

The Factors Affecting Performance of Nurses at Sorong District Hospital

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ABSTRACT

Background: Nurses are health human resources who play a role in silvery services that are directly related to patients and families so that performance in the services provided is optimal which is influenced by age, years of service, work motivation, job rotation, work discipline, reward and punishment.

Research subject: to find out the factors that influences the performance of nurses in Sorong District Hospital

Research Method: Analytical with cross sectional study design. The study was conducted for one not in October 2018 on nurses in Sorong District Hospital as many as 120 people with a total sampling method. Data were obtained using a questionnaire and analyzed using chi square and logistic regression.

Results: Factors that influence the performance of nurses in Sorong District General Hospital are motivation (p-value = 0.034; RP = 1.610; CI95% = (1,066 - 2,432), work rotation (p-value = 0,000; Rp = 6,571; CI95 % = (3,230 - 13,368), rewards (p-value = 0,014; RP = 1,771; CI95% = (1,219 - 2,574) and punishment (p-value = 0,000; RP = 5.560; CI95% = (2,735 - 11,304). Factors that did not influence the performance of nurses in Sorong District General Hospital were age (p-value = 0.910; RP = 0.939; CI95% = (0.626 - 1.410), work period (p-value = 0.590; RP = 0.856; CI95% = (0,570 - 1,287), work discipline (p-value = 0,570; RP = 1,189; CI95% = (0,778 - 1,818). Work rotation and punishment are the dominant factors that influence the performance of Nurses in Sorong District General Hospital.

Keywords: Performance, Nurses, Hospital District Sorong

1. INTRODUCTION

Work discipline is a form of obedience from one's behavior in complying with certain provisions or regulations relating to work, and is enforced in an organization. The work discipline needs to be owned by everyone so that the organization's life can be safe, orderly and smooth. The loss of work discipline will affect work efficiency and the effectiveness of job assignments. If discipline is not enforced, then the possibility of the set goals will not be achieved effectively and efficiently as an illustration if a company only pays attention to expertise and technology education without thinking of employee work discipline, even though high education in expertise and technology will not produce maximum products if the concerned person cannot use it regularly and has serious work discipline (Hasibuan, 2012).

The Republic of Indonesia government regulation No. 33 of 2010 concerning discipline of civil servants, is the ability of civil servants to obey obligations and avoid prohibitions imposed in legislation and destruction regulations which if they are not obeyed or violated are subject to disciplinary provisions in Article 3 there are 17 obligations and in article 4 there are 15 bans on the morning of civil servants, including entering work and adhering to the provisions of working hours, a description that managers who provide encouragement to workers, there is a close relationship between motivation and satisfaction of the needs of employees. The implication is in the form of individual behaviors within the

organization, such as productivity, absenteeism and so on.

Work discipline needs to be owned by everyone so that organizational life can be safe, orderly and smooth. The loss of work discipline will affect the efficiency of work and the effectiveness of work assignments which if the work discipline is not standing, then the possible objectives will not be achieved and effectiveness and efficiency. As a message, if a company only pays attention to expertise and technology education that is high, even if it does not produce a maximum product if the concerned cannot use it regularly and has the advantages of high work discipline. Sugijati, Sajidah and Dramawan (2013), also structuring a conducive work environment needs to be created so that nurses can work effectively and efficiently. Create a work atmosphere that can encourage nurses to do their best. The leader must have the ability to understand that someone has different motivations.

The head of the nursing room at the hospital is one of the leaders who membahi several nurses or subordinates on duty. The director functions to accommodate the performance of nurses in order to work optimally by referring to standard operating procedures in implementing health services to improve the quality of health services, so as to increase the productivity of nurse work (Cahyono, 2011). Some employees at Sorong District Hospital show low work discipline seen from employee absenteeism who arrived late from observation and information obtained from the head of staffing department still found the enthusiasm to carry out activities is still low and it shows the low performance of some employees towards hospital organizations. In this case the researcher presents seven factors, namely age factor, work rotation work period, reward work discipline, and punishment. This selection is based on the fact that these factors appear most often and affect employee performance. Based on this, researchers are interested in conducting research with the title "Factors Affecting

Nurse's Performance in Sorong District Hospital.

2. MATERIALS AND METHODS

2.1 Types of Research

This study is an analytical study that aims to determine the effect of two or more variables (Sugiyono, 2013). This study explains the relationship affects and is influenced by the variables to be studied. Using a cross sectional study approach where variable data collection is done simultaneously (Sastroasmoro, 2010).

2.2 Time and Location of Research

This research was carried out at the Sorong Regional General Hospital on 1 October - 30 November 2018.

2.3 Population and sample

The population in this study were 162 nurses in Sorong Hospital. Then the sample in this study used the total population of all nurses. The number of samples obtained was 120 people because nurses were on leave, taking part in learning assignments and not willing to be respondents because they were busy working in serving patients. The number of staffs of 120 nurses who were sampled at the Sorong District Hospital, namely 7 nurses who were educated S-1 Nursing, 3 Nursing D-IVs, 95 Nursing D-IIIs, and 15 SPK educated people.

3. RESULTS

3.1. Effect of age on nurse performance

Table 1. The effect of age on the performance of nurses at Sorong District Hospital

No	Umur	Kinerja				Jumlah	
		Kurang		Baik		n	%
		n	%	n	%		
1	< 30 tahun	31	43,1	41	56,9	72	100
2	≥ 30 tahun	22	45,8	26	54,2	48	100
Total		53	44,2	67	55,8	120	100
<i>p-value</i> = 0,910; <i>RP</i> = 0,939; <i>CI</i> 95% = (0,626 – 1,410)							

Based on Table 1, it shows that of 72 nurses aged <30 years as many as 31 people (43.1%) had less performance and as many as 41 people (56.9%) had good performance. Of the 48 nurses aged > 30 years as many as 22 people (45.8%) had less

performance and as many as 26 people (54.2%) had good performance. The results of the chi square test obtained $p\text{-value} = 0.910 > 0.05$. This means that there is no influence of age on the performance of nurses in Sorong District Hospital which is not meaningful. Test results of the prevalence ratio of $RP = 0.939$; $CI95\% = (0.626 - 1.410)$ which is interpreted as meaningless because it does not cover 1.

3.2 Effect of tenure on nurse performance

Table 2. Effect of tenure on the performance of nurses in Sorong District Hospital

No	Masa kerja	Kinerja				Jumlah	
		Kurang		Baik		n	%
		n	%	n	%		
1	Baru	33	41,8	46	58,2	79	100
2	Lama	20	48,8	21	51,2	41	100
Total		53	44,2	67	55,8	120	100
<i>p-value</i> = 0,590; <i>RP</i> = 0,856; <i>CI95%</i> = (0,570 – 1,287)							

Based on Table 2, it shows that the newly employed nurses of 79 people whose performance is less than 33 people (41.8%) and as many as 46 people (63.2%) have good performance. The long working period of nurses from 41 people has 20 people (48.8%) who have less performance and as many as 21 people (51.2%) have good performance. The results of the chi square test obtained $p\text{-value} = 0.856 > 0.05$. This means that there is no effect on the work period on the performance of nurses in Sorong District Hospital. The results of the pretrial ratio of $R_p = 0.856$; $CI95\% = (0,570 - 1,287)$ which is interpreted as not having a meaning because it does not cover 1.

3.3 Effect of motivation on nurse performance

Table 3. The effect of motivation on the performance of nurses in Sorong District Hospital

No	Motivasi	Kinerja				Jumlah	
		Kurang		Baik		n	%
		n	%	n	%		
1	Rendah	31	55,4	25	44,6	56	100
2	Tinggi	22	34,4	42	65,6	64	100
Total		53	44,2	67	55,8	120	100
<i>p-value</i> = 0,034; <i>RP</i> = 1,610; <i>CI95%</i> = (1,066 – 2,432)							

Based on Table 3, it shows that of 56 nurses who have low motivation as many as 31 people (55.4%) have less performance and as many as 25 people (44.6%) have good performance. Of the 64 nurses who had high

work motivation as many as 22 people (34.4%) had less performance and as many as 42 people (65.6%) had good performance. The results of the chi square test obtained $p\text{-value} = 0.034 > 0.05$. This means that there is an influence of motivation on the performance of nurses in Sorong District Hospital. When viewed from the value of $RP = 1.610$; $CI95\% = (1,066 - 2,432)$ which was interpreted that nurses who had low motivation tended to perform less than 1,610 times higher than nurses who were highly motivated.

3.4 Effect of work rotation on nurse performance

Table 4. The effect of work rotation on the performance of nurses in Sorong District Hospital

No	Rotasi kerja	Kinerja				Jumlah	
		Kurang		Baik		n	%
		n	%	n	%		
1	Tidak (> 5 tahun)	46	76,7	14	23,3	60	100
2	Ya (< 5 tahun)	7	11,7	53	88,3	60	100
Total		53	44,2	67	55,8	120	100
<i>p-value</i> = 0,000; <i>RP</i> = 6,571; <i>CI95%</i> = (3,230 – 13,368)							

Based on Table 4 shows that of the 60 nurses who were not rotated > 5 years as many as 46 people (76.7%) had less performance and as many as 14 people (23.3%) had good performance. Of the 60 nurses who in the <5 year work rotation were 7 people (11.7%) had less performance and as many as 53 people (88.3%) had good performance. The results of the chi square test obtained $p\text{-value} = 0,000 > 0,05$, this means that there is an effect of work rotation on the performance of nurses in Sorong District Hospital. Test results in the prevalence ratio of $RP = 6.571$; $CI95\% = (3,230 - 13,368)$ interpreted that nurses who were not rotated at least > 5 years tended to be less than 6.571 times higher than nurses who were rotated <5 years.

3.5. Effect of work discipline on nurse performance

Table 5. The effect of work discipline on the performance of nurses in Sorong District Hospital

No	Disiplin kerja	Kinerja				Jumlah	
		Kurang		Baik		n	%
		n	%	n	%		
1	Kurang	16	50	16	50	32	100
2	Baik	37	42	51	58	88	100
Total		53	44,2	67	55,8	120	100
<i>p-value</i> = 0,570; <i>RP</i> = 1,189; <i>CI95%</i> = (0,778 – 1,818)							

Based on Table 5, it shows that out of 32 nurses lacking work discipline as many as 16 people (50%) have less performance and as many as 16 people (50%) have good performance. Of the 88 nurses who had good work discipline as many as 37 people (42%) had less performance and as many as 51 people (58%) had good performance. The results of the chi square test obtained $p\text{-value} = 0.0570 > 0.05$. This means that there is no effect of work discipline on the performance of nurses in Sorong District Hospital. When viewed from the value of $RP = 1,189$; $CI95\% = (0.778 - 1.818)$ which is interpreted as meaningless because the lower value does not include 1.

3.6. Effect of reward on nurse performance

Table 6. The effect of reward on the performance of nurses in Sorong District Hospital

No	Reward	Kinerja				Jumlah	
		Kurang		Baik		n	%
		n	%	n	%		
1	Kurang	18	66,7	9	33,3	27	100
2	Baik	35	37,6	58	62,4	93	100
Total		53	44,2	67	55,8	120	100
<i>p-value</i> = 0,014; <i>RP</i> = 1,771; <i>CI95%</i> = (1,219 - 2,574)							

Based on Table 6, it shows that of the 27 nurses who stated that the reward was less than 18 people (66.7%) had less performance and as many as 9 people (33.3%) had good performance. Of the 93 nurses who stated that there were good rewards as many as 35 people (37.6%) had less performance and as many as 58 people (62.4%) had good performance. The results of the chi square test obtained $p\text{-value} = 0.014 < 0.05$. This means that there is an influence of reward on the performance of nurses in Sorong District Hospital. When viewed from the value of $RP = 1.771$; $CI95\% = (1,219 - 2,574)$ interpreted that the lack of reward given to nurses tended to have a performance that was less than 1,771 times higher than nurses who received good rewards.

4. DISCUSSION

4.1 Effect of age on nurse performance

The age of nurses in the Sorong District Hospital is mostly <30 years old or in early adulthood. The same was found by Nurhidayah (2018) at the Unhas Hospital in Makassar that most nurses were in early adulthood. Someone who is an early adult tends to be more active in work. Nurses who have less performance than the results of research on nurses in Sorong District Public Hospital who are <30 years old as many as 43.1% and in nurses aged > 30 years as much as 45.8%. The statistic test results obtained $p\text{-value} = 0.910$ which means that there is no significant influence between age on employee performance.

The research conducted by Kumajas (2012) in Datoe Binangkang General Hospital, Bolaang Mongondow Regency revealed that there was no influence of age on nurses' performance. According to Handayani (2010), Age is the span of life span from birth and age. Age will affect a person's physical condition, enthusiasm, burden and responsibility both at work and in daily life. For nurses who are less than 30 years old, even though they have good physical condition, to carry out physical activities but in general they have a relatively less sense of responsibility compared to those aged ≥ 30 years (Sandra, 2013).

The absence of influence can be caused by other factors that affect the performance of nurses that are not due to physical age of the nurse, but rather the environment in the hospital such as the existence of rewards, so nurses do not feel satisfied in work that affects the performance of nurses. Judging from the age limit of nurses aged > 30 years the oldest 41 years old and the youngest is 24 years old, so that physically does not affect the performance of nurses who are still in their productive age. The average nurse aged <30 years is a nurse with an employee honor status or contract, so nurses will compete - the race to create good performance in order to be considered and a priority in the reception of civil servants. The same thing was done by nurses who were > 30 years

old, most of whom were civil servants and had an influence on satisfaction and motivation for good and equal career gaps - the same had good performance, so it did not affect performance.

Age has an indirect effect on individual behavior and performance. The older a person is, not necessarily able to show intellectual maturity both cognitively and psychomotor when doing work. This is probably caused by personal values possessed by the individual concerned, flexibility and other psychological factors that influence (Gibson, 2003).

4.2. Effect of tenure on nurse performance

The nurse's work period in the new category <5 years is 79 people (65.8%) who are expected to have a good performance in working in the Sorong District Hospital which is a new employee. The cross tabulation results showed that nurses who had less performance on nurses with new years of service were 41.8% and nurses had a long service life of 48.8%. This shows the same performance tendency. The research conducted by Yulistiana (2011) that implementing nurses who have a new service period has a performance that is less than the long working period.

Statistically it was obtained that there was no effect on the working period on the performance of nurses at Sorong District Hospital. This research is in line with what was done by Lestari (2015) which revealed that there was no effect on work period on nurse performance.

A person's tenure shows the level of seniority. Where the level of seniority is an expression of work experience (Robbins, 2006). The results of the study disagree according to Sandra (2013), the longer a person's work experience, the more skilled the officer is, it is easy to understand their duties and responsibilities, thus providing an opportunity for achievement.

Working period that does not affect the length of work is influenced by the existence of a reward or award. Nurses who are not satisfied, especially nurses who have

long worked, can affect performance. Instead the nurse is new, but feels satisfied with the results of the work he gets so that he feels comfortable at work which can improve performance. So that satisfaction in work is not influenced by the period of work of the nurse. Nurses who have past behavior who are accustomed to behaving discipline and passion in working according to the process will most likely continue to behave accordingly in the future, and vice versa. So that it can be concluded that the old and new working periods expressed in work experience do not necessarily guarantee good performance if they are used to behaving inappropriately.

4.3 Effect of motivation on nurse performance

The work motivation of nurses in Sorong District Hospital is mostly in the high category as much as 53.3%. Nurses whose work motivation is low as much as 55.4% are underperforming and the nurses whose work motivation is as high as 65.6% performs well which means that the higher the work motivation, the better the performance. The results of statistical tests stated that there was an effect of work motivation on nurse performance.

Anggorowati's (2014) research study on nurses at Jogja Hospital revealed that there was an effect of motivation on nurse performance. According to Herlambang (2012), motivation is an act of a group of factors that cause individuals to behave in certain ways. Motivation teaches how to encourage subordinate work morale so that they want to work harder and work hard by using all of their abilities and skills to be able to advance and achieve company goals (Siagian, 2010).

Nurses who state that work motivation is low in work due to each work or providing services to patients must require colleagues. This causes nurse independence to decrease. In other words, nurses have a high work spirit when they are together with other nurse colleagues. In addition, nurses do not feel proud of the results of services that get appreciation from

leaders or co-workers. This shows that nurses' motivation seems to have other needs that must be considered by hospital management. Nurses who have high motivation are caused by always trying various alternatives to achieve success, good cooperation among friends encourages to work hard so that they can finish a good job, make plans to achieve success, if you have difficulty doing something, you prefer to try hard to finish it, feel satisfied when you get the best results and if it works well. In addition nurses are confident in my ability to work well and provide services to patients quickly and try to be responsible for the work seriously to prepare themselves to face the challenges of work and get a promotion. This shows that nurses have the motivation to actualize.

According to Sofyandi and Garniwa (2007), self-actualization is related to the process of developing one's true potential. The need to show the ability, expertise and potential of someone. Self-actualization needs have an increased potential tendency because people actualize their behavior. Someone who is dominated by the need for self-actualization likes tasks that challenge his abilities and expertise Motivation of work perwat in Sorong District Hospital that has an effect on nurse performance is due to the existence of nurses doing their jobs well in the hope that they can fulfill their needs through promotion, so that they compete or compete in obtaining promotions that affect the incentives or compensation they receive.

4.4. Effect of work rotation on nurse performance

The results showed that there was an effect of work rotation on the performance of nurses at Sorong District Hospital (p -value = 0,000). The results of this study are in line with the research Respect (2016) at the Sele Be Solu Hospital in Sorong City, West Papua Province, revealing that there is an effect of work rotation on nurse performance. According to Mathis and Jackson (2011) "Job rotation is the process of transferring someone from one job to another." A technique used to reduce the

kemonotonan of a routine performed by employees. Usually each company has its own policies in the application of job rotation time. There are periodicals (Weekly, Monthly, Annual) and not periodic. The advantage of the rotation of work itself is to develop kapaBilatas for an employee to do several different jobs.

Nurses in Sorong District General Hospital have less performance in patients who are not rotated > 5 years as much as 76.7% and nurses who are rotated <5 years are lower by 11.7%. This shows the tendency of nurses who are rotated <5 years to have a good working relationship. The results of the prevalence ratio test showed that nurses in the work rotation > 5 years had less performance as much as 6.571 times compared to nurses who were rotated > 5 years.

Job rotation will reduce boredom, prepare employees for better management systems, increase productivity, and improve knowledge and skills. The purpose and benefits of job rotation are not only felt directly by employees because the company also feels indirect benefits because employees range from broader and more flexible skills and management to work scheduling, employee adjustments to change, and filling in personnel vacancies (Kaymaz, 2010).

Work rotation that influences the performance of nurses in Sorong District Hospital is caused by a rotation period of > 5 years feeling saturated and uncomfortable or unable to adapt to their environment so that they feel uncomfortable or unhappy in the work unit environment, thus influencing their enthusiasm in work. Especially nurses who don't like the challenges of work to improve their ability or lack of training when rotated. So that nurses need to adapt from doing things - things that are usually done before, compared with the change in work in other work units. Nurses who are rotated for work >5 years and have less performance can be caused by nurses feeling uncomfortable with the conditions and working environment, so nurses cannot

adapt to their environment. This shows that the comfort aspect of the nurse is in the other workspace unit even though it has long been rotated but feels comfortable not affecting its performance.

Job rotation is not flawless, because training costs will increase, productivity will decrease due to moving employees to new positions, there will be more self-adjustments due to new employees in a group.

The rotation of work every 5 years will have an influence on the performance of personnel if followed by other variables. So that employee performance will not increase if only using job rotation variables and adding work motivation variables in employees can improve employee performance (Mansur, 2009). There needs to be attention from the management related to work rotation on nurses by asking for availability to be moved to other units, so that nurses can better adjust the conditions with their work environment which makes them feel comfortable in their work which has positive implications for nurses' performance improvement.

4.5. Effect of work discipline on nurse performance

Work discipline in nurses in Sorong District Hospital is mostly in the good category (73.3%). Nurses who work well are 42% less performing and nurses whose discipline works are less than 50% less performance. This shows that there is a tendency for equal opportunities for service performance to be carried out. The results of this study are in line with the research of Anggorowati (2012) in Jogja Hospital revealing that there is no influence of work discipline on nurse performance.

The statement of nurses in Sorong District General Hospital who lack discipline about low discipline - on average returning home from work is not according to a predetermined time, does not complete the task according to a predetermined time and does not carry out the orders of the boss properly. According to Hasibuan (2010) discipline is the awareness and willingness

of someone to obey all applicable company regulations and social norms. According to Simamora (2012) discipline is a procedure that corrects or punishes subordinates for violating regulations or procedures. Work discipline is a tool used by managers to communicate with employees so that they are willing to change behavior and as an effort to increase one's awareness and willingness to comply with all applicable company regulations and social norms (Rivai, 2010).

Work discipline is an attitude, behavior, and action that is in accordance with both written and unwritten rules, and if it violates there will be sanctions for violations. Nurses who are not disciplined appear to be not in accordance with the specified shift, as well as the time to go home. Nurses with high morale tend to work better, on time, and never skip. The nurse will be eager to go to work so the work discipline becomes high. Likewise compensation given to nurses, with appropriate compensation for nurses who satisfactorily increase morale that has implications for nurse discipline.

The lack of work discipline is not statistically influential on the performance of nurses at Sorong District Hospital in relation to the existence of any given treatment. Lack of punishment causes nurses to do or violate the rules that are set because no one oversees their actions at work. Therefore, the Head of the room is more active in supervising his subordinates so that the punishments given provide an effect to improve the performance of nurses in achieving the objectives of the Sorong District Hospital in improving the quality of service.

4.6. Effect of reward on nurse performance

Reward is a form of business appreciation to get a professional workforce in accordance with the demands of the position. It requires a balanced coaching, which is an effort to plan, organize, use, and maintain labor to be able to carry out tasks effectively and efficiently. As a concrete

step in the results of coaching, there is a reward for employees who have shown good work performance according to (Handoko, 2010). Nurses who stated that there were 66.7% less rewards had less performance while nurses who stated that there were good rewards as much as 37.6% had less or lower performance than nurses who stated less reward. The statistical test results obtained that there is an effect of reward on performance in Sorong District Hospital (p-value = 0,000). Research conducted by Royani (2010) at the Cilegon Banten General Hospital revealed that there was an effect of reward or reward on nurse performance.

Most nurses who feel lacking in the rewards obtained state that nurses will be better at work if there are more incentives that I receive and feel very happy when given the task beyond the standard. In addition, nurses also stated that some nurses were less involved because they felt they did not have authority over assignments that were delegated and prevented nurses from participating in the activities of nurses' professional organizations. While nurses who feel good about the reward given do new things related to work, feel given the opportunity to increase career paths and provide feedback about professional nursing problems. In addition, the guardian stated that the promotion was regulated in a fair regulation and given the same opportunity. The effect of less reward given by management on nurses decreases nurse performance in the services provided. This shows that the Hospital Manager has not been evenly distributed in providing a contribution to the contribution of nurses, which has an impact on nurses having a sense of displeasure at work. This feeling of unhappiness creates a sense of indifference towards the nurses in the hospital they feel is not part of the place where they work, so that employee performance decreases, shown with low work responsibilities.

5. CONCLUSIONS

The results of this study can be summarized as follows:

- 5.1. There is no significant effect between age on the performance of nurses in Sorong District Hospital (p-value = 0.910; RP = 0.939; CI95% = (0.626 - 1.410).
- 5.2. There is no influence on the working period on the performance of nurses in Sorong District Hospital (p-value = 0.590; RP = 0.856; CI95% = (0.570 - 1.287).
- 5.3. There is an influence of motivation on the performance of nurses in Sorong District Hospital (p-value = 0.034; RP = 1.610; CI95% = (1.066 - 2,432)
- 5.4. There is the effect of work rotation on the performance of nurses in Sorong District Hospital (p-value = 0,000; RP = 6,571; CI95% = (3,230 - 13,368).
- 5.5. There is no influence of work discipline on the performance of nurses in Sorong District Hospital (p-value = 0.570; RP = 1.189; CI95% = (0.778 - 1.818).
- 5.6. There is an influence of reward on the performance of nurses in Sorong District Hospital (p-value = 0.014; RP = 1.771; CI95% = (1,219 - 2,574).

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