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RELATIONSHIP ANALYSIS OF PERFORMANCE ASSESSMENT BASED ON PERSONAL BALANCE SCORECARD WITH NURSES JOB SATISFACTION

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ABSTRACT

Nursing Performance independent to internal and external of the hospital, is measured based on personal balanced scorecard so as to measure the quality of nursing services. The fact that is evident from this study is that majority of nurses expressed job dissatisfaction, and there is no career development system for them. This study aims to understand the relation between nurse performance based on Personal balanced scorecard and job satisfaction of nurses in inpatient units of Islam Ibnu Sina Hospital Bukittinggi. This research method is descriptive analytic with cross sectional approach.

A sample of 72 respondents participated in the study. The research instrument used questionnaires. Chi-square test and multivariate logistic test were used for data analysis. The result showed a significant relationship between the performance of nurses based on the financial perspective, internal business perspective, customers' perspective, growth and development perspective with job satisfaction of nurses (p values <0.05). The most dominant variable is the performance of financial perspective. It is suggested to the leaders of the hospital to formulate performance indicators of nurse so that with the expansion of performance measurement can be expected to improve the ability of the nursing staff in the business area and generate healthy competitive rivalry.

Keyword : Job Satisfacion, Nursing performance, Personal balance scorecard

INTRODUCTION

According to the concept of Value Theory, job satisfaction occurs at the level where the job results are accepted by the individuals. The more people accept the results, they are more satisfied (Wibowo, 2014). Nursing job satisfaction is an important target in human resource management because it can directly or indirectly affect work productivity which will eventually improve the quality of nursing care service to clients (Maryanto, Pujiyanto & Setyono, 2013).

The biggest controversy in organizational research to be discussed in this study is the relationship between satisfaction and work performance of nurse. Experts stated that satisfaction affects nurse's job performance. Therefore, others argue that there is a positive relationship between nurse's performance and satisfaction (Wibowo, 2014). Meanwhile, Gibson & Wibowo, 2014 clearly illustrates a reciprocal relationship between performance and work satisfaction.

In one case, it is said that job satisfaction leads to performance improvement so that satisfied workers will be more productive. On the other case, job satisfaction can occur because of the influence of a good performance. Thus, more productive nurses will get more satisfaction.The performance of nurses as the spearhead of health services is a very important issue to be studied in order to maintain and improve the quality of health services. Good nurse performance is a bridge in answering the quality of health services provided to both sick and healthy patients.

Many companies develop performance measurement systems to create a real and measurable measurement structure by first determining the type of information needed that is related to the performance, to help achieve the desired level of performance.There are several approaches to measure the performance. One approach is the personal balance scorecard. A personal balance scorecard is a measurement tool developed by Dr.

Rampersad which is defined as a systematic process of continuous, gradual, and routine improvement, development and learning, centered on continuous improvement of personal and organizational performance. In using this tool, an organization must establish not only the financial perspective of its value chain but also the customer's perspective, internal business perspective, learning, and development perspective (Rampersad, 2006).

Based on Kwang's study (2011), there are about 67% nurses implementers who have a good job performance based on financial perspective. There are only 24% nurses implementers who have a good job performance based on costumer perspective. Moreover, there are about 60% of nurse implementers giving good performance based on internal business perspective. Besides, about 62% of the nurses have a good performance based on learning and development perspective.

The Islamic Hospital of Ibnu Sina Bukittinggi is one of units the hospitals under the Foundation of Islamic Hospital with 136 capacity beds and 156 nurses. The Islamic Hospital of Ibnu Sina Bukittinggi is one of the private hospitals that have considerable competition in terms of service to patients. This is the hospital that becomes the choice for companies in the selection of health services. This is the driving factor for continuing to improve the performance both in terms of services, equipment and facilities, and human resources.

RESEARCH METHODOLOGY

This is a descriptive analytic research using Cross-sectional approach which is a type of research that emphasizes time measurement or data observation of independent and dependent variables only once at one time. In this study, the research population was the implementing nurse at Ibnu Sina Hospital Bukittinggi, with a total of 72 nursing, consisting of 19 nurses in Interne Room, 10 nurses in children's room, 23 nurses in surgery room, 8 nurses in perinatology room, 12 nurses for the main classroom, and 18 nurses for VIP Room. The sample of this research is taken through total sampling technique.

In this study, the questionnaire adopted and modified based on the concept of performance

evaluation of Personal Balance Scorecard by Kwang (2011) which includes 25 statements consisting of 3 statements for financial perspective, 2 statements for customer perspective, 15 statements for internal business perspective and 5 statements for learning and growth perspective. Alternative answer choice was using 4 items Likert scale which is point 1 (not done) was given 1 score, point 2 (rarely done) was given 2 scores, point 3 (often done) was given 3 scores, and point 4 (always done) was given 4 scores.

RESULTS

The results of univariate research based on nurse's performance are as follows:

Table 1: Distribution of Nurses by Performance in Ibn Sina Islamic Hospital (n=72)

Variable	F	%
Financial Perspective		
Good	40	55.6
Less	32	44.4
Internal Business perspective		
Good	34	47.2
Less	38	52.8
Patients' perspective		
Good	38	52.8
Less	34	47.2
Growth Perspective		
Good	25	34.7
Less	47	65.3

Table 1 shows that more than half of the nurses have good financial perspectives, more than half of the nurses have an inadequate internal business perspective. In the customer's perspective, more than half of the nurses fall into either category. Thus, in the perspective of growth, more than half nurses are categorized as less good.

Figure 1: Description of Nursing Satisfaction of Islamic Hospital of Ibnu Sina Bukittinggi
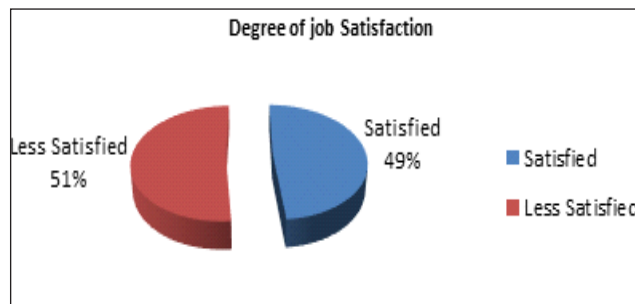
Figure 1 shows that nurse's job satisfaction level is still low at Islamic Hospital of Ibnu Sina Bukittinggi. This can be caused by the way of implementing of nursing care; there are various factors that influence the job satisfaction of a nurse. Basically, the performance level of nurses is related with job satisfaction which can influence the work motivation and the achievement of the nurse (Nursalam, 2007).

Table 2: Relationship Performance Nurses with Work Satisfaction (n=72)

Variable		Work Satisfaction		P Value
		Satisfaction	Disatisfaction	
Financial Perspective	Good	70%	30%	0.000
	Less	21.9%	78.1%	
Internal Business perspective	Good	67.6%	32.4%	0.005
	Less	31.6%	68.4%	
Patients' Perspective	Good	63.2%	36.8%	0.018
	Less	32.4%	67.6%	
Growth and Learning Perspective	Good	72%	28%	0.008
	Less	36.2%	63.8%	

Based on the table 2, it is showed that there is a significant relationship between nurse performance based on financial perspective (p=0.000), internal business perspective (p= 0.005), customers' perspective (p=0.018) and growth and learning perspective (p=0.008).

DISCUSSION

Based on Kaplan and Norton (2007), the performance of nurses based on financial perspective will remain a priority of managers and they will strive to maintain that performance. However, excessive emphasis on the financial perspective will create an imbalanced situation with other perspectives. In the present study it is evident that a good financial performance is in line with the nurse's financial earnings because 42% of nurses got salary income according to responsibility and more than half of the nurses (79%) said that they often get incentive every month apart from their income.

The performance of nurses based on internal business perspective showed that more than half of respondents (52.8%) have poor performance. The internal business perspective is the duty and responsibility of the professional nurse. The measurement of internal business perspective will assist nursing managers to understand the performance of the nurses, their work responsibilities and whether nursing care is provided according to customer's wishes.

The performance of Islamic Hospital of Ibnu Sina nurses was influenced by organizational and motivation factors. According to Yasin's opinion (2013) factors that affect the performance of nurses' ability are environment, motivation and the organization. These factors may affect the performances of the nurse forcing them to perform less. Strong and weak work motivation of a workforce determine the magnitude of their job performance.

The performance of nurses based on customer perspective showed that more than half of 38 respondents (52.8%) delivered good performance and only 34 (45.3%) of respondents had less performance. Kwong (2011) said that the current management philosophy has emphasized the importance of customer focus, resulting in the statement that customer satisfaction means everything. This is a leading indicator because if the customers are not satisfied then they would find other suppliers to meet their needs. The lack of performance in this perspective was a crucial indicator of future decline, even if financial performance was very well at that moment.

The performance of nurses based on customer perspectives was lacking. This was caused by the lack of nurse staff. As a result, the workload is too heavy and not balanced with the compensation received. So, this had a negative impact on the motivation of the nurses. Low motivation is felt to affect their attitudes and behaviors that ultimately impact on the performance of nurses. Education and training of *customer excellent care/service* and *handling complaint* about nurses was held only 1 to 2 times a year for some nurses only. To improve the effectiveness of nurse work, a manager needs to take into account the balance between the numbers of nurses assigned to the workload, so the accuracy of the volume of activities becomes effective.

Based on the perspective of growth and learning performance of Islamic Hospital of Ibnu Sina nurse it can be said that more than half of the respondents (65.3%) gave less performance, performance in this perspective is not only about training, but also related to mentoring and tutoring in an organization, communication between employees so that they could quickly seek help if needed.

The measurement in this perspective could provide a guide for managers to allocate funds for training.

Kwong (2011), argued that the objectives in the learning and development perspective in an organization also controls superior performance of the nurses, especially for the delivery of added value in service to the community(patientfocus). This research is in line with the research proposed by Yanidrawati, Susilaningsih & Somantri (2012) which showed that the standard nursing work satisfaction of 92.96% was dissatisfactory and 7.04% of the nurses were only satisfied with the nursing work in the inpatient wards of RSUD Kabupaten Bekasi. According to them, low nurse work satisfaction indicates less income and less promotion opportunities.

Wage is the first factor affecting nurse job satisfaction (Hasibuan, 2011). This is seen from the results of researches where the satisfaction of nurses at Islamic Hospital of Ibnu Sina Bukittinggi regarding wage/incentives showed that more than a half of respondents feel quite satisfied with the salary they received. The second factor that affects the satisfaction of nurses working here is the working condition at Islamic Hospital of Ibnu Sina Bukittinggi. The results showed that 49% of the nurses felt quite satisfied with the working atmosphere and 32% of the nurses felt less satisfied with their work situation at the hospital.

In addition, the next factor affecting job satisfaction is the promotion opportunity. The chances of improvement in the hierarchy have a varied impact on job satisfaction (Hasibuan, 2011). Based on the research results, it is showed that 33% of respondents feel dissatisfied in the case of opportunity to get promotion to develop themselves through education.

In line with Yasin's research (2013), there is a relationship between performance and nurse work satisfaction in Internal room of Sumenep Hospital Regency ($p=0.045 < \alpha = 0.05$). Among 15 respondents, 2 respondents (13%) had good satisfaction with good performance too. While one respondent (7%) had poor performance with poor job satisfaction. This is in accordance with other studies and satisfaction theory which concludes that there is a positive relationship between performance and nurse job satisfaction.

Job satisfaction has a significant influence on the performance of the nurses. Gybson in Wibowo (2014) stated that clearly there is a reciprocal relationship between job satisfactions with performance. On the one hand, it is said that job satisfaction leads to performance improvement. Briefly, satisfied workers will be more productive. On the other hand, job satisfaction can also happen due to work performance and achievement as productive workers get satisfaction. This is supported by the present study where the nurses at Islamic Hospital of Ibnu Sina Bukittinggi frequently check the amount of equipment used to verify the completeness of nursing equipment as well as to examine the use of medical devices and medicines. With the development of the financial condition of the organization, there will be a possibility of increase in the satisfaction of the nurses regarding wages and incentives.

Kwong (2011) stated that, the lack of performance of the nurse from the customer perspective is due to the lack of nursing staff. The work load is too heavy and not balanced with the compensation received. Finally, there is a negative impact on the nurses' motivation while performing at work. Besides, low motivation affects their attitudes and behaviors towards their patient while it influences their performance.

Nurses are biggest number of professional workers in the hospital. So their performance will directly affect the performance of the hospital. Often nursing affection is placed second in the sequence with respect to complaint from patients. Complaints from patients are actually surface of "*iceberg*", where the root cause is the performance of the nurses.

A clear career development with an appropriate workload will result in work satisfaction for the nurse. The career development system must be a part of the personal management or human resource management and is the main thing in any nursing organization. The improvement of performance measurement implementation based on the perspective of growth and development is very important because it is the efforts to reward the nurses in the hospital. If the reward system is poorly noted then the employee morale will decrease along with their attitudes and loyalty. As a consequence, procurement, development and coaching

that have been done well become less meaningful.

CONCLUSION

Performance assessment based on Personal Balance Scorecard (PBSC) can ensure the strategic contribution of nurse's capability of demonstrating the impact of human resources on nurse's work satisfaction. To use this tool, an organization must establish not only the financial elements of its value chain, but also the elements of its patient care, internal business processes, learning essentials, and growth. PBSC emphasizes that all financial and nonfinancial measures should be a part of the information system for employees to achieve a balance between external and internal factors that are objective and easy to quantify.

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