

The Effect of Competence Work Motivation and Nurse Quality On The Inpatient Service Quality At Bandung Adventist Hospital

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Abstract: Increasingly tight hospital competition forces hospital management to continue to improve the quality of service, inpatient installation is a facility used by patients for more than 24 hours, so it will greatly affect patient satisfaction, therefore it is important for hospitals to ensure that nurse competence, and Nurse Quality who get work motivation can help hospitals to improve the quality of service. This study aims to analyze the effect of competence, work motivation and Nurse Quality partially and simultaneously on the quality of service. This study uses a quantitative analysis method conducted on 74 nurses at the Inpatient Installation of Advent Hospital Bandung in September 2024, data was collected using a questionnaire that had been tested for validity and reliability which was then processed using SPSS software. The results of this study indicate that partially and simultaneously nurse competence, work motivation and Nurse Quality have a significant and positive effect on the quality of service at the Inpatient Installation of Advent Hospital Bandung.

Keywords: Nurse Quality, Competence, Service Quality, Work Motivation

1. INTRODUCTION

Hospitals, which are often referred to as “capital-intensive, human resource-intensive, technology-intensive, knowledge-intensive, and regulation-intensive” organizations, have a very high level of complexity (Agustini & Munir, 2023). It is undeniable that although hospitals are institutions that provide health services, hospitals are also organizations with a high level of competition. so that the quality of service, as an indicator of the quality of health services, is a determining factor in the image of health service institutions in the eyes of the public. Each hospital has its own advantages in attracting the interest of its targets.

This excellence can come from various factors, ranging from a strong reputation in a specific field, modern and complete facilities, to very friendly and personalized service. However, behind the diversity of excellence, there is one thing in common: the desire to provide the best for patients. A hospital is not only a place of healing, but also a place where the hopes and needs of patients are greeted with great attention. Thus, the excellence of a hospital is not only about medical competence alone, but also about the warmth and care that can create an emotional bond between patients and their medical staff. so that in an era of rapid technological development and increasingly tight competition, hospitals must continue to improve the quality of service.

Hospital service quality is the ability of the hospital to provide good, friendly, fast, responsive, and satisfying services to patients and their families. The quality of health services in hospitals can be improved by paying attention to several things, such as safety, effectiveness, patient-centered, and timely. In addition, improving the quality of health services can be done by knowing customer expectations, conducting measurements and evaluations, and strengthening an organizational culture that supports continuous improvement.

The role of nurses in improving the quality of services in hospital inpatient care is very significant. Several aspects that affect the quality of hospital services that can be improved by nurses include patient satisfaction, quality of nursing services, and competence and performance. Nurses are important assets in the provision of health services and have a very important role in caring for patients, with the duties and functions of nurses being so broad and complex, hospitals need professional human resources to carry out their responsibilities in serving patients, especially in inpatient installations (Sondakh et al., 2022). Therefore, nurse career development must be improved to increase nurse motivation in achieving, achieving job satisfaction, and improving the quality of service in hospitals.

In addition, the competence and quality of nurses also affect patient satisfaction in the inpatient department of the hospital, where nurses who have good competence and quality of nurses will be able to provide better services and meet patient needs better. Thus, nurses play a key role in improving the quality of services in inpatient care in hospitals through aspects of patient satisfaction, quality of nursing services, and good competence and quality (Venakontesa et al., 2023). Nursing competencies involve professional, ethical, legal, and culturally sensitive aspects, provision of nursing care and management, and development of personal and professional qualities.

In creating professional human resources, hospital management must not only pay attention to the competence and quality of nurses, hospitals must also be able to motivate nurses to continue to develop and provide the best service to patients. Nurse motivation is not only related to financial factors, although fair rewards for hard work are very important. Motivation can also come from a sense of pride in the work done, support from colleagues and leaders, and the opportunity to be involved in decision-making that affects nursing practice. By paying attention to these motivational aspects, hospital management can create a positive and productive work environment, which in turn will have a positive impact on the quality of service provided to patients (Indriati et al., 2023). Work motivation plays an important role in a person's performance and productivity in the workplace, and can affect attitudes, behavior,

and quality of work results. Bandung Adventist Hospital is one of the hospitals that is said to be able to compete among hospitals in Bandung. This is evidenced by the good reputation that has been built over the years. Therefore, Adventist Hospital is required to continue to maintain the quality of service provided, by always evaluating the competence and quality of nurses and maintaining the work motivation of nurses in providing services.

The number of inpatients at Bandung Adventist Hospital in the last 5 years averaged 18,357/year, with an average of 2,720 surgical procedures/year and 201 catheterization procedures per year. The average patient waiting time to get an inpatient room was recorded at 60 minutes. On the other hand, the evaluation of the completeness of facilities and infrastructure showed that 100% of the facilities had met the service standards of a type B hospital. Based on the background of the thoughts that have been described, the researcher is interested in researching and analyzing whether there are other factors related to human resources, especially nurses, that can affect the quality of inpatient services, so the author is interested in researching and writing a thesis entitled "The Influence of Competence, Work Motivation and Nurse Quality on the Quality of Inpatient Services at Bandung Adventist Hospital"

2. LITERATURE REVIEW

Human Resource Management

Human resource management (HRM) is a strategic approach to managing human potential in an organization to achieve stated goals. Important aspects managed include planning, recruitment, selection, development, performance appraisal, compensation, and employee relations management and legal compliance (Yuliani, 2023). This approach aims to create a productive work environment and motivate employees to give their best contribution. With a focus on employee development through training and career opportunities, holistic HR management supports organizations in improving performance, maintaining a positive work culture, and achieving competitive advantage (Marnis, 2008).

In the context of hospitals, HR management also involves managing competence, motivation, and service quality to ensure high service standards. Hospital HR must have adequate medical knowledge and clinical skills to provide quality services (Sugiarti, 2023). In addition, employee motivation is very important in ensuring optimal performance, which can be achieved through recognition of their contributions and fulfillment of individual needs (Farida et al., 2024). With effective management, hospitals can meet patient and community

expectations through continuous professional development practices and consistent improvement of HR performance.

Quality of Health Services

Quality is a dynamic condition associated with products, services, and processes that meet or exceed expectations, including conformity to consumer needs, conformity to requirements, and customer orientation. In health care, quality includes meeting professional standards, using resources effectively, and being focused on patient, family, and community satisfaction. Quality services must be available, accessible, affordable, and efficiently managed to meet the needs of customers, especially patients (Prihatin et al., 2022).

Factors that influence the quality of health services include technological developments, community values, legal and ethical aspects, economic conditions, and political policies. Service quality indicators include five dimensions: reliability, responsiveness, assurance, empathy, and physical evidence, which assess the ability of service providers to provide appropriate, responsive, professional, empathetic services, and are supported by adequate facilities (Fatrída et al., 2023). Good service must also be culturally acceptable, easily accessible, and meet patient expectations according to applicable norms and ethics.

Nursing Competence

Competence is the skills, abilities, and authority needed to meet organizational demands in the face of rapid change, complex problems, and future uncertainty (Sari, 2023). Competence includes abilities, skills, knowledge, and work attitudes that support task implementation. McClelland defines competence as a fundamental characteristic of a person that influences performance, such as thinking or acting behavior that supports success. In work management, technical, social, and conceptual competence are key elements that enable work management professionally and in accordance with organizational goals (Muhadi & Wahyuni, 2020).

The types of competencies vary, including planning, communication, interpersonal, strategic thinking, and human resource management (Rahman, 2021). In nursing, technical competencies such as clinical skills and therapeutic communication are important, supported by professional standards to ensure quality of care. Factors such as formal education, continuing training, work experience, and organizational support influence competency development, with clear policies and a supportive work culture being important elements.

Work motivation

Motivation is an internal drive that drives individuals to work with enthusiasm and achieve certain goals. Motivation creates work enthusiasm, encourages cooperation, and effectiveness in achieving satisfaction. defines motivation as a physical or psychological drive that drives action to meet certain needs, while Lakshmi & Puja (2024) linking it to the willingness to strive hard to achieve organizational goals, which are in line with individual needs. In the organizational context, motivation is an important tool for mobilizing human resources, helping to create emotional and professional relationships between leaders and employees (Ardhianto et al., 2024).

Maslow's theory of motivation identifies five hierarchies of needs: physiological, safety, social, esteem, and self-actualization (Bari et al., 2022). These needs are the basis for understanding the factors that drive work behavior. In addition, McClelland proposed three primary motivators in work: achievement, power, and affiliation, each of which affects individual performance differently. Factors that influence work motivation include job satisfaction, recognition for contribution, development opportunities, and a supportive work environment (Alivia & Raharjo, 2024). Positive motivation such as long-term rewards are more effective in increasing work enthusiasm than negative motivation which is temporary (Syukri et al., 2023).

Quality of Nurses

Quality refers to the measurement or evaluation of the results and processes carried out by individuals, groups or organizations in achieving certain goals, including aspects of productivity, efficiency, effectiveness and conformity to established standards (Indriati et al., 2023). Quality reflects not only the end result, but also the means and resources used to achieve that result. In various contexts, including business, education, sports, and public services, quality is measured by achieving targets, comparing actual results with standards, and adapting to changes or challenges encountered (Wardhana & Sari, 2023).

Nurse quality refers to the professional ability of nurses in providing health services according to standards and patient needs. This includes technical skills, clinical knowledge, interpersonal skills, and compliance with medical protocols. In addition to technical aspects, nurse quality also includes responsive, friendly, and patient-oriented services, which are reflected in the level of patient satisfaction and comfort during treatment (Ikhsan, 2024). Thus, the quality of nurses becomes the main indicator of the effectiveness of the role of nurses in supporting patient healing and comfort.

3. METHOD

Quantitative research method is a research approach based on the philosophy of positivism and is used to collect data using research instruments, and analyze data quantitatively/statistically with the aim of testing the established hypothesis (Sugiyono, 2016). Quantitative research design includes determining the subject, data collection techniques, and procedures taken for data collection. After that, objective measurements and numerical analysis were carried out to explain how the influence of competence, work motivation and quality of nurses on the quality of inpatient services at Rumah Sakir Advent Bandung.

Respondents in this study were nurses working in the inpatient installation of Advent Hospital Bandung, totaling 74 nurses out of a total of 285 nurses. In this study, researchers analyzed the influence of 3 variables X, namely nurse competence, work motivation and nurse quality, while variable Y was the quality of health services.

According to Sugiyono (2016), proper data collection requires money, time, and other resources. If the existing data is insufficient, then a data collection method is needed. In this study, SPSS Version 25 software was used with a closed questionnaire to measure the effect of competence, work motivation, and nurse quality on the quality of inpatient services at the Bandung Adventist Hospital. The analysis used in this study includes descriptive analysis, linear regression analysis and hypothesis testing. This study was conducted at the Bandung Adventist Hospital in October 2024.

4. RESULTS

Descriptive Analysis

Of the 74 respondents of the study, the majority were women (67 people) and only 7 men, indicating the dominance of female participation. The largest age group was 31-40 years (39.2%), followed by 41-50 years (32.4%), indicating that most respondents were in the productive age range. Most respondents had a professional education as a Nurse (60.8%), with significant variations in work experience, especially in the 6-10 years and 21-25 years groups (18.9% each).

The level of competence and work motivation of nurses at Advent Hospital tend to be good, with 52.7% of nurses showing high competence and 55.4% having good work motivation. However, the quality of nurses and services still show mixed results, with 51.4% of nurses' quality and 47.3% of service quality being rated low. This indicates the need to improve work quality to support optimal service.

Linear Regression Analysis

The results of the regression analysis showed that the variables of nurse competence, work motivation, and nurse quality each had a positive influence on service quality. The constant value and regression coefficient showed a significant relationship: nurse competence contributed 0.596, work motivation 0.512, and nurse quality 0.778 to improving service quality. The combined regression equation, $Y = 0.215 + 0.212X_1 + 0.032X_2 + 0.632X_3$, confirmed that nurse quality had the greatest influence (0.632) compared to other variables on service quality. The correlation between the independent and dependent variables was also very strong, with an R value of 0.843.

The coefficient of determination (Adjusted R Square) of 0.701 indicates that nurse competence, work motivation, and nurse quality simultaneously explain 70.1% of the variability in service quality, while the remaining 29.9% is influenced by other factors outside this study. These results indicate that improvements in the three independent variables can be the main focus to significantly improve service quality.

Hypothesis Testing

The results of the F test showed a significance value of 0.000, which means that the variables of nurse competence, work motivation, and nurse quality simultaneously have a significant effect on service quality. This indicates that these three factors work together to improve the quality of service provided. Meanwhile, the t test showed that nurse competence (significance value 0.022) and nurse quality (significance value 0.000) each have a significant effect on service quality, but work motivation (significance value 0.701) does not have a significant effect on service quality.

5. DISCUSSION

The Partial Influence of Nurse Competence on Service Quality

Nurse competence at Advent Hospital Bandung has a positive relationship with the quality of services provided. The higher the nurse competence, the better the quality of services received by patients. Most nurses in this hospital demonstrate high competence, making a significant contribution to the quality of services. However, the presence of nurses with low competence can affect the uniformity of service quality. Improving nurse competence, especially in clinical skills, communication, and the ability to handle emergency situations, plays an important role in creating more holistic and standardized services.

Several studies support a positive relationship between nurse competence and service quality. For example, research by Latuihamallo & Haryono (2024) showed that more competent nurses contributed to higher levels of patient satisfaction and reduced risk of complications. Research by Sahetapy & Jesajas (2023) also revealed that nurses' communication skills and professional knowledge improved patients' perceptions of the quality of care. Another study by Zahirah et al., (2020) emphasizes that nursing competence influences work effectiveness and patient safety, and supports professional standards in providing safe care.

However, not all studies have found a direct relationship between nurse competence and service quality. Research by Endang et al., (2023) stated that even though nurses have good clinical skills, external factors such as limited facilities and less than optimal management can hinder the provision of quality services. Tampubolon & Absah (2024) also revealed that work environment factors and managerial support play an important role in service quality, even when nurses have high competence. This shows that service quality is influenced by various factors beyond the individual competence of nurses. Furthermore, research by Prakasa et al., (2024) showed that even though nurses have sufficient skills, other factors such as poor medical team communication and staff shortages can decrease patient satisfaction. Research by Rosyita & Aditaruna, (2021) highlighted that nurse competence does not always guarantee higher quality of service if work motivation and managerial support are inadequate. This confirms that nurse competence is important, but external and contextual factors in the hospital environment also greatly influence the outcomes of services received by patients.

The Partial Influence of Work Motivation on Service Quality

Nurses' work motivation at Adventist Hospital Bandung plays an important role in improving the quality of health services provided. Most nurses show high work motivation, which has a positive effect not only on the quality of patient care, but also on a more productive and positive work atmosphere. Motivated nurses tend to be more thorough, proactive, and responsive to patient needs, which in turn increases patient satisfaction and strengthens trust in the hospital.

Regression analysis shows that work motivation has a significant effect on service quality, with a regression coefficient of 0.512. This means that every increase in work motivation will increase service quality by 0.512. This confirms that nurse motivation is a reinforcing factor that can improve the quality of existing services. Therefore, hospital management needs to pay more attention to managing nurse work motivation to ensure that service quality is maintained. From a managerial perspective, it is important for hospitals to

implement policies that support nurse work motivation, such as a fair reward system, career development opportunities, and a work environment that supports mental and physical well-being. Programs that encourage intrinsic motivation, such as rewards for achieving quality work or opportunities for skill development, will contribute to increased nurse satisfaction and loyalty, which are especially relevant in a hospital environment with high work demands.

Although many studies support a positive relationship between work motivation and service quality, there are also findings that suggest that other factors, such as the work environment or workload, may have a greater influence on service quality. Research by Alivia & Raharjo, (2024) shows that motivation does not always have a big impact, because the competence and experience of nurses and working conditions are more dominant in determining the quality of service.

The Partial Influence of Nurse Quality on Service Quality

The results of this study indicate that the quality of nurses at Adventist Hospital Bandung is still a challenge, with more than half of the nurses in the low quality category. This has an impact on the quality of service, considering that the quality of nurses directly affects interactions with patients. The regression coefficient of 0.778 indicates that a 1% increase in the quality of nurses can increase the quality of service by 0.778%. This underscores the importance of improving the quality of nurses to improve the patient experience, especially in a hospital environment that demands high quality inpatient care.

Improving the quality of nurses has the potential to improve overall service quality, but low quality can reduce patient satisfaction and hinder the achievement of expected service standards. Therefore, hospital management needs to focus on ongoing training programs, increasing work motivation, and providing a supportive work environment. Regular evaluation programs, constructive feedback, and appreciation for high-quality nurses can help create a more productive work culture and improve the quality of hospital services.

Previous research supports these findings, showing that nurse quality is positively related to service quality. Hidayah & Rusydi, (2024) emphasized that nurses with high quality tend to provide better service, increasing patient satisfaction. In addition, Triatika & Firdaus (2024) highlighted the importance of the combination of motivation and optimal quality of nurses to achieve adequate service, which further strengthens that the quality of nurses greatly determines the quality of service. However, several studies have shown different results. Kamila & Fauziah (2024) revealed that the quality of service is also influenced by external factors, such as hospital facilities and communication problems between nurses and patients.

In addition, the study Adinda et al., (2024) shows that the quality of nurses is not always directly proportional to patient satisfaction, because other factors such as inadequate medical equipment and nurse work stress can also hinder the quality of service. These findings emphasize the complexity of the relationship between nurse quality and service quality.

The Influence of Nurse Competence, Work Motivation and Nurse Quality Simultaneously on Service Quality

The results showed that more than half of the nurses at Bandung Adventist Hospital assessed the quality of service provided as being at a good level, with 52.7% of nurses expressing this belief. The strong relationship between competence, work motivation, and nurse quality on service quality is reflected in the correlation coefficient value of 0.843. This indicates that the higher the competence and motivation of nurses, the better the quality of service received by patients. In addition, the determination coefficient of 0.701 indicates that 70.1% of the variation in service quality can be explained by these three variables.

The importance of improving nurses' competence and motivation is evident from these findings, but there are other factors that influence service quality that are not covered in this study, which reached 29.9%. The managerial implication is the need for hospital management to not only focus on improving nurses' competence and motivation, but also identify other external factors that influence service quality. Improving the quality of nurses through continuous training, skills development, and the creation of a supportive work environment can optimize the quality of hospital services.

The results of the F-test analysis show that the combination of competence, work motivation, and nurse quality have a significant influence on service quality simultaneously. This confirms that an integrated approach in human resource management is very important to achieve optimal service results. Hospital management needs to design a comprehensive training program and support the development of nurse quality to maximize their potential.

Recent research supports these findings, with Hikmah & Gunardi (2024) which confirms a positive relationship between competence, work motivation, and service quality. However, there are also studies that show conflicting results, such as those conducted by Nurhalizah (2024) which highlights the importance of other factors such as inter-team communication and hospital management systems in determining service quality. The study Pasinringi & Sari (2022) also shows that other factors such as assessment systems and feedback need to be considered in improving the quality of hospital services.

6. CONCLUSION

The conclusion of this study is:

1. The results of the regression test show that the competence of nurses at Bandung Adventist Hospital has a partial positive effect on the quality of service, as evidenced by a coefficient value of 0.022 (<0.05), which means that nurses with high competence provide better services and increase patient satisfaction.
2. This study shows that nurses' work motivation at Advent Hospital Bandung plays an important role in improving service quality. The results of the regression test show that work motivation has a positive, insignificant partial effect on service quality with a coefficient value of 0.701 (> 0.05)
3. This study shows that the quality of nurses at Adventist Hospital Bandung has a significant partial effect on the quality of service, although there are still challenges with the presence of low-quality nurses. The coefficient of 0.000 (<0.05) confirms the importance of nurse quality in providing optimal service and has a direct impact on patient experience.
4. This study concludes that the competence, work motivation, and quality of nurses at Bandung Adventist Hospital simultaneously have a significant effect on service quality, with a correlation coefficient R of 0.845.

7. LIMITATIONS

This study has several limitations, including the reliance on data collected through surveys that may be influenced by the subjectivity of respondents, especially in assessing the quality of service and nurses' work motivation. In addition, this study was only conducted at the Adventist Hospital in Bandung, so the findings obtained cannot necessarily be generalized to other hospitals with different characteristics. Other external factors that affect the quality of service, such as the physical environment of the hospital, management systems, and hospital policies, have not been analyzed in depth in this study. Therefore, the results of this study need to be supplemented with further research involving a wider sample and considering more external variables.

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