# The Influence Of Interpersonal Communication And Supervision On Nursing Performance And Motivation As Intervening Variables In The Infatient Installation Of Sekayu Hospital

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## *Abstract*

*The problem of nursing staff performance is a fundamental problem that will always be encountered in hospital management.The phenomenon in this research is the existence of performance that has not satisfied the community regarding the services received. Factors that influence the performance of nursing staff can be influenced by individual characteristics(communication),psychological (motivation), and organizational factors (supervision/supervision system). The aim of this research is to obtain empirical evidence of the influence of interpersonal communication on motivation, supervision on motivation, interpersonal communication on performance, supervision of performance, motivation on performance, interpersonal communication on performance through motivation, and the influence of supervision on performance through motivation. This research uses descriptive statistics with quantitative data and SEM (Structural Equation Model) with the Smart PLS application, with a sample size of 148 nursing staff in the Sekayu Hospital Inpatient Installation. It was found that the majority of nursing staff were aged 20 - 30 years as much as 62.84%, the majority of nursing staff were women, namely 77.03%, the majority of nursing staff with Diploma III education level was 71.62%, 75% of positions were Executive Nurses/Midwives. , and the maximum work period is in the range of 3 – 5 years, namely 61.49%. There is a significant influence between interpersonal communication and motivation, and supervision and motivation. There is no significant influence between interpersonal communication on supervision performance and performance, motivation and performance, interpersonal communication and performance through motivation, supervision and performance through motivation in nursing staff at the Sekayu Hospital Inpatient Installation.*

*Keywords: Interpersonal Communication, Supervision, Motivation, Performance*

## INTRODUCTION

Quality of health services is the service activities provided in accordance with established medical standards and procedures so that the quality of health services is maintained, in terms of the views of health service providers and patient satisfaction. The quality of service is related to the level of patient satisfaction, mortality rate, compliance rate, recurrence rate, and others. One indicator that greatly influences the quality of service is the performance of health workers as health service providers. Nursing staff are one of the health workers in hospitals who provide direct services to patients 24 hours a day, so the quality of nursing services, whether good or bad, will greatly determine the performance of health services in the hospital.(Sekayu Hospital Nursing, 2022).

The quality of nursing services provided by nursing staff can be determined through an evaluation, namely performance assessment(Nursalam, 2014). Performance assessment is carried out based on professional principles and standards so that it can describe the results of nursing staff activities. Evaluation of the performance of nursing staff can be assessed from the results achieved by nursing staff in providing nursing care/midwifery care, either through direct observation during the process of providing nursing care or through documentation of nursing care. The behavior of nursing staff can be assessed through work performance, responsibility, obedience, honesty, cooperation and communication procedures. The work results of nursing staff can be assessed through documentation of nursing care that has been provided to patients compared to the standards that have been provided(Nursalam, 2014).

Employee performance is influenced by intrinsic and extrinsic employee factors. Intrinsic factors that influence employee performance consist of education, experience, motivation, health, age, skills, emotions and spirituality. Meanwhile, extrinsic factors that influence employee

performance consist of the physical and non-physical environment, leadership, communication, compensation, control/supervision, facilities, training, workload, work procedures, punishment system and so on.(Mangkuprawira & Hubeis, 2007).

Communication and supervision are extrinsic factors that influence performance. WrongThe low level of health services, especially in inpatient care, is due to low performance in carrying out duties, so there is an assumption that this is caused by a lack of effective interpersonal communication and the low level of implementation of one of the functions, namely the implementation of direct supervision of employees in carrying out their work by the leadership.(Ranjabar, 2021).

One of the tough challenges that a manager/leader often faces is how to mobilize his employees so that they are always willing and willing to mobilize their best abilities for the benefit of the organization. One effort in this direction is to generate motivation in them. Employee motivation is one of the important and most challenging aspects of management. Most organizations have not been so successful(Ranjabar, 2021).

The problem of nursing staff performance is a fundamental problem that will always be encountered in hospital management. Therefore, hospital management must know what factors cause the performance of nursing staff to not be optimal.Factors that influence the performance of nursing staff can be influenced by individual characteristics(ability level, skills, education, background, demographics, communication),psychological (perception, attitude, personality, motivation and learning, workload), and organizational factors (resources, leadership, awards or rewards, organizational structure, monitoring/supervision system and job design)(Sarifudin, 2018).

The phenomenon in this research is the existence of performance that has not satisfied the community regarding the services received. Interpersonal communication that occurs between service providers and recipients of poor service will have a negative impact on the performance and public perception of nursing staff. Communication problems always occur repeatedly, this occurs partly due to cultural factors that exist because the Sekayu community has a communication culture with a rather high tone/intonation so that patients/families who come from outside the Sekayu area are not used to it and therefore feel that this is inappropriate. Apart from that, detailed explanations regarding diseases, procedures and procedures that are unclear and use medical language that is difficult for ordinary patients to understand are obstacles in implementing the communication process.

The supervision system from the lower manager, namely the head of the room, is also still lacking, because there is no well-organized supervision system and they do not understand the implementation of the supervision system, which can be seen from the absence of room supervision reports. 70% of staff performance reports do not correspond to actual work results, where there is no difference in the value of employees who do good work and those who do not. This lack of understanding is supported by the fact that 50% of the ward heads' education is still vocational education (D3 Nursing) and no one has been trained in ward management, where the standard for becoming a ward head is a minimum of professional education (Ners) and has been trained in ward management, and there is no supervision report made by the Head of the Room.

Lack of motivation felt by employees, working monotonously, only carrying out work according to the tasks given, going to and from work according to the available time without any motivation for future orientation, trying to progress by carrying out work with innovations, and not taking advantage of time to follow competency improvements and matters related to service development.

# RESEARCH METHODS

## Research design

This research is quantitative descriptive research which aims to show the relationship between variables and test existing theories by analyzing.

## Population and samples

The population in this study was 148 nursing staff at the Sekayu Hospital Inpatient Installation.

The sample in this study used saturated sampling, that is, the entire population was sampled, so the sample size was 148 people.

## Measurement and data collection

The technique used is by giving research questionnaires to respondents, and providing an explanation first of their willingness to become respondents in the research before filling out the questionnaire.

The measurement method uses a Likert scale which is used to measure interpersonal communication, supervision, motivation and performance. With a Likert scale, the variables to be measured are translated into indicator variables. Then these indicators are used as a starting point for compiling instrument items which can be in the form of statements.

## Data analysis

The data analysis method in this research uses descriptive statistics with quantitative data and SEM (Structural Equation Model) which aims to obtain a comprehensive picture of the direct or indirect influence between interpersonal communication and supervision on performance through motivation as an intervening variable.(Rahmadi, 2022). The application used uses the Smart PLS program version 4.0.

# RESULTS AND DISCUSSION

## Demographic Data

Based on the data in table 1, it is found that the age of nursing staff is mostly 20 - 30 years old, the majority of nursing staff are women, the majority of nursing staff have a diploma III education level, the most positions are Executive Nurse/Midwife, and the most years of work are in the range 3 - 5 years.

**Table 1 Demographic Data (n = 148)**

| Characteristics | Frequency | Percentage |
|---|---|---|
| **Age** | | |
| 20 to 30 years | 93 | 62.84% |
| 31 to 40 years | 48 | 32.43% |
| /d 50 years | 7 | 4.73% |
| over 50 years | 0 | 0% |
| **Gender** | | |
| Man | 34 | 22.97% |
| Woman | 114 | 77.03% |
| **Education** | | |
| Diploma III | 106 | 71.62% |
| Diploma IV/S1 | 6 | 4.05% |
| Nurse | 36 | 24.32% |
| **Position** | | |
| Executive Nurse/Midwife (Associate Nurse) | 111 | 75% |
| Team Leader/Primary Nurse | 28 | 18.92% |

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| | | |
|---|---|---|
| Head of Room | 9 | 6.08% |
| **Years of service** | | |
| ≤ 2 years | 5 | 3.38% |
| 35 years old | 91 | 61.49% |
| 5 – 10 years | 29 | 19.59% |
| > 10 years | 23 | 15.54% |

**Reliability Test**

Reliability testing is a tool that can be used to measure the depth of a questionnaire's coherence. Reliability can be seen from the composite reliability (CR) value which is above 0.7, the Cronbach's Alpha value is above 0.6 and the Average Variance Extracted (AVE) value is greater than 0.5(Ghozali, 2018).

**Table 2 Construct Reability and Validity**

| | Cronbach's alpha | Composite reliability (rho_a) | Composite reliability (rho_c) | Average variance extracted (AVE) |
|---|---|---|---|---|
| Performance | 0.918 | 4,301 | 0.876 | 0.591 |
| Interpersonal Communication | 0.959 | 0.962 | 0.969 | 0.862 |
| Motivation | 0.981 | 0.981 | 0.983 | 0.880 |
| Supervision | 0.974 | 0.976 | 0.981 | 0.928 |

Source: SmartPLS data processing, 2023

The reliability test as in Table 4.7 above shows that the composite reliability (CR) values are all above 0.7, the Cronbach's Alpha values are all above 0.6 and the Average Variance Extracted (AVE) values are all greater than 0.5, this shows that reliable research indicators.

**Validity test**

The validity test can be seen from 2 aspects, namely convergent validity and discriminant validity.Convergent validity represents 1 factor which is described from the average variance value of a variable summary (Average Variance Extracted /AVE), the desired average variance value (AVE) is at least 0.5. In table 4.8 it can be concluded that all AVE values are above 0.5 or in other words one latent variable is able to explain more than half of the variance of the average indicator, which means that each construct is valid.

**Table 3. Outer Loading Values**

| | Outer loadings |
|---|---|
| Support <- Interpersonal Communication | 0.960 |
| Empathy <- Interpersonal Communication | 0.950 |
| Positive Attitude <- Interpersonal Communication | 0.947 |
| Similarities <- Interpersonal Communication | 0.958 |
| Openness <- Interpersonal Communication | 0.820 |
| Taking Action <- Supervision | 0.972 |
| Comparing <- Supervision | 0.962 |
| Setting Standards <- Supervision | 0.963 |
| Measurement <- Monitoring | 0.955 |
| Task/Goal Orientation <- Motivation | 0.923 |
| Time Utilization <- Motivation | 0.934 |
| Hard Work <- Motivation | 0.925 |
| Future Orientation <- Motivation | 0.938 |
| Perseverance <- Motivation | 0.955 |
| Selected Aspiration Level <- Motivation | 0.954 |
| Efforts to Move Forward <- Motivation | 0.930 |
| Selected Coworkers <- Motivation | 0.947 |

|  | Outer loadings |
|---|---|
| Quantity <- Performance | 0.651 |
| Quality <- Performance | 0.758 |
| Presence <- Performance | 0.677 |
| Collaboration Ability <- Performance | 0.990 |
| Timeliness <- Performance | 0.719 |

Source: SmartPLS data processing, 2023

**Determination Testing**

The determination test of the structural model was carried out by looking at the R-square value. R-Square and R-Square adjusted to find out what percentage of exogenous variables can influence endogenous variables. The R-Square value is shown in table 4.9 below:

**Table 4. R-Square**

|  | **R-square** | **R-square adjusted** |
|---|---|---|
| **Performance** | 0.022 | 0.002 |
| **Motivation** | 0.514 | 0.507 |

Source: SmartPLS data processing, 2023

The R-Square values in Table 4.9 can each be explained as follows:
1. The R-Square value of the performance variable is 0.022 or 2.2%, indicating a weak category. Variables that influence performance are to a small extent influenced by interpersonal communication, supervision and motivation. 98.8% of performance is influenced by other factors outside these variables.
2. The R-Square value of the motivation variable is 0.514 or 51.4%, indicating that this variable is in the moderate category. The variables that influence motivation are interpersonal communication and supervision variables amounting to 51.4%. The remaining 48.6% is influenced by factors other than these two variables.
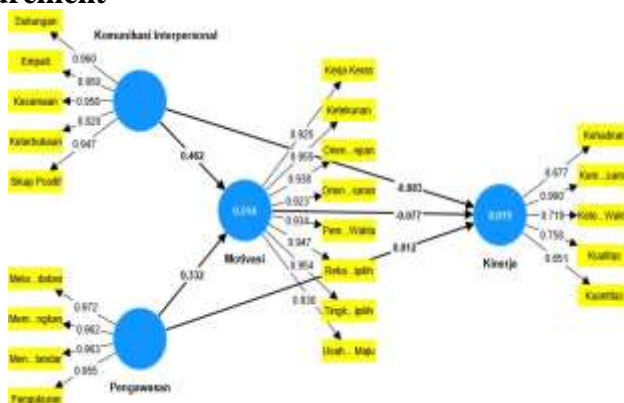
**Structural Model Measurement**



**Figure 1.** Structural Model (Dimensions)
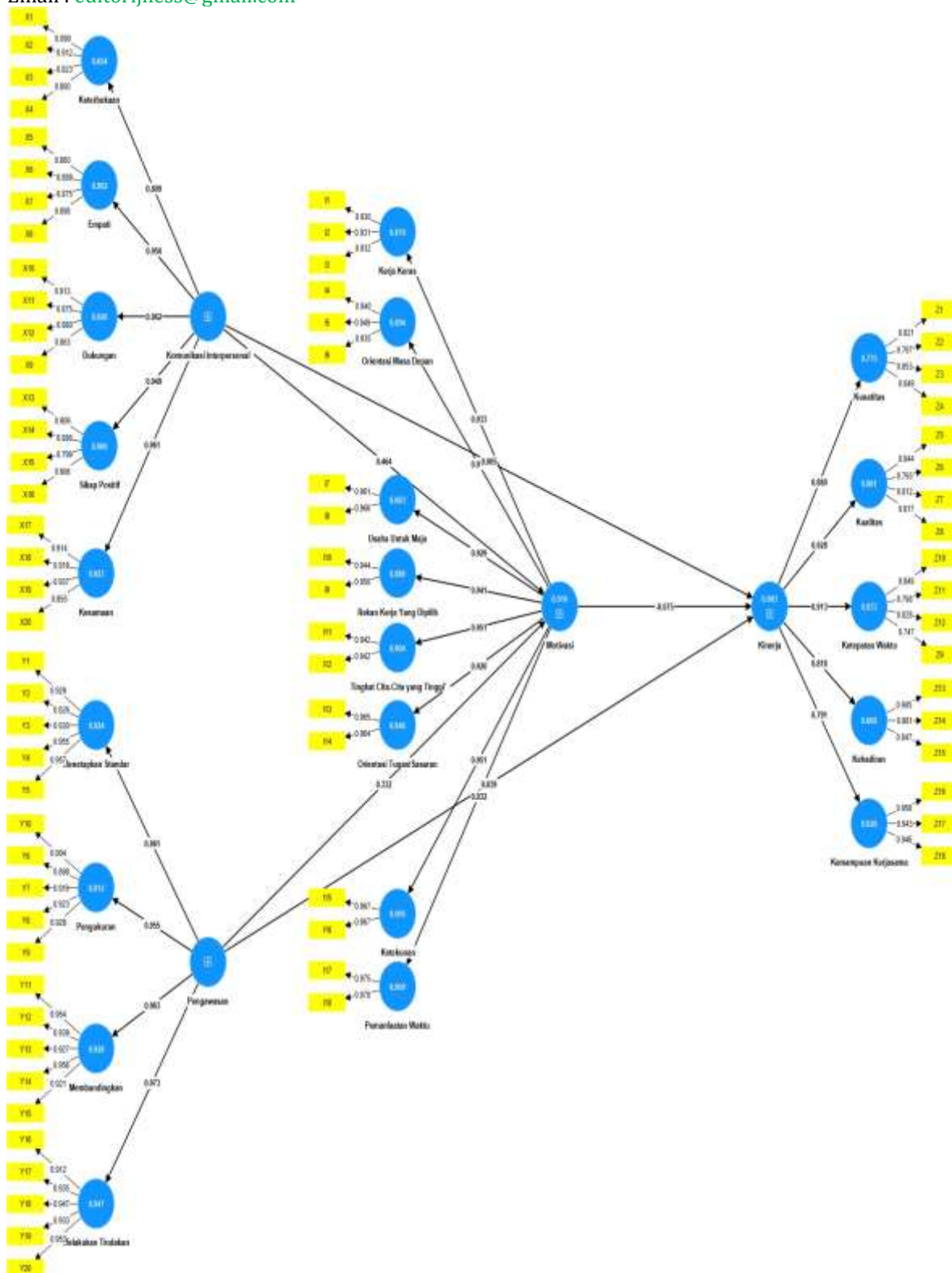Source: SmartPLS data processing, 2023

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**Figure 2.**Structural Model (Second Order)

Source: SmartPLS data processing, 2023

From the results of data processing with SmartPLS shown in figures 1 and 2, all indicators for each variable in this study are above the required value, namely above 0.7, so they can be said to be valid.

Assessing the significance of the direct influence of the structural model can be seen from the t-statistic value in the Path Coefficient table. The significance value of the direct influence between exogenous and endogenous variables can be seen in table 5 below:

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**Table 5**
***Bootstrapping Path Coefficient***

| | Original sample (O) | Sample mean (M) | Standard deviation (STDEV) | t statistics | P values |
|---|---|---|---|---|---|
| Interpersonal Communication→Performance | -0.083 | -0.021 | 0.152 | 0.547 | 0.584 |
| Interpersonal Communication→Motivation | 0.462 | 0.467 | 0.124 | 3,720 | 0,000 |
| Motivation→Performance | -0.077 | -0.079 | 0.122 | 0.630 | 0.529 |
| Supervision→Performance | 0.012 | 0.046 | 0.135 | 0.088 | 0.930 |
| Supervision→Motivation | 0.332 | 0.327 | 0.118 | 2,809 | 0.005 |

Source: SmartPLS data processing, 2023

*Path coefficient*As shown in Table 4.11, it can be seen that the values in the original sample have positive and negative values, the direct relationship between interpersonal communication on motivation, monitoring of performance and monitoring of motivation is in the positive direction and interpersonal communication on performance and motivation on performance is in the opposite negative direction.

The significance of the direct influence can be seen from the P-values which are below 0.05, namely interpersonal communication on motivation and supervision of motivation, while interpersonal communication on performance, motivation on performance and supervision of performance indicates that this influence is not significant.

The significance of the indirect influence between exogenous and endogenous variables in the table is as follows:

**Table 6**
***Bootstrapping Indirect Effects***

| | Original sample (O) | Sample mean (M) | Standard deviation (STDEV) | T Statistics | P values |
|---|---|---|---|---|---|
| Interpersonal Communication→Motivation→Performance | -0.036 | -0.034 | 0.062 | 0.571 | 0.568 |
| Supervision→Motivation→Performance | -0.026 | -0.028 | 0.044 | 0.578 | 0.563 |

Source: SmartPLS data processing, 2023

Table 6 shows the value of the indirect relationship between exogenous and endogenous variables. The table above shows that the values in the original sample are negative, so it can be concluded that in this study the indirect relationship between exogenous variables and endogenous variables is in the opposite negative direction. The significance of the indirect influence can be seen from the P-Value value. Of the two indirect influence relationships, two variables have a value greater than 0.5, namely interpersonal communication to performance with motivation as an intervening variable and supervision to performance through motivation as an intervening variable indicating this influence. not significant.

**Hypothesis**
Hypothesis 1
       Based on Table 5, namely calculations using*bootstrapping*, the p-value of interpersonal

communication on motivation is 0.000<0.05 so that accepting H1 or which means the direct influence of X1 on Y is significant. Referring to this description, it can be concluded that hypothesis 1 is accepted.
Hypothesis 2
    Based on Table 4.8, namely calculations using*bootstrapping*, the p-value of supervision on motivation is 0.005<0.05 so that accepting H2 or which means the direct influence of X2 on Y is significant. Referring to this description, it can be concluded that hypothesis 2 is accepted.
Hypothesis 3
    Based on Table 4.8, namely calculations using bootstrapping, the p-value of interpersonal communication on performance is 0.584>0.05, thus rejecting H3 or which means that the direct influence of X1 on Z is not significant. Referring to this description, it can be concluded that hypothesis 3 is rejected.
Hypothesis 4
    Based on Table 4.8, namely calculations using bootstrapping, the p-value of monitoring performance is 0.930>0.05, thus rejecting H4 or which means that the direct influence of X2 on Z is not significant. Referring to this description, it can be concluded that hypothesis 4 is rejected.
Hypothesis 5
    Based on Table 4.8, namely calculations using bootstrapping, the p-value of motivation on performance is 0.529>0.05, thus rejecting H5 or which means that the direct influence of Y on Z is not significant. Referring to this description, it can be concluded that hypothesis 5 is rejected.
Hypothesis 6
    Based on Table 4.9, namely calculations using bootstrapping, the p-value of interpersonal communication on performance with motivation as an intervening variable is 0.568>0.05 so that it rejects H6 or which means the indirect influence of X1 on Z through Y is not significant. Referring to this description, it can be concluded that hypothesis 6 is rejected.
Hypothesis 7
    Based on Table 4.9, namely calculations using bootstrapping, the p-value of monitoring performance with motivation as an intervening variable is 0.563>0.05, thus rejecting H7 or which means the indirect effect of X2 on Z through Y is not significant. Referring to this description, it can be concluded that hypothesis 7 is rejected.

**Discussion**
*The Influence of Interpersonal Communication on Motivation*
    Theory X and Y are theories of motivation and management. This theory puts forward two different views in motivating workers that are applied by managers in human management, including communication, because this theory explains that there are two types of workers, namely type X humans who are negative and type Y humans who are positive.(Ghozali, 2020). With the existence of these 2 (two) types of people, a manager in implementing a managerial system requires different interpersonal communication techniques to motivate workers to produce the expected performance. Communication is a very important point when giving motivation to someone. Motivation can be well received if interpersonal communication is carried out well and can be accepted by other people.
    Based on the research results, the interpersonal communication variable on motivation among nursing staff at the Sekayu Hospital Inpatient Installation shows that interpersonal communication has an effect on motivation with a significance value for the relationship between interpersonal communication and motivation, namely 0.000 or 0%. This shows that the significance value is smaller than the value set by researchers at 0.05 or 5%, so it can be concluded that the hypothesis is accepted, which means interpersonal communication has a significant effect on motivation. This shows that good interpersonal communication can motivate someone. The accepted hypothesis and significant influence support previous research from(Putri & Nasution, 2021)that interpersonal communication has a positive and significant effect on employee motivation. This research also supports research conducted by(Yuliana & Rahadi, 2021)that interpersonal communication has a

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good influence that can increase a person's motivation. Communicating whether consciously or not will motivate someone and make them inclined to change their behavior and activities. Therefore, communication requires accuracy, caution and a person's skills in motivating so that the expected goals can be successful.

*The Effect of Supervision on Motivation*

Supervision is in accordance with the theory explained by Mangkunegara(Nurhawa et al., 2019)that supervision has an important role in monitoring implementation standards to achieve planning goals, comparing actual activities with previously established standards, finding and measuring deviations to ensure that all company resources are used effectively and efficiently in achieving company goals. Supervision is an effort to achieve planned goals. Besides that, supervision is an effort to align all existing resources in the organization.

Based on the research results, the supervision variable on the motivation of nursing staff at the Sekayu Hospital Inpatient Installation shows that supervision has a significant influence on motivation, namely the significance value is smaller than the value set by researchers at 0.05 or 5% so it can be concluded that the hypothesis is accepted, which means supervision significant effect on motivation. This shows that the implementation of a monitoring system that has been implemented well will increase a person's motivation at work.

This hypothesis accepts previous research conducted by(Tarigan et al., 2022)that supervision has a crucial impact on motivation. This research is also supported by research conducted(Kurniasari & Rosdiana, 2023)that supervision has an influence on motivation, the company must have appropriate leaders and appropriate methods of supervision so that work motivation can be achieved and improvements meet expectations

*The Effect of Interpersonal Communication on Performance*

Communication within a company or organization is an important factor in interacting with one another. Communication is expected to be able to achieve a point of equality, mutual understanding and be able to convey clear information between leaders and nurses and vice versa. Good communication in the work environment can create maximum performance for every nurse who works(Sasauw et al., 2023).

Based on the research results, the interpersonal communication variable on the performance of nursing staff at the Sekayu Hospital Inpatient Installation showed an influence and was not significant with a P-value of 0.580 or 58%. This indicates that the significance value is greater than the value set by the researchers at 0.05 or 5% so it can be concluded that the hypothesis is rejected, which means that interpersonal communication has no significant effect on performance.

This is in contrast to research conducted by(Kartini et al., 2020)that interpersonal communication can influence employee performance. This is in line with previous research conducted by(Suvero, 2021)concluded that there is no influence between interpersonal communication on performance with a P-value of 0.391.

*The Effect of Supervision on Performance*

In theory, supervision means researching, assessing, improving, developing the quality of teaching and learning activities carried out individually or in groups, and consulting in professional dialogue. The supervision system carried out by superiors is one of the concerns given by superiors in carrying out the guidance and coaching process for employees, so that it is hoped that supervision can improve employee performance.(Harahap, 2001).

Based on the research results, the supervision variable on the performance of nursing staff at the Sekayu Hospital Inpatient Installation shows that there is an insignificant relationship between supervision and performance with a P-value of 0.930 or 93%. The significance value is greater than the value set by the researcher at 0.05 or 5%, so it can be concluded that the hypothesis is rejected, which means that supervision has no significant effect on performance.

This hypothesis is not in line with research conducted by(Rivai, 2021)that supervision has a significant effect on performance. To improve performance, supervision is sometimes necessary. And also research conducted by(Arifudia et al., 2020)that supervision has a significant effect on performance.

*The Effect of Motivation on Performance*

Theory X and Y put forward two different views in implementing motivation for type X and Y employees in improving employee performance(Ghozali, 2020). Motivation is one of the factors that influences employee performance. Work motivation is really needed by employees. The more motivated an employee is to work, the better performance they will provide to the agency where they work. Motivation has the power of a person/individual's tendency to carry out activities that lead to work goals rather than satisfaction, but more than that is the enjoyment and motivation of work to achieve work goals.

Based on the research results, the motivation variable on the performance of nursing staff at the Sekayu Hospital Inpatient Installation has an insignificant influence with a P-value of 0.529 or 52.9%. This shows that the significance value is greater than the value set by the researcher at 0.05 or 5%, so it can be concluded that the hypothesis is rejected, which means that motivation has no significant effect on performance.

This is in contrast to research conducted by(Suvero, 2021)which states that motivation has no effect on performance. Other research conducted by(Tarigan et al., 2022)that motivation has a positive and crucial impact on teacher performance. This is also in line with research conducted by(Sasauw et al., 2023)that motivation has an insignificant positive influence on performance.

*The Effect of Interpersonal Communication on Performance through Motivation*

Communication is needed to find out whether management has acted effectively or not. In an organization there are various ways of communication that need to be considered in the course of the organization. Between leaders, subordinates and colleagues, there must be two-way communication.(Saputra et al., 2021).

Based on the research results, the interpersonal communication variable on performance through motivation as an intervening variable for nursing staff at the Sekayu Hospital Inpatient Installation has an insignificant effect with a p-value of 0.568 or 56.8%. This shows that the significance value is greater than the value set by the researcher at 0.05 or 5%, so it can be concluded that the hypothesis is rejected, which means that motivation does not mediate performance interpersonal communication.

This research is in line with research conducted by(Saputra et al., 2021)that communication has no significant effect on employee performance through work motivation. The research rejects previous research, namely research conducted by(Harum & Suharnomo, 2018)that interpersonal communication has a significant effect on employee performance through organizational commitment as an intervening variable

*The Effect of Supervision on Performance through Motivation*

Supervision is an effort to check the activities carried out to see whether everything is happening according to the plan that has been set, whether it is in accordance with the orders issued, and whether it is in accordance with the principles adhered to.(Harahap, 2001). Supervision carried out by superiors is an important thing for employees, because with supervision they can find out whether the actions they take are right or wrong.

Based on the research results, the monitoring variable on performance through motivation as an intervening variable for nursing staff at the Sekayu Hospital Inpatient Installation has an insignificant effect with a P-value of 0.563 or 56.3%. This shows that the significance value is greater than the value set by the researcher at 0.05 or 5% so it can be concluded that the hypothesis is rejected, which means that supervision has no significant effect on performance through motivation as an intervening variable.

This is in line with research conducted by(Pahrizal & Handayati, 2022)that supervision has no significant effect on performance through motivation. This research is in contrast to previous research conducted by(Tarigan et al., 2022)that academic supervision can influence teacher performance through motivation as mediation. The research also rejects previous research, namely

research conducted by(Harum & Suharnomo, 2018)that supervision has a significant effect on employee performance through organizational commitment as an intervening variable.

## CONCLUSION

Based on the results of the research and analysis carried out, the following conclusions can be drawn:

1. There is a significant influence between interpersonal communication and motivation among nursing staff at the Sekayu Hospital Inpatient Installation. There is a significant influence between supervision and motivation of nursing staff in the Sekayu Hospital Inpatient Installation. There is no significant influence between interpersonal communication and the performance of nursing staff at the Sekayu Hospital Inpatient Installation. There is no significant influence between supervision and performance of nursing staff in the Sekayu Hospital Inpatient Installation. There is no significant influence between motivation and performance of nursing staff at the Sekayu Hospital Inpatient Installation.

2. There is no significant influence between interpersonal communication and performance through motivation as an intervening variable in nursing staff at the Sekayu Hospital Inpatient Installation. There is no significant influence between supervision and performance through motivation as an intervening variable in nursing staff at the Sekayu Hospital Inpatient Installation.

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