



**OPTIMIZING THE ROLE AND FUNCTION OF MANAGERS IN NURSE
PERFORMANCE ASSESSMENT OR ONGOING PROFESSIONAL PRACTICE
EVALUATION**

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ABSTRACT

The success of healthcare organizations depends heavily on the quality of human resources, particularly nurses, who play a critical role in the organization's growth and sustainability. Performance evaluation, such as Ongoing Professional Practice Evaluation (OPPE), is essential to assess nurses' contributions, productivity, and competencies. Objective: This study aims to optimize the role and function of managers in nurse performance evaluation through the OPPE approach. Methods: The study employed a case study method with a pilot study approach involving 21 nurses at RSAB Harapan Kita. Data collection was conducted through interviews, observations, and questionnaires. Problems were analyzed using the Ishikawa diagram, followed by problem prioritization, action planning, and implementation based on the POSAC method (Planning, Organizing, Staffing, Actuating, Controlling). Results : The analysis revealed that performance evaluation was not optimal, with outdated guidelines, the absence of standard operating procedures (SOPs), and irrelevant assessment tools. Current OPPE evaluations showed behavior scores at 48.5%, clinical performance at 93.5%, and professional development at 55.5%. Interventions included developing updated guidelines, SOPs, and relevant assessment tools. Conclusion: Optimizing managers' roles through updated guidelines, SOP development, and improved assessment tools significantly enhanced the effectiveness of performance evaluations. The implementation of tiered supervision and periodic evaluations is expected to improve nursing service quality and support the sustainable achievement of organizational vision and mission.

Keywords: nurse performance; OPPE; roles and functions of managers

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INTRODUCTION

The success of a health organization depends on the quality of human resources in health, including nursing resources, which are determining factors for the organization to successfully grow and develop well so that the goals and vision and mission of the organization can be achieved (Silaen et al., 2021). To see the quality of nursing human resources, a performance assessment process must go through so that it can be measured and evaluated. Good employee performance is directly proportional to the growth and development of the organization. By conducting effective performance assessments, the organization is able to optimize employee competencies in order to achieve organizational goals (Surahman, 2024). The quality of a health organization will increase as staff performance increases, so performance appraisals are very important to evaluate, assess, and measure employee contributions, productivity, and behavior in achieving the organization's vision, mission, and goals. Performance appraisals can be carried out qualitatively and quantitatively, including target achievement, interpersonal skills, innovation, and responsibility for work (Surahman, 2024). The results of the evaluation can be used as a basic reference for management decisions to provide awards for employee achievements and

accomplishments such as job promotions, promotions or grades, and personal and professional development. (Mustaqim, et al. 2024).

Performance comes from the word job performance or actual performance which means work performance or actual achievement achieved by someone. (Marquis & Huston, 2017). . Performance assessment is a management process used to control and improve individual performance and organizational performance so as to obtain information about efficiency and effectiveness both from the perspective of quantity and quality of individual achievement, in order to be able to make continuous improvements and create sustainable growth . (Luecke, 2006; Lavigne, 2018).Health worker performance evaluation is often difficult to do because it is broad in nature, making it difficult for managers to measure, evaluate and reflect staff performance accurately due to the lack of factual data, objectivity and rationality (Hua Li et al., 2021). Based on the descriptions above, individual performance, department teams and agencies can be measured and evaluated using tools or tools, one of which is ongoing professional practice evaluation. (Theo, 2024).

On going Professional Practice Evaluation (OPPE) is a screening tool used to evaluate the clinical privileges of nursing staff in providing services in hospitals. This tool is also used to identify staff suspected of providing services below the established standards. The results of this evaluation determine clinical privileges or obtaining professional development or Continuing Professional Development (CPD) (Ministry of Health Regulation, 2022). Performance assessment is very necessary because it is influenced by several factors, namely motivation, ability, attitude, work environment, leadership or managerial role, and organizational policies (Limbong, 2024).The role of the manager is very important in performance assessment or OPPE. With the role of the manager, it is hoped that staff performance will increase and be more motivated in carrying out work tasks and responsibilities so that they can guarantee the quality of service according to established policies (Puspanegara, 2023). The role of the manager is as an interpersonal, informational and decisional. While the manager's function is planning , organizing , actuating/ leading and controlling (Robbin & Judge, 2022).

The ability of a nursing manager will be seen in the functions of a nursing manager, namely planning, organizing, arranging HR, directing and supervising staff performance. One of the supervisory functions carried out by a nursing manager is assessing individual performance (Young, 2023) . Based on the background description above, the author feels the need to conduct an analysis of the performance assessment or OPPE at RSAB Harapan Kita, especially in the Teratai ward, so that problems can be identified and appropriate improvement solutions can be provided in assessing nurse performance.This study aims to assess the performance of nurses at RSAB Harapan Kita, particularly in the Teratai ward, through the implementation of the On-Going Professional Practice Evaluation (OPPE). The evaluation seeks to determine the extent to which nurses' performance aligns with established standards and to identify the factors influencing their performance outcomes. By conducting a systematic performance appraisal, it is expected that objective and accurate data can be obtained to evaluate nurses' contributions, productivity, and behavior in fulfilling their duties and responsibilities.

Furthermore, this study aims to provide recommendations for hospital management to enhance the quality of healthcare services by optimizing nurses' competencies. The findings from this evaluation will enable management to develop more effective human resource development strategies, such as continuous professional development (CPD) programs and

policy adjustments related to clinical privileging. Ultimately, this research is expected to contribute to the establishment of a more transparent, objective, and sustainable performance appraisal system to support the achievement of the organization’s overall goals.

METHOD

The method used in this research is case study with a pilot study approach. Sampling using purposive sampling of 21 nurses. Data collection and program implementation were carried out for 4 weeks, from April 22 to May 24, 2024. Data came from the nursing service work team manager, nursing committee, head of the room and all nurses. The pilot study was carried out in a series of activities starting from data collection to data analysis then compiling problem priorities by scoring. After the problem priorities were determined, the root cause analysis was carried out using the Ishikawa diagram using the POSAC approach. The results of the root cause analysis became the basis for compiling the Plan of Action. The action plan that was prepared was the result of discussions and joint decisions between the author, academic supervisor, field supervisor, drafting team and all parties involved. The implementation of this study used the POSAC approach (Planning, Organizing, Staffing, Actuating, and Controlling)

RESULT

The success and sustainability of performance appraisal or Continuous Professional Practice Evaluation (OPPE) are highly dependent on the support of various stakeholders and several critical supporting factors, including well-defined policies, adequate facilities, appropriate tools, comprehensive training, infrastructure, effective communication, ethical considerations, motivation, and the continuous development of guidelines and assessment instruments. The active involvement of all levels of management ranging from top managers and first-line managers to frontline staff is essential to ensuring the optimal implementation of the program. Therefore, each stakeholder must effectively and efficiently fulfill their respective roles and responsibilities to achieve the established objectives. By adopting these measures, the implementation of performance appraisal or OPPE is expected to become more effective and efficient, ultimately leading to improvements in the quality of nursing services. A well-executed OPPE not only enhances the performance of individual nurses but also contributes positively to the overall achievement of organizational goals.

The performance assessment process, especially OPPE, has not been optimally implemented. While assessments have been conducted, they lack regularity and consistency. The assessment guide, based on the 2020 version, needs updating, and there are no standard operating procedures or assessment tools available. Data from the Teratai room’s 2022 performance assessment showed that the targets were not met, with behavior (48.5%), clinical performance (93.5%), and professional development (55.5%) falling short. Additionally, the current use of Google Forms for assessments requires an update to reflect daily work tasks and responsibilities.

Table 1.
Document observation results

Items in Document	Observation Results
OPPE Guide	There is a guide created in 2020
SOUP	Currently there is no SOP
Assessment Tools	Currently not comprehensive
Implementation Schedule	Implementation has not been in accordance with the schedule that has been set
Performance Assessment Results	Behavior: average achievement 48.5%, Clinical Performance: average achievement 93.5%. Professional development: average achievement 55.5%

Based on the results of the study using the questionnaire distribution method carried out with

the target respondents being nurses in the Teratai room of Harapan Kita Hospital from the head of the room to the implementer, the following picture is shown:

Table 2.

Distribution of Respondent Characteristics based on Type Sex, Education, PK Level (n=21)

Respondent Characteristics			
		f	%
Gender	Man	1	5
	Woman	20	95
Education	S1 Nursing	11	52%
	D3 Nursing	10	48%
PK Level	PK 1	11	52%
	PK 2	4	19%
	PK 3	6	29%

The table above shows that the number of female respondents is 20 people (95%), while the number of male respondents is 1 person (54%). The number of respondents based on S1 Nursing education is 11 people (51%) and D3 is 8 people (48%). Based on the level of clinical nurses, it consists of from PK 1 totaling 11 people (52%), PK 2 totaling 4 people (19%) and PK 3 totaling 6 people (29%).

Table 3.

Distribution of Compliance Level Questionnaire Results Based on Indicators and Length of Work (n=19)

Indicator	Long Work					
	Length of employment ≤ 1 year		Working period 1-2 years		Length of service >3 years	
	f	%	f	%	n	
Behavior	2	(50)	7	71.0	10	60
Clinical Performance	2	(50)	7	57.0	10	30
Professional Development	2	0	7	28.5	10	30

The table above m shows the results on behavioral indicators with a length of service <1 year, the average level of compliance is that the number of female respondents is 20 people (95%), while the number of male respondents is 1 person (54%). The number of respondents based on S1 Nursing education is 11 people (51%) and D3 is 8 people (48%). Based on the level of clinical nurses, there are PK 1 totaling 11 people (52%), PK 2 totaling 4 people (19%) and PK 3 totaling 6 people (29%).

Table 4.

Distribution of Questionnaire Results Based on Growth and Development Perspective (n = 19)

Indicator	SS	S	N	TS	STS
Knowledge	36.8%	61.0%	5.4%	0%	0%
Skills	38.1%	56.5%	10.5%	0%	0%
Motivation	26.3%	68.4%	7.9%	0%	0%
Hope	31.6%	47.4%	21.1	0%	0%
Incentive	15.8%	52.6%	31.6%	0%	0%

Based on the survey results through a questionnaire on the knowledge indicator, 36.8% said they strongly agree, 61.0% said they agree, 5.4% said they are neutral. While on the skill indicator, 38.1% said they strongly agree, 56.5% said they agree, 10.5 said they are neutral . On the motivation indicator, 26.3% said they strongly agree, 68.4 said they agree, 7.9% said they are neutral. On the expectation indicator, 31.6% said they strongly agree, 47.4% said they agree, 21.1 said they are neutral. On the incentive indicator, 15.8% said they strongly agree, 52.6% said they agree, 31.6% said they are neutral.

DISCUSSION

The success of a health organization is highly dependent on the quality of its human resources (HR), especially nursing resources. Nurses have a crucial role in maintaining organizational performance so that it grows and develops sustainably (Silaen et al., 2021). In this context, performance assessment is a fundamental element because it has a direct impact on productivity, service quality, and patient satisfaction (Ministry of Health of the Republic of Indonesia, 2020). Performance assessments are not only intended to evaluate achievements but also to assess the contribution, skills, behavior, and compliance of nurses (Surahman, 2024). The ongoing professional practice evaluation method emphasizes the importance of continuous evaluation in ensuring that the quality of nurse performance remains optimal (Dahlia et al, 2020). Good evaluations serve to identify performance problems while optimizing the role of managers in supervising and coaching.

Performance assessment or continuous professional practice evaluation (OPPE) based on the results of the current assessment is not optimal starting from the nursing committee level, head of the room, to staff. This is known based on the results of interviews, observations, and filling out questionnaires, which indicate that the current OPPE guidelines require updating or improvement. In addition, there are no Standard Operating Procedures (SOPs) and tools in the form of adequate assessment forms. Therefore, to optimize the implementation of OPPE evaluation, it is necessary to take steps such as updating or improving existing OPPE guidelines, compiling clear and structured SOPs, creating assessment tools or forms that can be used as aids in the evaluation process and conducting tiered supervision to ensure that implementation is in accordance with established policies.

With the updating of guidelines, preparation of SOPs, and creation of assessment forms that comply with applicable policy standards, it is hoped that the implementation of OPPE evaluation can run more optimally. This step aims to ensure an increase in the quality and standard of nursing services (Suryanti et al., 2020). Optimizing the role of all lines is expected to provide significant implications for creating a structured performance assessment evaluation system, increasing the role of managers in the controlling function so that productivity and quality of service provided can increase.

CONCLUSION

The success and sustainability of performance assessment or Continuous Professional Practice Evaluation is greatly influenced by support from various parties and supporting factors such as policies, facilities, tools, comprehensive training, infrastructure, good communication, ethics, motivation, and continuous development of guidelines and instruments. The active role from top managers, first line managers, to implementers is the main key so that the program can run optimally. Thus, each party must carry out its role and function properly and optimally in order to achieve the goals that have been set. So that all parties must carry out their roles and functions properly and optimally (Aziz, 2024). With these steps, it is hoped that the implementation of performance assessment or OPPE can be more effective, so that it is expected to improve the quality of nursing services and have a positive impact on the organization as a whole.

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