

The Correlation Between Nurse Performance Evaluation Indicators and Nurse Work Productivity at Wijaya Kusuma Hospital

Ernawati^{1*}, Dodik Hartono², R. Endro Sulistyono³

¹ Bachelor of Nursing Student, Faculty of Health Sciences, Hafshawaty Zainul Hasan University, Indonesia

² Bachelor of Nursing Program, Faculty of Health Sciences, Hafshawaty Zainul Hasan University, Indonesia

³ Diploma of Nursing Program, Faculty of Nursing, University of Jember, Indonesia

Correspondence should be addressed to:
Ernawati
ernawati0119@gmail.com

Abstract:

Performance appraisal is a process within an organization that aims to evaluate employee performance. Performance appraisal is used to assess how much productivity is produced by employees. One of the main challenges many organizations face today is increasing employee productivity. This research aims to determine the relationship correlation performance assessment indicators and the work productivity of nurses at Wijaya Kusuma Hospital, Lumajang. The research design used analytical observational with a cross-sectional approach. The population included all nurses at Wijaya Kusuma hospital Lumajang totaling 79 nurses. The instruments used an employee performance assessment questionnaire within the Ministry of Health and IWPQ. Next, it was analyzed using the Spearman's rho test. This research has been submitted and passed ethics at KEPK Unhasa. The results of this research showed that 31 respondents (39.2%) performed in the very good category, 30. The number of respondents with an assessment of work productivity evaluation of work productivity in the medium category was 48 (60.8%). The nurse performance assessment indicator significantly correlated with work productivity, as indicated by a correlation coefficient of 0.905 with a significance level of 0.001 ($p=0.05$). Performance appraisal not only functions as an evaluation tool but also as an instrument for sustainable performance development. Hospitals should continue to improve their performance assessment systems, which are objective and support the development of nurse competency. With proper assessment, it is hoped that there will be a sustainable increase in work productivity, which will ultimately positively impact the quality of health services.

Article info:

Submitted:
01-11-2024
Revised:
16-12-2024
Accepted:
19-12-2024

Keywords:

performance appraisal; work productivity; nurse competency

DOI: <https://doi.org/10.53713/htechj.v2i6.290>

This work is licensed under CC BY-SA License.



INTRODUCTION

Performance appraisal is an essential organizational process to evaluate employee performance and determine appropriate actions (I. Saputra & Rahmat, 2024). It also serves as a foundation for assessing the effectiveness of human resource management, providing employees with an understanding of the organization's expectations, and supplying information for salary adjustments, promotions, and disciplinary actions. A well-structured performance appraisal process aids in developing and motivating staff, though it often faces challenges such as a lack of objectivity and personal biases (O. Saputra & Heliyani, 2024; Sholeh, 2023).

Performance appraisal indicators include knowledge, punctuality, and work quality. In hospitals, these indicators are crucial to ensure high-quality healthcare services. Effective

performance management systems in hospitals require tailored indicators for both clinical and non-clinical staff. Employee productivity, particularly for nurses, is greatly influenced by training, motivation, and workload, all of which play a significant role in the quality of care provided (Hasriyani et al., 2023; Sihombing & Saragih, 2021).

In Wijaya Kusuma Hospital, there are indications that performance assessments are still biased, especially in measuring productivity. Observations show that most employees are rated highly, although no supporting documentation exists. Improvements in the performance appraisal system are needed to measure employees' work results objectively and according to established indicators.

Nurses' productivity includes effectiveness in carrying out tasks, communication, patient satisfaction, and documentation. Fair assessments from department heads are needed to ensure understanding and satisfaction among stakeholders. Research indicates that motivation and training have a significant impact on productivity, while heavy workloads can reduce caring behaviors, highlighting the importance of managing nurses' workload to maintain service quality (Nainggolan & Kuntadi, 2023; Thomas & Wasiman, 2023).

The current Individual Performance Indicator (IKI) assessment is suboptimal because it remains subjective and manual, needing more consideration for differences in duties and responsibilities. This process also lacks peer evaluation and national standards, emphasizing the importance of objective and structured indicators in assessing service quality (Thomas & Wasiman, 2023).

Studies show that job satisfaction greatly impacts nurse loyalty, which in turn influences the quality of nursing care. Salary is a primary motivating factor that supports nurse performance, followed by education. High motivation and commitment contribute to better performance, with a proper remuneration system enhancing job satisfaction and motivation (Fatimah Fauzi Basalamah et al., 2021; G. N. Saputra et al., 2024).

The use of an e-log book for assessing nurse competencies has proven effective in monitoring and documenting the nursing care process. Clear and structured standards and indicators, supported by digital logbooks, enable more objective and directed performance evaluation, ultimately improving overall service quality (Marwiati & Fahrurrozi, 2021).

METHOD

Research design refers to the strategy and steps planned to conduct research, covering general assumptions and detailed steps in data collection and analysis. This study applies an observational analytic design with a cross-sectional approach, focusing on measuring independent and dependent variables simultaneously without follow-up. This design enables the prevalence or effect of a phenomenon (dependent variable) to be analyzed in relation to its cause (independent variable) (Nursalam, 2020).

The population comprises subjects meeting specified criteria, including both target and accessible populations. The target population, which includes all nurses at Wijaya Kusuma Hospital (91 nurses), is narrowed to the accessible population of 79 nurses working in inpatient and outpatient wards. This study uses total sampling, where all members of the accessible population are included as samples. The research variables consist of the independent variable (nurse performance evaluation indicators) and the dependent variable (work productivity). Data was collected at Wijaya Kusuma Hospital from July 1 to July 31, 2024.

RESULT

Table 1. Characteristics of Respondents (n=79)

Characteristics	Frequency	Percentage (%)
Age		
21 - 25 years	28	35.4
26 – 30 years	39	49.4
31 – 35 years	10	12.7
36 – 40 years	2	2.5
Gender		
Male	18	22.8
Female	61	77.2
Job Field		
Emergency Department	7	8.9
Inpatient Ward	38	48.1
Outpatient Department	7	8.9
ICU	8	10.1
Operating Room	13	16.4
NICU	6	7.6

The characteristics of respondents in this study show that the majority are aged 26–30 (49.4%), followed by those aged 21–25 (35.4%). Regarding gender, females comprise 77.2% of the sample, while males account for 22.8%. Most respondents work in the inpatient ward (48.1%), followed by those in the operating room (16.4%), with smaller groups in emergency, outpatient, ICU, and NICU departments.

Table 2. Nurse Performance Evaluation and Work Productivity Results at Wijaya Kusuma Hospital (n=79)

Characteristics	Frequency	Percentage (%)
Performance Evaluation		
Very Good	31	39.2
Good	30	38
Fair	18	22.8
Poor	0	0
Very Poor	0	0
Work Productivity		
High	31	39.2
Moderate	48	60.8
Low	0	0
Very Low	0	0

The combined table summarizes the results of the nurse performance evaluation and productivity measurement. In the performance evaluation, 31 respondents (39.2%) were rated as "Very Good," while 30 (38.0%) were rated as "Good," and 18 (22.8%) were rated as "Fair," with no respondents rated as "Poor" or "Very Poor." For productivity measurement, 31 respondents (39.2%) had "High" productivity, and the majority, 48 respondents (60.8%), were categorized as having "Moderate" productivity. Overall, the data indicates that most respondents achieved a "Good" or higher performance rating and exhibited "Moderate" productivity levels.

Table 3. Correlation Between Nurse Performance Evaluation Indicators and Work Productivity (n=79)

Variables	Sampel Size (N)	Correlation Coefficient		Significance Value
		Performance Evaluation	Work Productivity	
Nurse Performance Evaluation Indicators	79	1	0.905	0.0001
Work Productivity	79	0.905	1	

The table presents the correlation between nurse performance evaluation indicators and work productivity. It shows a perfect correlation coefficient of 1 for the performance evaluation indicators, while the correlation with work productivity is 0.905, indicating a strong positive relationship. The significance value of 0.0001 suggests that this correlation is statistically significant, underscoring the importance of performance indicators in assessing work productivity among nurses.

DISCUSSION

Indicators of Nurse Performance Evaluation at Wijaya Kusuma Hospital, Lumajang

Table 2 indicates that in the assessment of Employee Work Targets (SKP), 31 respondents (39.2%) received ratings in the "very good" category, while 30 respondents (38%) fell into the "good" category, and 18 respondents (22.8%) were rated as "fair." This reflects that the majority of respondents are categorized as having good to very good performance, indicating optimal achievement of work targets. SKP serves as a work plan and target agreed upon by employees and their superiors. A higher SKP score indicates a higher level of output achievement against planned targets, implying that employees strive to attain a high level of work performance. Conversely, a lower SKP score suggests a lower realization of output achievement, indicating a declining level of work performance. According to Government Regulation No. 94 of 2021, disciplinary penalties may be imposed for failing to meet established SKP targets if the score is below 61 (Central Government) (Aji, 2022; Ndouk & Tangi, 2020).

The achievement of SKP scores in the good and very good categories suggests that the majority of nurses have met or even exceeded the performance standards expected by the institution (Harma et al., 2020). This reflects the success of Wijaya Kusuma Hospital in managing factors influencing nurses' work performance, such as competency, motivation, and work environment. The hospital recognizes that clinical competence, knowledge, and technical skills are crucial for nurses to meet performance standards (Ilham et al., 2024). Interviews conducted by the researcher revealed that the hospital continuously motivates and facilitates all medical staff, both senior and junior, to participate in ongoing education and training to enhance the skills necessary for delivering high-quality patient care.

High work competency fosters nurses' work motivation, as evidenced by research from (Ilham et al., 2024), which indicates that work competency has a positive and significant impact on employee motivation. This means that the higher the work competency, the greater the work motivation. Conversely, low competency leads to diminished motivation. Observations also indicated that Wijaya Kusuma Hospital consistently recognizes and rewards its staff for dedication and work achievements, which further enhances work motivation. Sustained motivation encourages nurses to meet or exceed the performance standards set by the institution, as shown in the research by (Anggoro et al., 2022), which asserts that work motivation strongly influences employee performance.

Measurement of Work Productivity

The results presented in Table 2 show that the work productivity of nurses is categorized into two levels: a high category (scores of 9–12) with a frequency of 31 nurses (39.2%) and a majority in the moderate productivity category (scores of 5–8) with a frequency of 48 nurses (60.8%). Work productivity reflects an employee's ability to execute tasks effectively and efficiently within a specified time frame, adhering to quality standards. High productivity is significantly influenced by each individual's awareness of their responsibilities and duties in their assigned roles (Madjidu, 2022; Septian, 2023)

The findings indicate that while most nurses demonstrate adequate productivity, they have not yet achieved optimal levels. The researcher observed that suboptimal productivity correlates with insufficient task performance and contextual performance. The primary focus of Task Performance is how employees execute their core responsibilities, including competencies, timeliness, and adherence to established standards. In the context of nursing, task performance includes delivering nursing actions, managing patients, and ensuring accurate and timely medical documentation. As health issues evolve in terms of prevalence and complexity, adequate time and effort are required for nursing care. Without ongoing competency development or adequate support, task performance may decline. This aligns with (Darma Laksana & Ariani Mayasari, 2021) findings, which highlight the crucial role of competencies in enhancing nurse performance.

The contextual performance dimension in the Individual Work Performance Questionnaire (IWPQ) focuses on behaviors that support the overall work environment and organization, even if they are not directly related to formal responsibilities. The researcher discovered that inadequate contextual performance is linked to fluctuations in stress and work fatigue experienced by respondents. Despite attempts to manage workloads fairly, fluctuations in patient numbers and their complexities can impact stress levels and fatigue. As noted by one respondent, nurses experiencing high stress or fatigue often struggle to exhibit positive contextual behaviors. Stressed nurses tend to focus solely on completing primary tasks, neglecting aspects such as assisting coworkers or engaging in teamwork (Majrabi, 2022).

The Correlation Between Nurse Performance Evaluation and Work Productivity at Wijaya Kusuma Hospital, Lumajang

Research results presented in Table 3, reveal a strong relationship between the indicators of nurse performance evaluation and work productivity, evidenced by a correlation coefficient of 0.905 and a significance level of 0.0001 ($p < 0.05$). This indicates that higher performance evaluations correlate with increased work productivity. Theoretically, this aligns with performance evaluation theories, which assert that effective performance assessments not only reflect work outcomes but also provide constructive feedback for productivity improvement (Hasriyani et al., 2023; Sihombing & Saragih, 2021). Comprehensive and structured evaluations can motivate nurses to achieve higher performance standards and enhance service quality.

When performance evaluations are conducted fairly and transparently, employees tend to feel more motivated to work optimally and demonstrate strong performance. For nurses, the evaluated performance indicators encompass aspects such as clinical competence, service speed, adherence to procedures, and professional attitude. Improvements in these areas directly enhance work productivity (Kirana & Nugraheni, 2023). This perspective is supported by other studies indicating that employees receiving positive performance evaluations tend to exhibit higher motivation and strive to maintain or enhance their productivity. Thus, performance evaluations serve not only as assessment tools but also as instruments for ongoing performance development.

The findings suggest that organizations should continuously improve objective performance evaluation systems that support the development of nurses' competencies. With appropriate evaluations, ongoing increases in work productivity are anticipated, ultimately positively impacting healthcare service quality. This connection emphasizes the importance of maintaining effective evaluation processes, as they contribute to the professional growth of nurses, promoting both individual and organizational success in delivering high-quality healthcare.

CONCLUSION

In conclusion, the elderly are highly susceptible to hypertension due to aging-related changes and lifestyle factors. Effective management of hypertension can be achieved through a combination of pharmacological and non-pharmacological interventions, including lifestyle modifications, regular anti-hypertension exercise, and the consumption of certain fruits, like watermelon, which have beneficial effects on blood pressure. Studies demonstrate that anti-hypertension exercise can significantly lower blood pressure, and watermelon's high potassium and citrulline content supports vasodilation and reduced sodium effects, aiding in blood pressure management. Thus, combining anti-hypertension exercise with watermelon juice presents a promising approach to lowering blood pressure in elderly individuals with hypertension.

ACKNOWLEDGEMENT

The authors express their gratitude to Wijaya Kusuma Hospital, Lumajang, East Java, Indonesia, for providing the database used in this study.

CONFLICT OF INTEREST

The authors declared no competing interests in the production of this manuscript.

REFERENCES

- Aji, B. B. (2022). Sistem Penilaian Kinerja Berbasis Sasaran Kinerja Pegawai (SKP) di Lingkungan Sekretariat Daerah Kota Banjarbaru. *Journal on Education*, 5(1), 1047–1064. <https://doi.org/10.31004/joe.v5i1.717>
- Anggoro, F. S. W., Arry Widodo, A. S., & Rubiyanti, N. (2022). Work Discipline, Work Environment, Work Motivation, Employee Performance. *JURNAL ILMIAH MANAJEMEN BISNIS DAN INOVASI*, 10(3), 897–904.
- Darma Laksana, I. G., & Ariani Mayasari, N. M. D. (2021). Pengaruh Kompetensi Dan Stres Kerja Terhadap Kinerja Perawat Di Rumah Sakit Jiwa Provinsi Bali. *Bisma: Jurnal Manajemen*, 7(2), 192. <https://doi.org/10.23887/bjm.v7i2.31930>
- Fatimah Fauzi Basalamah, Reza Aril Ahri, & Arman Arman. (2021). 355084-Pengaruh-Kelelahan-Kerja-Stress-Kerja-Mo-2B53E47a. *An Idea Health Journal*, 1(2), 67–80.
- Harma, A., Ahri, R. A., & Ambas, J. (2020). Pengaruh Penerapan Good Governance terhadap Kepuasan Kerja dan Kinerja di Rumah Sakit Umum Daerah Labuang Baji Makassar Penerapan. *Journal of Muslim Community Health (JMCH) Published*, 2(2).
- Hasriyani, Tahir, T., & Arafat, R. (2023). Metode Penilaian Kinerja Dalam Meningkatkan Kinerja Perawat Di Rumah Sakit: a Scoping Review. *Jurnal Keperawatan*, 15(1), 423–430.
- Ilham, M., Harisa, I., & Riesaldi, M. (2024). *PENGARUH KOMPETENSI TERHADAP KEPUASAN*. 2(1), 1–7.
- Kirana, G. R., & Nugraheni, R. (2023). Penilaian Kinerja Perawat Berdasarkan Aspek Sikap Kerja, Tingkat Keterampilan, dan Manajemen Kinerja di Rumah Sakit Wilujeng Kabupaten Kediri. *Jurnal Manajemen*

Kesehatan Yayasan RS.Dr. Soetomo, 9(1), 151. <https://doi.org/10.29241/jmk.v9i1.1413>

- Madjidu, A. (2022). Analisis Lingkungan Kerja, Budaya Organisasi Dan Semangat Kerja Dan Pengaruhnya Terhadap Produktivitas Kerja Pegawai. *Jesya (Jurnal Ekonomi & Ekonomi Syariah)*, 5(1), 444–462. <https://doi.org/10.36778/jesya.v5i1.598>
- Majrabi, M. (2022). Nurses Burnout, Resilience and Its Association with Safety Culture: A Cross Sectional Study. *Open Journal of Nursing*, 12(01), 70–102. <https://doi.org/10.4236/ojn.2022.121006>
- Marwiati, M., & Fahrurrozi, M. (2021). E -Log Book Untuk Penilaian Kinerja Kompetensi Perawat klinis. *Jurnal Kepemimpinan Dan Manajemen Keperawatan*, 4(2), 177–182. <https://doi.org/10.32584/jkkm.v4i2.1191>
- Nainggolan, C. D., & Kuntadi, C. (2023). Dampak Komunikasi Efektif, Kinerja, Serta Efektivitas Organisasi Pada Organisasi Profesional. *Musyari: Neraca Manajemen, Akuntansi, Dan Ekonomi*, 1(4), 71–80. <https://ejournal.warunayama.org/index.php/musyarineraca/article/view/477>
- Ndouk, W., & Tangi, D. H. (2020). Pengaruh Evaluasi Diri Dan Skp Terhadap Indikator Kinerja Pegawai. *JPIM (Jurnal Penelitian Ilmu Manajemen)*, 5(3), 268–273.
- Saputra, G. N., Paramarta, V., & Purwanda, E. (2024). Analisis Pengaruh Kepemimpinan, Kualitas Pelayanan, dan Kepuasan Kerja Terhadap Kinerja Rumah Sakit: Studi Literatur. 4, 3811–3826.
- Saputra, I., & Rahmat, H. K. (2024). Evaluasi Kinerja Karyawan dalam Suatu Perusahaan: Sebuah Kajian Kepustakaan. *Journal of Current Research in Management, Policy, and Social Studies*, 1(1), 19–24.
- Saputra, O., & Heliyani. (2024). Analisis Implementasi Sistem Penilaian Kinerja Pegawai Pada Badan Kepegawaian Dan Pengembangan Sumber Daya Manusia. *Jurnal Ekobistek*, 13, 120–128. <https://doi.org/10.35134/ekobistek.v13i3.808>
- Septian, E. (2023). Analisis Produktivitas Kerja Pegawai Dalam Meningkatkan Pelayanan Prima di Bagian Sumber Daya Manusia Rumah Sakit Umum Pusat Dr. Sardjito. *Professional: Jurnal Komunikasi Dan Administrasi Publik*, 10(2), 655–662. <https://doi.org/10.37676/professional.v10i2.5087>
- Sholeh, M. I. (2023). COMPETITIVE : Journal of Education Pengakuan Dan Reward Dalam Manajemen SDM Untuk Meningkatkan Motivasi Guru. *COMPETITIVE: Journal of Education*, 2(4), 212–234.
- Sihombing, M. H. H., & Saragih, S. (2021). Sistem pendukung keputusan penilaian kinerja perawat menggunakan metode saw (simple additive weighting) (studi kasus: rs.columbia asia). *Journal of Information Technology and Accounting*, IV(2), 2614–448. <http://jurnal.uimedan.ac.id/index.php/JITA/>
- Thomas, D., & Wasiman, W. (2023). Pengaruh Beban Kerja, Pelatihan dan Motivasi terhadap Produktivitas Kerja pada PT Top Baker Indonesia. *Jurnal Disrupsi Bisnis*, 6(5), 510. <http://openjournal.unpam.ac.id/index.php/DRB/article/view/30544>