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An Analysis of Factors Affecting The Discipline of Nurses' Work Performance In The Inpatient Room of RSU Harapan Purbalingga During The Pandemic

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ABSTRACT

This current Covid-19 pandemic poses new challenges for health workers in the world, especially for nurses. Nurses are one of the most important parties in the services provided in hospitals due to the nursing profession is directly related to patients. This condition will certainly increase the workload and several factors can reduce the nurses' work discipline. This research aimed at analysing factors related to the nurses' work discipline in the inpatient room of RSU Harapan Ibu Purbalingga. The research method used was observational with a correlative analytic research design, and the research approach was *cross-sectional*. The research population was all nurses in the inpatient room of RSU Harapan Ibu Purbalingga. The simple random sampling technique was chosen as the sampling technique of this research, which obtained a sample of 50 nurses who met the inclusion and exclusion criteria. The data analysis used was univariate, bivariate, and multivariate tests. The results of this study found that exemplary leadership, remuneration, and punitive sanctions had a significant relationship with work discipline which was indicated by a $p\text{-value} < 0.05$. Therefore, the leaders are expected to give awards to nurses who work and dedicate themselves well. Meanwhile, sanctions need to give to nurses who violate the rules in order to improve work discipline so that they can increase dedication and can work optimally.

Keywords: Work discipline, nurse, exemplary leadership, remuneration, punitive sanction

1. Introduction

The Coronavirus (COVID-19) pandemic that reportedly occurred at the beginning of 2019 is a serious global public health disaster, which to date has caused nearly 196,553,009 confirmed cases and more than 4,200,412 (2.14%) deaths in 223 countries in the world on July 2021. Further, at the same time in Indonesia, 3,409,658 confirmed cases and 94,119 (2.74%) deaths, the remaining 2,770,092 (97.24%) were declared cured (Covid19.go.id., 2021).

Pharmaceutical treatments or vaccines are available now, although current preventive measures are still focused on contact tracing, quarantine, and social distancing. The COVID-19 pandemic has been going on for about 1.5 years, and these unfavorable conditions may pose new challenges for healthcare workers. There is little evidence available on factors related to nurse discipline during the COVID-19 pandemic. Thus, it is necessary to explore potential factors related to work discipline in frontline nurses who treat COVID-19 patients.

During the COVID-19 pandemic, health workers, especially nurses, are challenged to work in new contexts. They feel exhausted because of the heavy workload and insufficient PPE (Personal Protective Equipment). They also feel fear of being infected and infect others, feel powerless to handle the patient's condition and manage relationships in this stressful situation (Liu et al., 2020). Moreover, the perceived stress and excessive workload on nursing staff can directly affect their work discipline and the quality of care provided to COVID-19 patients.

Work performance discipline is defined as a situation where officers or employees of an agency always come and go home on time, do all the work well, comply with all agency regulations and applicable social norms (Hasibuan, 2011). The importance of work discipline in human resource management, as an important factor in the quality of service in the agency, in this case is the hospital. Therefore, further research is needed on the analysis of factors related to the discipline of nurse work performance, especially nurses in inpatient rooms who directly handle Covid-19 patients.

Research conducted by Sukanto (2005) revealed that exemplary leadership, remuneration or rewards, and punitive sanctions are factors related to the work discipline of nurses in inpatient rooms. As Hasibuan (2010) states that exemplary leadership plays important role in determining employees' discipline because the leader commonly becomes the role model of employees.

Furthermore, remuneration or awards are generally given to employees who have good performance. Performance allowances take into account the acquisition of employee performance, especially discipline in work every year (Sardjana et al, 2018). Punitive sanction is a term used in operant conditioning that usually refers to any change that occurs after a behavior that is expected to reduce the likelihood of the negative behavior will occur again in the future. Punishing employees rarely works. Fear can act as a motivator. As for the punishment to get results, the punishment given must be in accordance with the attitudes and perceptions of employees (Salawati, 2015).

Based on the results of preliminary observations by interviewing several nurses at Harapan Ibu Purbalingga Hospital, several nurses revealed that the level of nurse discipline at the hospital was still low. This is indicated by the presence of several nurses who come to work late but leave work early, as well as delays in changing work (shifts). The low discipline of nurses' work performance will certainly pose a risk to the quality of services provided, especially due to the high workload in the pandemic mass. This causes low work performance discipline, which consequently decreases work accuracy and safety.

Thus, based on the phenomena described above, the researchers are interested in conducting research that aims to analyze factors related to the discipline of nurse work performance in the inpatient room of RSU Harapan Ibu Purbalingga. This study aims at analyzing factors related to the discipline of work performance of nurses in the inpatient room of RSU Harapan Ibu Purbalingga. This research is expected to provide an overview to RSU Harapan Ibu Purbalingga regarding the discipline of nurse work performance so that the results of this study can be used as a reference to improve the factors that are still lacking and maintain good work discipline factors. This will certainly improve hospital services to the community.

2. Literature Review

According to Hasibuan (2016) work discipline is the most important operative function of human resource management because the better the employee discipline, the higher the work performance that can be achieved. Robbins (2001) explains that work performance is a result achieved by work in his work according to certain criteria that apply to a job. Work performance without discipline, it will be difficult for organizations and agencies to achieve optimal results. Hartatik (2014) states that a work performance discipline is a tool used by managers to change behavior as well as an effort to increase one's awareness and willingness to obey all agency regulations and applicable social norms.

Hasibuan (2016) reveals that several factors that influence the level of discipline of employees of an organization or agency are exemplary leadership, remuneration, and punitive sanctions. Exemplary leadership plays important role in determining employees' discipline because the leader commonly becomes the role model of employees. The leader must set a good example, be well-disciplined, honest, fair, and his words match with actions. They must realize that their behavior will be used as an example and role model by their employees (Hasibuan, 2016).

Remuneration also affects employee discipline towards the company/work. If the employees' love for work is getting better, then their discipline also will be getting better. When employees are rewarded for their work, they feel that they are valued within the company. One of the awards that can be given is shopping vouchers, money or certificates (Hasibuan, 2016). Maximum work effort that is rewarded with awards is indeed able to increase the level of employee discipline.

Punitive sanction plays an important role in maintaining employee discipline. With the more increasingly severe sanctions given, the more employees will be afraid to violate agency rules as well. So that the undisciplined attitude and behavior of employees will be reduced. The heavy/light of the punitive sanctions applied also affect the good/bad discipline of employees (Hartatik, 2014).

2.2. Research Model

Figure. 1 Research Model

3. Research Methodology

3.1 Research Design

The research used the analytic observation method with research design in the form of correlative descriptive analysis, in order to determine the relationship between the independent variable and the dependent variable. Meanwhile, the research approach used in this research was *cross-sectional*, in which the researchers collected data on all research variables at the same time. It was conducted to analyze the relationship between workload and factors related to work discipline.

3.2 Population and Sample

The population of this research were all nurses in the inpatient room of RSU Harapan Ibu Purbalingga. Meanwhile, the sample of this research used the probability sampling technique, in which the sample was selected according to the criteria determined by the researchers. The inclusion and exclusion criteria in this study are as follows.

Inclusion Criteria

- Education D3/D4/S1 Nursing, Midwife SPK with a minimum working period of 1 year.

- Not a clinical instructor.
- Not a Head of Room or Team Leader.
- Willing to participate in this research.

Exclusion Criteria

- Refuse to participate
- Shift does not match the research time

Based on the inclusion criteria above, the research sample obtained was 50 nurses in the inpatient room of RSU Harapan Ibu Purbalingga.

3.3 Data Collection Technique

The research data for all variables were collected using a questionnaire of 30 items. The work discipline questionnaire consisted of 5 items about nurses' awareness, 7 items about implementing compliance, 8 items about perceptions of implementing performance standards. Furthermore, for factors related to work discipline, consisting of 3 items about exemplary leadership, 4 items about remuneration, and 3 items about punitive sanctions. In addition, observation sheets were also used in this research to collect additional data related to work discipline variables. The research instrument used was adopted from previous research.

3.4 Data Analysis Technique

The data analysis process in this research was carried out using version 26 of the SPSS application. The analytical method used was univariate analysis to determine the demographic characteristics of the respondents and also the research variables. Bivariate analysis using the *Chi Square* test method was used to determine the relationship between the independent variable and the dependent variable.

4. Results

4.1 Respondent Characteristics

Table 1. Description of Respondent Characteristics

Indicator	Frequency	
	y	Percentage (%)
Gender		
a. Female	27	54,0
b. Male	23	46,0
Age		
a. ≥ 30 years old	23	46,0
b. < 30 years old	27	54,0
Marital Status		
a. Married	42	84,0
b. Single	8	16,0
Education		
a. D3	37	74,0
b. S1	13	26,0

Based on Table 1 above, it can be seen that most of the nurses who became respondents in this study were women, as many as 27 people (54.0%). Based on the age of most nurses aged < 30 years, as many as 27 people (54.0%) and most of the nurses who are married were 42 people (84.0%). Furthermore, based on education, most of the respondents have a D3 education, as many as 37 people (74.0%).

Table 2. Overview of Research Variables

Indicator	Frequency	Percentage (%)
Work Discipline		
a. Good	37	74,0
b. Less	13	26,0
Exemplary Leadership		
a. Good	23	46,0
b. Less	27	54,0
Remuneration		
a. Good	26	52,0
b. Less	24	48,0
Punitive Sanction		
a. Good	38	76,0
b. Less	12	24,0

Based on Table 2 above, it can be seen that most nurses have work discipline in the good category, as many as 37 people (74.0%). Furthermore, most of the nurses also revealed that the factors that influence work disciplines, such as exemplary leadership, remuneration, and punitive sanction at RSU Harapan Ibu Purbalingga were in a good category.

4.2 Factors Associated with Nurse Performance Disciplines

Table 3. The relationship of work discipline with the exemplary leadership, remuneration, and punitive sanction

Factor	Work Discipline		Total	P-Value
	Good n (%)	Less n (%)		
Exemplary Leadership				
a. Good	19 (73,1)	7 (26,9)	26	0,025
b. Less	10 (41,7)	14 (58,3)	24	
Remuneration				
a. Good	20 (83,3)	6 (16,7)	26	0.005
b. Less	9 (37,5)	15 (62,5)	24	
Punitive Sanction				
a. Good	25 (65,8)	13 (34,2)	38	0.047
b. Less	4 (33,3)	8 (66,7)	12	

Based on Table 3 above, it can be seen that all factors, namely exemplary leadership, remuneration, and punitive sanction have a significant relationship with nurse work discipline. This is indicated by the *p-value* of all factors < 0.05.

5. Discussion

Problems regarding the discipline of nurse performance at RSU Harapan Ibu Purbalingga are indeed considered to be one of the reasons for the decline in health services. This is certainly an internal conflict that needs to be corrected by hospital management, such as identifying factors that may have an influence on nurse performance discipline, especially during the Covid-19 pandemic.

Based on the results of the research, it indicated that the factors related to the discipline of the nurses' performance were exemplary leadership, remuneration, and punitive sanction, which meant that all problem formulations and research objectives were answered. The exemplary leadership factor had a positive and significant relationship with nurses' work discipline. It showed that the better the leadership, the better the nurses' work discipline, vice versa. The results of this research were in accordance with research conducted by Rafidah (2017) which revealed that exemplary leadership is able to improve the work discipline of healthcare employees. According to Hatmoko (2006), the role of the leader is as a manager who must provide supervision/supervision by monitoring employees regularly and regularly in order to improve employees' discipline in carrying out their duties

The remuneration factor also had a positive and significant relationship with nurses' work discipline. It showed that the better the remuneration, the better the nurses' work discipline, vice versa. The results of this research were in accordance with research conducted by Maulana and Heriyanto (2013) which revealed that remuneration affects work discipline. The nurses will comply with all applicable regulations in the hospital if they feel that they are guaranteed compensation commensurate with their efforts after contributing to serving patients.

This research also found that punitive sanction had a positive and significant relationship with nurses' work discipline. It showed that the better the punitive sanction, the better the nurses' work discipline, vice versa. The results of this research were in accordance with research conducted by Watimah (2017) which revealed that punitive sanction is one of the factors related to nurse work discipline. Punitive sanctions need to be enforced, in order to improve nurses' quality and to enforce the nurses' work discipline so that they can advance the agency.

This research has limitations, one of which is the difficulty in collecting research data, in the current pandemic conditions, so the number of samples is not too large. Thus, it is expected that further researchers can continue this research with a larger sample and more factors, such as the goals and abilities of nurses, justice, supervision, assertiveness, and relationships among nurses.

6. Conclusion

The results of this study found that the exemplary leadership factor, remuneration, and punitive sanction had a positive relationship with the nurses' work discipline in the inpatient room of RSU Harapan Ibu Purbalingga.

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