

The Recommendations of the Nurse Performance Appraisal System on Nurses' Career Development at the Nganjuk General Hospital

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Abstract

Nurse performance evaluation is a formal system structure in evaluating nurses' performance in the past and present periods. However, its implementation in health service facilities still has many shortcomings. The problem of nurse performance appraisal is the existence of unstructured supervision, and the results remain subjective. This study aims to provide recommendations on the nurse performance appraisal system, which can be applied as a basis for career development, promotion, and reward. This study employed a descriptive quantitative approach by comparing secondary data and interview results with the head of the hospital room. The data included 160 documents that were selected using a simple random sampling from medical record data in the Nganjuk General Hospital in East Java and analyzed based on the literature. Data from the general unit suggested that there were 25% of documents for nurse promotion in October 2017 and an increase of 40% in April 2018. There was no correlation between employee performance goals and the proposed list of proposed credit scores. There were some recommendations based on contextual problems, appraisal structure problems, appraisal process problems, and appraisal result problems. Nurse performance evaluation requires job descriptions, performance appraisal indicators, assessment according to the guidelines.

Keywords: performance, appraisal system, career development

Introduction

Hospital is a health service facility with a very strategic role in accelerating the health status improvement for the Indonesian people. This strategic role is obtained because hospitals

constitute health facilities with technology-intensive, work, capital, problem, and professional issues [1]. Nurse is one of the professions that play essential roles in maintaining the quality of health services in the hospitals [2]. Nursing services in hospitals are an inseparable part of overall health services, even regarded as one of the determining factors for the service quality and the hospital reputation to the public. Therefore, to achieve quality services, nurses' performance significantly contributes to supporting the delivery of health services in hospitals [3].

Health services in hospitals strive to provide quality services by implementing policies, guidelines, and procedures that are in accordance with science and the National Accreditation Standards for Hospitals. Nurses are responsible for complying with policies and procedures, as well as following the latest standards of practice and competence.

In Indonesia, nurses' competency standards are regulated in the Indonesian National Working Competency Standards or SKKNI in the health service sector and in the health service sub-sector of nursing [4].

The written performance standard concerns with the job. The nurse job can be measured through the list of jobs filled by the manager. Nurse performance can be assessed through a system called nurse performance appraisal. Nurse performance appraisal is an activity to control human resources and productivity [5]; a measure of supervision used by nurse managers [6]; a tool that observes performance and job satisfaction measured using effective communication techniques [7] to achieve the goals and mission of an organization.

Performance appraisal has essential roles in motivating nurses to achieve high performance, employee promotion, increased salary payments, training for skills development, action plans to achieve goals, formal system structure in evaluating and predicting someone's performance from the past, present, and future periods, making nurses have good morals [8], facilitating strength recognition, growing areas, and focusing on nurses' self-development [9].

Literature studies indicate that appraisers are often unaware of the goals and objectives of one's work. Appraisers value more to one's work than their performance, are unable to behave intelligently, and are incompetent in assessing [10]. Evaluation activities are considered as unrequired activities because they can cause fear of negative responses from nurses, and there are insufficient data to conduct assessments [11]. Denisi, 1996; Erdogan, 2002 stated that the performance appraisal process was conducted in the same manner from year to year for all nurses with the lack of information and inaccuracies on nurses' work behaviors [12].

Problems found in the performance appraisal instruments include unrepresented competence instruments [13], unclear assessment indicators [14], same instruments from year to year [15], lack of eligibility [16], a mismatch between performance standards and nurse duties [17], inaccuracies in providing feedback, and no clear objectives for the achievement of documented employee performance [18].

Nganjuk General Hospital is a hospital-owned by Nganjuk Regency with 245 total nurses, consisting of 165 civil servants (PNS) and 80 contract nurses (Regional Public Service Agency/*BLUD-NON-PNS*). The instrument used for nurses' performance evaluation was the Employee Performance Goals/SKP form [19]. Professional nurse career paths are a system to improve performance and professionalism by the field of work through increased competence. The development of professional career paths for nurses can be distinguished through job and career. Working as a nurse is defined as a position given or assigned, and there is a binding relationship of responsibility and authority between superiors and subordinates in earning monetary rewards. A career path is a vertical mobility path achieved through increased competence, formal education levels, relevant informal education, and recognized clinical practice experience [20]. The career development of nurses as civil servants refers to the Government Regulations Number 25 of 2014 concerning Nurse Functional Positions and Their Credit Scores [21].

The performance evaluation of the implementing nurse is carried out once a year by the head of the room as the direct supervisor. In reality, the activity has not been carried out. Performance appraisal is more subjective than objective. Data from the general unit suggest that there were 25% of documents for nurses promotion as civil servants in October 2017 and an increase of 40% in April 2018. There was no correlation between employee performance goals and the list of proposed credit scores. An observation on inpatient medical records discharged from the hospital in October 2018 week II with 160 samples had been carried out, reaching 40%. The data in the Integrated Patient progress Notes or CPPT and integrated notes in the medical record are already informative, according to the case of 45%. These data presented nurses' non-compliance in providing nursing care services.

The interview results with the head of the room revealed that training on the nurse performance evaluation had never been conducted. However, performance evaluation is essential to provide rewards, promotions, and career development in functional positions. What and how to prepare, according to the procedure, requires a performance appraisal system that supports career development in functional positions, for the achievement of

quality nursing services in accordance with the vision, mission, and goals of the hospital. Therefore, it is necessary to conduct research related to the nurse performance assessment system in Nganjuk General Hospital. This study aims to provide recommendations on the nurses' performance appraisal system, which can be used as a basis for career development, promotion, and reward.

Materials and Methods

This study employed a descriptive quantitative approach on the nurses' performance appraisal system, which was further used as a basis for career development, promotion, and reward. The study was conducted at the hospital by comparing secondary data and interview results with the head of the room. The data included 160 documents that were selected using a simple random sampling of medical record data in the Nganjuk General Hospital, East Java. The data were collected from the following sources. The primary data collected in this study were obtained from the interview with the head of the room regarding the implementation of performance appraisal. The secondary data collected included documents for the promotion of Civil Servants, a list of credit scores proposed, hospital's general description, history of the establishment, and the organizational structure of the Nganjuk General Hospital.

Results and Discussion

Work performance is the substance of the work achievement by a person or group of people in an organization or company under their respective authorities and responsibilities in achieving the objectives of the organization or company concerned. Performance can be measured from two aspects, individual performance and company performance. The following table presents data on the proposed promotion to be returned and data on medical record review recapitulation.

Table 1. Promotion Data at the Nganjuk General Hospital

Period	Percentage (%)
October 2017	25
April 2018	40

Table 2. Recapitulation of Medical Record Review at the Nganjuk General Hospital

Medical Record Review	Percentage
Based on the cases	40 %

Based on the results of data analysis, there was no correlation between the list of proposals for determining the number of nurse credit scores with the results of nurse performance evaluation. The procedure of implementing the main elements of nursing services in the details of the clinical authority of nurses is not in accordance with the activities of the post office on the assessment of employee performance targets. The executing nurses in the inpatient service room, the implementing nurses in the pulmonary clinic, and the implementation procedures in the main elements of nursing services are similar, clear and have differences in job descriptions and details of clinical authority.

Based on the interview results, direct supervisor or head of the room is responsible for assessing the performance of assigned nurses. The nurses did not know the process and the assessment results, and there was no feedback provided. The number of non-compliance in the medical record remained high. In fact, it did not affect the results of the nurses' performance evaluation. Therefore, recommendations were required on the Nurse Performance Appraisal System at the Nganjuk General Hospital. One of the objectives in implementing nurse performance evaluation was to develop human resources that could be distinguished into: (a) reassignment, such as holding a mutation, job rotation; (b) promotion, and (c) training [22].

3.1 Problems of Clinical Nurse Performance Appraisal

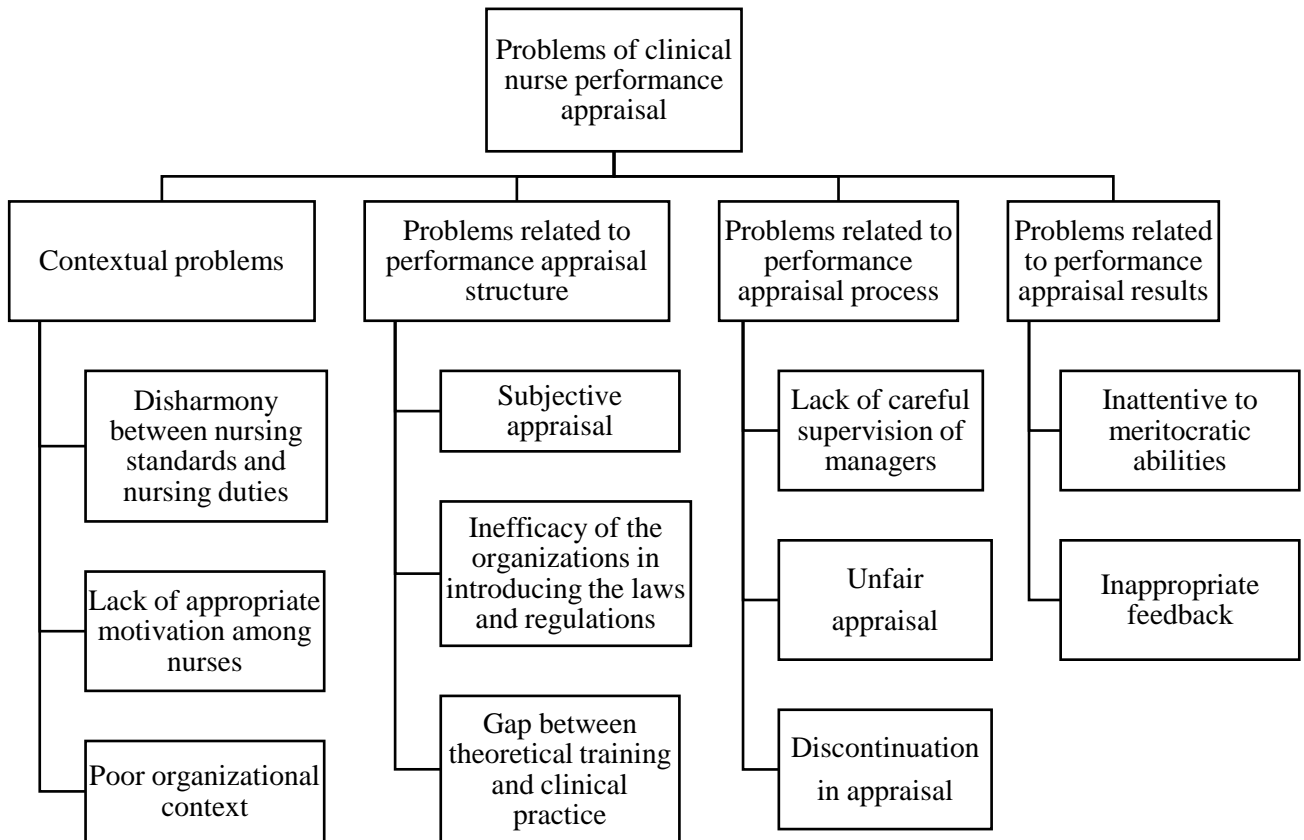


Figure 1. Problems in Performance Appraisal

Problems with the clinical nurse performance appraisal system are explained as follows:

1. Contextual issues

The recommendations of the contextual issue include reviewing the existing nursing care standards according to the nurses' job descriptions, increasing the motivation of nurses' performance in carrying out tasks according to the existing standards, evaluating the planning of personnel needs adjusted with the nurse's workload and the planning of facility needs.

2. Problems of valuation structure

In conducting objective performance appraisals, the flow of appraisals, appraisal guidelines, and standard assessment procedures are required in conducting socialization of legislation regarding the appraisal of executing nurses and promotion of functional nurses. In addition, implementing competency standards for nursing is to reduce the gap between theory and practice clinical at work.

3. Problems on process

Recommendations for process problems include increasing supervision on nurses by the direct supervisor, conducting monitoring and evaluation by the head of the nursing field.

4. Problems on results

The recommendation results need feedback on the results of the performance appraisal, and the nurses need to know the results of the performance appraisal, it needs an appreciation of the performance and performance of the implementing nurse.

3.2 Recommendations for Clinical Nurse Performance Appraisal

It was necessary to conduct dissemination and evidence-based assessment with documented result supervision. Each inpatient room had assessment tools and Nursing Care Standards. Recommendations on the Nurse Performance Appraisal System were presented in the form of flowcharts, instruments, and Standard Operating Procedures or SOP. Therefore, nurse performance evaluation was not conducted regularly, but it was emphasized on providing feedback from the assessors and those assessed nurses. According to Marquis and Huston (2007), feedback could help employees know what they needed to do and how they could achieve their goals [3].

The flow of nurse performance appraisal, as well as Ongoing Professional Performance Evaluation (OPPE), ensure clinical competence and authority (SNARS edition I) and career development in the functional position of the implementing nurse. The revision includes the Career Path Implementation Guidelines Based on the Regulations of the Minister of Health Number 40 of 2017 and Permenpan, a regulation of the Indonesian Ministry of Administrative Reform and Bureaucratic Reform, No. 25 of 2014 [20, 21]. Career paths with details of clinical authority adopt from the reference.

Competency Assessment was carried out according to the Competency Assessment Guide by the Competency Assessment Team. A clinical assignment letter was attached completed with the details of clinical authority to ensure whether the nurses were competent or not with the clinical authority and credentials. The job descriptions were in accordance with the clinical authority details. Nurses' activities were recorded in the logbook or nurse journal. The head of the room conducted a Nurse Performance Evaluation based on evidence in the logbook. Supervision was documented in the supervision form by looking at the medical records and data on the occurrence of patient safety incidents. Performance appraisal instruments included:

3.2.1 Individual Performance Indicators

The main elements of individual performance indicators including a) nursing services, consisting of job descriptions and positions; b) community service; c) research for professional development, such as writing journals/books; d) quality indicators for patient safety targets or SKP. Supporting elements of individual performance indicators including seminar and teaching.

3.2.2 Work Behavior

In accordance with SKP by the Government Regulations Number 46 of 2011: Performance Rating Value (PK) = (60% x SKP Value) + (40% x PKP Value), SKP = Employee Performance Target, PKP = Employee Work Behavior

$$\text{Quality Aspects} = \frac{\text{Real Quality CRK}}{\text{Quality Target (TK)}} \times 100$$

Table 3. Guidelines in determining Quality Reality

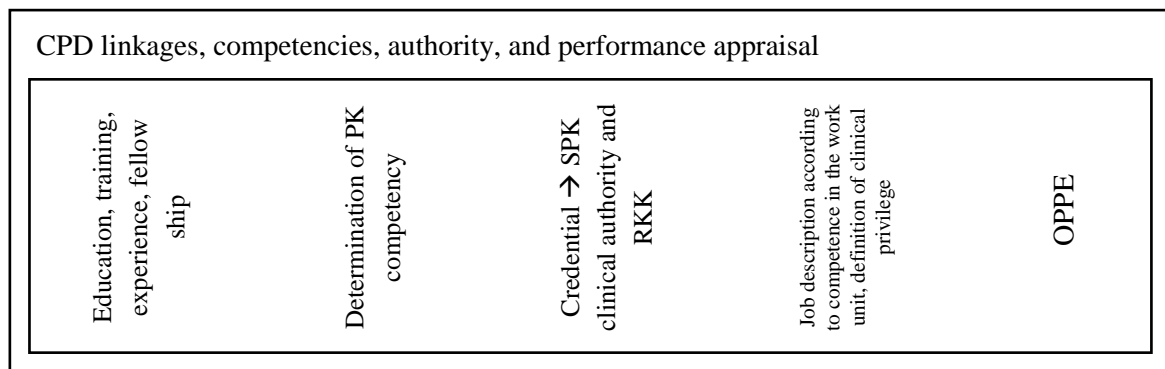
Criteria Value	Information
91 – 100	Perfect work results, no errors, no revisions, and service above the specified standard.
76 – 90	The work has 1 or 2 small mistakes, no big mistakes, revisions, and services according to predetermined standards etc.
61 – 75	The work has 3 or 4 small mistakes, and there are no big mistakes, revisions, and services that are sufficient to meet the specified standards.
51 – 60	The work has five small errors, and there are big mistakes, revisions, and services do not quite meet the specified standards etc.
Under 50	The work has more than five small mistakes, and there are big mistakes, unsatisfactory, revisions, services below the specified standards etc.

Source: Government Regulations No. 46 of 2011 on Government Performance Employees Evaluation.

3.3 Credit Score Calculation

The unit value of the activity accumulation must be achieved by a functional official in the framework of career development that was determined by the number of credit scores to be

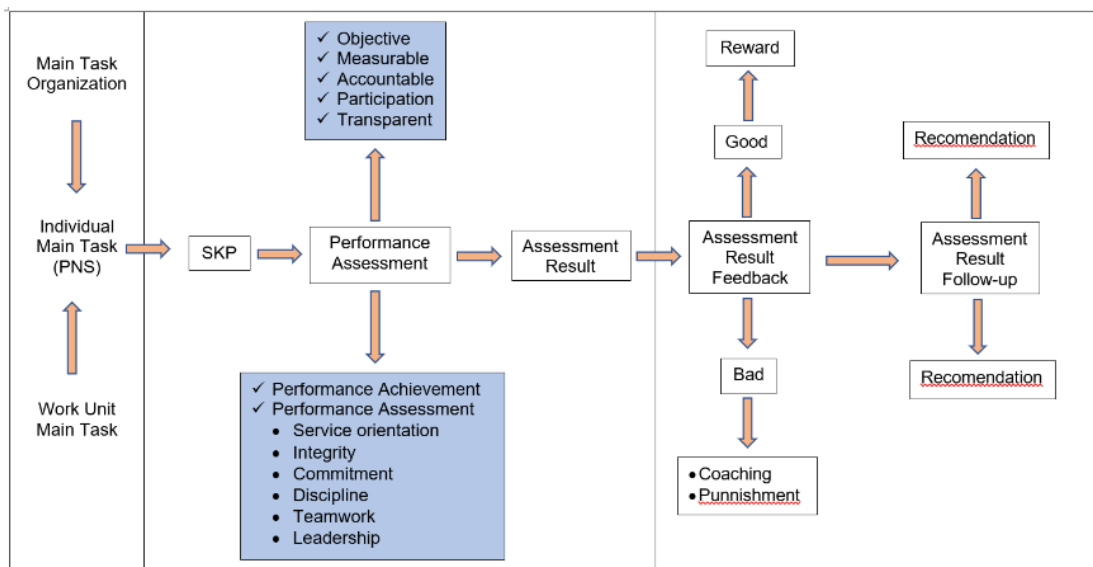
achieved. Therefore, certain functional officials must set a credit score target that will be achieved in 1 (one) year[19, 23]. According to Nruwright(1987), the development of appropriate performance appraisal instruments required clear competency standards [11].Heroabadi&Marbhagi (2006) showed that performance appraisal instruments should be objective, so nurses' performance appraisals couldbe measured accurately based on the existing work assignments [17]. Rivai(2018) stated that the performance appraisalresultscould be a measure for the careercontinuation in terms of obtaining awards, promotions, new positions, or even termination[22]. Kalb, *et al.* (2006) also added that performance appraisal instruments must be efficient and provide meaningful feedback for nurses[13].



Source: The Regulations of the Minister of Health Number 49 of 2013 concerning the Nursing Committee

Figure 2. Correlation of Credentials and Performance Assessment

Good performance appraisal instruments should have clarity on job descriptions, nurse competencies, and other work assessment factors, such as discipline. The resulting SPO has a caring element in it because it is expected that when conducting a performance appraisal process, the elements associated with the performance appraisal process can behave with a caring attitude. During the performance appraisal process, there is an atmosphere of caring helping-trust relationship. The reason for using the caring helping trust relationship element is because, in the process of evaluating the nurse's performance, it is very necessary to have an honest, open attitude, effective communication and a harmonious relationship between the assessment and the assessed, all these elements are found in a caring helping trust relationship.



Source: The Regulations of the Minister of Health Number 49 of 2013 concerning the Nursing Committee

Figure 3. Employee Performance Appraisal System

The strengths of this study were that the research could be used as an evaluation and input for the decision making process because it analyzed critical causes, used actual data from service units, and provided clear and likely complete recommendations to improve service processes. Meanwhile, the weakness of this study was the presence of other factors that could also influence errors in the report of hospital data collection, and other factors not examined in this study.

Conclusion

The recommendations of nurse performance appraisal system produced includesupervision by the Head of Office, wherethe results of the nurses' activities are documented in the logbook or nurse journal. The performance appraisal instrument is regarded as a difficult part of the performance appraisal process.However, there are data for the career development of implementing nurses in functional positions, as a basis for a list of proposed credit rating and a Continuous Professional Performance Evaluation (OPPE).

The increasein the nurses' knowledge includesnurses' performance appraisal, starting from the flow, assessment instruments, and SPO, increasing nurses' satisfaction with their performance appraisal, and increasing patient satisfaction with nurse performance.The nurse

performance evaluation requires: (1) job and job descriptions in accordance with the details of clinical authority under the clinical nurse career path and work units; (2) performance appraisal indicators, including individual performance indicators consisting of the main elements, job descriptions, supporting elements, and work behavior; (3) the person who conducts the evaluation is the direct supervisor and the assessment is conducted annually; (4) ways to conduct the assessment in accordance with the guidelines and SPO assessment of nurse performance.

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