
| RESEARCH ARTICLE

Analysis of the Effect of Human Capital on Nurse Performance in Haji Hospital South Sulawesi Province

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| ABSTRACT

The components in human capital have a role in creating the human capital needed by a hospital to determine the hospital's value. The human capital component will have different effects and contributions on the performance of employees in their workplace, which in turn will have an impact on the quality of services provided. This study aims to analyze the effect of the human capital component on the performance of nurses at the Haji Hospital, South Sulawesi Province. This type of research is a quantitative research using an observational study with a cross-sectional study design. The sample of this research is nurses who work in RSUD Haji, as many as 275 nurses. The results of this study indicate that there is no statistically significant effect of individual capability, individual motivation, leadership, and the organizational climate on the performance of nurses at RSUD Haji, in contrast to workgroup effectiveness which has a statistically significant effect on the performance of nurses at RSUD Haji. It is recommended that the hospital management improve a friendly working atmosphere by conducting training and development in the form of to Train Your Skill and Knowledge. The goal is to enrich knowledge, train skills, and improve the performance of nurses related to the work of employees in order to realize quality services at RSUD Haji.

| KEYWORDS

Human Capital, Individual Capability, Individual Motivation, Leadership, The Organizational Climate, Workgroup Effectiveness, Nurse Performance.

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1. Introduction

Human capital has been widely used to replace human resources (Baron & Armstrong, 2007). Human capital is all knowledge, expertise, ability and skills possessed by employees who will become the capital or assets of an organization. By relying on expertise, abilities, and skills, an employee can run other resources (Gaol & Jimmy, 2014).

Organizational goals will be achieved through the positive performance of its employees; otherwise, the organization will face obstacles in achieving goals when the performance of employees is not effective, in the sense that it cannot meet the demands of the work desired by the organization. For organizational leaders, employee performance is very important because it is a benchmark for success in managing the organization they lead. So, performance is a central factor for management's work in managing the organization because it is important for management to recognize and understand various important aspects related to employee performance both from the causal factors and in terms of the effect factors.

Each of these components of Human Capital will have different effects and contributions to employee satisfaction with the workplace, which in turn will have an impact on the quality of services provided by these employees whether these factors will encourage employees to provide good service or vice versa (Fery et al., 2021; Pasban & Nojedeh, 2015).

As one of the health workers with a number of 40-60% in hospitals,, nurses play an important role in achieving health development

goals. This is related to the presence of nurses on duty 24 hours to serve patients and the number of nurses who dominate health workers in hospitals, which is around 40-60% (Russel C. Swanburg, 2000). The quality of health services in hospitals is closely related to the performance provided by nurses. So that nurse performance appraisal is needed periodically to assess the quality of achieving the quality of health services in hospitals, it can foster job satisfaction commitment, increase the morale of the health care profession, and will ultimately lead to patient satisfaction.

Nurse performance is an activity carried out by nurses as part of achieving the goals of nursing, namely the application of nursing care standards itself which includes assessment, nursing diagnoses, implementation, evaluation, and nursing time records (Tuswulandari, 2004). According to Arwani et al. (2006), evaluation of nurse performance can be done by assessing various things related to the work carried out by nurses, including the quality of work completed, the quantity of work, responsibility in carrying out work, initiative and accuracy in work, the speed at work. Level of independence, behaviour during work, attendance/use of time, relationship with other staff, and skills at work.

Based on the results of the evaluation of the performance of the Haji Hospital nurses, which was obtained from the Nursing Care Monitoring Data at the Haji Hospital, it was found that the average performance of the Haji Hospital nurses was 71.76%, which is still low when we compare it with the applicable standards at the Haji Hospital, which is 100%. Then the researchers evaluated and connected it with survey data on nurse satisfaction in the inpatient ward at the hospital, which took the theoretical basis of a questionnaire using the job satisfaction dimensions of Robbins and Judge (2013). The results of a satisfaction survey conducted in 2018 obtained data about 92% of nurses being very satisfied, 4% satisfied, and 4% quite satisfied working in hospitals. Based on the results of the survey, the researchers developed it through open and in-depth interviews with several nurses in the hospital, taking into account employment status, length of work, and the space where they worked, in order to find out in more detail the factors that might cause low performance—nurses in this hospital.

Based on the results of initial interviews conducted by researchers on November 7, 2020 with several nurses working at the Haji Hospital, South Sulawesi Province, the researchers focused more on answers, input, and suggestions that might be the factors causing job dissatisfaction that could contribute to still the low average percent of the evaluation of the performance of nurses in this hospital, namely; (1) Some nurses, especially non-civil servant nurses, were dissatisfied with the salary payments given to them, which were often not paid on time (experiencing delays), so nurses were less enthusiastic in doing their jobs to the fullest; (2) Another problem is regarding the provision of rewards and punishments that have not been implemented properly which can affect work motivation and low job satisfaction of nurses and make nurses undisciplined so that the quality of performance is not optimal; (3) In addition, the portion of training that has not been fair, promotion or career path for civil servant nurses is still lacking and difficult to develop, so that some nurses feel dissatisfied with the unfairness of the tasks given; (3) That is still there by their supervisor; (4) Facilities and infrastructure for nurses are still lacking, such as not providing a nurse station and a rest room in some treatment rooms.

Based on the description of the background above, the authors are interested in conducting research with the title Analysis of the Effect of Human Capital on Nurse Performance at Haji Hospital, South Sulawesi Province.

2. Methods

2.1 Research Location and Design

This research was conducted at Haji Hospital, South Sulawesi Province. The type of research conducted is quantitative research using an observational study with a Cross-Sectional Study approach.

2.2 Population and Sample

The population in this study were all nurses who worked at the Haji Hospital, South Sulawesi Province. The sample in this study were nurses who worked at the Haji Hospital as many as 275 nurses consisting of 202 civil servants and 73 nurses. So the total sample in this study was 275 nurses.

2.3 Method of Collecting Data

The instrument used in data collection is a questionnaire. There are five independent variables that are human capital components: individual capability, individual motivation, leadership, the organizational climate, and workgroup effectiveness. The dependent variable is the nurse's performance. The measurement used in the data processing process is to use a Likert scale.

2.4 Data Analysis

The data analysis technique used is univariate analysis, bivariate analysis and multivariate analysis with logistic regression test. Univariate analysis was conducted to obtain an overview of the research problem by describing each variable used in the study and the characteristics of the respondents. Bivariate analysis was conducted to see the relationship between two variables, namely between the independent variable and the dependent variable. The multivariate analysis used is a logistic regression test that analyzes one or several independent variables with a dependent variable and sees which independent variables are most related to the dependent variable.

3. Results and Discussion

3.1 Characteristics of Respondents

Table 1 shows the frequency distribution based on the characteristics of the sample at the research location at the Haji Hospital in South Province. Characteristics of respondents based on age the most is the age group of 30-40 years as many as 147 people (53.5%). Characteristics of respondents based on female gender are the most respondents with male sex as many as 155 people (64.6%). The characteristics of respondents based on years of service were mostly female respondents with a working period of > 5 years, namely 148 people (53.8%). Characteristics of respondents based on the most recent education are respondents with nurses profession as many as 131 people (47.6%). Characteristics of respondents based on employment status are the most respondents with civil servant status as many as 202 people (73.5%).

Table 1. Distribution of Respondents Based on Characteristics of Respondents at the Haji Hospital of South Sulawesi Province in 2021

No.	Characteristics of Respondents	Total (n)	Percentage (%)	Total	
1.	Age	<30 Years	58	21	275
		30-40 Years	147	53.5	
		41-50 Years	70	25.5	
2.	Sex	Male	112	40,7	275
		Female	163	59.3	
3.	Years of service	1-3 Years	53	19.3	275
		3-5 Years	74	26.9	
		>5 Years	148	53.8	
4.	Last Eduction	Diploma III	96	34.9	275
		S1	44	16	
		S2/Master	4	1.5	
		Nurse Profession	131	47.6	
5.	Employment status	Civil Servant	202	73.5	275

3.2 Univariate Analysis

Table 2 describes the percentage of respondents' assessment of the individual capability research variable as much as 62.9% with individual capability classified as good and 37.1% with individual capability classified as bad, for the individual motivation variable as much as 202 73.5% with individual motivation classified as good and 26, 5% with individual motivation classified as bad, for leadership variables as much as 87.3% with leadership classified as good and 12.7% with leadership classified as bad, for the organizational climate variable as much as 77.1% with the organizational climate classified as good and 22.9 % with the organizational climate classified as bad, for the workgroup effectiveness variable as much as 80% with workgroup effectiveness classified as good and 20% with workgroup effectiveness classified as bad, and for the performance variable as much as 63.3% with good performance and 36.7% with classified performance bad.

Table 2. Frequency Distribution of Research Variables at Haji Hospital, South Sulawesi Province

Research variable	Haji Hospital	
	N	%
<i>Individual Capability</i>		
Good	173	62,9
Bad	102	37,1
<i>Individual Motivation</i>		
Good	202	73,5
Bad	73	26,5
<i>Leadership</i>		
Good	240	87,3
Bad	35	12,7

<i>The Organizational Climate</i>		
Good	212	45.0
Bad	63	55.0
<i>Workgroup Effectiveness</i>		
Good	220	80,0
Bad	55	20,0
<i>Performance</i>		
Good	174	63,3
Bad	101	36,7

3.3 Bivariate Analysis

Table 3 shows the relationship between the independent variable and the dependent variable. The results of the bivariate analysis showed that there was no statistically significant effect of individual capability on performance at the Haji Hospital of South Sulawesi Province with $p = 0.511 > 0.05$, there was no statistically significant effect of individual motivation on performance at the Haji Hospital of South Sulawesi Province with $p\text{-value} = 0.818 > 0.05$, there is no statistically significant effect of leadership on performance in RSUD Haji South Sulawesi Province with $p\text{-value} = 0.421 > 0.05$, there is no statistically significant effect of the organizational climate on performance at RSUD Haji South Sulawesi Province with $p\text{-value} = 0.967 > 0.05$, and there is a statistically significant effect of workgroup effectiveness on performance at the Haji Hospital in South Sulawesi Province with $p = 0.024 < 0.05$.

Table 3. Comparison of Sig. to Test the Relationship of Independent Variables on Improving Nurse Performance at Haji Hospital, South Sulawesi Province

Dimensions/ Variables	Value of Sig.
	Haji Hospital
Individual Capability on nurse performance	0,511
Individual Motivation on nurse performance	0,818
Leadership on nurse performance	0,421
The Organizational Climate on the performance of nurses	0,967
Workgroup Effectiveness on nurse performance	0,024

3.4 Multivariate Analysis

Table 4 explains how close the direct or indirect influence between variables, namely between the component variables of Human Capital on the performance of nurses. The results of the multivariate analysis show that the variables in the equation value Constant (B_0) = 1,440, the value of the logistic regression coefficient for the independent variable individual capability (B_1) = -0.056, individual motivation (B_2) = -0.035, leadership (B_3) = 0.083, the organizational climate (B_4) = -0.001, and workgroup effectiveness (B_5) = -0.65. The p -value of each independent variable of individual capability is $p = 0.378$, individual motivation is $p = 0.371$, leadership is $p = 0.510$, the organizational climate is $p = 0.984$, and workgroup effectiveness is $p = 0.024$. By paying attention to the p -value, only the workgroup effectiveness variable has a p -value < 0.05 . This means that only the workgroup effectiveness variable has an influence on performance at the Haji Hospital, South Sulawesi.

Step		B	S.E	Standardized Coefficients Beta	t	Sig.
	Category Individual Capability		-.056	.063	.056	.883
Category Individual Motivation		-.035	.068	-.032	-.511	.510
Leadership Category		.083	.089	.058	.941	.348
Category The Organizational Climate		-.001	.070	-.001	-.020	.984
Category Work Group Effectiveness		-.165	.073	-.137	-2.272	.024
Constant		1.440	.204		7.069	.000

4. Discussion

4.1 The Effect of Individual Capability on the performance of nurses at the Haji Hospital, South Sulawesi Province

Individual capability is the capacity of an individual to carry out various tasks in carrying out work or an assessment of what a person can do (John, 2003). Individual capability is very important for employees because, with the ability to think, analyze, and understand the problems that occur, employees will be able to solve all problems that occur in the organization or company.

This study aimed to determine how the influence of individual capability from human capital on the performance of nurses in RSUD Haji. Researchers want to see how the influence of the individual capacity of nurses in carrying out tasks and work, the ability to think, analyze, and understand the problems that occur, employees will be able to solve all problems that occur in the organization so that it can affect the performance of nurses. Respondents in this study were dominated by nurses who had the individual capability in a good category at the Haji Hospital, South Sulawesi Province, as many as 173 respondents or 62.9%.

Based on the results of statistical analysis, it is known that individual capability has no effect on employee performance at the Haji Regional General Hospital, South Sulawesi Province. The effect is indicated by the value of $p=0.511$, because the value of $p>\alpha = 0.511>0.05$ so that in this case H_1 is rejected (H_0 is accepted).

Research from Yvonne Agustine Sudibyo (2014) states that individual capability has no effect on auditor performance. This is because the auditor only follows the regulatory procedures in the KAP without further deepening his knowledge and work.

This is not in line with research from Mariani et al. (2018), which states that the Individual Capability variable has a significance level of $t \text{ sig. } (0.000) < (0.05)$. This means that partially the Individual Capability variable at work has a significant effect on employee performance at PT. Baliindo Manunggal with Palu City. Based on these results, the second hypothesis for the Individual Capability variable at work in the research that has been done in this case is proven (H_0 is rejected and H_a is accepted). This means that the Individual Capability variable at work significantly affects employee performance at PT. Baliindo Manunggal with Palu City.

Research from Ongkorahardjo et al. (2008) states that individual capability significantly affects KAP performance. The higher the individual capability possessed by the employees at the KAP, the higher the KAP's ability to improve its performance.

Research conducted by Mayo (2000), Setyanto (2004), and Rachmawati & Wulani (2004). Research using t-test analysis (partial) shows that the value for the individual capability variable is 7.520 (greater than the limit of 1.684), which means it has an influence on KAP performance.

Research from Nugraha et al. (2018) states that based on the results of the t-test of the individual capability variable (X_1), a significant value of $\text{sig } t (0.045) < = 0.05$ is obtained so that the individual capability variable has a significant influence on the company's non-financial performance. The descriptive analysis in this study shows that the average answer to the items on the individual capability variable is in the good category with a Grand mean value of 4.37.

4.2 The Influence of Individual Motivation on the performance of nurses at Haji Hospital, South Sulawesi Province

Robbins (2001) explains that motivation is the willingness to spend a high level of effort for organizational goals, which is conditioned by the ability of that effort to meet some individual needs. In this case, the need is an internal state that causes certain outcomes to appear attractive. Hasibuan (2003) defines motivation as the initiation and direction of behaviour, and learning motivation is actually a behavioural lesson.

Another factor that can also affect employee performance is employee motivation. Robbins & Judge (2009) defines motivation as a process that helps determine the intensity, direction, and persistence of individuals in an effort to achieve goals. Motivation is a process that starts from a physiological and psychological strength or needs that results in behaviour or encouragement aimed at a goal or incentive (Mangkunegara, 2007).

This study aimed to find out how the influence of individual motivation from human capital on the performance of nurses in RSUD Haji. Researchers want to see how the influence of driving factors and encouragement that can trigger a sense of enthusiasm and is also able to change human behaviour or individuals to get to things that are better for themselves so that they can affect the performance of nurses.

Respondents in this study were dominated by nurses who had individual motivation with good categories in the Haji Hospital, South Sulawesi Province, as many as 202 respondents or 73.5%

Based on the statistical analysis results, it is known that individual motivation has no effect on employee performance at the Haji Regional General Hospital, South Sulawesi Province. The effect is shown by the value of $p = 0.818$, because the value of $p > = 0.818 > 0.05$ so that in this case H_1 is rejected (H_0 is accepted).

This result is in line with Sudibyo (2014) research, which shows that individual motivation partially does not have a significant effect on auditor performance. This is due to the absence of individual motivation and not being strong enough to motivate auditors to

achieve high performance. This result contradicts the research results of Supriatna (2014) and Lawasi & Triatmanto (2017) that individual motivation partially affects the performance of auditors or employees.

The results of Sudibyo's research (2014) show that individual motivation partially does not significantly affect auditor performance. This is due to the absence of individual motivation and not being strong enough to motivate auditors to achieve high performance. This result contradicts the results of research by Supriatna (2014) and Lawasi & Triatmanto (2017) that individual motivation partially affects the performance of auditors or employees.

Based on research from Hanafi (2020) states that the coefficient table shows that the t-count value is smaller than the t-table, namely $1.101 < 2.055$ with a significance level of $0.281 > 0.05$, which means Hypothesis H_a is rejected and H_0 is accepted, so individual motivation has no positive effect and significant to employee performance at Bank Sumut Imam Bonjol Medan.

This result is not in line with research from Nugraha et al. (2018), which states that the individual motivation variable (X_2) has a significance value of $\text{sig } t(0.033) < = 0.05$, so that the individual motivation variable has a significant influence on the company's non-financial performance. The results of research conducted by Christanto (2011), Kurniandha (2011), Musafir (2007) states that ability and motivation have a positive effect on performance.

4.3 The influence of leadership on the performance of nurses in the Haji Hospital, South Sulawesi Province

Leadership or leadership is an art, function, process, and ability to influence and direct people by means of obedience, trust, and loyalty to do something in accordance with the goals and objectives that have been set.

Leadership in nursing is the ability and skill of a nurse leader in influencing other nurses under their supervision to carry out their duties and responsibilities in providing nursing services and care so that nursing goals are achieved. Every leader has different potential in leadership, but these skills can be learned so that leadership abilities can always be improved (Suyanto, 2009).

This study aimed to find out how the influence of leadership from human capital on the performance of nurses in RSUD Haji. Researchers want to see how the influence of leaders in seeking employee participation in an effort to achieve organizational goals can affect the performance of nurses.

Respondents in this study were dominated by nurses who had good leadership in the Haji Hospital, South Sulawesi Province, as many as 240 respondents or 87.3%. Based on the results of statistical analysis, it is known that leadership has no effect on employee performance at the Haji Regional General Hospital, South Sulawesi Province. The effect is indicated by the value of $p = 0.818$, because the value of $p > \alpha = 0.421 > 0.05$, so in this case, H_1 is rejected (H_0 is accepted).

Based on the results of research from Hanafi (2020) stated that Based on the test results, it is known that the coefficient table shows that the t-count value is smaller than the t-table, namely $1.229 < 2.055$ with a significance level of $0.281 > 0.05$, which means Hypothesis H_a is rejected and H_0 is accepted, then leadership does not have a positive and significant effect on employee performance at Bank Sumut Imam Bonjol Medan. This means that the leadership in the division at Bank Sumut Imam Bonjol Medan is still less effective in building the human capital of its employees.

This result is not in line with the research of Sudibyo (2014), which is in line with the research of Trisnaningsih (2007) and the research of Supriatna (2014) that leadership style has a direct effect on auditor performance. The results of this study indicate that the leadership style in KAP is the dominant factor in determining and forming the character of the entity. Furthermore, the character of the entity will affect the output of the auditor's performance.

Research from Nugraha et al. (2018) stated that the results of the leadership variable t-test (X_5) obtained a significance value of $\text{sig } t(0.049) < = 0.05$ so that the leadership variable has a significant influence on the company's non-financial performance.

4.4 The influence of The Organizational Climate on the performance of nurses in Haji Hospital, South Sulawesi Province

The influence of organizational climate on organizational behaviour can be positive or negative; for example, the relationship between superiors and subordinates is less harmonious, a rigid bureaucracy can lead to negative traits, high work stress, and low motivation and job satisfaction. This organizational climate will create low organizational member performance. On the other hand, if employees work in a comfortable and clean room, a conducive superior-subordinate relationship and a loose bureaucracy will lead to a positive attitude, low work stress, and high motivation and job satisfaction. From here, high employee performance will be created (Wirawan, 2007). Organizational climate is the main force that influences employee behaviour in achieving organizational performance (Runtu & Widyarini 2009).

The purpose of this study was to determine the effect of the organizational climate on the performance of nurses. Researchers want to see how the influence of the organizational climate on employee performance at work. The existence of positive organizational support is related to welfare at work, resulting in a strong sense of enthusiasm and attachment to work in providing services to patients.

Based on the results of statistical analysis, it is known that the organizational climate has an effect on the performance of nurses at the Haji Hospital, South Sulawesi Province. The effect is shown by the value of $p = 0.967$, because the value of $p < \alpha = 0.967 < 0.05$ so that in this case, H1 is rejected (Ho is accepted).

The results of this study are not relevant to the research of Widyastuti (2004), Basuki and Asi (2013), which proves that organizational climate has a significant effect on performance. In Widyastuti's research, Basuki and Asi see that the organizational climate partially has a direct effect on employee performance, where the organizational climate is one of the factors that affect performance.

Junandi (2012) also proves that organizational climate affects performance. Junandi (2012) tried to analyze the performance of employees at Gajah Mada University Librarians, and the results showed that organizational climate could affect performance, where the results of this finding are that organizational climate and performance have a very strong relationship and influence.

The results of this study also prove the theory of Gibson et al. (2008) that organizational climate is defined as a set of characteristics of the work environment that is felt directly or indirectly by employees and are thought to have an effect on their work behaviour. Organizational climate relates to repetitive behaviour patterns that are exhibited in the daily environment of the organization, as individuals experience, understand, and interpret within the organization (Ekvall, 1996).

4.5 Effect of Workgroup Effectiveness on the performance of nurses in Haji Hospital, South Sulawesi Province

The effectiveness of the working group is the achievement of organizational goals in accordance with the set time. In Hermina Hospital Palembang, for example, in the marketing section, the personnel section, the finance section, the household section, and the nursing section, in that section individual abilities, individual motivation, leadership, organizational atmosphere, workgroup effectiveness are also very important to achieve goals with the time specified in accordance with hospital policy.

The purpose of this study is to see how the effect of workgroup effectiveness on the performance of nurses. Researchers want to see how individual abilities, individual motivation, leadership, organizational atmosphere, workgroup effectiveness on employees towards their work. The existence of positive workgroup effectiveness is related to welfare at work so that a strong sense of enthusiasm and attachment to work arises in providing services to patients so that it can affect the performance of employees.

Based on the results of statistical analysis, it is known that there is an effect of workgroup effectiveness on employee performance at the Haji Regional General Hospital, South Sulawesi Province. The effect is shown by the value of $p = 0.024$, because the value of $p < \alpha = 0.024 < 0.05$ so that in this case, H1 is accepted (Ho is rejected).

These results are in line with Nugraha's research (2018) which shows that based on the results of the t-test of the workgroup effectiveness (X4) variable, it is obtained that the significance value of $\text{sig } t (0.937) > 0.05$ so that the workgroup effectiveness variable has an insignificant effect on the company's non-financial performance.

This is in line with Sudibyoy (2011) research, which uses the workgroup effectiveness variable and shows positive and insignificant results. This is due to the fact that workgroup effectiveness has not yet been created, which may not be influenced by factors of organizational context, structure, strategy, and reward system to support auditor performance so that it cannot improve auditor performance.

This study is not relevant to Nugraha's research (2018) which shows that partially the Workgroup Effectiveness variable has no significant effect on the company's non-financial performance in advertising industry companies registered with the Malang Advertising Association. This is proven by the results of the calculation of the significance of the company's non-financial performance variable t of 0.937 or > 0.05 .

According to the results of Sudibyoy's research (2014), workgroup effectiveness partially has no significant effect on auditor performance. The results of Lawasi & Triatmanto's research (2017) are in line with the results of Sudibyoy's research (2014). This is due to the fact that workgroup effectiveness has not yet been created, which may not be influenced by factors of organizational context, structure, strategy, and reward system to support auditor performance so that it cannot improve auditor performance. The results of Supriatna's research (2014) found that both partially and simultaneously, all Human Capital factors made a real contribution to the performance of auditors at the KAP office in Bandung.

5. Conclusion

This study concludes that there is no effect of individual capability on nurse performance, no influence of individual motivation on nurse performance, no influence of leadership on nurse performance, no influence of the organizational climate on nurse performance, and no effect workgroup effectiveness on nurse performance. Based on the results of the research and the conclusions that have been formulated, some suggestions or recommendations are put forward as follows; the hospital should be able to pay attention to the fields of work of employees who have self-potential, increase employee motivation in the form of physiological needs, security needs, social needs, the need for recognition, and the need for self-actualization, improving leadership competence has a relationship with the formation of employee performance by, and increasing a friendly work atmosphere, by conducting training and development in the form of To Train Your Skill and Knowledge.

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