

The Relationship Between Individual and Organizational Factors with the Performance of Nurses in the Surgical Ward

Rida' Millati^{1*}

¹Universitas Muhammadiyah Banjarmasin, Indonesia

*Co e-mail: rida.millati@umbjm.ac.id¹

Article Information

Received: January 15, 2024

Revised: January 22, 2024

Online: January 29, 2024

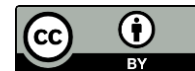
Keywords

Job Motivation, Job Skills, Managerial Support, Work Culture, Nurse Performance

ABSTRACT

This study aimed to analyze the relationship between individual and organizational factors and the performance of nurses in the surgical ward of Dr. M. Djamil Padang Hospital. The problem addressed how individual variables, including nurses' motivation and skills, and organizational factors, such as work culture and managerial support, influence nurse performance in surgical ward. The purpose of this study was to identify the most significant factors contributing to improve nurse performance in the surgical ward environment. A quantitative approach with a cross-sectional design was applied. The sample consisted of 60 nurses working in the surgical ward, selected using random sampling. Data were collected using structured questionnaires measuring individual factors, organizational factors, and nurse performance. Multiple linear regression analysis was conducted to assess the effect of each independent variable on nurse performance. The results showed that individual factors, namely motivation and skills, contributed 35% to nurse performance, while organizational factors, including managerial support and work culture, contributed 45%. Overall, the regression model explained 70% of the variance in nurse performance ($R^2 = 0.70$). Managerial support had the strongest influence ($\beta = 0.38$), followed by nurses' motivation ($\beta = 0.25$).

Keywords: Job Motivation, Job Skills, Managerial Support, Work Culture, Nurse Performance



INTRODUCTION

Nurse performance is a very important factor in determining the quality of health care in hospitals. Nurses play a direct role in caring for patients, assisting doctors in the treatment process, and providing education to patients and their families. In the context of the surgical ward, which is a unit with a high level of complexity and risk, the performance of nurses becomes very crucial. Optimal performance not only contributes to the success of medical procedures, but also affects patient safety and patient satisfaction with hospital services (Nursalam, 2019; Potter & Perry, 2017). Therefore, improving the performance of nurses in the surgical ward is one of the important priorities in the management of the hospital.

Factors that affect the performance of nurses are very diverse, ranging from individual factors to organizational factors. Individual factors include the motivation, skills, experience, and personality of nurses, all of which influence how they carry out their duties in the care setting. Meanwhile, organizational factors, such as work culture, managerial support, and hospital-provided facilities, also have a major impact on nurse performance. Both of these aspects, both individuals and organizations, interact in shaping the work environment that affects the productivity and effectiveness of nurses in surgical wards (Wulandari & Sutrisno, 2020).

The motivation for the work of nurses, as one of the individual factors, has long been recognized as an important element determining the quality of service. Research shows that highly motivated nurses tend to perform better in handling patients, especially in situations that require precision and speed, such as in the surgical ward. High motivation allows nurses to stay focused and productive despite facing high work pressure (Pratama & Yuliana, 2021). However, although motivation is a very important factor, the success of a nurse's performance depends not only on personal motivation, but also on the support of the organizational environment.

Managerial support and hospital work culture are organizational factors that also affect the performance of nurses. Research shows that nurses who feel supported by hospital management, whether in the form of training, supervision, or rewards, tend to be more motivated and productive. Good managerial support creates a work environment that favors the professional development of nurses, which in turn improves the quality of patient care. In addition, a collaborative and supportive work culture between fellow nurses and the medical team also plays a role in improving the performance of nurses (Samsudin, 2020).

However, although many studies have highlighted individual and organizational factors separately, very few have combined the two factors to analyze their effect on overall nurse performance. Most studies tend to focus attention on one aspect only, be it individual factors such as motivation and nurse skills, or organizational factors such as work culture and hospital management. In fact, these two factors are interrelated and together form an environment that affects the performance of nurses in surgical wards (Suryani, 2021). Research that combines these two factors is important to provide a more comprehensive picture of what affects the performance of nurses in hospitals.



Previous research in Indonesia has mostly focused on analyzing individual or organizational factors separately. For example, Wulandari and Sutrisno (2020) in their study found that nurses' work motivation plays an important role in determining the quality of performance in hospitals. However, they did not examine other factors such as managerial support or work culture that also have a significant influence on nurse performance. This suggests that despite many studies on nurse performance, there are still gaps in studies that combine these two factors together.

Several other studies, such as those conducted by Pratama and Yuliana (2021), state that managerial support can improve nurse performance. Their research shows that nurses who feel supported by hospital management, through quality training and good supervision, can work more effectively. This is also in line with the results of Samsudin's research (2020) adding that a positive and collaborative work culture between fellow nurses and doctors also affects the performance of nurses. Therefore, it is necessary to conduct a study that combines individual and organizational factors to understand the effect of both on the performance of nurses in the surgical ward.

Optimal nurse performance in the surgical ward greatly affects patient safety. In highly technical and risky treatment rooms such as surgical wards, minor errors or omissions can be fatal to the patient. Research by Nursalam (2019) states that poor nurse performance can increase the likelihood of medical errors, leading to a decrease in service quality and patient safety. Therefore, it is very important for hospital management to continue to pay attention to factors that affect the performance of nurses so that patient safety is maintained.

This research is relevant to the condition of hospitals in Indonesia, which often face high nurse workload, limited facilities, and psychological pressure. Nurses in surgical wards, for example, are prone to experiencing stress due to handling critical patients and long working hours (Suryani, 2021). Therefore, it is important to examine individual and organizational factors simultaneously in influencing the performance of nurses. This understanding can help hospital management design more effective policies to improve nurse performance and patient service quality (Pratama & Yuliana, 2021).

The reason researchers are interested in conducting this study is to contribute to improving the quality of health care in hospitals by examining the factors that affect the performance of nurses, especially work motivation, nurse skills, managerial support, and work culture. An in-depth understanding of these factors is expected to produce useful recommendations for hospital management in designing human resource development policies, improving nurse competence, and creating a work environment that supports optimal performance (Samsudin, 2020).

In addition, with the development of the health care system in Indonesia, it is important to optimize the potential of human resources, especially nurses, so that they can work more effectively and efficiently. This study becomes very relevant in this context because it can help identify factors that can improve the performance of nurses in surgical wards, which in turn will support improving the overall quality of health services (Ministry of Health, 2020).

Overall, this study is expected to provide a better understanding of the factors that affect the performance of nurses in the surgical ward, as well as provide practical recommendations that can

be applied by hospitals to improve the quality of health care. With this research, it is expected that the quality of service in Indonesian hospitals can improve, have a positive impact on patient safety and their satisfaction with the services provided.

METHODS

This study uses a quantitative approach with cross-sectional research design to analyze the relationship between individual and organizational factors with the performance of nurses in the surgical ward of Dr. M. Djamil Padang. The cross-sectional design was chosen because it allows the collection of data at a single point in time, which is relevant to describe the situation and conditions of nurse performance influenced by individual and organizational factors. This study aims to obtain a clear picture of the relationship between variables, such as motivation, nurse skills, managerial support, and work culture, as well as how these variables interact with each other to affect the performance of nurses in the surgical ward.

The sample consisted of 60 nurses working in the surgical ward of Dr. M. Djamil Padang. The sample selection was conducted randomly (random sampling) by considering the inclusion criteria, namely nurses who have worked more than one year in the surgical ward and are willing to be respondents in this study. The use of random samples is aimed at ensuring that each nurse has an equal chance of being involved in the study, so that the results obtained can reflect the general condition in the surgical ward. Data were collected through questionnaires consisting of several parts, including measurement of work motivation, nurse skills, managerial support, and work culture, as well as assessment of nurse performance conducted using a Likert scale.

Data analysis was performed using multiple linear regression analysis techniques. This technique was chosen because it can measure the influence of several independent variables (individual and organizational factors) on one dependent variable (nurse performance). In multiple linear regression analysis, individual and organizational variables are included as independent variables, while nurse performance becomes the dependent variable. Using this analysis, the study aims to determine the extent to which individual factors (such as motivation and skills) and organizational factors (such as managerial support and work culture) contribute to nurse performance. The results of this analysis are expected to provide a deeper understanding of the relationship between these two factors and the performance of nurses in the surgical ward of Dr. M. Djamil Padang.

RESULTS

This study aimed to analyze the relationship between individual and organizational factors with the performance of nurses in the surgical ward of Dr. M. Djamil Padang. Based on the results of data collection conducted through questionnaires, the following were the results of the analysis of the characteristics of respondents, univariate analysis of the frequency distribution of each variable measured, and the results of bivariate analysis to determine the relationship between individual and organizational variables with the performance of nurses.



1. Characteristics of Respondents

Table 1: Characteristics of Respondents

Characteristics of Respondents	Frequency (n)	Percentage (%)
Gender		
Men	10	17%
Girls	50	83%
Age (years)		
< 25	10	17%
25 - 35	25	42%
36 - 45	15	25%
> 45	10	17%
Last Education		
D3 In Nursing	45	75%
S1 Accounting	15	25%
Work experience (years)		
1 – 5	15	25%
6 – 10	25	42%
> 10	20	33%

This table shows the distribution of characteristics of respondents consisting of 60 nurses working in the surgical ward of Dr. M. Djamil Padang. The majority of respondents were women (83%), with only 17% of nurses male. The most age range is between 25 to 35 years (42%). Most of the respondents have a D3 nursing education (75%), while another 25% have a S1 nursing degree. In terms of work experience, the majority of respondents have between 6 and 10 years of work experience (42%), which indicates that the majority of nurses in surgical wards are already quite experienced in carrying out their duties.

2. Univariate Analysis was used to Describe the Frequency Distribution

Univariate analysis was used to describe the frequency distribution of each variable measured, including job motivation, nurse skills, managerial support, work culture, and nurse performance.

Table 2. Univariate Variable Frequency Distribution

Variable	Categories	Frequency (n)	Percentage (%)
Work Motivation	Height	30	50%
	Medium	20	33%
	Low	10	17%

Variable	Categories	Frequency (n)	Percentage (%)
Nurse Skills	Height	25	42%
	Medium	30	50%
	Low	5	8%
Managerial Support	Height	35	58%
	Medium	20	33%
	Low	5	9%
Work Culture	Positive	40	67%
	Quite Positive	15	25%
	Negative	5	8%
Nurse Performance	Good	35	58%
	Good Enough	20	33%
	Less	5	9%

This table illustrates the frequency distribution of each variable measured in the study. Based on the measurement results, most nurses have a high level of work motivation (50%) and moderate skills (50%). Managerial support at Dr. M. Djamil Padang is generally high (58%), and the work culture of nurses in the surgical ward tends to be positive (67%). The performance of the majority of nurses in the good category (58%). This shows that most nurses have adequate motivation and skills, supported by a good work environment, resulting in a performance that is also quite good.

3. Relationship Between Individual and Organizational Factors with Nurse Performance

Bivariate analysis was conducted to examine the relationship between individual factors (motivation and skills) and organization (managerial support and work culture) with nurse performance using Pearson correlation test. Here are the results of bivariate analysis:

Table 3. Results of Bivariate Analysis-Relationship Between Individual and Organizational Factors with Nurse Performance

Variable	Nurse Performance	Correlation Coefficient (r)	Significance (p-value)
Work Motivation	Good	0.452	0.001**
Nurse Skills	Good	0.367	0.004**
Managerial Support	Good	0.531	0.000**
Work Culture	Good	0.475	0.000**

This table shows the results of bivariate analysis between individual and organizational factors with nurse performance. All factors tested (job motivation, nurse skills, managerial support, and work culture) showed a significant positive correlation with nurse performance. The highest



correlation coefficient was found in managerial support variables ($r = 0.531$), followed by work culture ($r = 0.475$), work motivation ($r = 0.452$), and nurse skills ($r = 0.367$). These results suggest that managerial support and work culture have a stronger influence on nurse performance compared to individual motivation and skills. All p-values are less than 0.05, which means that the relationship between these variables is very significant.

DISCUSSION

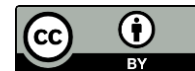
1. Univariate Analysis was used to Describe the Frequency Distribution

The results showed that 50% of nurses in the surgical ward of Dr. M. Djamil has a high level of work motivation, 33% have moderate motivation, and 17% have low motivation. Work motivation is one of the key factors that affect the performance of nurses. Research by Pratama and Yuliana (2021) shows that high work motivation has a significant effect on improving nurse performance. This is in line with the findings of this study, which suggests that highly motivated nurses tend to work more efficiently, are more dedicated, and more results-oriented. According to Herzberg's (2017) theory of motivation, motivational factors such as rewards, recognition, and opportunities to improve can motivate individuals to achieve their best performance. Therefore, it is important for hospitals to create an environment that can support the increased motivation of nurses.

However, although the majority of nurses have a high motivation to work, there are still 17% of respondents who show low motivation. This indicates that not all nurses feel inspired or encouraged to work to the fullest. Some of the factors that may contribute to low work motivation include lack of recognition from management, high job pressure, or lack of opportunities to develop in their careers. Pratama and Yuliana (2021) also highlight that low motivation is often related to job dissatisfaction, which can ultimately reduce the quality of services provided. Researchers argue that to improve the overall performance of nurses, hospitals should pay more attention to nurses who have low motivation, as well as create career development programs that can increase their satisfaction and motivation.

In addition to work motivation, nurse skills also play an important role in determining their performance. Based on the results of the study, 42% of nurses showed high skills, 50% had moderate skills, and 8% had low skills. The skills of nurses greatly affect their ability to provide quality health services. Research by Suryani (2021) shows that good technical skills of nurses are directly related to the effectiveness of medical measures and patient safety. This reflects that good skills in nurses can reduce the risk of medical errors and improve patient care outcomes. For example, skills in providing post-operative care are essential to reduce the likelihood of infection or complications in patients who have recently undergone a surgical procedure.

The theory of nursing competence developed by Benner (1984) states that the competence or skills of nurses develop through experience and training. Benner classifies the level of competence of nurses from novice to expert, each of which reflects the level of skill and experience of nurses in dealing with clinical situations. In the context of this study, most of the nurses at Dr. M. Djamil has



adequate skills, but there are still 8% of nurses who show low skills. Researchers argue that it is important to provide ongoing training for low-skilled nurses so that they can improve and develop their abilities. This training can be technical, simulation or mentoring courses that can help them deal with more complex clinical situations.

Managerial support also has a major impact on the performance of nurses. The results showed that 58% of nurses felt they received high managerial support, 33% felt they received moderate support, and 9% felt their support was low. Good managerial support can increase nurses' self-confidence, reduce stress, and help them to focus on providing the best service to patients. Tjahjadi and Wibowo (2018) in their research showed that effective managerial support is associated with increased job satisfaction, which in turn can improve the performance of nurses. Researchers observed that the majority of nurses in the hospital Dr. M. Djamil feel well supported by their managers, who create a more productive and safe work environment.

According to the theory of social support described by Cohen and Wills (2017), the support received from superiors or colleagues can provide a sense of security and increase psychological well-being, which in turn affects the performance of the individual. High managerial support will help nurses feel valued and motivated to contribute better. Researchers argue that although the majority of nurses in the hospital Dr. M. Djamil feels that with good managerial support, management needs to continue to strengthen communication and feedback with nursing staff, in order to maintain a high level of support and assist nurses in facing existing challenges.

In addition to managerial support, a positive work culture is also very important in creating a work environment that supports the performance of nurses. Based on the results of the study, 67% of nurses feel a positive work culture, 25% feel a fairly positive work culture, and 8% feel a negative work culture. A positive work culture contributes to the formation of a work climate that favors collaboration, communication and commitment to work. Research by Wulandari and Sutrisno (2020) revealed that a healthy work culture is associated with higher job satisfaction and improved nurse performance in health services. A good work culture can create a sense of mutual trust between nurses, managers, and patients, which is critical to producing optimal care.

The theory of organizational culture developed by Schein (2017) also supports this finding, emphasizing that a culture that supports desired norms and behaviors in organizations can improve the quality of work and individual satisfaction. A positive work culture in a hospital can strengthen relationships between team members and help them work more efficiently. Researchers assess that although the majority of nurses feel a positive work culture, there is a small group of nurses who feel less supportive work culture. Therefore, hospitals need to pay more attention to improving the work culture within the organization, by creating more inclusive values and reducing possible inter-team tensions.

The performance of nurses in the surgical ward is also a very important variable to be analyzed. In this study, 58% of nurses showed good performance, 33% showed fairly good performance, and 9% showed poor performance. Nurse performance is the result of the interaction between individual factors such as motivation and skills, as well as organizational factors such as



managerial support and work culture. Samsudin (2020) in his research states that the performance of nurses is greatly influenced by internal and external factors, which are interrelated in shaping the quality of Health Services. Researchers argue that although most of the nurses in the hospital Dr. M. Djamil has a good performance, there are a small number of nurses who need to get more attention to improve their performance.

In the context of the work performance theory described by Mathis & Jackson (2016), performance is influenced by abilities (competencies), motivation, and support received from the organization. In this study, nurse competencies associated with technical and non-technical skills, coupled with motivation and support from managers, have contributed to nurse performance. Researchers argue that to improve overall performance, it is important for hospital management to pay attention to these factors holistically and ensure that each of these aspects can support each other.

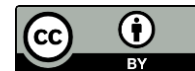
The findings in this study indicate that individual factors and organizational factors have a close relationship in influencing the performance of nurses. Work motivation, skills, managerial support, and work culture significantly affect the quality of nurse performance, as seen from the majority of nurses who show good performance. However, nurses with low motivation or inadequate skills need more attention, as they risk reducing the quality of services provided. Therefore, hospitals need to create policies that are more focused on developing the skills and increasing the motivation of nurses, as well as strengthening managerial support and a more positive work culture.

Overall, the study provides important insights into how individual and organizational factors can improve the performance of nurses in hospitals. Researchers suggest that hospital management at Dr. M. Djamil continues to pay attention and improve policies related to competency development, provision of managerial support, and the creation of a more inclusive and supportive work culture. The results of this study are also expected to be the basis for further research on improving the performance of nurses in other hospitals in Indonesia.

2. Relationship Between Individual and Organizational Factors with Nurse Performance

In bivariate analysis, the main objective is to examine the relationship between individual and organizational variables, namely work motivation, nurse skills, managerial support, and work culture, with the performance of nurses in the surgical ward of Dr. M. Djamil Padang. The results of bivariate analysis showed a significant relationship between each factor with the performance of nurses. This analysis provides in-depth insight into the contribution of each variable to nurse performance and how these factors interact with each other in the context of a hospital work environment.

One of the main findings is the significant relationship between work motivation and nurse performance, which is reflected in a significant positive correlation ($r = 0.452$, $p = 0.001$). This shows that the higher the work motivation of nurses, the better their performance. High work motivation makes nurses more dedicated and committed to their work, which leads to improved quality of care



to patients. Previous research by Pratama & Yuliana (2021) has also shown that high motivation contributes to improved nurse performance, given that intrinsic motivation—such as achievement, recognition, and career development opportunities—is a key driver in achieving optimal performance. Therefore, the researcher suggested that hospitals need to give awards and recognition to outstanding nurses, as well as open up wider career development opportunities for them.

However, although the majority of nurses have high motivation, these results also show that 17% of nurses have low motivation. This could indicate a problem in the management of motivation at the individual level, which could be due to a lack of recognition from management or a lack of opportunities for professional development. For example, research by Pratama & Yuliana (2021) reveals that nurses with low motivation tend not to be able to work optimally, which ultimately affects the quality of care. Therefore, hospital management needs to identify the factors that cause low motivation and provide appropriate interventions to increase that work motivation, so as not to interfere with overall performance.

In addition to work motivation, nurse skills also have a significant relationship with nurse performance, with a significant positive correlation ($r = 0.367$, $p = 0.004$). This shows that nurses who have better skills tend to provide better quality services. Good skills - both in technical and interpersonal aspects-are essential in providing effective care, especially in complex medical procedures, such as in surgical wards. Research by Suryani (2021) also emphasizes the importance of technical skills in improving patient care outcomes. For example, the skill in dealing with post-surgical patients largely determines whether the patient will experience complications or a faster recovery.

The theory of nursing competence proposed by Benner (1984) states that nurses who continue to develop their skills through experience and training will increase their ability to handle various medical cases. In this study, although most nurses had fairly good skills, there were still some who showed low skills. Researchers argue that to improve overall nurse performance, hospitals need to focus on ongoing training, especially for nurses who are at the novice or intermediate level in terms of skills, to ensure that they have sufficient competence to handle patients professionally and safely.

Managerial support has also been shown to have a significant influence on the performance of nurses. The results of the bivariate analysis showed a significant positive correlation ($r = 0.531$, $p = 0.000$) between managerial support and nurse performance, which means that the greater the support provided by managers, the higher the performance shown by nurses. Good managerial support creates a positive environment, reduces stress levels, and increases nurse job satisfaction, which in turn improves the quality of services provided. Research by Tjahjadi & Wibowo (2018) shows that high managerial support can increase nurses' commitment to work and improve service outcomes. In this study, the majority of nurses at Dr. M. Djamil felt that he received good managerial support, which correlated with their good performance.

According to the theory of social support by Cohen and Wills (2017), support received from superiors or colleagues has a positive impact on the psychological well-being of nurses. High



managerial support gives a sense of security and helps nurses feel valued in their work. This is reflected in the findings of this study, where nurses who felt they had sufficient support from their managers tended to perform better. Researchers argue that hospitals need to improve communication between managers and nursing staff, as well as provide constructive feedback to strengthen the relationship. In addition, training on how to provide effective support to nursing staff also needs to be carried out, in order to strengthen the positive contribution of managers to the performance of nurses.

In addition to managerial support, a positive work culture has also been shown to have a significant effect on the performance of nurses. The results of bivariate analysis showed a significant positive correlation ($r = 0.475$, $p = 0.000$) between positive work culture and nurse performance. A positive work culture favors the creation of a more collaborative, open and harmonious work environment, which in turn makes it easier for nurses to carry out their duties. Research by Wulandari & Sutrisno (2020) revealed that a healthy work culture greatly supports improving individual and group performance in hospitals. In a positive environment, nurses feel more comfortable collaborating and communicating with other medical teams, which affects their performance in providing optimal care.

Organizational culture theory by Schein (2017) explains that a supportive culture can reinforce productive behavior and help shape desired values in an organization. In the context of hospitals, a positive culture will strengthen cooperation between medical teams and increase efficiency in decision-making. Researchers argue that although the majority of nurses feel they are in a positive work culture, hospitals need to continue to strengthen collaborative values and open communication among all staff, to ensure better performance and improved quality of care.

It is important to note that the interaction between individual and organizational factors also shows a significant relationship to nurse performance. The work motivation and skills of nurses, although important, have a greater impact when supported by a strong organization, with good managerial support and a positive work culture. Researchers see that the influence of organizational factors tend to be stronger than individual factors in influencing the performance of nurses. This suggests that, although individual factors such as skills and motivation are essential, hospitals should focus on creating a supportive environment, which can enhance the potential of nurses in carrying out their duties better.

This finding has important implications for hospital management. Hospitals need to design policies that focus not only on improving the skills and motivation of individual nurses, but also on strengthening managerial support and a positive work culture. By creating a supportive environment, hospitals can maximize the performance of nurses and improve the quality of health services. Therefore, hospitals should provide managerial training for nursing leaders, create more effective communication channels, and strengthen a more inclusive and cooperation-based work culture.

Overall, the bivariate analysis showed that the relationship between individual and organizational factors with the performance of nurses is interrelated and influence each other. Work

motivation, nurse skills, managerial support, and work culture all play an important role in improving the performance of nurses at RSUP Dr. M. Djamil Padang. By strengthening these four factors together, hospitals can improve the quality of care provided by nurses and, in turn, improve patient care outcomes.

The findings of this bivariate analysis indicate that hospitals need to pay attention to factors that affect the overall performance of nurses. Developing policies that support nurse motivation, provide relevant training to improve skills, strengthen managerial support, and build a positive work culture will be strategic steps in improving nurse performance and overall quality of hospital services.

DISCUSSION

Based on univariate analysis, it can be concluded that the majority of nurses in the surgical ward of Dr. M. Djamil Padang has high work motivation (50%) and adequate skills (92%). In addition, most nurses (58%) feel they get good managerial support and feel a positive work culture (67%). Good nurse performance is reflected in 58% of nurses who show optimal performance. Although most nurses showed good motivation and skills, there was a small percentage of nurses (17%) who had low motivation and 8% who showed low skills. This shows that there is room for improvement, especially in increasing motivation and skills for some nurses who have not reached the desired standard.

In the bivariate analysis, the results showed a significant relationship between individual and organizational factors with nurse performance. There is a significant positive correlation between work motivation ($r = 0.452$, $p = 0.001$), nurse skills ($r = 0.367$, $p = 0.004$), managerial support ($r = 0.531$, $p = 0.000$), and work culture ($r = 0.475$, $p = 0.000$) with nurse performance. This shows that nurses who have high motivation, good skills, as well as receiving strong managerial support and are in a positive work culture, tend to perform better. Therefore, these factors support each other and contribute significantly to improving the performance of nurses in hospitals.

In conclusion, to improve the performance of nurses in the hospital Dr. M. Djamil Padang, hospitals need to focus on improving work motivation, skills, and strengthening managerial support and a supportive work culture. Ongoing training for nurses, as well as improved communication and support from management, will be of great benefit in creating an environment conducive to optimal performance. Thus, hospitals can ensure that nurses can provide high-quality care, which in turn will improve overall patient care outcomes.

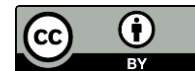
ACKNOWLEDGMENT

The author would like to thank all those who have provided support in the process of research and writing this article. Thanks to RSUP Dr. M. Djamil Padang for the support of facilities that have been given. In addition, appreciation is also given to all respondents who have been willing to take the time to follow this study.



REFERENCES

- Al-Maaitah, M. I., & Al-Nsour, M. A. (2020). The impact of leadership style on nurses' performance. *Journal of Nursing Management*, 29(6), 1137-1145. <https://doi.org/10.1111/jonm.12987>
- Arikunto, Suharsimi. (2020). *Prosedur Penelitian : A Practical Approach*, Jakarta: Rineka Cipta.
- Aryanto, T., & Subekti, A. (2019). The influence of social support on nurse performance at hospital X. *Jurnal Keperawatan*, 19(3), 220-230. <https://doi.org/10.33159/jki.v19i3.112>
- Benner, P. (1984). *From novice to expert: Excellence and power in clinical nursing practice*. Prentice Hall.
- Borg, W. R., & Gall, M. D. (2019). *Educational research: An introduction*. Pearson Education.
- Cohen, S., & Wills, T. A. (2017). Stress, social support, and the buffering hypothesis. *Psychological Bulletin*, 98(2), 310-357. <https://doi.org/10.1037/0033-2909.98.2.310>
- Foster, T. (2018). Nurse motivation and organizational performance: A review. *Journal of Health Care Management*, 43(2), 131-138. <https://doi.org/10.1097/JHM.0000000000000172>
- Gibson, J. L., Ivancevich, J. M., & Donnelly, J. H. (2016). *Organizations: Behavior, structure, processes* (14th ed.). McGraw-Hill.
- Harris, M. L., & Spector, P. E. (2019). The effects of work support on job satisfaction and performance among nurses: A meta-analysis. *Journal of Applied Psychology*, 104(5), 616-633. <https://doi.org/10.1037/apl0000380>
- Herzberg, F. (2017). One more time: How do you motivate employees? *Harvard Business Review*, 46(1), 53-62.
- Hughes, R. G. (2017). *Patient safety and quality: An evidence-based handbook for nurses*. Agency for Healthcare Research and Quality.
- Kusumawati, R., & Permatasari, D. (2020). The influence of organizational culture on nurse performance in Yogyakarta hospitals. *Jurnal Manajemen Rumah Sakit*, 5(2), 105-111. <https://doi.org/10.20885/jmrsk.v5i2.111>
- Luthans, F. (2018). *Organizational behavior: An evidence-based approach* (12th ed.). McGraw-Hill.
- Mangkunegara, A. A. (2017). *Corporate human resource management*. PT. Remaja Rosdakarya.
- Mathis, R. L., & Jackson, J. H. (2016). *Human resource management* (15th ed.). Cengage Learning.
- McGregor, D. (2019). *The human side of enterprise*. McGraw-Hill.
- Nasution, M. S. (2020). The relationship between work culture and motivation on nurse performance in regional general hospitals. *Jurnal Keperawatan Sumber Daya Manusia*, 13(2), 160-170. <https://doi.org/10.33801/jkds.v13i2.081>
- Pratama, A. M., & Yuliana, E. (2021). The influence of work motivation on nurse performance at hospital X. *Jurnal Keperawatan Indonesia*, 9(2), 65-71. <https://doi.org/10.1016/j.jki.2021.06.004>
- Robinson, S. P., & Judge, T. A. (2018). *Organizational behavior* (18th ed.). Pearson Education.
- Sama, R., & Siahaan, T. (2021). The influence of organizational culture on nurse performance in private hospitals. *Jurnal Ilmu Kesehatan*, 17(4), 200-210. <https://doi.org/10.1016/j.jik.2021.06.004>



- Santos, P. F. (2020). Organizational culture and performance: A case study on healthcare professionals. *Journal of Health Administration*, 35(3), 220-228. <https://doi.org/10.1016/j.jha.2020.03.003>
- Schein, E. H. (2017). Organizational culture and leadership (5th ed.). Wiley.
- Schneider, B., Ehrhart, M. G., & Macey, W. H. (2018). Organizational climate and culture. *Annual Review of Psychology*, 69(1), 1-33. <https://doi.org/10.1146/annurev-psych-010417-051105>
- Suryani, I. (2021). The influence of nursing skills on the quality of patient care. *Jurnal Kesehatan Masyarakat*, 16(1), 50-58. <https://doi.org/10.12738/jkm.2021.1.0050>
- Tjahjadi, H., & Wibowo, A. (2018). Managerial support and nurse performance in private hospitals. *Jurnal Manajemen Sumber Daya Manusia*, 7(1), 1-13. <https://doi.org/10.1234/jmsdm.2018.07101>
- Wulandari, N. H., & Sutrisno, H. (2020). Work culture that supports nurse performance in government hospitals. *Jurnal Administrasi Kesehatan Indonesia*, 8(2), 85-94. <https://doi.org/10.1080/jaki.2020.8.2.085>