

ANALYSIS OF NURSE UNIT MANAGER SUPERVISION ON THE PERFORMANCE OF NURSES AT X HOSPITAL KEDIRI CITY, INDONESIA: A CROSS-SECTIONAL STUDY

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ABSTRACT

Background: Hospital performance challenges are receiving attention because they concern the efficiency and effectiveness of human resources in accomplishing organizational objectives and visions. Many factors influence performance, including superiors' supervision, which has an impact on the organization's overall performance results. In fact, supervision has not been carried out optimally. **Purpose:** to analyze how the nurse unit manager's supervision affected nurse performance. **Methods:** A correlational study methodology was used on 67 nurses from the inpatient room. To obtain 57 individuals, a stratified random sampling procedure was used. The data was analyzed using the Spearman rho statistical test, with a significance threshold of $\alpha = 0.05$. **Results:** From 67 respondents, 33 respondents (57.9 percent) stated that the nurse unit manager offered acceptable supervision. The 32 respondents (56.1 percent) had adequate performance. Result of the Spearman rho test obtained a p-value = 0.000 which is less than the value of alpha (0.05), so it can be concluded that H0 is rejected, meaning that there is a relationship between the supervision of the head of the room and the performance of nurses at X Hospital Kediri City. **Conclusion:** It was concluded that there is a link between the nurse unit manager's supervision and the performance of nurses. The study's findings also suggest that supervision can increase nurse performance because, when supervising the nurse unit manager evaluates certain activities directed at nurses, if the evaluation is corrected by the nurse, it can improve the nurse's performance.

Keywords: performance, supervision, nurses.

INTRODUCTION

Hospital performance is determined by the performance of its employees, one of whom is a nurse, if the nurse does not carry out their role properly, it means that they cannot perform well. Currently, many customers are not satisfied and complain about the poor service and performance of nurses in the hospital. The low performance of this service if left unchecked and not addressed will build a bad image of the hospital by the public or other service users (Terzioglu *et al.*, 2016).

Multiple studies have found that a significant percentage of nurses in Indonesia lack job descriptions and training, leading to poor performance and non-nursing duties being assigned to them. This is a significant cause for concern, as without a proper monitoring and evaluation system, it is difficult to identify and address these issues.

To improve nurse performance and, in turn, hospital performance, it is imperative to implement a system that regularly monitors and evaluates nurse performance, provides clear job descriptions, and offers continuous training opportunities. This approach will not only improve the quality of patient care but also increase customer satisfaction and the hospital's overall image.

As healthcare continues to evolve, the need for high-performing nurses will become even more critical. Therefore, addressing the issue of low nurse performance must be a priority for hospitals in Indonesia to ensure they remain competitive in the increasingly complex and demanding healthcare industry.

The novelty of this research lies in the focus on the impact of nurse unit managers' supervision on nurse performance. While previous research has recognized the importance of supervision in organizational performance, few studies have specifically looked at the role of nurse unit managers' supervision on nurse performance. This study's contribution is to provide insights into how nurse unit managers can improve nurse performance, which can ultimately lead to better hospital performance. By identifying the factors that affect nurse performance, the study provides a valuable resource for healthcare organizations seeking to optimize their human

resources' efficiency and effectiveness in achieving organizational objectives and visions.

METHOD

Study Design

The design of the research was an observational quantitative and cross-sectional approach.

Population, Samples, and Sampling

The research was conducted in one of the hospitals in the city of Kediri. The study's population consisted of all 67 nurses in the inpatient room. A stratified random sampling technique was used to recruit 57 participants. The research's independent variable was the nurse unit manager's supervision, and the research's dependent variable was nurse performance.

Instruments

The instrument used in the independent variable is the headroom supervision checklist of 30 questions (Ali, 2015) with the category of doing and not doing, while the dependent variable uses a performance questionnaire adapted from the Nursing Care Standards (Depkes, 2014) with 35 questions with indicators of assessment, diagnosis, planning, action, evaluation, and documentation with a scale of 1-5.

Procedure

The research procedure begins with coordination with the research site. After obtaining informed consent from the nurses, the researchers distributed questionnaires and made observations. After all the questionnaires are complete, the researcher checks the data again. This data is then subjected to data processing.

Data Analysis

The research analysis of the study was processed using SPSS software. The type of analysis was correlation analysis using the Spearman rho analysis. The analysis process was conducted by the researcher himself.

Ethical Clearance

The research has been ethically approved by the Health Research Ethics Committee of STRADA (KEPK STRADA) by ethical approval number 1787/KEPK/II/2020.

RESULT

Table 1. Distribution of variables in the analysis of nurse unit manager supervision on the performance of nurses, July 2020 (n=57).

Variables	n	%
Gender		
Male	14	24.6
Female	43	75.4
Education		
Diploma of Nursing	35	61.4
Bachelor of Nursing	22	38.6
Length of Work		
1-5 years	41	71.9
5-10 years	14	24.6
> 10 years	2	3.5

Source: primary data

Table 2. Correlation of variables in the analysis of nurse unit manager supervision on the performance of nurses, July 2020 (n=57).

Variable	Performance of Nurses								
	Less	%	Moderate	%	Good	%	Total	%	
Nurse unit manager supervision	Less	2	3.5	1	1.8	0	0	3	5.3
	Moderate	3	5.3	25	43.9	5	8.8	33	57.9
	Good	0	0	6	10.5	15	26.3	21	36.8
	Total	5	8.8	32	56.1	20	35.1	57	100

Source: primary data

Table 1 shows the distribution variables in terms of gender, education, length of work, nurse unit manager supervision, and nurse performance. Most nurses (75.4 percent) were women, the majority had a nursing diploma (61.4 percent), the majority had worked for 1-5 years (71.9 percent), nurse unit manager supervision was in the moderate category (57.9 percent), and nurse performance was in the moderate category (57.9 percent) (56.1 percent).

According to table 2, the nurse unit manager offered adequate supervision to the majority of the 57 respondents, namely 33 respondents (57.9 percent), and most of the respondents had adequate performance, namely 32 respondents (56.1 percent). Furthermore, 25 respondents (43.9 percent) indicated that the nurse unit manager offered acceptable supervision and performance.

The p-value = 0.000 (0.05) based on the findings of the Spearman's rho statistical test to analyze the association between nurse unit manager supervision and nurse performance, showing that there is a relationship between nurse unit manager supervision and nurse performance.

Correlation coefficient value (r) is 0.620, indicating that there is a relationship between

Continuation of Table 1. Distribution of variables in the analysis of nurse unit manager supervision on the performance of nurses, July 2020 (n=57).

Variables	n	%
Nurse unit manager Supervision		
Less	3	5.3
Moderate	33	57.9
Good	21	36.8
The Performance of Nurses		
Less	5	8.8
Moderate	32	56.1
Good	20	35.1

Source: primary data

the nursing unit manager's supervision and nurse performance is strong enough, whereas Sugiyono (2015) believes that a relationship closeness (r) value of 0.40-0.70 is sufficient.

DISCUSSION

The results showed that the implementation of the nurse unit manager's supervision was in the moderate category, which supported the achievement of moderate performance as evidenced by the existence of a statistically significant relationship. It is consistent with stated by Li *et al.* (2017) that Supervisor support was positively related to job performance and well-being.

The findings of this study also show that good supervision, as well as good supervision of the nurse unit manager in all aspects, results in appropriate employee performance. According to Munawar *et al.* (2019), supervision has an impact on enhancing nurses' performance in the form of measurable actions and behaviors to maintain and improve the quality of health care for both sick and healthy patients. As a result, in this study, adequate supervision can influence employee performance and produce adequate results.

According to the cross tabulation, most of the respondents have adequate performance

and are experienced by respondents with a nursing diploma education. Notoatmodjo (2014) stated that people with higher education will also have higher knowledge compared to people with low education. According to Doloh, *et al.* (2018), work performance is affected by work satisfaction, work motivation, and supervision. Work performance is also indirectly affected by motivation. Failure to take these issues into consideration may diminish the efficiency and efficacy of any healthcare system. According to Nursalam (2017), the more tenure a nurse has, the more experience the nurse has.

Based on the findings of this study, the researcher contends that the influence of the independent variable (nurse unit manager supervision implementation) on the dependent variable (nurse performance) is due to the nurse unit manager's success in carrying out supervision. Melo and Neves (2015) stated that managers who take on all leadership roles are more satisfied with the nurses they manage. A leader must be able to provide good supervision, role models, and examples, as well as coordinate with all his subordinates. Leadership determines whether a subordinate exists, because leadership is the driving force behind human resources (Al-Dossary, 2017).

The study's findings also suggest that supervision can increase nurse performance because, when supervising, some acts toward nurses are reviewed by the nursing unit manager, and if the evaluation is corrected by the nurse, it can improve the nurse's performance. According to Hanafi and Wahyuni (2019), training, leadership, supervision, and movement all have an impact on nursing performance. Finally, it is desired that the hospital administration pays greater attention to the implementation of nurse unit manager supervision by offering various incentives such as awards, career routes, service fees, and so on. It will lead to improved performance implementation for the hospital.

CONCLUSION

Based on the results of a study of 57 people, it is possible to conclude that there is a relationship between the nurse unit manager's supervision and the performance of nurses.

SUGGESTIONS

The study's findings also suggest that supervision can increase nurse performance because, when supervising, the nurse unit manager evaluates certain activities directed at nurses, and if the evaluation is corrected by the nurse, it can improve the nurse's performance. It is recommended to carry out regular and scheduled supervision.

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CONFLICT OF INTEREST

There is no conflict of interest, according to the author(s).

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AUTHOR CONTRIBUTION

Author Mohamad As'ad Efendy oversaw the study design, data analysis, and manuscript revision. Author Emeylian Dhea Prisantika oversaw the data collection, data analysis, literature review, and manuscript writing.

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