Analysis of the Effect of Supervision on the Performance of Nurses with Work Conflicts as Moderator at Royal Prima Marelan Hospital

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ABSTRACT: Nurses as part of the hospital organization, of course, are required to be able to provide effective and efficient services. But in reality, the services received by patients are not in line with expectations, this can be due to a lack of supervision and the presence of conflicts between nurses. This study aims to analyse the effect of supervision on the performance of nurses with work conflicts as moderators at Royal Prima Marelan Hospital. Explanatory descriptive quantitative research method, conducted at Royal Prima Marelan Hospital in July 2022. For the population of 151 people, a sampling technique using Slovin with a confidence level of 95%, obtained 139 samples. Data analysis used multiple linear regression, and T-test and Test F. Research results of supervisory variables and conflict variables had a calculation of 4,522 and 3,870 with a table t value of 1.977 then the calculated>table value at α= 5% (4.522 and 3.870>1.977), with a significant value of 0.002 smaller than 0.05 (0.000<0.05) so that the H0 research results were rejected and H1 was accepted. The value of the coefficient of determination (Adjusted R Square) is 0.430. Supervision variables (X1) and Work Conflict variables (X2 partially affect nurse performance (Y) at Royal Prima Marelan Hospital. The value of the coefficient of determination is 43%, while the remaining 57% is a variation of other variables that were not studied in this study, such as motivation, incentives, and so on.

KEYWORDS: Supervision, Conflicts, Performance, Nurses.

I. INTRODUCTION

The main objectives of the company are highly dependent on the performance of its nurses (1), such as carrying out duties and responsibilities in each position in each position. But the reality is that the company pays less attention to nurses who have good performance and achievements in completing their duties and responsibilities in the company (2). Performance is the result of work that can be achieved by a person or group of people in an organization, following their respective authorities and responsibilities to achieve the goals of the organization concerned legally, not violating the law, and by morals and ethics (3). A hospital describes an organization engaged in the medical field, especially health services that are very useful for the life of the whole person (4). Nurses described as "the caring profession" have a meaningful role in creating the quality and quality health in the hospital organization, because the services they provide are sourced from a biopic-social-spiritual approach (5). Supervision plays an important role in improving the work discipline of nurses. Existing work supervision looks less effective and efficient (6). Nursing as a service or professional upbringing is humanistic, using a holistic approach, carried out based on nursing knowledge and tips, oriented to the objective needs of the client, referring to professional standards of nursing, and using nursing ethics as the main demand (7). Nurses are required to always carry out nursing care correctly or rationally and well or ethically (8). From the initial survey, several complaints were obtained from inpatients at Royal Prima Hospital, and some of them felt that the performance of the nurses was felt to be less than optimal inpatient services. Therefore, this researcher aims to conduct a study on the effect of supervision on the performance of nurses with work conflicts as moderators at Royal Prima Marelan Hospital.

II. LITERATUR REVIEW

According to Makmur (2011), surveillance is a statement of identified reality rather than actions carried out by humans individually or in groups in an Institution or organization (9). According to Murwaningsih (2013) there are several indicators / characteristics of good supervision such as:

1. Accurate.

2. Be On-Time.
3. Objective and Thorough
4. Centered on the point of strategy oversight
5. Economically realistic
6. Organizationally realistic
7. Coordinated with the work flow of the organization.
8. Flexible
9. Is instructive and operational.
10. Accepted members of the organization (10).

Conflict is a conflict that occurs between what a person expects of himself, another person, or an organization and the reality he expects (11). Factors that influence a conflict include communication, structure, and personal variables (11). The main indicators or factors that cause conflicts between groups include:

a) Work interdependence dependence. Work dependence occurs when two or more groups are interdependent to complete a job.

b) Differences in purpose. Groups in an organization tend to become specialized, so they develop a variety of different goals, tasks, and personnel.

c) Differences in perception. Differences in goals between group members in the organization are also related to differences in values, attitudes, and perceptions, so they can cause conflicts.

d) Conflicts between groups can stem from ambiguously formulated responsibilities and unclear goals. Ambiguous communication can also cause conflicts between groups if the same statement/ sentence has a different meaning for different groups.

The performance of the nurse is to set the goals, objectives, and strategies of the organization by establishing in general terms what the organization wants by its goals, vision, and mission (12). The theory of the influence of supervision on performance is to find a balance between organizational supervision and personal freedom or to find the right level of supervision because excessive supervision will give rise to bureaucracy, turn off creativity, and so on, which ends up harming the organization itself. Conversely, insufficient supervision can lead to a waste of resources and make it difficult to achieve company goals. Conflicts can have both positive and negative impacts on organizational performance, depending on how often they occur and how they are managed (11).

III. RESEARCH METHODS

The research method used in this study is an explanatory descriptive quantitative research method whose purpose is to explain the position of the variables studied and the relationship between one variable and another (13). This research was conducted at royal prima marelan hospital. The population in this study was all nurses who worked at Royal Prima Marelan Hospital with a total of 151 nurses. The sampling technique used in this study was the Slovin Technique with a 95% confidence level.

$n = N / (1 + (N \times e^2))$

$n = 151 / (1 + (151 \times 0,05^2))$

$n = 151 / (1 + (151 \times 0,0025))$

$n = 109$

So the study sample for a population of 151 respondents and a confidence level of 95% was 109 respondents, coupled with 30 respondents as a validity test, then the overall sample in this study was 139 respondents.

Table 1. Identification and Operational Definition of Variables

No	Variable	Definition		Indicators	Scale Ratio
1	Supervision (X1)	Oversight can be defined as a process to "guarantee" that the goals of the organization and management are achieved. This is about the ways how to create activities designed.		1. Accurate 2. Be On Time 3. 3Objective and thorough	
				4. Flexible Murwaningsih	Likert

Analysis of the Effect of Supervision on the Performance of Nurses with Work Conflicts as Moderator at Royal Prima Marelan Hospital

2	Conflict (X2)	A conflict is a form of conflict, disagreement, incompatibility between two or more people, between groups of people characterized by physical violence. Conflict is a perception of differences in interests.	1. 2. 3.	Work dependence/ work interdependece Differences in purpose Differences in perception	
			4.	Organizational niece	Likert
3	Performance (Y)	Surveillance in general can be defined as how a the organization realizes effective and efficient performance and further supports the realization of the vision and mission of the organization.	1. 2. 3.	Purpose Standard Feedback	
			4.	Competence	Likert

The research instrument uses a questionnaire, which is tested for validity and reability. From the validity test, all question items both from the supervision, conflict and performance variables have a value greater than 0.361, thus it can be concluded that all questions from the research variables used are valid and can be used in this study. Reability test, according to the reliability testing criteria are as follows:

1.   If the cronbach alpha value >0.70 then it is declared reliable
2.   If the cronbachalpha value <0.70 then it is declared not reliable.

Table 2. Variable Instrument Reliability Test Results

Variable	Cronbach's Alpha	Nof Item's	Information
Surveillance Variables (X1)	0.811	8	Reliabel
Conflict Variables (X2)	0.820	8	Reliabel
Performance Variable (Y)	0.718	8	Reliabel

Source: Research Results 2022 (Data Processed)

Based on table 2, it can be explained that the supervision variable has a reliability value of 0.811, the Work Conflict variable has a reliability value of 0.820, and the Nurse Performance variable has a reliability value of 0.718. Thus it is concluded that the dependent and independent variables are declared reliable, this can be seen from the Cronbach Alpha value which is greater than 0.70 (13). The data analysis model used in this study is a multiple regression analysis model Y=a +b 1X1+b 2X2+e.
Information:

Y = Nurse Performance

a = Constants

b1 = Variable Supervision CoefficientX1

b2 = Variable Conflict CoefficientX2

X1 = Monitoring Variable

X2 = Variable Conflict

e =Standard Error (error allowance

level)

The coefficient of determination (R2) is used to measure how far the model's ability to explain the variation of the dependent variable is, where the value of R2 ranges from 0<R2<1. The greater the value of the coefficient of determination, the better the ability of variants and free variables to describe bound variables. To test the significant influence of the dimensions of the free variable simultaneously on the bound variables can be carried out with an f-test and the t-test is carried out to determine the significant influence of the dimensions of the free variables simultaneously on the bound variables can be done with the t-test (13).

Analysis of the Effect of Supervision on the Performance of Nurses with Work Conflicts as Moderator at Royal Prima Marelan Hospital

IV. RESULT AND DISCUSION

Table 3. Characteristics of Respondents

Category	Sum	Percentage
Gender		42%
Male	59	58%
Female	**80**	100%
Total	139	
Age		
≤25 year	38	27
26-35 year	75	54
>35 year	26	19
Total	139	100%
Service Life		
≤1 year	23	16.5%
2-10 year	98	70,5%
>10 year	18	13%
Total	139	100%

Source: Research Results 2022 (Data processed)

Based on Table 3, respondents with male sex were 59 people (42%) and women with 80 people (58%). Thus, it can be concluded that the nurses of Royal Prima Marelan Hospital are female believers. Respondents aged 26-35 years were more numerous with 75 people (54%). The age of nurses with the age of ≤ 25 years was 38 people (27%). And a minority of nurses with the age of > 35 years with a total of 26 people (19%). Based on Table 4.3 above, respondents with a working period below or equal to 1 year were 23 people (16.5%), 98 people with a work period2-10 years (70.5%), and a work period of more than 10 years as many as 18 people (13%). It can be concluded that the nurses of Royal Prima Marelan Hospital have more work periods of 2-10 years, this is because the nurses in the hospital are more dominantly productive age so their working period is still less than 10 years.

Table 4. MultipleLinear Regression Test Results

Type		B	Std. Error	Standardized Coefficients
		Unstandardized Coefficients		Beta
1	(Constant)	11,502	1,786	
2	Supervision	,330	,078	391
3	Conflict	,259	,067	,335

Source: SPSS processing results 2022

From table 4. Above, then a multiple linear regression equation can be formulated as follows: Y=11.502+0,340 X1+0,259X2. From the multiple linear regression equation above, it can be explained as follows:

a) The value of the constant (a) = 11,502 which means that although the free variable (X1) namely Supervision and the free variable (X2) namely Conflict is worth 0, the performance of nurses at Royal Prima Marelan Hospital remains at 11,502.

b) Coefficient X1(b1) = 0.340 and positive value. Variable supervision of nurse performance with a regression coefficient of 0.340 units. This means that every time there is an increase of 1 unit, the performance of the nurses of Royal Prima Marelan Hospital will increase by 0.340 units.

c) Coefficient X2 (b2) = 0.259 and positive value. Variables of work conflicts on nurse performance with a coefficient of 0.259 units. This means that every time there is an increase of 1 unit, the performance of nurses at Royal Prima Marelan Hospital will increase by 0.259 units.

Analysis of the Effect of Supervision on the Performance of Nurses with Work Conflicts as Moderator at Royal Prima Marelan Hospital

Table 5. Coefficient of Determination Test Results

Type	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	,664[a]	,410	,430	1,89397

Based on table 5 above, it can be seen that the value of the coefficient of determination (Adjusted R Square) is 0.430. This shows that 43.0% of the Performance variable (Y) can be explained by the Supervision variable (X1) and the Work conflict variable (X2), while the remaining 57% is a variation of other variables that are not described in this study, for example discipline, leadership, and so on.

Table 6. F-Test Results

Type	Sum of Squares	Df	Mean Square	F	Sig
1 Regresion	383,765	2	191,882	53,455	000,[a]
Residual Total	487,847	136	3,587		
	871,612	138			

Based on table 6. It can be seen that the calculated F value of 53,455 is greater than that of F table 3.07 with a Sig of 0.000<0.05. This indicates that H0 is rejected and H1 is accepted. This means that the Supervision variable (X1) and the Work conflict variable (X2) simultaneously have a significant effect on the performance of nurses at Royal Prima Marelan Hospital.

Table 7. T-test Results

Type		Unstandardized Coefficients		Standardized Coefficients	T	Sig
		B	Std Error	Beta		
1.	(Constant)	11,607	1,786		6,498	,000
2.	Conflict	,351	,078	,391	4,522	,002
3.	Oversight	,259	,067	-335	3,872	,000

Based on table 7. Obtained as follows:
1. Test the Partial Hypothesis of Surveillance Variables
   The supervisory variable has a calculated t of 4.522 and a ttable value of 1.977, then the calculated t-value of the > t table at α=5% (4.522>1.977) with a significant value of 0.002 is less than 0.05 (0.002<0.05), so the H0 research results are rejected and H1 is accepted. Thus, it can be concluded that the Supervision variable (X1) partially has a significant effect on Nurse Performance (Y) at Royal Prima Marelan Hospital.
2. Test the Partial Hypothesis of Work Conflict Variables.
   The work conflict variable has a calculated t value of 3,872 and a ttabel value of 1.977, so the calculated value of > ttabel at α = 5% (3.872 > 1.977) with a significant value of 0.000 smaller than 0.05 (0.00 <0.05), so the results of this study H0 rejected H1 were accepted. Thus, it can be concluded that the Work Conflict variable (X2) partially has a significant effect on Nurse Performance (Y) at Royal Prima Marelan Hospital.

The results showed that the supervision variable partially had a significant effect on the performance of nurses at Royal Prima Marelan Hospital. The results of this study are in line with the research hypothesis which states that supervision has a significant effect on the performance of nurses at Royal Prima Marelan Hospital. According to Murwaningsih (2013), it is stated that supervision is a process to find out the work carried out, evaluate, and make improvements to be by the established plan (10). The results of the study are in line with research conducted by Rompas (2018), at the transportation office of the southeast minahasa district, where the results of the analysis show that leadership style, supervision, and work discipline simultaneously affect employee performance. Partially supervision and work discipline has a significant effect while leadership style does not affect employee performance. Suggestions in this study are expected to the leadership to always evaluate and pay attention to leadership styles, supervision, and work discipline to be able to improve the performance of employees (14). Supported the results of Joko's research (2019), stated that supervision has a positive and significant effect on the performance of employees of the Population Control and Family Planning Office of Banteng Regency (15).

The results showed that the variable of work conflict partially had a significant effect on the performance of nurses at Royal Prima Marelan Hospital. The results of this study are in line with the research hypothesis which states that work conflicts have a significant effect on the performance of nurses at Royal Prima Marelan Hospital. According to Sopiah (2018), interpreting conflict

Analysis of the Effect of Supervision on the Performance of Nurses with Work Conflicts as Moderator at Royal Prima Marelan Hospital
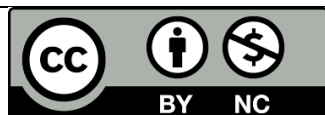
is a condition that is perceived to exist between parties or rather feel a discrepancy between the goals and opportunities to interfere in efforts to achieve the goals of the other party (15). The results of this study are also in line with the research conducted by (16), from the results of the study showed that the variables of work conflict had a significant effect on the performance of nurses. From the results of the respondents' answers explaining their opinions in the work conflict questionnaire, the dominant nurses of Royal Prima Marelan Hospital gave the assumption that work conflicts within the company must be affirmed so that nurses can complete their work by the period determined by the company. The results of this study are supported by (17) which shows that work conflicts significantly affect the performance of nurses. With strict strict firmness and lack of workplace conflicts that occur, the nurse will work seriously so that it can improve the performance of the nurse.

CONCLUSIONS

From the results of the presentation and discussion of the data above, the conclusions of the results of this study are the Supervision variable (X1) and the Work Conflict variable (X2 partially affecting the Performance of Nurses (Y) at Royal Prima Marelan Hospital. The value of the coefficient of determination is 43%, while the remaining 57% is a variation of other variables that were not studied in this study, such as motivation, incentives, and so on.

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