



## THE INFLUENCE OF COMPETENCE, SATISFACTION AND ORGANIZATIONAL CLIMATE ON NURSE PERFORMANCE

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### ABSTRACT

Nurses are at the forefront of health services through providing nursing care. The facts in the field of implementing Nursing Care Standards according to standards are often ignored, nurses often do not carry out their main duties and functions according to competence because they have to carry out work that is not within their competence, on the other hand, nurse dissatisfaction arises because of a mismatch between services and work. This study aims to analyze the influence of competency, satisfaction and organizational climate on the performance of nurses at the West Lombok Regency Health Center to explore the impact of competency, job satisfaction and organizational climate on the performance of nurses at the West Lombok Regency Health Center. A quantitative approach was used involving 83 nurse respondents, and data was collected through questionnaires that had been tested for validity and validity reliability which covers these aspects. Data analysis was carried out using univariate, bivariate statistical techniques with Chi-Square, and multivariate with Logistic Regression. The research results show a beta value of 1.735 with a significance value of 0.012. The significant influence of the job satisfaction variable on nurse performance can be seen from the research results which show a beta value of 1.116 with a significance value of 0.006, a beta value of 2.350 with a significance value of 0.000, indicating a significant influence of the organizational climate variable on nurse performance. Thus, organizational climate is identified as the dominant variable that influences the performance of nurses at the West Lombok Regency Community Health Center.

Keywords: competence; job satisfaction; organizational climate; nurse performance

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### INTRODUCTION

A health center is a health service facility that requires good management from all parts, in order to achieve the goals of the health center. The current situation of Community Health Centers can be likened to a company operating in the service sector, so the company must provide good service to all its consumers, both internal and external consumers. If this cannot be done, it will have a low impact on client satisfaction as external consumers, and nurse job satisfaction as internal consumers. Nurses are at the forefront of health services through providing nursing care. Nursing Care Standards are descriptions of desired levels of performance, so that the quality of structures, processes and outcomes can be assessed. Nursing care standards mean a statement of the desired and assessable quality of providing nursing care to patients/clients. The relationship between quality and standards are two things that are closely related, because standards can be quantified as evidence of improving and deteriorating services (Ali, 012). Nurses are one of the important health human resources at Community Health Centers, so they can provide good nursing care. A nurse is someone who

has graduated from higher education in nursing, both at home and abroad, which is recognized by the government, in accordance with statutory provisions and regulations (Nursing Law / No. 38 of 2014). This is as stated in the 2011 SKN, an important focus in the national health system is aimed at developing and empowering health human resources, in order to ensure the availability of distribution of health human resources (Ministry of Health, 2011). Therefore, Community Health Centers always need to invest by carrying out the HRM Management function, namely starting recruitment, selection and retaining human resources.

The nursing profession is the profession that has the longest contact with patients. Nurses who are “the carrying profession” has an important position in producing quality health services at Community Health Centers, because the services provided based on a bio-psycho-social spiritual approach are unique services, carried out 24 hours and continuously, which is a distinct advantage compared to other services. The demand for the quality of nursing services is a performance indicator which is felt as a phenomenon that must be responded to by nurses, so PPNI as an organization that accommodates nurses organizes the system for providing nursing services through the quality of nursing care provided. So, in terms of knowledge and skills, nurses have met the qualifications through recruitment. The fact in the field turns out that the quality of service is still not up to standard, nursing staff are still doing non-nursing tasks so they are not optimal in carrying out their main duties as a nurse, increasing competency through workshops or training is very limited, which causes problems with patient satisfaction (Puskesmas Quality) so that it arises. The assumption is that the cause is because the competency and work of nursing staff is still low and the organizational climate is not yet in line with what is expected in service. Therefore, the Puskesmas management has made various efforts to improve the competency and performance of nurses, namely through seminars, workshops, increasing human resource capacity. However, because the conditions of each community health center are different, not all community health centers have budgeted for increasing nurse capacity or increasing nurse competency.

Based on secondary data obtained from West Lombok Regency in the form of a report from 2020 to 2022 regarding the implementation of SAK (Standards of Nursing Care), which is a measure of the performance of nurses at the West Lombok Regency Health Center, there was a decrease from 81.25 percent to 79.50 percent in 2022. This means that the care provided by nursing staff has not reached the established standards. Meanwhile, the accuracy of reports also decreased, namely in 2020 it was 85.00 percent, in 2021 it fell to 80.00 percent and in 2022 it fell to 65.00 percent. This means that the nursing care provided is not reported on time according to the established rules, namely the 5th of each month in question. As one of the public services, the Community Health Center in West Lombok Regency is always making improvements to improve the quality of its services as a manifestation of its commitment. In connection with the above, high and low performance can be influenced by many factors, including those stated by Rivai (2014), which can generally be differentiated into internal and external factors. Internal factors can be: job satisfaction, discipline, work motivation, commitment, professional attitude, intelligence and ability to control oneself. Meanwhile, external factors can include training, leadership, incentives and organizational climate.

The implementation of the nursing program at the West Lombok District Health Center is often not achieved according to expectations, this is thought to be because nurses in carrying out their roles and functions are often not able to be optimal due to various reasons, including because of the large number of non-nursing tasks. Apart from being tasked with providing health services, nurses still have other duties, namely as program holders and other duties given by the Head of the Community Health Center according to their abilities but outside

their competence as a nurse, including as a planner, property manager, treasurer and so on. Nurses attended many meetings due to their multiple duties so that their main duties and functions as nurses could not be carried out optimally, in addition to the differences in budgets realized by each community health center. According to Luthans in Simamora (2015), organizational climate is the internal environment or organizational psychology which can also be seen as influencing the behavior of members within it and the organizational climate is formed because of activities within an organization. The low performance of nurses is allegedly caused by Competence, Satisfaction and Organizational Climate. Considering the importance of this problem, and to address this condition, it is necessary to carry out research related to "The Influence of Competence, Satisfaction and organizational Climate on Nurse Performance."

## **METHOD**

This research is a quantitative observational analytical research with design cross sectional. This research looks for the influence of competence, satisfaction and organizational climate on nurse performance. According to Nursalam (2014) cross sectional is a type of research that emphasizes measuring/observing independent and dependent variable data only once at a time. The population in this study were all nurses who worked at the West Lombok Regency Health Center, totaling 474 people. Sampling in this study used the Slovin formula which was carried out at the West Lombok District Health Center, amounting to 83 samples. Then the research instruments include a competency variable questionnaire, a satisfaction variable questionnaire, an organizational climate variable questionnaire and a performance variable questionnaire. The results of the validity test of the questionnaire for all items are declared valid because  $r_{count} > r_{table}$  ( $r_{table} 0.355$ ) and can be used for data collection, while the reliability test of the questionnaire uses the Cronbach's Alpha shows value Cronbach's Alpha each questionnaire has a value of  $>0.7$ , which means that all questionnaires are reliable.

## **RESULTS**

Table 1, judging from the average value of respondents' answers, it can be stated that the competency of nurses at the West Lombok Regency Health Center is at a very competent level, indicated by an average value of 3.56. This value reflects the level of nurse mastery of various competency indicators measured in this study. This "highly competent" category provides an illustration that nurses have the knowledge and skills necessary to carry out their duties effectively and professionally. Success in achieving this high level of competency can be the result of formal education, continuous training, and practical experience possessed by nurses at Community Health Centers. These results can serve as a basis for detailing and further understanding the factors that have contributed to the high level of competency among nurses, as well as providing an in-depth view of the quality of nursing services provided by the West Lombok District Health Center.

Table 2, analysis of the average value of answers from 83 nurse respondents at the West Lombok District Health Center provides an illustration that their level of job satisfaction can be categorized as "satisfied," as evidenced by the average value of 3.15. These scores reflect nurses' positive perceptions of various aspects of their work, including the work environment, team support, and professional development opportunities. This "satisfied" category provides an indication that nurses at the West Lombok District Health Center are satisfied with the existing working conditions and dynamics, although there is still potential to improve certain aspects.

Table 1.  
Average Scores and Categories of Nurse Competency Items

Item	Total Shoes	Mean	Category
Understand the concepts of ethics, norms, religion, culture, human rights	302	3,64	Very Competent
Respect differences in religious, cultural and social backgrounds	312	3,76	Very Competent
Prioritize client interests in nursing services	304	3,66	Very Competent
Maintain client privacy rights	305	3,67	Very Competent
Maintains client secrets acquired through the therapeutic relationship	302	3,64	Very Competent
Maintain personal health so that it does not impact clients	306	3,69	Very Competent
Avoid conflicts of interest with clients in services	292	3,52	Very Competent
Maintain and build professional relationships with nurses and other professions	306	3,69	Very Competent
Protecting clients from poor quality health services	295	3,55	Very Competent
Understand the provisions of laws and regulations relating to health services	294	3,54	Very Competent
Demonstrate a legal awareness attitude in health services	296	3,57	Very Competent
Health promotion services for individuals, families, groups, communities & society	300	3,61	Very Competent
Formulation of diagnoses and analysis of problems in accordance with nursing practice standards	299	3,60	Very Competent
Preparation of intervention plans and evaluation of nursing care results	296	3,57	Very Competent
Intervention according to the problem and diagnosis in all service settings at the Health Facilities	295	3,55	Very Competent
Health recovery services for individuals, families, groups, communities & society	294	3,54	Very Competent
Management of nursing care for individuals, families, groups, communities & society	296	3,57	Very Competent
Management of community health programs for promotional and prevention purposes	299	3,60	Very Competent
Health Facilities Management to support nursing services	296	3,57	Very Competent
Management of human resources, facilities and infrastructure, and finance	298	3,59	Very Competent
Management of the implementation of personal/collaborative/institutional nursing services	294	3,54	Very Competent
Understand the role and function of clinical educators (Preceptors) in nursing education	282	3,40	Very Competent
Understand educational and clinical skills needs	286	3,45	Very Competent
Design and carry out simple research in the field of nursing	273	3,29	Very Competent
Apply research results to improve the quality of nursing care	283	3,41	Very Competent
Recognize the need to maintain and improve competence	285	3,43	Very Competent
Following developments in science and technology in the field of nursing	292	3,52	Very Competent
Total	7.982	96,17	
Mean	295,63	3,56	Very Competent

Table 2.  
Mean Scores and Categories of Nurse Job Satisfaction Items

Item	Total Shoes	Mean	Category
Freedom to plan your own work and selective work procedures	253	3,05	Satisfied
Obtain adequate authority over work	274	3,30	Very satisfied
Recognition of work results and opportunities to develop	283	3,41	Very satisfied
Feeling that you are not closely monitored	232	2,80	Satisfied
Feedback from superiors without causing hurt and disappointment	266	3,20	Satisfied
Total	1.308	15,76	
Mean	261,60	3,15	Satisfied

Table 3.  
Average Score and Category of Community Health Center Organizational Climate Items

Item	Total Shoes	Mean	Category
Nursing needs are well planned	278	3,35	Very Conducive
Improved skills & professionalism	277	3,34	Very Conducive
Needs in health services are met	263	3,17	Conducive
Construction of nursing staff	275	3,31	Very Conducive
Competency standards and professional regulations	264	3,18	Conducive
Competency improvement education costs	272	3,28	Very Conducive
Nursing staff training costs	269	3,24	Conducive
Functional position allowance costs	272	3,28	Very Conducive
Implementation of public health care	274	3,30	Very Conducive
Nursing seminar activity costs	257	3,10	Conducive
Awards for outstanding nurses	280	3,37	Very Conducive
Rewards are given according to performance	276	3,33	Very Conducive
Determination of achievements in accordance with the rules	279	3,36	Very Conducive
Pride in the awards given	262	3,16	Conducive
Transparent in the achievement assessment components	276	3,33	Very Conducive
Total	4.074	49,08	
Mean	271,60	3,27	Very Conducive

The standout point is the indicator "appreciation for outstanding nurses" which achieved the highest score, showing high recognition and appreciation for the achievements of nurses in the work environment. However, it should be noted that the indicator "cost of nursing seminar activities" received the lowest score, this shows the potential for improvement in the financing aspect of educational activities and professional development of nurses. With an average respondent answer score of 3.27, the Community Health Center in West Lombok Regency can be categorized as having a "very conducive" organizational climate. This means that the organizational climate always creates a work environment that is supportive, positive, and encourages optimal performance for nurses.

Table 4.  
Average Scores and Categories of Nurse Performance Items

Item	Total Shoes	Mean	Category
Able to complete assigned tasks	287	3,46	Very good
Mastering his/her field of work	289	3,48	Very good
Thorough and careful in performing tasks	288	3,47	Very good
Able to solve problems	278	3,35	Very good
Cooperate in carrying out tasks	289	3,48	Very good
Take initiative and be creative in doing work	277	3,34	Very good
Implement work procedures	292	3,52	Very good
Work effectively and efficiently	288	3,47	Very good
Ideas/opinions are conveyed constructively	277	3,34	Very good
Always come and go home on time	263	3,17	Good
Total	2.828	34,07	
Mean	282,80	3,41	Very good

The overall performance of nurses at the West Lombok District Health Center received a positive assessment. This understanding can help Puskesmas managers and leaders to identify areas of excellence that need to be maintained and potential improvements in certain aspects that may require further attention, such as time management and punctuality. Thus, assessing nurse performance can be used as a basis for designing policies or development programs aimed at improving the efficiency and quality of health services at the West Lombok District Health Center.

Table 5.  
Univariate Analysis of Frequency Distribution of Respondents Based on Competency, Job Satisfaction, Work Climate and Nurse Performance

Variable	Category	f	%
Competence	Good	64	77
	Enough	19	23
	Total	83	100
Job Satisfaction,	Good	40	48
	Enough	30	36
	Not enough	13	16
	Total	83	100
Organizational Climate	Good	55	66
	Enough	28	34
	Total	83	100
Nurse Performance	Good	49	59
	Enough	34	41
	Total	83	100

Based on table 5 above, it is known that the frequency distribution of respondent variables is that 64 respondents (77%) have good competence, 40 respondents (48%) have good job satisfaction. There were 55 respondents (66%) who had a good organizational climate. Furthermore, 49 respondents (59%) had good performance. From the table above there are 19 respondents (23%) with sufficient competence, 30 respondents (36%) with sufficient satisfaction category and there are still 13 respondents (16%) with less satisfaction. There were 28 respondents (34%) with adequate organizational climate, and 34 respondents (41%) with adequate performance.

Table 6.  
Logistic Regression Analysis Results

		B	S.E.	Forest	Df	Sig.	Exp(B)
Step 1 <sup>a</sup>	Competence	1,735	0,694	6,256	1	0,012	5,668
	Satisfaction	1,116	0,404	7,633	1	0,006	3,052
	Organizational Climate	2,350	0,634	13,733	1	0,000	10,489
	Constant	7,633	1,626	22,033	1	0,000	0,000

Based on the results of logistic regression analysis, the three independent variables in this study show a significant influence of competence, job satisfaction, and organizational climate on the performance of nurses at the West Lombok District Health Center.

## DISCUSSION

The results of this research show that competence, job satisfaction and organizational climate have a significant influence in shaping the performance of nurses in West Lombok Regency. The results of this research are evidence that the three independent variables in this study are significant variables in influencing the performance of health services at the basic level. The following will further explain the findings in the research. The results of this study highlight that competence, job satisfaction, and organizational climate have a significant influence in shaping the performance of nurses in West Lombok Regency. Scientifically, this concept can be explained through the complex relationship between these variables in the context of the health environment. First, nurse competency is an important and indispensable factor in providing quality health services. Competency is a nurse's ability which is based on knowledge, skills and attitudes towards work. As stated by Wibowo (2012), competency is the ability to carry out work or tasks based on skills and knowledge and supported by work attitudes determined by the job. Competency shows certain knowledge, skills and attitudes of a profession in the characteristics of certain skills, which are the characteristics of a

professional. In line with previous research, conducted by Ekawati Nugraha Dewi (2017) and Didik Fauzi Rahman (2020), it has been shown that nurses' competence has a significant influence on their performance.

Furthermore, job satisfaction is also an important factor in shaping nurse performance. Job satisfaction includes aspects such as working conditions, work environment, and recognition of achievements. This finding is in line with previous research, as stated by Wibowo (2016), which states that job satisfaction plays a role in improving performance. High job satisfaction can increase motivation, work enthusiasm and nurse involvement in providing optimal services. Lastly, organizational climate plays the role of a framework that creates the work context. A conducive work atmosphere and organizational support can have a positive impact on nurse performance. This is in line with the research findings of Nurul Oktavia (2021) which states that organizational climate has a positive and significant effect on performance. Therefore, the results of this study illustrate the complex interaction between competence, job satisfaction, and organizational climate which together shape the performance of nurses in West Lombok Regency, strengthening scientific understanding of the factors that influence the performance of health workers at the local level. Regarding the influence of each variable, a complete description is shown in the following sub-chapter.

## **CONCLUSION**

Competence, satisfaction and organizational climate have a significant influence on the performance of nurses at the West Lombok District Health Center. Organizational climate is the dominant variable and is the main foundation that can influence nurse performance. These findings provide an in-depth understanding of the complexity of the relationships between variables which can be used as a basis for developing management strategies and human resource management in Community Health Centers. Thus, this conclusion summarizes the research results by providing comprehensive insight into the factors that influence the performance of nurses at the West Lombok District Health Center and provides a basis for improving and improving the health service system at that level.

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