

THE EFFECT OF TRAINING, INCENTIVE PROVISION, WORK PROMOTION, AND PARTICIPATION IN POLICYMAKING ON THE PERFORMANCE OF NURSES

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Abstract. Human resources in a hospital are expected to always provide maximum and optimum performance in providing services to their patients. Nurses dominate the number of health officers in a hospital and hold an important role because they serve patients 24 hours. This study aims to determine the effect of training, incentive provision, work promotion, and participation in policymaking on the performance of nurses in Royal Prima Marelan General Hospital. This is a quantitative study with a descriptive-analytic design. The population consisted of all nurse executives in the Royal Prima Marelan General Hospital. Two hundred and twenty-four samples were taken using the total sampling technique. Data were analyzed with univariate, bivariate, and multivariate analysis. Results showed that age, education, and years of service affect the performance of nurses in Royal Prima Marelan General Hospital. However, gender did not affect the performance. Training affected nurse performance with a p-value of < 0.05 . Work promotion and participation in policymaking also affected the performance of nurses with a p-value of < 0.05 on both aspects. Nurses' characteristics, training, incentive provision, work promotion, and participation in policymaking simultaneously affect the performance of nurses in Royal Prima Marelan General Hospital. The most influential independent variable was participation in policymaking.

Keywords: nurse; performance; training; incentive provision; work promotion; participation in policymaking

I. INTRODUCTION

A hospital is a health service institution that provides complete individual health services through inpatient, outpatient, and emergency care services [1]. This definition indicates that a successful hospital can provide complete and quality health services to give satisfaction to its customers. The quality of a hospital is highly affected by the availability of resources, including facilities, infrastructure, and human resources [2]. Human resources (HR) is an important asset for a company with the ability to develop and decide the company's long-term success. HR plays an important role in achieving the company's vision and mission. Therefore, improving the capabilities of human resources is of utmost importance [3]. Having good human resources based on ability, skills, loyalty to the company, and enthusiasm for achieving company goals enables companies to compete in the era of global competition [4]. One of the deciding factors for an advanced hospital is human resources because they are the ones moving the wheels of the company. The globalization era demands human resources to not only have abilities and skills but also need to be dynamic and reflect the image of the company that they work at through their performances. The same applies to companies operating in the services sector such as hospitals [5]. Human resources in hospitals are expected to provide maximum and optimum

performance in providing services. Nurses dominate the number of health officers in a hospital and play an important role because they provide services for 24 hours. Other than that, they also care for patients until the patient is well [6]. Therefore, every hospital usually provides various programs to improve nurse performance through training and education on hard skills related to their profession and soft skills to improve the holistic needs of the patients [7].

Performance is a noticeable behavior displayed by employees as a work achievement in the company. An organization's performance is determined by all available human resources, both leaders and workers. Several factors affect human resources in executing their performances [8]. Nurses' performance can be measured by several indicators, including the quantity and quality of work results, efficiency in performing duties, work discipline, initiative, accuracy, leadership, honesty, and creativity. Demands and needs for quality nursing in the future are challenges that the hospital needs to prepare and manage fundamentally, focused, and seriously [9]. Nurses are responsible for providing medical care and supervising or controlling the condition and development of patients in care. A nurse is someone who takes care of other people with health problems [9]. Training is a factor that may influence nurses' performance by improving skills that will increase self-confidence to perform their duties. Training affected the performance of nurses in

Kenya [10]. Several other factors that may affect nurses' performances include incentive provision, who stated that there is an effect of incentive provision on nurses' performance in Level III Bhayangkara Hospital Manado. Incentives can be given as a strategy to improve workers' productivity and efficiency by taking advantage of the tendency of workers to work as is or non-optimal [11].

Related to career management for nurses, the hospital is expected to empower nurses according to their education and training to carry out career management or development that will increase performance [12]. Participation of nurses in Hospital Policymaking is also important to improve performance, where the involvement of nurses in policymaking in the hospital can increase their performance. The achievement of all the above factors can improve nurses' performance, which will affect work satisfaction. Based on a pre-survey in March 2022 of some nurses in Royal Prima Marelan Hospital, the average nurses stated that the hospital often provides training programs for nurses in Royal Prima Marelan Hospital, which motivates them to work enthusiastically. Training programs will increase knowledge and insight which will be beneficial for nurses. Some of the nurses also said that the nurses in Royal Prima Marelan Hospital had adequate welfare. However, most of them wished for more improvement in welfare to support their performance in the hospital which will affect work satisfaction. They also wish for their involvement in policymaking related to nursing in the Hospital. The results of the pre-survey showed that nurses were only moderately involved in policymaking. They were not given a chance to provide input when the hospital was about to adopt a policy that would be applied to nurses. This results in nurses feeling less welcome and leads to inconsistent performance.

Based on the recent pre-survey conducted by the authors by interviewing nurses, the nurses often complained of physical and mental fatigue. Demands to provide good quality services and demands from the hospital management often cause a psychological burden due to pressure. This can trigger work stress that can reduce the performance of nurses if there is no improvement from the hospital management. The authors also interviewed several patients at Royal Prima Marelan General Hospital concerning nurses' performances in Royal Prima Marelan General Hospital and found they lacked friendliness and tended to use a hard tone like they were scolding a patient. The level of care toward patients is still lacking. The patients seem to be unattended when there is no family in the hospital. No nurse seemed to come to bathe the patient, and the patient had the problem of calling nurses when their infusion ran out because the nurses rarely patrol around the room. One of the source people stated that the service was not fast, they still needed to wait to receive services from the nurses. The results of interviews and data on complaints indicated that the nurses' performance is inadequate, thus becoming the theme of this study. Based on the above background, the authors are interested in conducting a study on the effect of training, incentive provision, work promotion, and participation in policymaking

on the performance of nurses in Royal Prima Marelan General Hospital.

II. RESEARCH METHODS

This is a quantitative study with an analytic-descriptive design. The study was carried out in Royal Prima Marelan Hospital located in Jl. Marelan Raya Ps. II Pasar III No 187, Rengas Pulau, Medan Marelan District, Medan, North Sumatera, 20255. The study began with a preliminary survey from February 2023 to April 2023, followed by a result seminar. The population is all nurse executives in Royal Prima Marelan General Hospital. The samples were obtained through the total sampling technique, which involved all members of the population [13]. Based on the sampling technique used, the total sample in this study is 224 nurse executives. All obtained questionnaire data were recapitulated comprising of subject characteristics. The collected data were input into Microsoft Excel 2019. The master data were subsequently processed using SPSS version 25 to determine the relationship between independent and dependent variables to obtain conclusions and suggestions. The tests included were univariate, bivariate, and multivariate analyses.

III. RESULTS AND DISCUSSION

The Effect of Age on Nurses' Performance in Royal Prima Marelan Hospital

The results on the effect of age on nurses' performance in Royal Prima Marelan Hospital revealed 71 nurses aged 20-30 years (31.7%), 108 nurses aged 31-40 years (48.2%), and 45 nurses aged > 40 years (20.1%) out of a total of 224 nurses. The cross-table showed 20 nurses aged 20-30 years with poor performance (8.9%) and 51 nurses with good performance (22.9%). There were 9 nurses aged 31-40 with poor performance (4.0%) and 99 with good performance (44.2%). There were 3 nurses aged > 40 years with poor performance (1.3%) and 42 nurses with good performance (18.8%). The chi-square test found a p-value of 0.000, which showed that there is an effect of age on nurses' performance in Royal Prima Marelan General Hospital. [14] who stated that there is a correlation between age and nurses' performance. [15] stated that younger nurses need guidance in providing nursing care, and discipline, and also need to instill a sense of responsibility. Meanwhile, older nurses have responsibilities toward their tasks because of their experience and responsiveness. The age of workers determines the success of a work, both physical and non-physical. In general, older workers have weaker and more limited physical strength as opposed to younger workers. Worker age is one of the factors that affect productivity. Workers in the productive age usually provide higher produce compared to older workers due to physical limitations [16].

The Effect of Gender on Nurses' Performance in Royal Prima Marelan Hospital

The results on gender on nurses' performance in Royal Prima Marelan showed 52 male nurses (23.2%) and 172

female nurses (76.8%). The cross-table showed that there were 6 male nurses with poor performance (2.7%) and 46 male nurses with good performance (20.5%). There were 26 female nurses with poor performance (11.6%) and 146 female nurses with good performance (65.2%). The chi-square test found a p-value of 0.518 which showed that there was no effect of gender on nurses' performance in Royal Prima Marelan General Hospital. This study was in line with [17] who indicated that there is no effect of gender on nurses' performance. On the contrary, [18] Showed that gender affected nurses' performance. [19] Who said that performance is not an individual characteristic, but the manifestation of one's talents and abilities.

The Effect of Education on Nurses' Performance in Royal Prima Marelan Hospital

The results on the effect of education on nurses' performance in Royal Prima Marelan revealed 88 Diploma III graduate nurses (39.3%), 11 Diploma IV graduate nurses (4.9%), and 125 Bachelor graduate nurses (55.8%). The cross-table showed 26 Diploma III graduate nurses with poor performance (11.6%) and 62 Diploma III graduate nurses with good performance (27.7%). There were 0 Diploma IV graduate nurses with poor performance and 11 Diploma IV graduate nurses with good performance (4.9%). There were 6 Bachelor graduate nurses with poor performance (2.7%) and 119 nurses with good performance (53.1%). The chi-square test found a p-value of 0.000, which showed that there is an effect of education on nurses' performance in Royal Prima Medan General Hospital. These results who stated that education directly affects nurses' performance. Education is all voluntary activities of teaching and learning, making use of theories and practice to improve an individual's competency, which leads to optimal changes in skills, knowledge, and behavior by using certain learning methods. According to [20], health education is one of the implementations of education in the health field through individual, group, or community learning processes from not knowing to knowing and from being unable to solve health problems to being able to solve them. The results of the study showed that higher education can affect nurses' performance and is beneficial for the sustainability of the hospital, which shows that nurses with good performance were dominated by bachelor graduate nurses.

The Effect of Years of Service on Nurses' Performance in Royal Prima Marelan Hospital

The results on the effect of years of service on nurses' performance in Royal Prima Marelan Hospital showed 47 nurses with 1-2 years of service (21.0%) and 177 nurses with > 2 years of service (79.0%). The cross-table describes 23 nurses with 1-2 years of service with poor performance (10.3%) and 24 nurses with good performance (10.7%). There are 9 nurses with > 2 years of service with poor performance (4.0%) and 168 nurses with good performance (75.0%). The chi-square test showed a p-value of 0.000 which indicated that there is an effect of years of service on nurses' performance in Royal Prima Marelan General Hospital. The study was in

line with [21] who showed that years of service affected nurses' performance in the inpatient unit of Haji Makassar Regional Hospital. Years of service are the time spent from the first time the nurses were officially appointed as hospital employees. Work satisfaction was relatively high at the beginning of work, and declined gradually for 5 to 8 years, which will increase and reach its peak after working for 20 years. According to her, the longer someone works, the higher their skills and experience in handling problems within the work. Experience is one of the ways to earn knowledge in a non-specific time. Psychologically, human thoughts, personality, and temperament are determined by the experience of the senses. Thought and actions are not caused by actions but by past causes. This was proven by the result of this study which stated that good nurses' performance was dominated by nurses with > 2 years of service.

The Effect of Training on Nurses' Performance in Royal Prima Marelan Hospital

The effect of training on nurses' performance in Royal Prima Marelan Hospital showed that 31 nurses stated that the training was poor (13.8%), while 193 nurses stated that the training was good (86.2%). The result indicated that most nurses stated that the training in Royal Prima Marelan Hospital was good. The cross-table describes 16 nurses who stated that the training in Royal Prima Marelan General Hospital was poor and had poor performance (7.1%) and 15 nurses had good performance (6.7%). Meanwhile, 16 nurses stated that the training in Royal Prima Marelan General Hospital was good and had poor performance (47.1%) and 177 nurses had good performance (79.0%). The chi-square test found a p-value of 0.000 which showed that there is an effect of training on nurses' performance in Royal Prima Marelan General Hospital. Nurses who receive good training will have high performance. On the contrary, nurses with poor training will have decreased performance. The study was in line with [22] that there is an effect of training on nurses' performance. Training will affect nurses' performance, thus if the training is implemented according to the regulation of Royal Prima Marelan General Hospital, then it will affect nurses' performance. During training, the nurses are expected to obtain or learn behavior, skills, abilities, knowledge, and specific attitudes related to work. The training usually focuses on the provision of special skills or aid in correcting weaknesses in their performance. Adequate training according to skills will produce a good performance.

The Effect of Incentive Provision on Nurses' Performance in Royal Prima Marelan Hospital

The results on the effect of incentive provision on nurses' performance in Royal Prima Marelan General Hospital showed 22 nurses who stated that the incentive provision was poor (9.8%) and 202 nurses who stated that the incentive was good (90.2%). This result indicated that most nurses stated that the incentive at Royal Prima Marelan General Hospital was good. The cross-table describes that 11 nurses stated that the incentive provision of Royal Prima Marelan Hospital was poor and had poor performance (4.9%),

while 11 nurses had good performance (4.9%). Meanwhile, 21 nurses stated that the incentive provision of Royal Prima Marelan Hospital was good and had poor performance (9.4%), while 181 nurses had good performance (80.8%). The chi-square test found a p-value of 0.000 which showed that there is an effect of incentive provision on nurses' performance in Royal Prima Marelan General Hospital. This result concludes that the better the incentive provided by Royal Prima Marelan Hospital, the better the performance of the nurses. This was in line with [23] who found that incentives affected nurses' performance in Eria Bunda Mother and Child Hospital Pekanbaru. Incentive provision is a way or effort by the hospital to improve the work quality of its workers. With incentive, nurses will feel that their hard work is respected by the hospital. Therefore, they will be more motivated to keep improving their performance above the standard determined by the hospital to gain incentives. Most nurses stated that the incentive provided by Royal Prima Marelan was good, which can increase nurses' performance because the provision of incentives according to the nurses' workload will improve nurses' performance.

The Effect of Work Promotion on Nurses' Performance in Royal Prima Marelan Hospital

The results on the effect of work promotion on nurses' performance in Royal Prima Marelan General Hospital showed that 18 nurses said that work promotion was poor (8.0%), and 206 nurses said good (92.0%). The result indicated that most nurses stated that the work promotion in Royal Prima Marelan Hospital was good. The cross-table revealed that 10 nurses stated that the work promotion in Royal Prima Marelan Hospital was poor and had poor performance (4.5%), while 8 nurses had good performance (3.6%). Meanwhile, 22 nurses stated that the work promotion in Royal Prima Marelan Hospital was good and had poor performance (9.8%), while 184 nurses had good performance (82.1%). The chi-square test found a p-value of 0.000 which showed that there is an effect of work promotion on nurses' performance in Royal Prima Marelan General Hospital. This result concludes that the better the work promotion, the higher the nurses' performance. The better and more transparent work promotion in Royal Prima Marelan General Hospital will lead to increased nurses' performance [24].

The Effect of Participation in Policymaking on Nurses' Performance in Royal Prima Marelan Hospital

The results on the effect of participation in policymaking on nurses' performance in Royal Prima Marelan General Hospital indicated that 45 nurses did not participate in policymaking (20.1%) while 179 nurses participated in policymaking in Royal Prima Marelan General Hospital (79.9%). This result showed that most nurses participated in policymaking at Royal Prima Marelan General Hospital. The cross-table found that 23 nurses did not participate in policymaking in Royal Prima Marelan General Hospital and had poor performance (10.3%), while 22 nurses had good performance (9.8%). Meanwhile, 9 nurses participated in policymaking at Royal Prima Marelan General

Hospital and had poor performance (4.0%), while 170 nurses had good performance (75.9%). The chi-square test found a p-value of 0.000 which showed that there is an effect of participation in policymaking on nurses' performance in Royal Prima Marelan General Hospital. If the nurses are more involved in policymaking, they will perform better. [25] management should provide chances for the nurses to understand problems appearing in the field to determine the best decision. Giving trust and a chance for nurses to finish their work will support work satisfaction. gives rise to the potential for bias, (2) the locus study is only Bank Sumut so this study cannot represent the condition of BPD as a whole. For further studies, we suggest adding different variables that are related to the variables in this study. If possible, we hope that the locus of the next study will not only be Bank Sumut but will include all BPDs in Indonesia.

IV. CONCLUSION

This study concludes that: Age, education, and years of service affect nurses' performance in Royal Prima Marelan Hospital. However, gender does not affect nurses' performance in Royal Prima Marelan Hospital. Training affects nurses' performance in Royal Prima Marelan Hospital with a p-value < 0.05. Incentive provision affects nurses' performance in Royal Prima Marelan Hospital with a p-value < 0.05. Work promotion affects nurses' performance in Royal Prima Marelan Hospital with a p-value < 0.05. Participation in policymaking affects nurses' performance in Royal Prima Marelan Hospital with a p-value < 0.05. Characteristics of nurses, training, incentive provision, work promotion, and participation in policymaking simultaneously affect nurses' performance in Royal Prima Marelan Hospital. The most influential independent variable on nurses' performance in Royal Prima Marelan Hospital is participation in policymaking.

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