

Management Functions and Work Motivation on Patient Satisfaction through Nurse Performance

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Abstract

Factors that can trigger a decrease in the level of patient satisfaction with services, namely the management function that is applied, while other factors indicated as the cause of the decline in employee performance are the work motivation factor of nurses. This study aims to determine and analyze the influence of management functions and work motivation on patient satisfaction through nurse performance at the Lapai Health Center, North Kolaka Regency. This research uses a causality design and a quantitative approach. The location of this research is the Lapai Health Center, North Kolaka Regency. The population in this study was 137 patients treated in the Lapai Public Health Center, North Kolaka Regency, with a total sampling, so the study's final sample was 137 people. Data collection techniques were carried out through questionnaires and documentation, while data analysis used path analysis and the Sobel test. There are seven hypotheses in this study. The seven hypotheses indicate that the direct influence of the management function and work motivation are factors that can affect patient satisfaction at the Lapai Public Health Center, North Kolaka Regency. A good management function possessed by a nurse is not enough without the motivation given by the Lapai health center in North Kolaka Regency to nurses and the work motivation of the nurses themselves. Nurse performance is an intervening variable that can moderate the independent variable to the dependent. In this study, the tendency of the influence of the management function to be better in influencing patient satisfaction, so that the better the management function is carried out will increase the satisfaction of patients being treated. In conclusion, the applied management function and work motivation given to nurses impact the better level of patient satisfaction, evidenced by the ease with which patients receive services during treatment. Besides that, the quality of services obtained can also be improved. Likewise, good skills for nurses make it easier to understand what the patients being treated want.

Keywords

Patient Satisfaction, Management Function, Work Motivation, and Nurse Performance

1. Introduction

The service obtained by the patient is a service that is fast, practical, and allows the patient not to move. Management functions (POAC) are Planning, Organizing, Actuating, and Controlling. Management can be successful if the four functions above can be carried out properly. Weaknesses in one of the management functions will affect the overall management and not achieve an effective and efficient process.

Performance in providing services is closely related to customer satisfaction because the quality of service motivates customers to establish strong ties with the Public Health Center (PHC) (Sorensen & Keil, 2021). The performance of

health workers, in this case, nurses, is the level of perfection of health services that satisfy customers or clients and are given professional standards and ethics. In this case, improving performance is a must in every organization, including Public Health Center. The Lapai Health Center, as one of the health service centers owned by the government of North Kolaka Regency, has often received negative assumptions from the service user community, namely their dissatisfaction with health services. This can be seen from the data on the results of visits that have decreased from year to year.

2. Literature Review

There are many opinions from several existing experts regarding the defense of management functions. The difference in views does not mean that the perspective on management functions is completely different. There are still great similarities, such as in achieving goals, management activities are a continuous process, and there is a close relationship between each stage and the other stages. This shows that a systematic management function is needed to achieve the goals effectively and efficiently. Four basic management functions are planning, Organizing, acting, and controlling. These four management functions are abbreviated as POAC (George R. 2015).

Motivation is what causes and supports a person. According to Mashlow (1984) in Sunaryo (2003), individuals will be motivated to fulfill what needs are strongest in themselves at a certain time. It is said that a need with high power determines the emergence of a person's behavior at any given moment (Schumann, 2013). In that case, every manager needs to know the needs felt to be most important to their subordinates.

According to Muninjaya (2011), customer satisfaction is the customer's response to the suitability of the level of interest or expectations (expectations) of customers before they receive services after the services they receive. Satisfaction of health service users can be concluded as the difference between the performance of health service institutions and the expectations of customers (patients or community groups) (Fisher, 2018; Harlan, 2013).

The meaning of word performance is a noun that means something that has been done. Performance comes from English, namely performance. Performance results from work that a person or group can achieve in an organization following their respective authorities and responsibilities. Achieving the organization's goals does not violate the law and follows morals and ethics (Ilyas et al., 2020; Jeon, 2009).

The relationship between variables, both direct and indirect, can be illustrated in the framework in Figure 1.

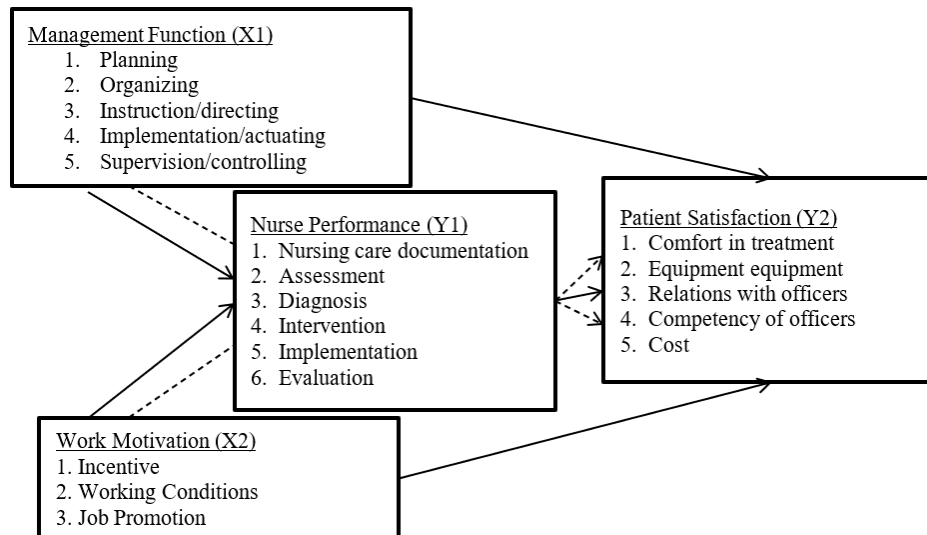


Figure 1. Conceptual Framework

3. Method

3.1 Sample Criteria

This research was conducted at the Lapai Health Center, North Kolaka Regency, from April 2021 to May 2021. This study used a causal design and a quantitative approach. The population in this study was 137 patients treated in the Lapai Public Health Center, North Kolaka Regency, with a total sampling, so the study's final sample was 137 people.

3.2 Measurement

A tool to measure a questionnaire has indicators of variables or constructs. This research uses a causality design and a quantitative approach. Data collection techniques were carried out through questionnaires and documentation, while data analysis used path analysis and the Sobel test. Reliability tests can be done by using SPSS version 2.2. while the samples were taken using the total sampling technique (Table 1).

Table 1. Measurement of Variable

Variable	Indicator	Statement
Management Function	Planning function	<ul style="list-style-type: none"> • Nurses in providing services have compiled planning and programs based on the priorities that have been made
	Organizing function	<ul style="list-style-type: none"> • The nurse knows the duties and responsibilities following the main duties and functions as a nurse
	Briefing function	<ul style="list-style-type: none"> • Nurses always provide direction and information when taking action in service.
	Implementation function	<ul style="list-style-type: none"> • Nurses are always given the freedom to make innovations related to services to patients.
	Surveillance function	<ul style="list-style-type: none"> • Nurses always control and defend patients when they have difficulty getting services.
Work Motivation	Incentive	<ul style="list-style-type: none"> • Nurses must obtain awards or services following the work and responsibilities of the profession.
	Working conditions	<ul style="list-style-type: none"> • In carrying out the work, the nurse must create a comfortable situation and conditions as soon as the service can be achieved.
	Job promotion	<ul style="list-style-type: none"> • Nurses can show promotions in the form of the latest images or references for improving health care
Nurse Performance	Nursing Assessment	<ul style="list-style-type: none"> • Nurses should conduct anamnesis, interviews about the patient's breadth before determining the nursing problem found
	Nursing Diagnosis	<ul style="list-style-type: none"> • It must be based on the results of data found at interviewing to determine nursing problems.
	Nursing Intervention	<ul style="list-style-type: none"> • Nurses plan nursing actions with specific goals based on cognitive, behavioral, and affective aspects of the patient
	Implementation of Nursing	<ul style="list-style-type: none"> • Nurses Provide health education on how to care for patients to the patient's family
	Nursing Evaluation	<ul style="list-style-type: none"> • Always evaluate the patient's development and the ability of the patient's family in carrying out treatment
Patient Satisfaction	Comfort	<ul style="list-style-type: none"> • Nurses always maintain the cleanliness and neatness of the room you live in
	Equipment Fittings	<ul style="list-style-type: none"> • Nurses maintain the cleanliness and readiness of medical devices used in carrying out actions
	Relationship with Officers	<ul style="list-style-type: none"> • Nurses care and give moral support to your situation (asking and talking about your situation)
	Nurse Competence	<ul style="list-style-type: none"> • Nurses can handle your care problems appropriately and professionally
	Cost	<ul style="list-style-type: none"> • The nurse is willing to offer help to you when experiencing difficulties even without being asked and does not ask for a fee for the action given

4. Result

Based on model tests conducted on all variables, all indicators built on validity tests and reliability tests produce r-table > from r-count and are declared reliable because the value of Cronbach alpha is > 0.6.

The results of statistical tests using SPSS version 22 are carried out after ensuring all indicators can be used at a later stage. The results showed a positive and significant influence by all variables with a significance value of < 0.05 (Figure 2).

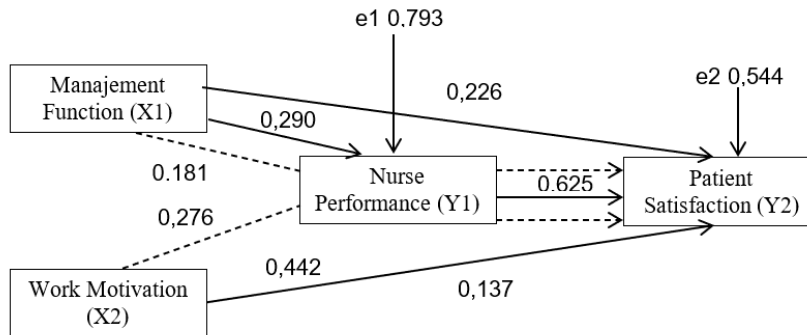


Figure 2. Path Analysis

4.1 Path Analysis I

Table 2. Model Summary Model 1

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	,610 ^a	,371	,362	2,645

Predictors: (Constant), Management function (X1), Work Motivation (X2)

The score was 0.371 (37.1%). So, it can be stated that the stated value that the contribution of Management Function (X1) and Work Motivation (X2) simultaneously to Nurse Performance (Y1) is 37.1%, while the remaining is 62.9% is a contribution from other variables that are not included in this study. To obtain the value $e1 = \sqrt{1 - 0,371} = 0,793$ (Table 2 and Table 3).

Table 3. Partial Test Results Model 1 The effect of X1 and X2 on y1

Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	7,054	1,801		3,916	,000
	Management Function X1	,350	,089	,290	3,947	,000
	Work Motivation X2	,648	,108	,442	6,025	,000

Management function (X1) on Nurse Performance (Y1); The path coefficient value (α_1) = 0.290 with a significance level of 0.000 which means it is positive and significant ($\text{sig} < 0.05$). The magnitude of the variable X1 to Y1 can be seen in the standardized coefficients beta value of 0.290, which means that if the management function (X1) is carried out well, the nurse's performance (Y1) will also increase.

Work Motivation (X2) on Nurse Performance (Y1); The path coefficient value (α_2) = 0.442 with a significance level of 0.000 which means it is positive and significant ($\text{sig} < 0.05$). The magnitude of the variable X2 to Y1 can be seen in the standardized coefficients value of 0.442, which means that if work motivation (X2) increases, the nurse's performance will also increase by 0.442 points.

4.2 Path Analysis II

The Influence of Management Function (X1), Work Motivation (X2), and Nurse Performance (Y1) on Nurse Performance (Y2)

Table 4. Model Summary Model 2

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	,839 ^a	,704	,697	1,775
Predictors: (Constant), Nurse Performance (Y1), Management Function (X1), Work Motivation (X2)				

Based on the summary Table 4, we obtained an R square value of 0.704. So, it can be stated that the contribution of Management Function (X1), Work Motivation (X2), and Nurse Performance (Y1) simultaneously to Patient Satisfaction (Y2) is 70.4%. The remaining 29.6% is the contribution of other variables that were not included in this study. To obtain the value $e^2 = \sqrt{(1 - (0,704))} = 0,544$

Table 5. Partial Test of Model 2 Effect of X1, X2, on Y2 through Y1

Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	,696	1,276		,545	,586
	Management Function X1	,266	,063	,226	4,236	,000
	Work Motivation X2	,195	,081	,137	2,396	,018
	Nurse Performance (Y1)	,609	,058	,625	10,503	,000
Dependent Variable: Patient Satisfaction (Y2)						

Management function (X1) on Patient Satisfaction (Y2) (Table 5); The path coefficient value (β_1) = 226 with a significance level of 0.000 which means it is positive and significant ($\text{sig} < 0.05$). The magnitude of the influence of the X1 variable on Y2 can be seen in the standardized coefficients value of 0.226. If the management function (X1) is done well, it will increase patient satisfaction (Y2) by 0.226 points.

Work Motivation (X2) on Patient Satisfaction (Y2); The path coefficient value (β_2) = 0.137 with a significance level of 0.018 which means it is positive and significant ($\text{sig} < 0.05$). The magnitude of the influence of the X2 variable on Y2 can be seen in the standardized coefficients beta, namely 0.137, which means that every time there is an increase in work motivation (X2) by one point, patient satisfaction will also increase by 0.137 points.

Nurse Performance (Y1 on Patient Satisfaction (Y2); The value of the coefficient (β_3) = 0.625 with a significance level of 0.000 which means it has a positive and significant effect ($\text{sig} < 0.05$). The magnitude of the influence of the Y1 variable on Y2 can be seen in the standardized coefficients beta of 0.625, which means that each increase in nurse performance (Y1) is one point. Patient satisfaction (Y2) will also increase by 0.625 points.

4.3 Indirect Effect

To calculate the amount of indirect influence can be calculated in the following way: $X1 \times Y1 = (\alpha_1 \times \beta_3) = 0.290 \times 0.625 = 0.181$. Which means 0.181 is the indirect value of the variable X1 to Y2 through Y1; $X2 \times Y2 = (\alpha_2 \times \beta_3) = 0.442 \times 0.625 = 0.276$. Which means 0.276 is the indirect value of the variable X2 to Y2 through Y1.

Based on the research results, the hypotheses that have been made are as follows: The influence of the management function on the performance of nurses is positive and significant. The following research results conducted by Zulfiani Syam concluded a relationship between actuating and controlling the performance of functional employees with a significance value of < 0.05 (Buton et al., 2019; Kembauw et al., 2021; M. C. B. Umanailo et al., 2019; R. Umanailo et al., 2019). The Effect of Work Motivation on Nurse Performance has a positive and significant influence, in line with research: Martono; A.Haerul Agus.M, in his research, concluded that there was a positive influence of motivation on nurse performance. With a significance value of < 0.05 ; The influence of nurse performance on patient satisfaction is positive and significant. It is in line with previous research: Other researcher concludes in their research that there is a positive and significant influence on nurse performance on patient satisfaction (Makowski, 2018); The influence of the management function on patient satisfaction is positive and significant. It is in line with what was stated by PPNI (2006) that a nurse with a good level of knowledge and skills would encourage optimal work results because that ability reflects competence where doing her work is in line with the work instructions that have been set. A Standard is a measure or benchmark that is used as a reference.

The effect of work motivation on patient satisfaction is positive and significant. This is supported by previous research mentioned by: Alfi, who concluded in their research that there is a positive and significant influence on work motivation on the implementation of care documentation; The influence of the management function through nurse performance on patient satisfaction is positive and significant. This is supported by Arsyad et al., in his research which suggests that, as we all know, the higher a person's knowledge, the wider his horizons will be. Vice versa, for someone with a low level of knowledge or less, the understanding of an object is limited (Arsyad et al., 2021); The effect of work motivation through nurse performance on patient satisfaction is positive and significant Andri also stated a significant relationship between motivation and work discipline and the productivity of nurses' performance in surgical and non-surgical IRNA rooms (Andri et al., 2021b; Kurniawan et al., 2022; Nath et al., 2021; Setianto et al., 2022; Suharyanto et al., 2021). Others mention a relationship between motivation, training, and supervision of the head of the room on the quality of nursing care documentation (Andri et al., 2021a; Gladys et al., 2019).

6. Conclusion

Based on this research, it can be concluded that the management function and work motivation can, directly and indirectly, affect patient satisfaction through the performance of nurses. Nurses' applied management function and work motivation impact the better level of patient satisfaction as evidenced by the ease with which patients receive services during treatment. Besides that, the quality of service obtained can also be improved. Likewise, it is easier to understand what the patients being treated want with good nurses' skills.

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