

THE IMPLEMENTATION OF GOOD HOSPITAL GOVERNANCE ON THE PROFESSIONAL PERFORMANCE OF NURSES

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ABSTRACT

Bureaucratic reform in Indonesia is a renewal effort to realize a good governance system as a specific practice model that supports nurses' empowerment and decision-making to influence policy, thus affecting their performance. The purpose of this study was to analyze the effect of hospital good governance implementation (i.e., participation, responsiveness, accountability) on the performance of nurses in RSUD Daya Makassar City, Indonesia.

This type of research uses a quantitative analytical survey with cross-sectional approach. A total of 101 nurses were sampled with a total sampling method for this study. Data collection was through questionnaires. Chi-square and multiple logistic regression were used for data analysis. There was a relationship between participation ($p = 0.025$), responsiveness ($p = 0.003$) and accountability ($p = 0.002$) with nurses' performance. Multiple logistic regression analysis showed that accountability had the strongest influence ($\text{Exp (B)} = 77.634$, $p = 0.006$).

This study concludes that in implementing good hospital governance, accountability is more effective in improving nurse performance. Nurses should be more accountable in their performance in caring for patients.

KEYWORDS

accountability, hospital good governance, health policy, nurses

INTRODUCTION

Good governance of public health and well-being is one of the most important components that belong to a framework that includes health as a human right and key dimensions of well-being and social justice [1]. The long journey of bureaucratic reform provides deeper learning towards structuring a better governance system. Bureaucratic reform refers to all aspects of improving government performance [2].

The public service sector is one of the health resources that requires attention to achieve good governance [2]. Good governance requires a set of interactive and synergistic policies that involve structural (i.e., health institution) and non-structural (i.e., community) parties to build collaboration [3].

Good governance is defined as a professional practice model that supports the empowerment and shared decision-making of health care workers to be accountable for influencing policies and care delivery processes. According to the Minister of Health Regulation No. 30 of 2019, hospitals as health care institutions should be able to provide and organize comprehensive health care services, which implies the need to apply good governance [4]. Therefore, the need for health services performance to apply good governance is the right choice to provide performance satisfaction [5].

Based on the Indonesian Law No. 44 of 2009 on Hospitals, Article 33 paragraph 1 states that every hospital must be an effective, efficient and accountable organization to achieve its vision and mission by implementing good hospital governance. This shows the importance of every hospital in Indonesia to implement hospital good governance to meet the needs of health services in the community [6]. Hospitals that implement good governance will have a good impact on service quality and increase patient satisfaction [7-9]. In order to provide these health services, hospitals need human resources to provide health services professionally [9,10]. Human resources are people who are employed in a company as a source of movers, thinkers and planners to achieve a goal in the organization [11] which can benefit policy makers and managers to take timely and integrated actions in any situation, including emergencies [12]. Good service can be experienced by patients from the appearance of health staff especially nurse includes friendliness, neatness, orderliness, care, diligence and conciseness [6,7].

Nursing performance is the activity of nurses to implement the authority of duties and responsibilities to achieve the main task of the profession in supporting the organizational vision [13]. According to preliminary observation from hospital secondary data reports and interview, there was a decrease of nursing performance in Makassar City Hospital 2022-2023 from 89.20% to 73.11%. Meanwhile, the results of researcher interviews with several nurses in this hospital found that there was still a lack of training or development programs for nurse performance although the hospital has considered implementing good governance. In addition, the performance can also be evaluated by service indicators such as Bed Occupancy Rate (BOR), Length of Stay (LOS), Turn Over Interval (TOI), and Bed Turn Over (BTO) [5]. The data from medical records of Makassar City Daya Hospital in 2022-2023 showed a decrease to 34.33%. Therefore, it can be suggested that the implementation of hospital governance may still need attention. Therefore, further analysis on the implementation of good governance in relation to nurse performance in this hospital should be investigated. Based on the preliminary finding that reported a lack of nurse performance the study aimed to investigate the influence of good governance on nurse performance at Daya Hospital Makassar City.

METHODS

STUDY DESIGN AND LOCATION

The method used in this study was an analytical survey with a cross-sectional approach. Makassar City Regional General Hospital, is located in the area of residential development and industrial areas in Makassar city, South Sulawesi, Indonesia [14].

POPULATION AND SAMPLING

The population in this study was 101 nurses in the inpatient unit in Daya Hospital. The sampling technique used was a non-probability sampling approach with total sampling method. Therefore, the enrolled sample was 101 nurses.

INSTRUMENTS AND PROCEDURES

The current study used a self-administered questionnaire adopted from previous studies [11,13,15,23] consisting of questions about nurse performance and good governance implementation indicators (i.e., participation, responsiveness, and accountability). Nurse performance ($\alpha=0.743$) was defined as nursing behaviors that describe their performance in providing nursing care for the recovery and well-being of patients. Participation ($\alpha=0.832$) was the involvement of nurses in decision making. Participation was based on freedom of association, expression, and participation. Involvement in the development of work plans and participation in training programs. Responsiveness ($\alpha=0.817$) was the ability to respond quickly and responsively to nurses' criticisms, suggestions, or problems on the inpatient unit. Accountability ($\alpha=0.821$) was

clarity in the implementation of duties, authority and responsibility of nurses' work reports, sanctioning nurses who make mistakes in the inpatient unit. The reliability of the questionnaires was assessed using Cronbach's alpha (α) test. The value equal to or greater than 0.70 was considered reliable. The scale was used Likert scale (1=strongly disagree – 5=strongly agree). The score was categorized based on the mean score. The score below the mean would be categorized as not or less, and the score above the mean would be positive.

Participants were given an explanation of the purpose of the research and asked to participate in the study. If they agreed, they had to sign a written informed consent. Participants were then given a self-administered questionnaire to complete for 10-15 minutes. The researcher would explain to the participants if there was an unclear question, without interfering with the answer. No compensation was given during the study and they were free to withdraw at any time.

ETHICS STATEMENT

The procedure in this study had received approval from the Research Ethics Commission of Faculty of Public Health, Hasanuddin University, Makassar, South Sulawesi, Indonesia, with approval number: 1288/UN4.14.1/TP.01.02/2024.

DATA ANALYSIS

The data obtained were analyzed using univariate, bivariate and multivariate models. Univariate analysis was used to obtain a descriptive picture of the characteristics of the respondents. Bivariate analysis was used to analyze the relationship between the variables of participation, responsiveness and accountability to nursing performance. In addition, multivariate analysis was conducted to analyze the most significant influence of variables on nurses' performance. Therefore, bivariate analysis was performed using chi-squared test and multivariate analysis was performed using multiple logistic regression. The Hosmer and Lemeshow test and Nagelkerke R-squared were used to ensure the fit and estimated power of the model. All data were entered and analyzed using IBM SPSS version 22 software at the 95% confidence level ($\alpha=0.05$).

RESULTS

TABEL 1: RESPONDENTS CHARACTERISTICS

Characteristics	n	%
Sex		
Male	7	6.9
Female	94	93.1
Age (Years)		
26 – 35	37	36.6
36 – 45	57	56.4
40 – 55	7	6.9
Education		
Diploma	31	30.7
S1	27	26.7
S2	1	1.0
S3	1	1.0
Nursing Profession	41	40.6
Total	101	100.0

Table 1 shows that most of the respondents in this study were female as many as 94 people (93.1%). Based on the age group, most of the respondents were 36-45 years old, namely 57 people (56.4%). Based on the last education, most of the respondent were nursing profession, namely 40 people (41.6%).

TABLE 2: BIVARIATE ANALYSIS FOR ASSOCIATION BETWEEN HOSPITAL GOOD GOVERNANCE IMPLEMENTATION FACTORS AND NURSE PERFORMANCE

Variables	Nurses Performance				Total		p value
	Not good		Good		n	%	
	n	%	n	%			
Participation							
Not good	4	33.3	8	66.7	12	100.0	0.025
Good	7	7.9	82	92.1	89	100.0	
Responsiveness							
Not responsive	5	41.7	7	58.3	12	100.0	0.003
Responsive	6	6.7	83	93.3	89	100.0	
Accountability							
Poor	6	85.7	1	14.3	7	100.0	<0.001
Enough	5	5.3	89	94.7	94	100.0	

Table 2 shows that there was a significant relationship between the variables of participation ($p=0.025$), responsiveness ($p=0.003$), and accountability ($p<0.001$) with nurse performance. A total of 82 respondents (92.1%) had good participation and good performance, 83 respondents (93.3%) had responsiveness and good performance, and 89 respondents (94.7%) had sufficient accountability and good performance.

TABLE 3: LOGISTIC REGRESSION TEST FOR MULTIVARIATE ANALYSIS

Variable	Hosmer and Lemeshow Test	p-value	Exp (B)	Negelkerke R Square	Overall Percentage (%)
Participation	0.311	0.131	5.289	0.515	94.1
Responsiveness		0.931	0.863		
Accountability		0.006	77.634		

Table 3 shows that the Hosmer and Lameshow value was 0.311 ($\text{sig} > 0.05$), which means that this model was suitable for use. Meanwhile, among the three variables simultaneously tested for their influence on nurse performance, accountability had a large effect ($\text{Exp (B)}=77.634$, $p=0.006$). Negelkerke R-squared shows that the value was 0.515 (51.5%), which means that the independent variables in this study had an influence of 51.5% on the dependent variable. In addition, the total percentage value obtained a result of 94.1, which means that the accuracy of the analysis model in this study was 94.1%.

DISCUSSION

This study aimed to investigate the association between three indicators of good governance and nurse performance. It is found that participation, responsiveness and accountability had associated with nurse performance. Moreover, the accountability had significantly large effect on nurse performance.

Participation means that everyone has a voice in decision-making, based on freedom of association, freedom of expression and constructive participation, either directly or through representative institutions [15].

The results showed significant results between the performance of nurses with indicators of participation (Table 2). This indicates that the level of participation of nurses is sufficient. However, there are still count of some nurses did not participate in the program. The reasons are because they are contract workers. In addition, some nurses are also fresh graduates, therefore still lack of experience. However, this is not significant obstacle for the nurses to work well. In fact, they can volunteer for any participation. The more they participate, the more their performance increases. Twingg *et al.*

suggest that the nurse manager should provide care to his/her nurses through shared good governance [16]. This gives them more autonomy in practice, increases their self-esteem, and encourages them to pursue professional and personal development, thereby improving the working environment for themselves and their patients [17,18].

Harmony in the hospital environment will be an important motivation and capital for the hospital to achieve its goals [15]. Therefore, responsiveness of the health workers is required [18,19]. Responsiveness has been identified as a key component of good governance. Responsiveness is also an important issue for policymakers and managers. Responsiveness in health systems encompasses eight common dimensions: prompt attention, dignity, clarity of communication, autonomy, confidentiality, choice of provider, quality of basic facilities, and access to family and social support [3].

The result showed the association between the performance of nurses with responsiveness, which means the performance of nurses was quite responsive in the implementation of good governance at Daya Hospital Makassar City nurses. As part of responsiveness, nurses can collaborate with other health professionals and provide quality care as a form of responsiveness according to evidence-based and patient-centered [20].

Accountability is also defined as the ability to take responsibility for hospital policies. It is assumed that health workers should provide services with full responsibility and provide more opportunities to create a sense of satisfaction for patients. The implementation of accountability can make the organization more developed [21].

Improving health care is important to restore public trust in hospitals. In addition, it is very important to apply the principle of responsibility or accountability in the provision of health care services, especially in hospitals [22].

The results showed the significant relationship between nurse performance and accountability. Moreover, this indicator also showed a greater impact on performance. Rizky *et al.* stated that the principle of accountability is a hospital management framework that must ensure the strategic direction of a hospital, effective oversight of management, and accountability to the hospital and patients [23]. This principle has implications for the legal obligations of management, which are necessary to build trusting relationships with patients and hospitals. Therefore, the impact of this variable on nurse performance is very substantial.

The responsibilities of the nurses in this hospital are obvious. This is shown by them fulfilling their duties according to their competence. In addition, there are sanctions against neglecting responsibilities that help nurses be careful in doing their duty. The instruction from the nurse head manager is also clear for shift changes, making every nurse work according to schedule.

Accountability has a positive effect on organizational performance, which means that with increased accountability, hospital performance will increase. According to institutional theory, in order to maintain the continuity of the organization, it must be able to convince the public that the organization is accountable [22].

The application of accountability in the implementation of good hospital governance can be realized by taking responsibility for stakeholders, so that the management of the company becomes better and measurable, without being apart from the company's interest. It also ensures that all parts of the company and employees have adequate competence in accordance with their duties, responsibilities and roles in the company's business activities [24].

Therefore, accountability should be at the forefront of everyone being responsible for what they do. Nurses' performance on the accountability indicator will make nurses more accountable for their actions when treating patients. When errors or mistakes occur, nurses need to be able to explain and find solutions. Nurses who know they are accountable are more motivated to provide the best service. This has a positive impact on the quality of care patients receive.

CONCLUSION

This study concludes that accountability is a good hospital governance implementation indicator that has the most significant impact on nurse performance. Participation and responsiveness are also significant to nurse performance. These findings imply that nurses should be more accountable for their authority and duty in work and patient care as well as pay attention to sanctions to avoid mistakes.

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CONFLICT OF INTEREST

The Authors declare that there is no conflict of interest.

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