

**Original Article**

**The Impact Of Implementing Work Culture (Concise, Neat, Clean, Care, Diligent) And Nurse Competence On Nurse Productivity**

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**ABSTRACT**

**Background:** Nurse productivity is crucial in determining the quality of healthcare services in hospitals. It directly impacts patient care and hospital operations. The implementation of Work Culture (Concise, Neat, Clean, Caring, Diligent) and nurses' competencies are factors that can significantly influence the productivity of nurses. The primary objective of this study is to determine the impact of Work Culture (Concise, Neat, Clean, Caring, Diligent) and nurses' competencies on nurses' productivity at Mojowarno Christian Hospital, Jombang, in 2024. The study assesses how applying these factors enhances nurse performance and hospital service efficiency.


**Methods:** This research uses a quantitative approach with a cross-sectional design to examine the relationship between variables at a particular moment. The sample comprises 100 nurses from Mojowarno Christian Hospital, chosen through random sampling. The independent variables include the implementation of Work Culture (Concise, Neat, Clean, Care, Diligent) and nurse competencies, while the dependent variable is nurse productivity. Data collection was conducted using observation sheets tested for validity and reliability. Ordinal regression analysis was employed to analyze the data.


**Results:** The results of the ordinal regression analysis showed a P-value of 0.000, which is less than 0.05, leading to the rejection of H0 and the acceptance of H1. This indicates a significant collective influence of the implementation of Work Culture (Concise, Neat, Clean, Caring, Diligent) and nurses' competencies on nurses' productivity. In the partial analysis, the P-value for the Work Culture (Concise, Neat, Clean, Care, Diligent) variable was 0.024, less than 0.05, suggesting a significant influence on nurses' productivity. The P-value for nurses' competencies was 0.000, indicating a significant partial effect on productivity.

**Conclusion:** The study concludes that both the implementation of Work Culture (Concise, Neat, Clean, Caring, Diligent) and nurses' competencies have a significant impact on nurses' productivity at Mojowarno Christian Hospital. The results underline the importance of fostering a strong work culture and continuously improving nurses' competencies to enhance productivity and the overall quality of healthcare services. Hospitals should prioritize these factors to ensure efficient and effective care delivery, improving organizational outcomes. **Keywords:** Work Culture (Concise, Neat, Clean, Care, Diligent), competency, productivity.

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## Introduction

Hospitals are central institutions that provide medical services to the community. The quality of service hospitals provide depends not only on the equipment and facilities available but also on human factors, particularly the role of nurses in providing care to patients. Nurse productivity directly impacts the quality of patient care and the operational efficiency of hospitals ([Alkhaldi & Abdallah, 2020](#); [Dobrzykowski & McFadden, 2020](#); [Ferreira, Nunes, & Marques, 2020](#)). Employee productivity is a benchmark for any organization's operations regarding product quality and quantity. In today's competitive market, companies must focus on improving employees' quality and well-being to stay competitive. A company needs significant capital to achieve its goals and must consider other production factors such as natural resources, labor, and expertise, all of which work together. This is also true in the healthcare sector. According to the Indonesian National Nurses Association (PPNI) report 2006, nurse productivity in Indonesia decreased by 50.9% ([Kulsum umi, 2023](#)). A study at Pertamina Hospital showed that the nurse productivity level was 78% (Nopi, 2018). Nurse productivity is also influenced by competencies, which include the knowledge, skills, and attitudes necessary to provide quality care. Competent nurses are better able to provide care, reduce errors, and increase patient satisfaction. Competency standards are agreed-upon measures or benchmarks, while competency refers to an individual's observable ability to perform a task with the required knowledge, skills, and attitudes (Perawat & Indonesia, 2013). Competency encompasses various elements, such as

manual and intellectual skills and personal traits. These elements reflect education, training, and the abilities required for specific job duties ([Rahman, Irawati, & Arianto, 2021](#)). A study at Pertamina Jaya Hospital found that competencies significantly influence work productivity by 46.10%, with the remaining 53.90% influenced by other factors ([Marthalia, 2020](#))

. Human resources are considered productive when they demonstrate high work productivity, can achieve set targets, and are responsible for completing tasks on time. In addition to competency, work culture within the hospital environment also affects nurse productivity ([Mahapatro, 2021](#); [Rietdijk, van der Kuy, & den Uil, 2023](#)). Work culture refers to norms, values, and behaviors governing how people work and interact within an organization. One prominent approach to work culture is the (Concise, Neat, Clean, Care, Diligent) concept, which includes the principles of Concise, Neat, Clean, Care, and Diligence. These principles emphasize efficiency, orderliness, discipline, care for the work environment, and risk management in task execution. The continuous implementation of (Concise, Neat, Clean, Careful, and Diligent) affects productivity by 46% ([Rihianti, Meita Nazla Adila, & Tri Martiana, 2022](#)). Mojowarno Christian Hospital is a private hospital managed by the Christian Church Health Foundation of Jawi Wetan. Several issues currently affect the hospital, including high operational costs, electricity, medical equipment repairs, and nurse training expenses. Therefore, it is necessary to improve nurse productivity to avoid excessive operational costs. According to the human resources unit report, nurse productivity in 2023 was 70.4%, a decrease from 71.3% in the previous year, which included issues such as lack of discipline in

following hospital regulations, inadequate care for medical equipment, inefficient use of working hours, and a decline in patient care. Mojowarno Christian Hospital has implemented the (Concise, Neat, Clean, Care, Diligent) work culture (Concise, Neat, Clean, Care, Diligent) to improve nurse productivity. It aims to enhance nurses' competencies to reduce operational costs. Given that nurse productivity at Mojowarno Christian Hospital has not yet met the hospital's management expectations, the researcher is interested in conducting a study on the impact of (Concise, Neat, Clean, Care, Diligent) work culture and nurse competencies on nurse productivity at Mojowarno Christian Hospital in 2024.

## Methods

In this study, the researcher employed a quantitative design with a cross-sectional approach, which is a method used to examine the relationships between risk factors and their effects. This approach involves observing or collecting data at a single point in time, meaning each subject is observed only once, and the measurement reflects their status, characteristics, or variables at that specific moment. Cross-sectional research observes the variables at one particular time. The population for this study consists of all nurses at Mojowarno Christian Hospital in Jombang, with a sample size of 100 respondents.

## Results

Table. Distribution Frequency

No.	Category	Subcategory	Frequency	Percentage (%)
A	Age	21-30	16	16.0
		31-40	57	57.0
		41-50	19	19.0
		51-60	8	8.0
B	Gender	Male	43	43.0
		Female	57	57.0
C	Education	Bachelor's Degree	72	72.0
		Associate's Degree	28	28.0

The independent variables in this study are work culture (Concise, Neat, Clean, Care, Diligent) and nurse competence, while the dependent variable is nurse productivity. The scale used to measure the intensity of each variable is categorized into four levels: a score of 0-25% indicates a low level, showing minimal presence or influence; 26-50% represents a moderate level, with a fair degree of presence or influence; 51-75% reflects a high level, indicating significant presence or influence; and 76-100% signifies a very high level, demonstrating a powerful presence or impact of the measured variable.

This study used two instruments: a structured interview sheet to gather background data from respondents and an observation checklist to collect data on the research variables. The data validity tests used in this study include: 1) the Normality Test, which checks whether the data follows a normal distribution using the Kolmogorov-Smirnov Z test; and 2) the Homogeneity Test, which assesses whether the data is homogeneous, helping to determine whether parametric or non-parametric analysis should be applied. The Levene Test was used for the homogeneity check. This study has received ethical approval from the ethics committee at Strada Indonesia University.

No.	Category	Subcategory	Frequency	Percentage (%)
D	Work Unit	Emergency Room (IGD)	15	15.0
		Inpatient Room (IRJ)	11	11.0
		Obstetrics (UPI)	7	7.0
		Perina (PERINA)	8	8.0
		Gardenia (GARDENIA)	11	11.0
		Cempaka (CEMPAKA)	10	10.0
		Dahlia (DAHLIA)	15	15.0
		Bougainvillea (BOUGENVIL)	12	12.0
		Central Surgery	11	11.0

The table presents the demographic data of the 100 nurses surveyed at Rumah Sakit Kristen Mojowarno. The respondents were predominantly aged between 31 and 40 years (57%), followed by those aged 21-30 years (16%), 41-50 years (19%), and 51-60 years (8%). Gender distribution was nearly balanced, with 43% male and 57% female nurses. Regarding educational background, most respondents held a Bachelor's degree (72%), while 28% had an Associate's degree. In terms of work units, the distribution was varied, with the Emergency Room and Dahlia units comprising 15% of the respondents, followed by Gardenia and Bougainvillea units (12% and 12%, respectively). The Inpatient Room had 11% of respondents, while smaller percentages were observed in the Obstetrics and Perina units (7% and 8%, respectively). The Cempaka and Central Surgery Unit accounted for 10% and 11% of respondents, respectively.

Table 2. Statistic Test

Test	Results	Conclusion
Goodness of Fit	- Chi-Square (Pearson): 20.447- Degrees of Freedom (df): 12- Significance: 0.059	The significance value (0.059) > $\alpha$ (0.05). H0 is accepted, indicating that the logistic regression model is appropriate and fits the data well.
Goodness of Fit (Deviance)	- Chi-Square: 22.526- Degrees of Freedom (df): 12- Significance: 0.032	The significance value (0.032) < $\alpha$ (0.05).
Overall Parameter Significance (G Test)	-2 Log-Likelihood: 36.917- Chi-Square: 23.867- Degrees of Freedom (df): 2- Significance: 0.000	The significance value (0.000) < $\alpha$ (0.05). H0 is rejected, meaning at least one parameter is significant. The variables (Concise, Neat, Clean, Care, Diligent) Work Culture and Nurses' Competency significantly influence nurses' productivity.
Pseudo R-Square	Nagelkerke R-Square: 0.273	The independent variables ((Concise, Neat, Clean, Care, Diligent) Work Culture and Nurses' Competency) explain 27.3% of the variation in nurses' productivity, while factors outside this study influence the remaining 72.7%.
Partial Parameter Significance (Wald Test)	(Concise, Neat, Clean, Care, Diligent) Work Culture (X1):- Coefficient: 0.921- Significance: 0.024Exp(B): 2.5118Nurses' Competency (X2):- Coefficient: 1.818- Significance: 0.000Exp(B): 6.1595	Both independent variables have a positive relationship with nurses' productivity. An increase of 1% in (Concise, Neat, Clean, Care, Diligent) Work Culture raises the odds of productivity by 2.5118 times, while a 1% increase in Nurses' Competency raises it by 6.1595 times.

The ordinal regression analysis results indicate that the logistic model is appropriate based on the Goodness of Fit test. The Pearson test yielded a Chi-Square value of 20.447 with 12 degrees of freedom and a significance value of 0.059, which is greater than  $\alpha$  (0.05) thus, **H<sub>0</sub> is accepted**. However, the Deviance test showed a significance value of 0.032, smaller than  $\alpha$  (0.05), indicating a slight deviation in the model fit. The overall parameter significance test (G test) revealed a -2 log-likelihood value of 36.917, with a Chi-Square value of 23.867 and a significance of 0.000. Since the significance value is less than 0.05, H<sub>0</sub> is rejected, meaning that Work Culture (Concise, Neat, Clean, Caring, Diligent) and nurses' competency jointly influence nurses' productivity.

The Pseudo R-Square test resulted in a Nagelkerke R-Square value of 0.273, indicating that the independent variables explain 27.3% of the variation in nurses' productivity. In comparison, factors outside the study influence 72.7%. The partial parameter significance test using the Wald statistic showed that both independent variables significantly influence nurses' productivity. The Work Culture (Concise, Neat, Clean, Caring, Diligent) variable has a regression coefficient of 0.921 with a significance value of 0.024, meaning that every 1% increase in the work culture raises the odds of nurses' productivity by 2.5118 times. Meanwhile, the nurses' competency variable has a regression coefficient of 1.818 with a significance value of 0.000, meaning that every 1% increase in nurses' competency raises the odds of nurses' productivity by 6.1595 times.

In conclusion, both variables have a positive and significant relationship with nurses' productivity, with nurses' competency having a more substantial influence than Work Culture (Concise, Neat, Clean, Caring, Diligent).

## Discussion

The G test shows that simultaneously, both the Work Culture (Concise, Neat, Clean, Caring, Diligent) and nurses' competency significantly influence nurses' productivity, with a p-value of 0.000. Since the p-value (0.000) is smaller than  $\alpha$  (0.05), it can be concluded that both Work Culture (Concise, Neat, Clean, Caring, Diligent) and nurses' competency have a significant combined effect on nurses' productivity. Implementing a Work Culture (Concise, Neat, Clean, Caring, and Diligent) and strong nurse competencies can enhance nurses' productivity. The application of Work Culture (Concise, Neat, Clean, Caring, Diligent) helps create a more organized work environment, while nurses' clinical and communication skills contribute to increasing service efficiency ([Widiastuti et al., 2022](#))

Implementing Work Culture (Concise, Neat, Clean, Caring, and Diligent) and nurses' competencies significantly contribute to nurses' productivity ([Dantas et al., 2022](#)). Implementing the Work Culture (Concise, Neat, Clean, Caring, Diligent) helps reduce the time spent searching for equipment, while competencies increase confidence and efficiency in providing care. Implementing a combination of work culture (Concise, neat, clean, caring, diligent) and improving nurses' competencies significantly enhance productivity. Nurses reported that an organized work environment helps them work more efficiently and enhances the quality of care ([Cameron, Schmidt, Tremblay, Emelko, & Müller, 2021](#)).

Implementing a Work Culture that is concise, Neat, Clean, Caring, and Diligent) Enhancing nurses' competencies significantly increases nurses' productivity at the Mojowarno Christian Hospital. These two factors complement each other in



creating a more efficient, organized, high-quality work system. Work Culture (Concise, Neat, Clean, Caring, Diligent) is the foundation for operational efficiency, while nurses' competencies drive productivity. The Work Culture (Concise, Neat, Clean, Care, Diligent) creates a strong foundation with a work environment that supports productivity. At the same time, nurses' competencies ensure that tasks are performed with optimal speed and accuracy. When nurses work in a clean, organized environment and are backed by adequate clinical skills, productivity increases significantly.

In addition to boosting productivity, the combination of Work Culture (Concise, Neat, Clean, Caring, Diligent) and nurses' competencies also positively affect motivation and well-being. When nurses work in a supportive, organized environment and feel they have the necessary skills to perform their tasks, stress, and work fatigue decrease. This, in turn, improves their well-being and impacts long-term productivity.

Implementing a Work Culture (Concise, Neat, Clean, Care, Diligent) and enhancing nurses' competencies are complementary strategies for improving nurses' productivity. Work Culture (Concise, Neat, Clean, Caring, Diligent) creates a more organized environment, while nurses' competencies ensure they can make the most of it. When both factors work together, the result is a significant increase in productivity, better patient care, and more satisfied and motivated nurses performing their duties.

## Conclusion

Based on the research conducted at Mojowarno Christian Hospital regarding the impact of Work Culture (Concise, Neat, Clean, Caring, Diligent) and Nurses' Competencies on nurses' productivity, it

can be concluded that: 1) The results indicate that Work Culture (Concise, Neat, Clean, Care, Diligent) has a significant effect on nurses' productivity at Mojowarno Christian Hospital. 2) The findings also reveal that Nurses' Competency significantly influences nurses' productivity at the hospital. 3) Additionally, the Ordinal Regression Analysis confirms that both Work Culture (Concise, Neat, Clean, Care, Diligent) (X1) and Nurses' Competency (X2) significantly impact nurses' productivity, both partially and collectively at Mojowarno Christian Hospital in 2024.

## Authors Contributions

The authors contributed to this study in various capacities: the primary author conceptualized and designed the study, conducted data collection and analysis, and wrote the manuscript, overseeing the overall research direction. The co-authors assisted in the study design, contributed to data analysis, and provided critical revisions to the manuscript. Additional contributors supported data collection and reviewed the manuscript. All authors reviewed and approved the final version of the manuscript.

## Conflicts of Interest

There is no conflict of interest.

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