al-Aameri, 2000).

Nurses who are valuable assets for hospitals are sometimes faced with a dilemma. Every employee has personal problems, on the other hand employees are required to provide excellent service in dealing with complaints from various types of patients. This condition will certainly provide pressure that leads to work stress. Therefore it is very important for every hospital to understand and meet the needs of employees and create comfortable work so that it is very unlikely to be exposed to stress. The study conducted by Muhiddin N (2013) found a relationship between workload, incentives, work atmosphere, and leadership style variables with the performance of nurses in the implementation of nursing care in the Private Care Center Inpatient Room of DR Wahidin Sudirohusodo Central General Hospital Makassar and the most related factor was workload. Anwar A (2012) also

found a significant relationship between knowledge, motivation and supervision on the performance of nurses in implementing patient safety programs. In a study conducted by Riswan (2013) found the effect of service effectiveness, service convenience, service security, human relations, service continuity and service timeliness associated with service quality in the inpatient unit of Dr. Wahidin Sudirohusodo Central General Hospital.

This study aims to identify and analyze the factors that influence the performance of nurses in the inpatient room of Dr. Wahidin Sudirohusodo Central General Hospital Makassar.

SUBJECTS AND METHOD

1. Study Subjects

This study was conducted using analytic descriptive method with a cross sectional approach. This research was conducted at Dr. Wahidin Sudirohusodo Central General Hospital Makassar, South Sulawesi in March 2023.

2. Population and Sample

The population in this study were all nurses in the inpatient room of RSUP Dr. Wahidin Sudirohusodo Makassar, South Sulawesi, namely 848 people. By using a purposive sampling technique, a sample of 272 people was obtained who met the inclusion criteria.

3. Study Variable

Dependent variable was nurse performance. Independent variables were motivation, discipline, stress, satisfaction, leadership style, and work environment.

4. Operational Definition

Nurse performance: work results achieved by nurses based on their ability to provide services to patients in accordance with the responsibilities given.

Work motivation: the desire that exists within the nurse that is able to generate, move, and organize her behavior

Work discipline: the willingness of nurses to comply with organizational regulations and social norms that apply in their workplace.

Work stress: feelings of pressure or pressure experienced by nurses in dealing with their work

Job satisfaction: a positive feeling felt by nurses about the job as a nurse

Leadership: nurses' perceptions of leaders in giving orders to staff.

Work environment: perceptions of nurses regarding the place and people around their workplace.

5. Data Collection Instruments

Research data was obtained by collecting information offline and online through direct interviews and google forms. The information gathering process begins after the respondent agrees or signs the informed consent sheet, after which it is continued with data processing. The questionnaire statements used a Likert scale with a score that strongly disagreed was given a score of 1, disagreed was given a score of 2, quite agreed was given a score of 3, agreed was given a score of 4 and strongly agreed was given a score of 5.

The validity test was carried out on nurses at Hasanuddin University Hospital as many as 30 respondents who were considered to have the same characteristics and were in the same area.

Internal consistency reliability test, carried out by trying the instrument only once, then analyzed with certain techniques. To test the reliability of research instruments using alpha cronbach and using computer data processing..

6. Data Analysis

Data was collected by contacting each head of the nurse's room for interviews or distributing Google forms during break hours. Categorical data regarding the characteristics

of research subjects are described in terms of frequency (n) and percentage (%). Univariate analysis is described in terms of mean, standard deviation (SD), minimum values, and maximum values. Bivariate analysis was analyzed using the Pearson correlation test. Multivariate analysis was analyzed using path analysis using the STATA program, with the following steps:

- a. Model specifications
- b. Model identification
- c. Model fit
- d. Parameter estimation
- e. Model specification

7. Ethic Approval

The purpose of ethical approval is to protect study subjects. Which is a valuable part of the research process and not just a means of accessing data. This study has received ethical approval from the Health Research Ethics Commission of Hasanuddin University RSPTN and Dr. Wahidin Sudirohusodo/ Faculty of Medicine/ Hasanuddin University, Makassar, with number: 103/UN4.6.4.5-.3.1/PP36/2023.

RESULTS

1. Sample Characteristics

The characteristics of the study subjects are presented in Table 1. It shows that the majority of respondents are female, namely 75.4%. Most of the respondents were graduates of the nursing profession as much as 51.9% and the least were postgraduate graduates (S2), namely as much as 0.4%. Most of the respondents worked for more than 5 years, namely as much as 66.2%, most of the respondents carried out maintenance in the Lontara 1 and Lontara 3 rooms as much as 12.5% and at least were in the Areca nut 2 (mother) room, namely as much as 1.5%.

Table 1. Characteristics of research subjects

Characteristics	Criteria	n	%
Gender	Female	205	75.4
	Male	67	24.6
Level of education	Diploma (I/II/III/IV)	76	27.9
	Bachelor (S1)	54	19.9
	Nurse Profession	141	51.8
Working time	Postgraduate (S2)	1	0.4
	< 5 years	92	33.8
Treatment Location	> 5 years	180	66.2
	Lontara 1	34	12.5
	Lontara 2	30	11.0
	Lontara 3	34	12.5
	Lontara 4	27	9.9
	Lontara 5	20	7.4
	CVCU/ICU/HCU (PJT)	21	7.7
	ICU RSWS	26	9.6
	NICU	8	2.9
	PICU	6	2.2
	Palm care	9	3.3
	PJT Treatment Lt. 4	11	4.0
	PJT Treatment Lt. 5	17	6.3
Pinang 1 (Child)	25	9.2	
Pinang 2 (Mother)	4	1.5	

2. Univariate Analysis

Univariate analysis presents the mean value, standard deviation, minimum value and maximum value of each research variable which includes: nurse performance, work motivation, work discipline, work stress, job satisfaction, leadership and work environment. Table 2 shows the frequency distribution of research variables regarding

good nurse performance (57.4%), high nurse work motivation (54.8%), high nurse work discipline (58.8%), high nurse work stress (59.9%), satisfied nurse work satisfaction (52.2%), leadership in the inpatient room of dr. Wahidin Sudirohusodo baik (50.7%) dan lingkungan kerja baik (72.4%).

Table 2. Frequency distribution based on research variables

Variable	n	%	Minimum	Maximum	Mean	SD
Work motivation						
Low	123	45.2	18	25	22.86	2.12
Strong	149	54.8				
Work discipline						
Poor	112	41.2	14	25	22.32	2.60
Good	160	58.8				
Work stress						
Low	109	40.1	10	25	16.15	3.11
High	163	59.9				
Work satisfaction						
Low	130	47.8	15	25	21.33	2.63
High	142	52.2				
Leadership						
Low	134	49.3	9	25	21.70	2.80
High	138	50.7				

Variable	n	%	Minimum	Maximum	Mean	SD
Work environment						
Poor	75	27.6	15	25	21.57	2.64
Good	197	72.4				
Work performance						
Poor	116	42.6	33	50	44.60	4.14
Good	156	57.4				

In addition, Table 2 also shows the lowest minimum value of 9 and is found in the leadership variable while the highest is 33 in the nurse performance variable. The lowest average value of 16.15 is found in the work stress variable and the highest is in the nurse performance variable which is equal to 44.6. The lowest standard deviation value is found in the work motivation variable which is

equal to 2.120 and the highest is in the nurse performance variable which is equal to 4.138.

3. Bivariate Analysis

Bivariate analysis explains the effect of the independent variables on the dependent variable using the Pearson Product Moment Correlation statistical test with a significance level (α) of 5% and the help of the SPSS 20 program.

Table 3. Pearson correlation test of factors influencing nurse performance

Independent variable	r	p	Information
Work motivation	0.86	<0.001	Significant
Work discipline	0.77	<0.001	Significant
work stress	0.13	0.035	Significant
Job satisfaction	0.73	<0.001	Significant
Leadership	0.49	<0.001	Significant
Work environment	0.62	<0.001	Significant

Table 3 shows that the p-value of all variables is <0.05 so it can be concluded that the independent variables have a significant effect on the dependent variable.

4. Path Analysis

Path analysis in this study aims to analyze the direct effect of motivation, discipline and job satisfaction on nurse performance. Path analysis steps in this study include:

1) Model Spesification

The model specifications describe the relationship between the variables studied. There are 7 measured variables (observed variables) in this study consisting of nurse performance, work motivation, work discipline, work stress, job satisfaction, leadership and work environment.

2) Model Identification

- 1) Number of measurable variables = 7
- 2) endogenous variable = 3
- 3) exogenous variable = 4
- 4) Number of parameters = 40

Formula degree of freedom that is:

$$df = ((\text{number of measured variables}) (\text{number of measured variables} + 1)) / 2 - (\text{number of endogenous variables} + \text{number of exogenous variables} + \text{number of parameters})$$

$$df = (7 \times (7 + 1)) / 2 - (3 + 4 + 40)$$

$$= 28 - 47$$

$$= -19$$

3) Model Fit

Structural models that have been estimated using STATA. Here's the structural model:

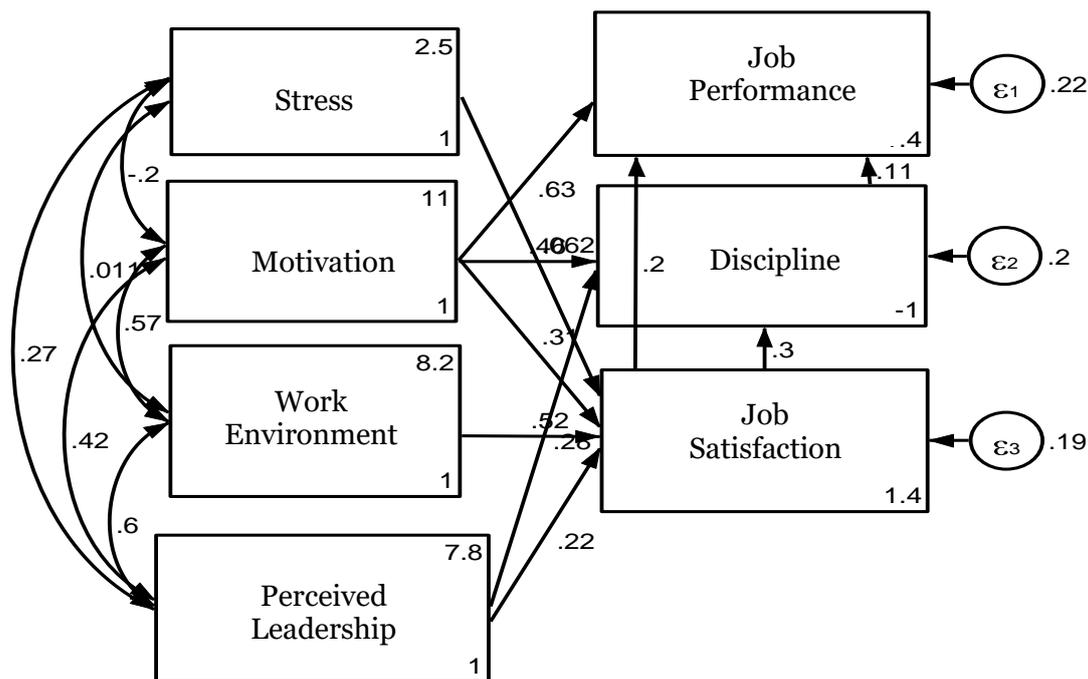


Figure 1. Model of the results of the path analysis of the influencing Factors performance of nurses in hospital wards

Table 4 shows a structural model that has been estimated using the STATA program. The indicators according to the model in Figure 1 include the results of the CMIN (p) (Norm Chi Square) fit-index of 2.620 with $p=0.578 (\geq 0.05)$; TLI (Tucker-Lewis Index)= 1.006 (>0.90); CFI (Comparative Fit Index)=

1.000 (>0.90); RSMEA (Root Mean Square Error of Approximation) $< 0.001 (>0.08)$; SRMR (standardized root mean squared residual)= 0.006 (<0.05). These values indicate that the model meets the criteria and fits the empirical data.

Table 4. Model fit

Goodness of fit index	Value	Standard	Information
CMIN (p)	0.758	≥ 0.05	Significant
TLI	1.006	> 0.90	Significant
CFI	1.000	> 0.90	Significant
RMSEA	<0.001	> 0.08	Significant
SRMR	0.006	<0.05	Significant

4) Parameter Estimation

This value indicates that the model depicted in Figure 1 meets the specified criteria and is

stated to be in accordance with empirical data

Table 5. Factors influencing nurse performance

Dependent Variables	Independent Variables	b	CI 95%		p
			Lower Limit	Upper Limit	
Job Performance	← Motivation	0.63	0.55	0.72	<0.001
	← Discipline	0.11	0.01	0.23	0.049
	← Job Satisfaction	0.20	0.10	0.30	<0.001
Discipline	← Motivation	0.46	0.39	0.53	<0.001

Dependent Variables	Independent Variables	b	CI 95%		p
			Lower Limit	Upper Limit	
Job Satisfaction	← Job Satisfaction	0.30	0.21	0.39	<0.001
	← Perceived leadership	0.27	0.21	0.35	<0.001
	← Motivation	0.31	0.24	0.38	<0.001
	← Stress	0.06	0.01	0.12	0.036
	← Perceived leadership	0.21	0.15	0.29	<0.001
	← Work environment	0.52	0.45	0.59	<0.001

Based on table 5 it can be seen that there is a relationship between motivation, job satisfaction, and discipline on nurse performance.

The relationship between motivation and nurse performance

There is a positive relationship between motivation and nurse performance. For every one-unit increase in the motivation score, there will be an increase in the nurse's performance score in the inpatient room by 0.63 units, and the relationship is statistically significant (b= 0.63; 95% CI= 0.55 to 0.72; p< 0.001).

The relationship between job satisfaction and nurse performance

There is a positive relationship between job satisfaction and nurse performance. For every one-unit increase in job satisfaction scores, there will be an increase in nurses' performance scores in inpatient rooms by 0.20 units, and the relationship is statistically significant (b = 0.20; 95% CI = 0.30 to 0.30; p < 0.001).

The relationship between discipline and nurse performance

There is a positive relationship between discipline and nurse performance. Every increase of one unit of disciplinary score will be followed by an increase in the performance score of nurses in the inpatient room by 0.11 units, and the relationship is statistically significant (b= 0.11; 95% CI= 0.01 to 0.23; p= 0.049). Based on the results of the path analysis in table 4.10, it can be seen that the factors that influence work discipline are motivation, job satisfaction and leadership.

The relationship between motivation and discipline

There is a positive relationship between motivation and discipline. For every one-unit increase in the motivation score, there was a 0.46 unit increase in the discipline score, and the relationship was statistically significant (b = 0.46; 95% CI=0.39 to 0.53; p < 0.001).

The relationship between job satisfaction and discipline

There is a positive relationship between job satisfaction and discipline. For every one-unit increase in job satisfaction scores, discipline scores increased by 0.30 units, and the relationship was statistically significant (b = 0.30; 95% CI = 0.21 to 0.39; p < 0.001).

The relationship between leadership and discipline

There is a positive relationship between leadership and discipline. For every one unit increase in the leadership score, there was a 0.27 unit increase in the discipline score, and the relationship was statistically significant (b= 0.27; 95% CI=0.21 to 0.35; p< 0.001).

Based on table 4.10 it can be seen that the factors that influence job satisfaction are motivation, work stress, leadership, and work environment.

The relationship between motivation and job satisfaction

There is a positive relationship between motivation and job satisfaction. For every one-unit increase in the motivation score, it was followed by an increase in the job satisfaction score of 0.31 units, and the relationship was statistically significant (b = 0.31; 95% CI = 0.24 to 0.38; p <0.001).

The relationship between stress and job satisfaction

There is a positive relationship between stress and job satisfaction. Every increase of one unit of stress score will be followed by an increase of 0.06 unit of job satisfaction score, and the relationship is statistically significant ($b = 0.06$; 95% CI = 0.01 to 0.12; $p = 0.036$).

The relationship between leadership and job satisfaction

There is a positive relationship between leadership and job satisfaction. Each increase of one unit of leadership score will be followed by an increase in job satisfaction score of 0.21 unit, and the relationship is statistically significant ($b = 0.21$; 95% CI = 0.15 to 0.29; $p < 0.001$).

The relationship between work environment and job satisfaction

There is a positive relationship between the work environment and job satisfaction. Each increase of one unit of work environment score will be followed by an increase of 0.52 unit of job satisfaction score, and the relationship is statistically significant ($b = 0.52$; 95% CI = 0.45 to 0.59; $p < 0.001$).

DISCUSSION

1. Effect of Work Motivation on Nurse Performance

The research results obtained $p < 0.001$, so it can be concluded that there is a significant influence between motivation and nurse performance.

The results of this study are in line with the results of research conducted by Hastuti (2021) which found a positive and significant relationship between work motivation and nurse performance. The existence of a relationship between work motivation and performance indicates that a strong drive from within will be a trigger or encouragement for nurses to work well. Also supported by research conducted by Retired A (2021) which

also proves that there is a relationship between motivation and nurse performance. In this study, it was found that nurses who had good motivation had good performance.

The results of the descriptive analysis show that most of the work motivation of the nurses at RSUP Dr. Wahidin Sudirohusodo is high at 54.8%. High work motivation has an impact on nurse performance. In accordance with the value of the Kendal tau correlation coefficient which is positive. Nurses feel happy to work together with fellow co-workers so that work achieves maximum results.

Work motivation factor is an important thing that must be considered to get optimal performance. Motivation can be applied in all organizations. The existence of motivation can lead to a person's comfort and pleasure at work. Motivation to work should be able to make someone feel cared for and recognized for their role and existence. Based on the cross-tabulation, it shows that most of the nurses who have high motivation have good performance as much as 85.2%. This is also in accordance with previous research conducted by (Irwadi et al, 2018).

According to (Ariko and Sumarni, 2021) who cite the opinions of Robert Keitner and Angelo Kinicki, stating work motivation is a psychological process that can arouse and direct a person's behavior to achieve goals. Motivation is an internal factor that arises from within oneself. So that to spur high motivation there must be encouragement and self-control from each individual.

In contrast to the results of research conducted by (Nuraida, 2011) and who found performance was not related to work motivation. This could be due to the indicators of initiative and creativity showing the lowest average score of 4.35. That is, nurses are less than optimal in finding new ideas to improve work performance. In accordance with previous research conducted by (Oktari, 2017) showed that motivational indicators in the

form of initiative and creativity were not related to nurse performance. It can be seen that nurses work directly with patients, where patient safety is more important than creativity.

Thus, if in every nurse there is motivation that gives strength to work properly and correctly, of course it will be able to improve the quality of nurse performance as an indicator of nurse performance. The higher the motivation, the nurse's performance will also increase.

2. Effect of Work Discipline on Nurse Performance

Based on the research results, it was obtained that the value of $p = 0.001$, meaning that there is a significant influence between work discipline and nurse performance. The Kendall Tau coefficient value shows a positive direction, which means that the higher the work discipline, the nurse's performance also increases.

The results of this study support the results of previous research conducted by Elianti (2020) which also proves the effect of work discipline on employee performance. This is also in line with Sutrisnoputri (2018) which proves work discipline has an influence on performance, with discipline reflected one's strength. One of the characteristics of people who succeed in achieving goals is people who apply discipline well.

Discipline according to Hasibuan (2015) is the key to the success of an agency in achieving its goals. Discipline is an important function in an organization because the better the employee discipline, the higher the work performance that can be achieved. Agencies that have disciplined workers will certainly provide progress for the agency. In this study, most of the nurses, 58.8%, had high discipline.

Based on the results of the analysis, it shows that nurses have high discipline on indicators of a high alert level with an average

score of 4.63. For nurses to do their job, they are required to always be alert and not negligent. This is because the work carried out involves the human soul, therefore, caution is needed so that the services provided to patients are in accordance with applicable regulations.

Previous research conducted by (Ratna, 2022). also found a positive relationship between work discipline and performance. In this study, it can be seen that nurses who have high discipline mostly have good performance, namely 81.3%. Vice versa, most of the nurses who have low discipline have poor performance, namely 76.8%. Because the performance of nurses is influenced by work discipline, leaders and employees should warn each other if there are employees who lack discipline.

3. Effect of Job Stress on Nurse Performance

Work stress negatively affects nurse performance. Similar finding was declared by Cahyandaru (2019).

Subchanifa (2020) also proves that work stress does not affect employee performance. Hafid (2019) explains that work stress has no significant effect on performance. Safitri (2020) reported that work stress has an effect on work productivity. This illustrates that employees are less able to deal with work stress so that it hinders their performance. A study by Saleh (2023) found that work stress had a negative effect on nurse performance. The higher the work stress, the lower the nurse's performance.

According to Putri (2013) work stress can have a negative impact on workers and institutions. Workers who cannot handle work stress tend to be unproductive, lazy, work ineffectively and inefficiently. In this study there were 64 people (38.3%) who felt high work stress had low performance. Someone with a stressful condition tends to feel tension. This is because there is pressure

that influences him, both internal and external pressure. Many dimensions lead to work stress. Based on the results of the analysis, it shows that the average score of respondents' answers on the variable work stress is the lowest compared to other variables, which is equal to 3.23.

Based on the description above, it can be concluded that the importance of stress management in order to create optimal performance. Nurses who work in the health sector if they have good performance will bring the good name of the institution where they work so that patients feel well cared for by medical personnel. This of course will create patient loyalty so that the possibility of repeat visits will be high.

4. Effect of Job Satisfaction on Nurse Performance

Job satisfaction increased nurse's work performance in the inpatient room. The results of this study are in line with Hafid (2019) which stated that job satisfaction affects employee performance. The higher the job satisfaction, the better the employee's performance.

Job satisfaction is a positive feeling that is felt by someone about a job which is the result of an evaluation of its characteristics. An employee with a high level of job satisfaction has positive feelings about the job (Robbins and Judge, 2021). These positive feelings can influence a good mindset so that the actions taken will feel light and there is no compulsion.

In this study, as many as 52.2% of the nurses in the Inpatient Room of RSUP Dr. Wahidin Sudirohusodo Makassar was satisfied with his work. This job satisfaction can be seen from the profession of the respondent as a nurse who can be useful for others. On this indicator, respondents answered with the highest average score, which was 4.57. Nurses with a high level of job satisfaction are expected to expend all their abilities to

complete the work, so as to produce optimal performance for the agency. This is also supported by research conducted by (Doloh, 2018) which found nurse performance was influenced by perceived job satisfaction.

According to (Robbins and Judge, 2021) salary is the most dominant cause of lack of job satisfaction. If the salary provided by the agency is lower than the prevailing wage in society for a job, employees tend to be dissatisfied with their salary. In accordance with the results of the study which showed as many as 47.8% of nurses felt unsatisfied. This is indicated by the dimension of satisfaction with salary with the lowest average score of 3.91. Salary is a person's main reason for working. An employee who has performed his obligations is entitled to a salary as compensation for his services. Agencies must pay salaries to employees in a timely manner according to work agreements. This can increase job satisfaction which will have a direct impact on performance.

5. Effect of Leadership on Nurse Performance

The results of research on the effect of leadership on nurse performance obtained a value of $p < 0.001$. so it can be concluded that there is a significant influence between leadership and nurse performance.

The results of this study are in line with Sari (2017) who found that leadership style has an effect on satisfaction and performance. The better the leadership style, the better employee performance and satisfaction. A good leader is a leader who wants to guide and direct employees to work according to the SOP so that work goals can be achieved. Based on the results of the analysis, it can be seen that 50.7% of nurses at RSUP Dr. Wahidin Sudirohusodo stated that the superior's leadership was considered good.

According to Chen (2004) good support shown by company leaders is able to

contribute to employees, including high motivation so that employees can work well and achieve targets. Based on the results of the analysis, it shows that the highest score of 4.46 is found in the indicator that the leader is willing to provide consultation if employees experience obstacles. The existence of consultation will support the performance of employees who find it difficult in terms of work. Leaders should provide consulting facilities and provide direction to employees. Obstacles in work that are overcome then employee performance will also increase.

6. Effect of Work Environment on Nurse Performance

There was a significant correlation between work environment and nurse performance. This finding is in line with Hastutiningsih (2018) which stated that there is a relationship between work environment and employee performance. The better the work environment, the employee's performance will also increase. The work environment is all conditions both physical and non-physical in the workplace. A good environment has a positive impact on employees who work, they feel at home working so that productivity is getting better. The results showed that 72.4% of nurses stated that the work environment was good. This good environment is characterized by the feeling of employees wanting to keep working for a long time.

Pengestuti, Hernawati and Ningtyias (2018) found that a good work environment will affect the performance of medical personnel. The state of the work environment with adequate facilities and infrastructure as well as a harmonious working relationship between fellow employees and employees and superiors will create a comfortable and conducive work environment. It is important for the hospital to pay attention to the comfort of nurses from both the physical and non-physical environment. A satisfactory

work environment for employees can improve performance, whereas an inadequate work environment can reduce employee performance and motivation. If the work environment is comfortable and communication between employees runs smoothly (Potu, 2003).

AUTHOR CONTRIBUTION

Andreza as a researcher who selects topics, searches for and collects research data. Didik Tamtomo, Bhisma Murti analyzed the data and reviewed research documents.

CONFLICT OF INTEREST

There is no conflict of interest in this study.

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