



## Communication, Incentives, Stress Have Impact of The Nurses Performance in Hajj Hospital, Jakarta

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**Abstract:** Communication very important to good communicate among nurses, incentive, stress still a problem in hospital when pandemic covid19 in Indonesia. purpose research was examining communication and incentive the performance of nurses in the inpatient room of Hajj Hospital. Method of research applied research, quantitative data, with survey study, variables of study: communication, incentive and nurses' performance. Collect data used google form on line, total population nurses in inpatient unit 96 persons, analysis with dimension reduction, validity and reliability, Spearman correlation, simple and multiple linier regression. Findings 90.6 % female, 77.1% age  $\geq$  30 years, 81.3% working experience  $\geq$  5 years, education 100% graduates. Bivariate analysis finding communication significant p 0.001 and incentive p value 0.070. Final multivariate findings communication p.001, incentive p.0.023, R. 0.377, R<sup>2</sup> 0.142. Conclusion communication, incentive were effect of nurses performance after control with stress.

**Key words:** communication, incentive, nurses performance.

The performance of nurses who were employees of the hospital has an important aspect in the hospital, because this is what determines the back and forth of the hospital. Nurses become an integral part of the hospital. If the nurse performs poorly then what happens is a decrease in the quality of services provided by nurses that will result in the image of the hospital and performance becomes a benchmark of service success that shows the accountability of service institutions. The government has also set employee performance standards. Nurses are professionals who have good intellectual, technical, interpersonal, responsible and authorized skills to do the care of the patient (Asmuji, 2012; Sitorus, 2011; Nursalam, 2011). Nurse performance is a form of professional service that is an integral part of the health service. In the nursing care system performance can be interpreted through the compliance of professional nurses in carrying out nursing care according to standards (Van Fosson et al., 2016).

Communication in a corporate organization in particular and generally other organizations, usually occurs in two contexts, namely communication that occurs within the organization

(internal communication) and communication that occurs outside the organization (external communication). In internal communication, either vertically, horizontally, or diagonally there are often difficulties that cause communication incompetence or in other words miss communication. Communication can be interpreted as a delivery of information, meaning, or understanding, from the sender to the recipient. from the communication that has been done is expected to cause a change in behavior in accordance with the desired by the sender of the message (Ngoma & Ntale, 2019) ;Muslikha & Siti, 2010; Muslihatun, 2010). Communication can also provide information exchange and emotional support when experiencing stress. Communication in an organization can come from internal and external. Internal communication is communication that occurs within a company or organization that includes the entire flow of information between all employees in the organization. External communication is communication that occurs between the company and outside parties according to the mistake most often experienced by the organization is the misperception of the giver to the recipient of the information. The flow of internal communication is distinguished into 3 parts: downward communication (communication from superior to subordinate), upward communication (from subordinate to superior), side-to-side communication (communication between co-workers) (Effendy, 2015).

Incentives are defined as a form of payment associated with performance and gainsharing, as a profit sharing for employees due to increased productivity or cost savings in order to encourage higher work productivity, Incentive compensation is intended to provide different wages not based on evaluation of positions but because of differences in work performance. (Rivai, 2004) Employees will be motivated to achieve high work performance so that it will also improve the performance of the organization that will eventually be able to improve the quality and quality of service (Kadarisman, 2014).

Work stress defined as an individual condition that is internal caused by physical demands, the environment, and social situations that have an impact that can be destructive and uncontrolled (Coelho et al., 2022) In this research we using classification by Robbins, 2007 such as Physical stress, Physiological stress, and Social Stress (Robbins dan Judge, 2007).

In carrying out work a worker can experience work stress. While Sondang Siagian (2008, p.105) states that stress is a condition of tension that affects one's emotions, way of mind, and physical condition. Stress that cannot be overcome properly usually results in the inability of people to react positively to their environment, both in the work environment and the outside environment. This means that the employee will face a variety of negative symptoms that in turn affect work performance. Fathoni (2006, p.176) says that there are six factors that cause employee work stress in an organization, including difficult and excessive workload, unfair and unnatural pressures and attitudes of leaders, limited working time and less equipment. Psychological symptoms consist of: Anxiety, tension, Confused, angry, sensitive, Suppressing feelings, Ineffective communication, decreased intellectual function, Self-restraining, dissatisfaction with work, Depression, boredom, mental fatigue, Feeling alienated and isolated, losing concentration, Loss of spontaneity and creativity, Loss of life spirit, decreased self-esteem and confidence, physical symptoms: Increased heart rate and blood pressure, Increased secretion of adrenaline and non-adrenaline, Gastrointestinal disorders, such as gastric disorders, death of cardiovascular disorders, Easily physically tired, respiratory disorders, More frequent sweating, skin disorders, headache, migraine, muscle tension, sleep problems and behavioral symptoms: prolonged stress can cause deterioration in body tissues such as blood vessels and heart, so it can cause diseases such as stroke, hypertension, intestinal ulcers and others. Work stress up to a certain point is a trigger factor to improve employee performance, but if it has passed that point, the existence of work stress will trigger problems that will certainly affect performance or performance.

Therefore, efforts need to be made to counteract work stress so that it does not affect the performance of employees. The Writing Team of FISIP-UT module in an article written by Carceres (March, 2009) tries to provide efforts to overcome work stress.

### Research Methodology

Applied research in this study, quantitative data, crosssectional, total population 96 nurses, variable communication, incentive and performance. Analysis statistic was used analysis factor, validity, reliabilities, person correlation, simple linier regression, and multiple linier regression.

### Result of Research

Table 1 Descriptive of Nurses Communication at Inpatient Unit in Hajj Hospital Jakarta								
	N	Range	Minimum	Maximum	Mean		Std. Deviation	Variance
	Statistic	Statistic	Statistic	Statistic	Statistic	Std. Error	Statistic	Statistic
Communication1	96	3	2	5	4.18	.077	.754	.568
Communication2	Top-Down 96	3	2	5	4.17	.066	.643	.414
Communication3	4.13 96	3	2	5	4.04	.071	.695	.482
Communication4	96	3	2	5	3.80	.075	.734	.539
Communication5	96	3	2	5	4.07	.065	.637	.405
Communication6	Button Up 96	3	2	5	4.01	.056	.552	.305
Communication7	3.98 96	3	2	5	4.04	.061	.597	.356
Communication8	96	3	2	5	4.02	.053	.523	.273
Communication9	96	3	2	5	4.17	.066	.643	.414
Communication10	Horizontal 96	3	2	5	4.24	.055	.538	.289
Communication11	4.20 96	3	2	5	4.20	.062	.609	.371
Communication12	96	3	2	5	3.97	.065	.640	.410
Communication13	96	4	1	5	3.60	.098	.957	.915
Communication14	Diagonal 96	4	1	5	3.42	.096	.937	.877
Communication15	3.59 96	4	1	5	3.03	.093	.911	.831
Communication16	96	3	2	5	3.97	.062	.606	.367
Valid N (listwise)	96							

Communication question number 1 up to 13 and 16 the average answered of respondent were good, despite question number 14 and 15 Top-Down Communication have average answered neutral, the question number 14: I inform employees of the new policy in other fields, no.15: I help finish in other fields. The number question 1-13 and 16 as follows: 1.the leadership conveys important information about the new policy in this hospital to the staff, 2: the leader explains the procedure for each job to the staff, 3: Leaders apply feedback, 3: communication from the bottom up I routinely report every time ,4: I finish carrying out work to the leadership,5: I report difficulties in carrying out my duties to the leadership, 6: I give relevant advice to the leadership about the job.7: I convey my aspirations to superiors who are related to profession,8: I am open in expressing my opinion to superior. 9: Horizontal Communication I discuss solving problems with other employees.10: I provide support to other employees, 11: I share tasks with other employees in the same room.12: Diagonal Communication I discussed with employees from other fields, 13: My work is assisted by other employees from other fields, and question number 16 as top-down communication with statement for positive things I support employees from other fields. Mean top-down good (4), button-up 4 (good), horizontal 4 (good), diagonal good (4) conclusion communication of nurses in Hajj Hospital good.

Table 2 Descriptive of Nurses Incentive at Inpatient Unit in Hajj Hospital Jakarta

	N	Range	Minimum	Maximum	Mean		Std. Deviation	Variance
	Statistic	Statistic	Statistic	Statistic	Statistic	Std. Error	Statistic	Statistic
Insentive1	96	4	1	5	2.52	.112	1.095	1.200
Insentivef2	Amount 96	4	1	5	2.92	.108	1.063	1.130
Insentive3	Incentive 96	4	1	5	2.79	.100	.983	.967
Insentive4	2.66 96	4	1	5	2.59	.101	.990	0.981
Insentive5	96	4	1	5	2.47	.106	1.036	1.073
Insentive6	96	4	1	5	2.57	.104	1.023	1.047
Insentive7	Increase 96	4	1	5	3.40	.112	1.100	1.210
Insentive8	Incentive 96	4	1	5	2.67	.111	1.092	1.193
Insentive9	2.91 96	4	1	5	3.38	.115	1.126	1.268
Insentive10	96	4	1	5	2.55	.115	1.123	1.260
Insentive11	Accuracy 96	4	1	5	3.59	.091	.889	.791
Insentive12	Smooth 96	4	1	5	2.89	.110	1.075	1.155
Insentive13	2.98 96	4	1	5	2.45	.108	1.055	1.113
Valid N (listwise)	96							

The answered of Incentive questions there were 13 questions were average answered disagree and neutral. The answer disagree in question no.5, and 13 that were no 5: The incentives I received were as expected based on the results of my work, 13: The incentives I received were as expected based on the results of my work; whereas 1 up to 4:Amount of Incentive question number 1:The incentives that you receive are satisfying,2: The incentives that you receive meet the needs of life, no.3: With the incentive system now makes me feel at home at work and no.4: the implementation of the incentive system is in accordance with the established standards. And question no 6 up to 12 as follows: Incentive Increase: no.6: the incentives I receive are in accordance with my work performance so far,7: In my opinion, the incentives I get support me to work harder, more active and independent,8: the incentives I receive are in accordance with my work performance so far 9: In my opinion, the incentives I get support me to work harder, more active and independent,10: I receive adequate overtime pay if I work overtime. Accuracy & Smoothness question no. 11 and 12. No.11: I know clearly when the incentive is given,12: Me and the rest of the staff know each other's incentive calculation system. Concussion of all incentive were neutral.

Table 3 Nurses Stress at Inpatient Unit in Hajj Hospital Jakarta

Descriptive Statistics									
	N Statistic	Range Statistic	Minimum Statistic	Maximum Statistic	Mean Statistic	Std. Error Statistic	Std. Deviation Statistic	Variance Statistic	
Stress1	96	4	1	5	2.17	.079	.777	.604	
Stress2	96	4	1	5	2.08	.072	.706	.498	
Stress3	96	4	1	5	2.50	.102	.995	.989	
Stress4	96	4	1	5	2.26	.090	.885	.784	
Stress5	96	4	1	5	2.47	.096	.940	.883	
Stress6	96	4	1	5	2.11	.074	.724	.524	
Stress7	96	4	1	5	2.76	.109	1.064	1.131	
Stress8	96	4	1	5	3.26	.115	1.126	1.268	
Stress9	96	4	1	5	2.76	.111	1.083	1.174	
Stress10	96	4	1	5	2.71	.110	1.075	1.156	
Stress11	96	4	1	5	2.34	.090	.881	.775	
Stress12	96	4	1	5	2.00	.076	.740	.547	
Stress13	96	4	1	5	2.01	.075	.733	.537	
Stress14	96	4	1	5	2.08	.083	.816	.667	
Stress15	96	4	1	5	2.27	.080	.788	.621	
Stress16	96	4	1	5	2.32	.088	.864	.747	
Stress17	96	4	1	5	1.83	.064	.627	.393	
Stress18	96	4	1	5	2.46	.094	.917	.840	
Stress19	96	4	1	5	2.10	.078	.761	.579	
Stress20	96	4	1	5	2.07	.088	.864	.747	
Stress21	96	4	1	5	2.41	.083	.815	.665	
Stress22	96	4	1	5	2.02	.073	.711	.505	
Stress23	96	4	1	5	2.08	.076	.749	.561	
Stress24	96	4	1	5	2.09	.071	.697	.486	
Stress25	96	4	1	5	1.83	.075	.735	.540	
Stress26	96	4	1	5	2.04	.068	.664	.440	
Stress27	96	4	1	5	2.00	.066	.649	.421	
Stress28	96	4	1	5	2.00	.071	.696	.484	
Stress29	96	4	1	5	1.92	.069	.675	.456	
Stress30	96	4	1	5	1.93	.065	.637	.405	
Valid N (listwise)	96								

Biology  
2.51Psycho  
-logy  
2.12Social  
1.24

The result research in Hajj Hospital for stress there were 30 questions, almost the respondent was answered disagree, except question number 8 (calf aches) average answered neutral. The question that was answered disagree as follows: **Biological Stress:** number 1.I feel my heart pounding while working, no.2 Feeling abdominal pain / heartburn while working, 3 Feeling stiff muscles during/after work (stiff neck),4.Feeing the frequency of breathing increases,5 Feeling the pulse increase,6 loss of appetite, 7. Hands are tired, 9 pain, 10 back pain. **Psychological Stress:** 11. Feeling depressed because of work, 12. Blame yourself, 13. Feeling unsuited to the job, 14. Feeling lost concentration or decreased concentration ,15. Easy to forget ,16. Feeling that there is not enough time to get the job done, 17. Avoiding trouble ,18. Thinking the little things are too detailed,19. Feeling slow to a dangerous situation,20. Disappointed with the results of the work,21 Feeling bored at work,22 Confused in the face of work,23. Decrease in work productivity,24. Feeling dissatisfied with work,25 Leaving of work, **Social stress:** 26.Tension in interacting with colleagues, 27. Tensions in interacting with other health teams,28. Irritable,29 Easily angry for no reason, 30.I don't like work. Conclusion of stress all disagree, it was mean not stress.



**Table 4 Nurses Performance at Inpatient Unit in Hajj Hospital Jakarta**

Descriptive Statistics								
	N	Range	Minimum	Maximum	Mean		Std. Deviation	Variance
	Statistic	Statistic	Statistic	Statistic	Statistic	Std. Error	Statistic	Statistic
Performance1	96	3	1	4	3.54	.066	.648	.419
Performance2	Quality 96	3	1	4	3.49	.065	.632	.400
Performance3	3.53 96	2	2	4	3.58	.059	.574	.330
Performance4	96	3	1	4	3.49	.063	.615	.379
Performance5	96	2	2	4	3.39	.063	.622	.387
Performance6	Quantity 96	2	2	4	3.57	.059	.576	.331
Performance7	3.53 96	3	1	4	3.64	.059	.583	.339
Performance8	96	2	2	4	3.52	.061	.598	.357
Performance9	96	2	2	4	3.71	.051	.501	.251
Performance10	96	2	2	4	3.78	.047	.463	.215
Performance11	Reliability 96	2	2	4	3.77	.048	.470	.221
Performance12	3.74 96	2	2	4	3.81	.043	.418	.175
Performance13	96	2	2	4	3.64	.056	.545	.297
Performance14	96	3	1	4	3.64	.059	.583	.339
Performance15	Attitude 96	2	2	4	3.69	.050	.488	.238
Performance16	3,58 96	3	1	4	3.30	.089	.872	.760
Performance17	96	3	1	4	3.65	.065	.632	.400
Performance18	96	2	2	4	3.61	.042	.412	.170
Valid N (listwise)	96							

The result performance there were 18 questions, 13 from 18 were answered closely good: Quality of Work, question number 1. The officer has carried out the duties or orders of the superior well, 3. Seriousness of work in carrying out the task is good, Quantity of Work number 6 I have responsibility in place of duty well, 7. I have the ability to cooperate well, 8. mastery of the field of duty well, Reliability question number 9. try wherever possible to arrive on time to work, 10. Always trying to be present during business hours, 11. Quick performs the work upon arrival at work, 12. Always uses working time well to carryout tasks, 13. I'm very passionate about doing my job. 14. The attitude of the work is good, 15. Attitudes towards fellow employees are well established, 17. Could respects other employee areas of duty, 18. Be able to respect the opinions of other employees. Performance has answered neutral there were 4 questions have statement neutral because the average value on < 4 such as question performance number 2: Skills in carrying out tasks are good, no. 4. Could complete a given job efficiently, Quantity of Work number 5. Able to achieve the target of the work that has been determined, Attitude number 16. the relationship with the company leadership is well established, conclusion performance quite good.

#### **Result Analysis Factors of Communication, Incentive, Stress to Nurses Performance at Inpatient Unit in Hajj Hospital Jakarta.**

No	Variable	P Value	R	R <sup>2</sup>
1	Communication	0.001	0.0332	0.110(11.0%)
2	Incentive	0.410	0.085	0.007(0.0%)
3	Work Stress	0.459	0.077	0.006 (0.0%)

The analysis correlation communication and performance was significant and 11 % contribution that factor; incentive and stress were not correlation to nurses performance because p value > 0.05.

### Result Multivariate Analysis

Communication, incentive, work stress and nurses' performance, communication was significant to nurses' performance with p value 0.001, R 0.332, R Square 0.110 (11%) contribution of communication.

### Discussion

Communication was good all item question to performance it is needed maintenance and improve, despite stress was not correlation with performance, base research by Tkalcic Vercic et al.2021. ICSQ, Kessler to improve internal communication within organizations, it is necessary to understand of good communication. This study explores the potential impact of internal communication on employee engagement and employer attractiveness by testing the mediating effects of social exchange quality indicators. Japinen.2022. Nurse managers working nationwide in Finnish central hospitals reported moderate levels of stress from workload. However, every fifth nurse manager experienced a high level of stress from workload, which is associated with increased job stress in numerous aspects, decreased overall job satisfaction and negative perception of practice environment. This study reveals a critical need to identify those around 20% of nurse managers who experience high levels of stress from workload in order to support and retain them in their positions and to enhance their satisfaction.

Limited research incentive correlation with stress, incentive must be attention and improve on implementation because the answered of nurses disagree of the incentive system is in accordance with the established standards, the incentives I received were as expected based on the results of my work, the incentives I receive are in accordance with my work performance so far, I receive adequate overtime pay if I work overtime, the incentives I received were as expected based on the results of my work. Voslinsky and Azar,2021. Nadja study, results indicate that whether the introduction of a performance pay component with bonus-malus incentives to the (German) DRG system has a positive effect on the quality of care.

Work stress to nurse performance it should be noted that if this nurse's stress is allowed to continue, it is estimated that it will interfere with her performance because all answers do not agree, except question calf aches was neutral. Biological Stress of disagree feel my heart pounding while working, feeling abdominal pain / heartburn while working, stiff muscles during/after work (stiff neck), the frequency of breathing increases, the pulse increase, loss of appetite, hands are tired, pain, back pain. Psychological Stress: feeling depressed because of work, Blame yourself, unsuited to the job, lost concentration or decreased concentration, easy to forget, there was not enough time to get the job done, avoid of trouble, thinking the little things are too detailed, feeling slow to a dangerous situation, disappointed with the results of the work, bored at work, confused in the face of work, decrease in work productivity, dissatisfied with work, leaving of work. Social stress: tension in interacting with colleagues, tensions in interacting with other health teams, irritable, easily angry for no reason, I don't like work. Performance: Quality, quantity, reliability and attitude were quite good. Communication is all ways of communication, namely top-down, bottom-up, horizontal and diagonal. Incentives are also lacking, as well as stress but because communication goes well, the performance remains good, research in other hospitals such as the research of Voslinsky and Azar, 2021. Nadja from study. Overall, our results indicate that whether the introduction of a performance pay component with bonus-malus incentives to the (German) DRG system has a positive effect on the quality of care.

### Conclusions and Implications

Top down, bottom up, horizontal and diagonal communications were carried out good and have effect to nurses performance; the incentives were still a problem because almost of nurses were answered neutral and must improve their incentives; and work stress such as biology, psychology and socially stress all nurses were not stress, and their performance quite good.

### Recommendation

The top - down communication, bottom -up, horizontal, and diagonal communication can be applied according to conditions so that nurses are not stressed and have good performance. Incentive must be attention and improve ang implementation because the answered of nurses disagree of the incentive system is in accordance with the established standards, the incentives I received were as expected based on the results of my work, the incentives I receive are in accordance with my work performance so far, I receive adequate overtime pay if I work overtime, the incentives I received were as expected based on the results of my work. Work stress to nurse performance it should be noted that if this nurse's stress is allowed to continue, it is estimated that it will interfere with her performance because all answers do not agree. Performance must attention to maintenance and improve because the answered good and very good.

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