

Factors Associated with Nurses' Performance at Mitra Medika General Hospital Pangkalpinang

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Abstract

Introduction: Hospitals are complex healthcare organizations where leadership and work motivation play crucial roles in influencing nurse performance and the overall quality of healthcare services.

Objective: Nurses' performance is one of the key indicators in determining the quality of health services in hospitals. Optimal performance is influenced by several factors, including leadership style, work motivation, and work environment. This study aims to determine the relationship between leadership style, work motivation, and work environment with nurses' performance at Mitra Medika General Hospital Pangkalpinang in 2025.

Method: This research used an analytical quantitative approach with a cross-sectional design. The sample consisted of 50 respondents selected using total sampling technique. The research instrument was a questionnaire, and data were analyzed using the Chi-Square test.

Result: The results of the study indicate that there is no significant relationship between leadership style, work motivation, and work environment with nurses' performance at Mitra Medika General Hospital Pangkalpinang in 2025. The significance values for each variable are $p = 0.603$ for both leadership style, $p = 0,323$ for work motivation, and $p = 0.953$ for work environment, all of which exceed the 0.05 threshold. The conclusion of this study is that leadership style, work motivation, and work environment do not have a significant relationship with nurses' performance.

Conclusion: The results of this study are expected to serve as a consideration for future researchers to develop further studies with broader variables and a qualitative approach, for educational institutions to utilize the findings as applied learning material, and for healthcare institutions to pay attention to leadership style, work motivation, and work environment in order to support the improvement of nurses' performance.

Keywords: leadership style, nurses' performance, work environment, work motivation

Introduction

Hospitals are one of the most complex healthcare services. They are also healthcare organizations that demand high levels of work quality from all staff, especially nurses (Purwanda & Paramarta, 2024). Hospitals are healthcare facilities with a high level of complexity. They involve multidisciplinary interactions among healthcare workers, demanding professionalism and high performance, particularly from nurses. Nurses play a central role in the healthcare system as they are on the front lines providing direct care to patients 24/7. Therefore, nurse performance is a crucial aspect that influences the overall quality of hospital services. Nurse performance encompasses the ability to conduct assessments, nursing diagnoses, interventions, implementation, and evaluations in a professional and timely manner.

Optimal performance not only supports patient safety but also reflects the quality of nursing services and the hospital's public image. Good nursing performance is crucial for providing quality healthcare to patients. Several factors influence nurse performance, such as leadership, motivation, workload, and the work environment. One of the main factors related to nurse performance is leadership. Leadership is a factor that can influence an individual's performance, as it is the driving force behind an organization led by a leader (Iswahyudi et al., 2023).

In the workplace, especially in hospitals, leadership plays a crucial role because hospitals are organizations involving various professions with interconnected tasks. According to Nania et al. (2021), good leadership is leadership that creates synergy among healthcare workers, enabling optimal patient care. Leadership in nursing is a practice that influences and guides all nursing staff, fostering trust and obedience, thus fostering a willingness to carry out tasks to achieve common goals effectively and efficiently (Putra et al., 2024).

The ward head plays a strategic role in managing nurses in the work unit, including planning, organizing, directing, and supervising nursing tasks (Putra et al., 2024). Furthermore, the ward head also plays a role in creating a conducive work environment, motivating team members, and ensuring nursing services run according to established standards. The ward head is the frontline in the ward, directing nurses to improve their performance and further enhance it (Wijayanti, 2023). Within the hospital structure, the ward head plays a crucial role as a leader who directly interacts with nurses. One of their primary functions is planning, where the ward head is responsible for establishing nurses' work schedules, planning human resource needs, and ensuring the availability of necessary medical equipment. Torar & Wulandari (2023) also explain that ward heads who are able to motivate and support their teams can increase nurse satisfaction and productivity, while ineffective leadership can negatively impact staff performance and well-being.

In addition to leadership, work motivation is also a crucial factor related to nurse performance. High motivation will encourage nurses to perform better in providing healthcare to patients. Work motivation is also influenced by various factors, such as recognition, the work environment, workload balance, and professional development opportunities. However, excessive workload can also pose a challenge to improving nurse performance. Initial observations at Mitra Medika General Hospital in Pangkalpinang revealed several phenomena indicating challenges in nurse performance. Some nurses experienced high levels of performance, particularly in units with high workloads. This is thought to be related to helping nurses manage work pressure. Conversely, in other units, ward heads who were more open to staff input and regularly provided appreciation were able to create a more harmonious work environment and increase nurse job satisfaction. This situation suggests

that the ward head's leadership style has a significant influence on nurse performance and job satisfaction.

Based on research conducted by Septyawan et al. (2024), their results indicate that leadership style has a positive and partially significant effect on job satisfaction at the Makassar City Regional General Hospital (RSUD). Meanwhile, Amalia et al. (2024) concluded that their research results indicate a relationship between ward head leadership style and nurse job satisfaction at Sambas Regional General Hospital, with a p-value of 0.000. Furthermore, there was a relationship between work motivation and nurse job satisfaction at Sambas Regional General Hospital, with a p-value of 0.000. This research concludes that there is a relationship between the ward head's leadership style and work motivation, and the level of nurse job satisfaction at Sambas Regional General Hospital.

Research conducted by Defrian et al. (2022) indicates that the leadership styles employed by ward heads are democratic, participatory, authoritarian, and free-wheeling. The performance of nurses, including assessment, diagnosis, intervention, implementation, and evaluation, was categorized as good. The ward head's participatory, authoritarian, and free-wheeling leadership styles influenced the performance of nurses. The study concluded that the ward head's leadership style influences the performance of nurses in the inpatient ward at Zainab Women and Children's Hospital in Pekanbaru. Ward heads should adopt a positive leadership style tailored to work conditions and needs. Nurses should strive to improve the performance of nursing care services in the ward.

Objective

Nurses' performance is one of the key indicators in determining the quality of health services in hospitals. Optimal performance is influenced by several factors, including leadership style, work motivation, and work environment. This study aims to determine the relationship between leadership style, work motivation, and work environment with nurses' performance at Mitra Medika General Hospital Pangkalpinang in 2025.

Method

This research used an analytical quantitative approach with a cross-sectional design. The sample consisted of 50 respondents selected using total sampling technique. The research instrument was a questionnaire, and data were analyzed using the Chi-Square test

Result

Table 1. The Relationship between Leadership Style and Nurse Performance

Leadership Style	Nurse Performance						P value
	Good		Poor		Total		
	n	%	n	%	n	%	
High	9	45.0	11	55.0	20	100	0,603
Sufficient	17	56.7	13	43.3	30	100	
Total	26	52.0	24	48.0	50	100	

Table above shows that good nurse performance was more common in those with a sufficient leadership style, with 17 respondents (56.7%). Meanwhile, poor nurse performance was more common in those with a sufficient leadership style, with 13 respondents (43.3%).

The results of the Chi-Square statistical test between the leadership style variable and nurse performance showed a p value = 0.603 which was greater than the significance value $\alpha = 0.050$, which means there was no statistically significant relationship between leadership style and nurse performance at RSU Mitra Medika Pangkalpinang in 2025.

Table 2. The Relationship between Work Motivation and Nurse Performance

Work Motivation	Nurse Performance						P value
	Good		Poor		Total		
	n	%	n	%	n	%	
High	9	45	11	55	20	100	0,323
Moderate	19	63,3	11	36,7	30	100	
Total	28	56	22	44	50	100	

Table above shows that good nurse performance was found in 19 respondents with moderate work motivation (63.3%). Meanwhile, poor nurse performance was found equally in both work motivations, with 11 respondents. The results of the Chi-Square statistical test between work motivation and nurse performance showed a p-value of 0.323, which is greater than the significance value of $\alpha = 0.050$. This means that there is no statistically significant relationship between work motivation and nurse performance at RSU Mitra Medika Pangkalpinang in 2025.

Table 3. Relationship between Work Environment and Nurse Performance

Work Environment	Nurse Performance						P value
	Good		Poor		Total		
	n	%	n	%	n	%	
High	13	65	7	35	20	100	0,953
Sufficient	18	60	12	40	30	100	
Total	31	62	19	38	50	100	

Table above shows that 18 respondents (60%) found good nurse performance in a sufficient work environment. Meanwhile, 12 respondents (40%) found poor nurse performance in a sufficient work environment. The results of the Chi-Square statistical test between the work environment variables and nurse performance showed a p-value of 0.953, which is greater than the significance value of $\alpha = 0.050$. This means that there is no significant relationship between the work environment and nurse performance at Mitra Medika Pangkalpinang Hospital in 2025.

Discussion

Leadership style is a crucial aspect of nursing management that can influence nurses' behavior and performance. A leader with an effective style can create a conducive work environment, provide clear direction, and foster team spirit. The researchers assumed that these results were influenced by several assumptions. First, the leadership style applied may not be consistently perceived by all nurses. Second, nurses at Mitra Medika Hospital have a relatively high level of work independence, so leadership style does not have a significant direct impact on performance. Third, nurse performance in this study was more influenced by other factors such as workload, length of service, and personal satisfaction.

Work motivation is the drive from within and outside an individual that motivates a person to work and achieve specific goals. In the context of nursing, motivation plays a crucial role in determining the quality of service and the responsibility of healthcare workers to patients. The researchers also assumed that work motivation is not always a direct determinant of nurse performance but can be influenced by other factors such as workload, work environment conditions, management systems, and organizational support. Although high motivation essentially drives individual enthusiasm and responsibility, in practice, nurse performance is also significantly influenced by skills, experience, and hospital regulations. Furthermore, differences in individual characteristics and perceptions of rewards or incentives can lead to variations in performance. Therefore, work motivation remains important, but it is not the sole dominant variable determining nurse performance at Mitra Medika Pangkalpinang Hospital in 2025.

The work environment is an external factor encompassing physical, social, and psychological conditions that can influence a person's work comfort and productivity. In a hospital environment, adequate facilities, good relationships between coworkers, and supportive management are crucial elements in supporting nurse performance. These findings are supported by research by Fadilah and Susanti (2023), which states that the physical and social work environment significantly influences nursing staff performance. Amin and Ramadhani (2022) also found that a positive work environment can increase work effectiveness and reduce nurse fatigue. Wulandari et al. (2021) concluded that a positive work environment can increase loyalty and productivity, and reduce work stress levels.

Based on these results, the researchers assume that Mitra Medika Hospital has provided facilities and a work atmosphere that support nurse comfort. Nurses then feel safe, valued, and supported by their colleagues and leaders, enabling them to perform optimally. Furthermore, a positive work environment helps nurses maintain their mental and physical health, ultimately improving the quality of care they provide to patients.

Conclusion

The results of the study show that there is no relationship between leadership style and nurse performance at Mitra Medika Pangkalpinang Hospital in 2025, with a significance value of $p = 0.603$, which approaches the threshold, indicating that the applied leadership style has no effect on nurse performance. Furthermore, there is no significant relationship between work motivation and nurse performance, as indicated by a p -value of $0.323 (> 0.05)$, showing that the relationship is statistically insignificant. Similar results were found for the work environment variable, where the statistical test produced a p -value of $0.953 (> 0.05)$, indicating that there is no significant relationship between the work environment and nurse performance at Mitra Medika Pangkalpinang Hospital in 2025.

Conflict of Interest

No declare.

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