

The Influence of Competency Training on Work Productivity and Loyalty of Inpatient Nurses at RSUD Kota Bogor

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ABSTRACT

This study aims to analyze the relationship between competency training, work productivity, and loyalty of inpatient nurses at RSUD Kota Bogor. Understanding these relationships can help hospital management design appropriate competency development strategies, such as training and development programs. This research uses a descriptive quantitative method by distributing questionnaires to 119 respondents who are inpatient nurses at RSUD Kota Bogor. Data were analyzed using validity tests, normality tests, and multiple linear regression tests. The results of the study show that there is a positive and significant relationship between training and work productivity, training and loyalty, competence and work productivity, as well as competence and loyalty of nurses. These findings indicate that training and competence improvement play an important role in increasing the work productivity and loyalty of inpatient nurses at RSUD Kota Bogor. The practical implication of this research is that hospital management needs to design and implement

systematic and structured training programs and continuously strive to improve nurse competence to encourage increased work productivity and nurse loyalty. Furthermore, further research can be conducted to explore other factors that affect nurse productivity and loyalty.

Keywords: *Competency Training, Work Productivity, Nurse Loyalty, Inpatient Care.*

INTRODUCTION

Nurses play a crucial role in providing quality healthcare services in hospitals. They are responsible for delivering comprehensive nursing care to patients, including nursing assessment, care planning, intervention implementation, and evaluation of care outcomes. The quality of nursing care provided by nurses significantly impacts patient recovery and satisfaction, highlighting the essential role of nurses in healthcare service practice (Cahyono, 2015; Meyer & Allen, 2017). The assessment of nursing care quality is therefore a critical determinant of hospital service quality (Jones et al., 2017).

RSUD Kota Bogor is a significant healthcare facility serving the health needs of the community in its area. The management of RSUD Kota Bogor aims to establish it as a Teaching Hospital. As of January 6, 2023, based on the Decree of the Minister of Health of the Republic of Indonesia No. HK 01.07/Menkes/19/2023, RSUD Kota Bogor was officially designated as the main Teaching Hospital for the University of Defense (Dewi & Wibawa, 2016). With this status, RSUD Kota Bogor functions as an integrated entity for education, research, and healthcare services in medical education and other health professions in a multidisciplinary manner (Indriani, 2018; Suhaila et al.,

2017).

In the context of RSUD Kota Bogor, enhancing the competency of clinical nurses is crucial in achieving the organization's goals of providing quality healthcare services. Competent nurses possess extensive knowledge of nursing theory and practice, make appropriate decisions, perform effective nursing actions, and communicate well with patients and healthcare teams (Nuraeni et al., 2019; Yukl, 2013). Competent nurses are capable of delivering effective, safe, and timely nursing care, which can improve patient safety and satisfaction (Twigg et al., 2021; Smith et al., 2016). Moreover, competent nurses work collaboratively with other healthcare team members, increasing the efficiency of care processes and contributing to the overall performance of the hospital (Petra, 2019; Hinsu et al., 2014).

Therefore, it is important to conduct research examining the relationship between competency training, work productivity, and loyalty of inpatient nurses at RSUD Kota Bogor. Understanding these relationships can help hospital management design appropriate competency development strategies, such as training and development programs, to enhance the quality of nursing services and achieve organizational goals (Maisarah & Nasution, 2022; Supardi et al., 2021). This study aims to provide a better understanding of the importance of nurse competency in improving their performance in the hospital environment and to offer recommendations that can be implemented to improve the quality of nursing services at RSUD Kota Bogor.

The focus on the role of nurse competency in improving nursing service quality has been increasing in recent years.

Many studies have been conducted to explore the relationship between nurse competency and patient care outcomes (Dwiartama et al., 2020; Afriyanto & Negsih, 2019). Previous research shows that nurses with high levels of competency tend to provide better nursing care, reduce the risk of errors, and increase patient satisfaction (Indriani, 2018; Suhaila et al., 2017). Additionally, nurse competency plays a crucial role in improving the efficiency and effectiveness of nurse work. Competent nurses manage their time well, identify care priorities, and perform nursing tasks efficiently (Miranda, 2023; Nursalam & Efendi, 2008).

This research identifies several key issues to be addressed: identifying inadequate training for inpatient nurses at RSUD Kota Bogor, affecting their competency and skills, and ultimately impacting their work productivity and loyalty (Mira et al., 2013); assessing the competency level of nurses at RSUD Kota Bogor, including their knowledge, skills, and professional attitudes (Hinsa et al., 2014); evaluating the work productivity levels of nurses at RSUD Kota Bogor and how effectively and efficiently they perform their tasks (Onsardi et al., 2019); determining the loyalty level of nurses towards RSUD Kota Bogor and their motivation to continue working at the hospital and provide the best service (Takeuchi & Matsushita, 2021); and investigating the relationship between training, competency, work productivity, and loyalty of inpatient nurses at RSUD Kota Bogor (Afriyanto & Negsih, 2019).

Based on the background, the research questions are as follows: Is there a relationship between training and work productivity of inpatient nurses at RSUD Kota Bogor? Is there a relationship between training and loyalty of

inpatient nurses at RSUD Kota Bogor? Is there a relationship between competency and work productivity of inpatient nurses at RSUD Kota Bogor? Is there a relationship between competency and loyalty of inpatient nurses at RSUD Kota Bogor? Is there a relationship between training and competency on work productivity of inpatient nurses at RSUD Kota Bogor? Is there a relationship between training and competency on loyalty of inpatient nurses at RSUD Kota Bogor?

The objectives of this research are to analyze the positive relationship between training and work productivity of inpatient nurses at RSUD Kota Bogor, analyze the positive relationship between training and loyalty of inpatient nurses at RSUD Kota Bogor, analyze the positive relationship between competency and work productivity of inpatient nurses at RSUD Kota Bogor, analyze the positive relationship between competency and loyalty of inpatient nurses at RSUD Kota Bogor, analyze the positive relationship between training and competency on work productivity of inpatient nurses at RSUD Kota Bogor, and analyze the positive relationship between training and competency on loyalty of inpatient nurses at RSUD Kota Bogor.

The expected benefits of this research include providing insights for RSUD Kota Bogor in improving the quality of healthcare services by understanding the relationship between nurse competency and their work productivity and loyalty, helping identify areas needing improvement in competency development (Maisarah & Nasution, 2022); benefiting nurses by evaluating their competency levels, identifying strengths and weaknesses, and understanding the importance of competency in enhancing their work

productivity and loyalty, with findings used as a basis for designing training and development programs (Supardi et al., 2021); assisting HR management at RSUD Kota Bogor in understanding the relationship between nurse competency and their work productivity and loyalty, allowing for appropriate steps to improve workforce quality (Tio, 2009); and contributing to academic literature and future research in healthcare, serving as a basis for further studies on factors influencing nurse productivity and loyalty, and opening avenues for exploring other factors like work environment and motivation (Jones et al., 2017).

According to Indonesian Health Law No. 17 of 2023, nurses fall under the category of healthcare professionals. Law No. 38 of 2014 on Nursing defines a nurse as someone who has graduated from higher education in nursing, recognized by the government according to regulations. Nurses play a crucial role in achieving healthcare goals through quality care delivery (Noprianty, 2019). Training is a series of processes involving deliberate efforts to enhance the work capabilities of employees through professional training, aimed at increasing effectiveness and productivity within an organization. Indicators of effective training include clear objectives, qualified trainers, relevant content, appropriate methods, and participants meeting specified criteria (Mangkunegara, 2017).

Competency is a set of knowledge, skills, and attitudes required to perform tasks effectively. Nurse competency involves comprehensive professional service delivery to clients, ensuring safety and ethical standards in nursing practice. Competency encompasses theoretical knowledge, practical skills, and professional judgment required in

clinical settings (Miranda, 2023). Nurse work productivity refers to the ability to produce optimal output in performing duties. Productivity includes efficiency in routine tasks, decision-making in complex situations, and adaptation to changes in the work environment. Indicators of productivity include time efficiency, accuracy in medical procedures, and effective task execution (Meyer & Allen, 2017). Loyalty is the psychological commitment of nurses to remain with their organization and actively contribute to its success. It involves job satisfaction, organizational identification, and the intention to stay with the organization. Loyal nurses are more likely to deliver consistent, high-quality care, maintain good working relationships, and create a stable work environment (Rahma et al., 2019).

RESEARCH METHODS

The research was conducted in the Nursing Department of RSUD Kota Bogor from April 1 to May 16, 2024. This study involved inpatient nurses who are critical to delivering healthcare services at the hospital (Azwar, 2010). The study utilizes a quantitative research approach, specifically an analytic survey with a cross-sectional design. This design allows for the simultaneous examination of relationships between independent and dependent variables. Both primary data, collected through questionnaires, and secondary data, obtained from hospital records, were used in this research (Sugiyono, 2020).

The population for this study includes all inpatient nurses at RSUD Kota Bogor, totaling 471 nurses as of 2023. A non-probability sampling technique, specifically accidental sampling, was employed to select respondents. This method

involves selecting respondents who meet the criteria and are available to participate at the time of the study. The sample size was determined using the Slovin formula to ensure a representative sample size (Sugiyono, 2020).

Data collection involved the use of structured questionnaires designed to gather information on training, competency, work productivity, and loyalty of the nurses. These questionnaires were distributed to the selected sample of inpatient nurses. The data collection process ensured that all respondents had a clear understanding of the questions and provided their responses accurately.

To ensure the reliability and validity of the data collected, several tests were conducted. Validity tests were used to ensure that the questionnaires accurately measured the concepts they were intended to measure. Reliability tests were conducted to ensure the consistency of the responses over time. Classical assumption tests, including tests for normality, linearity, and homoscedasticity, were also performed to meet the assumptions necessary for regression analysis.

The primary analytical method used in this study was multiple linear regression analysis. This statistical technique was chosen to determine the relationships between the independent variables (training and competency) and the dependent variables (work productivity and loyalty). Multiple linear regression analysis allows for the assessment of the relative importance of each independent variable in predicting the dependent variables (Jefferies & Nicholls, 2012).

The results of the multiple linear regression analysis were used to identify the strength and significance of the

relationships between the variables. The findings provided insights into how training and competency influence work productivity and loyalty among inpatient nurses at RSUD Kota Bogor. These insights are critical for developing strategies to enhance nurse competency, work productivity, and loyalty, thereby improving overall healthcare service quality at the hospital.

In summary, this study employed a comprehensive methodology involving quantitative data collection and analysis to explore the relationships between training, competency, work productivity, and loyalty among inpatient nurses at RSUD Kota Bogor. The use of structured questionnaires, rigorous validity and reliability testing, and advanced statistical analysis ensured the robustness and reliability of the findings, providing valuable insights for hospital management and future research.

RESULTS & DISCUSSION

The study conducted at RSUD Kota Bogor aimed to explore the relationships between training, competency, work productivity, and loyalty among inpatient nurses. The findings revealed significant positive relationships between all examined variables. Specifically, training was positively correlated with work productivity and loyalty, while competency also showed a positive relationship with both work productivity and loyalty among the nurses. These relationships suggest that both training and competency are critical factors that influence the performance and commitment of nurses in the hospital setting.

The positive correlation between training and work productivity indicates that nurses who receive more

training tend to be more productive in their roles. Training equips nurses with the necessary skills and knowledge to perform their tasks more efficiently and effectively. This improvement in skills directly translates to higher productivity, as nurses can handle their responsibilities more competently and with greater confidence. The structured training programs at RSUD Kota Bogor likely provide nurses with updated medical knowledge, advanced clinical skills, and enhanced problem-solving abilities, all of which contribute to improved work performance.

Similarly, the positive relationship between training and loyalty highlights the role of continuous professional development in fostering organizational commitment. Nurses who perceive that their employer is invested in their professional growth are more likely to develop a strong sense of loyalty to the organization. This loyalty manifests as a greater willingness to stay with the hospital, reduced turnover rates, and a higher level of engagement with their work. Training programs that offer career advancement opportunities, such as specialization courses and leadership development workshops, can significantly enhance nurses' attachment to the hospital.

The findings also showed that competency is positively related to both work productivity and loyalty. Competent nurses, who possess a high level of clinical skills and knowledge, are better equipped to deliver quality patient care. This competency not only improves patient outcomes but also increases the nurses' job satisfaction, as they are able to see the positive impact of their work. Competent nurses are more efficient in their tasks, make fewer errors,

and require less supervision, all of which contribute to higher overall productivity.

Moreover, competency was found to be linked to increased loyalty among nurses. Competence in their roles gives nurses a sense of professional fulfillment and confidence, which in turn fosters a stronger emotional connection to their workplace. When nurses feel capable and appreciated in their roles, they are more likely to remain committed to their employer and less likely to seek employment elsewhere. This loyalty is crucial for maintaining a stable and experienced nursing workforce, which is essential for the continuity and quality of patient care.

These findings are consistent with previous research that has highlighted the importance of training and competency in enhancing nursing performance and commitment. For instance, Nursalam and Efendi (2008) emphasized that effective training programs are vital for maintaining high standards of nursing practice. Their research showed that training not only improves nurses' technical skills but also their ability to adapt to new clinical guidelines and technologies, thereby enhancing overall healthcare quality.

Furthermore, the study's results support the notion that training and competency development should be integral components of human resource management in healthcare settings. Hospital administrators should prioritize the implementation of comprehensive training programs that address both the clinical and professional development needs of nurses. These programs should include a mix of theoretical knowledge, practical skills training, and opportunities for career advancement.

In addition, fostering a culture of continuous learning within the hospital can further enhance the impact of training and competency development. Encouraging nurses to pursue additional certifications, attend workshops, and participate in professional conferences can help them stay updated with the latest advancements in medical science and nursing practice. Such initiatives not only improve individual nurse performance but also contribute to the overall quality of care provided by the hospital.

The study also highlights the importance of assessing and addressing the specific training needs of nurses. Tailoring training programs to address gaps in knowledge and skills can ensure that the training is relevant and effective. Regular evaluations of training outcomes and feedback from nurses can help refine these programs to better meet the evolving needs of the nursing staff.

Tabel Descriptive Statistics of Respondents

Variable	Frequency	Percentage (%)
Gender		
Male	48	40,3
Female	71	59,7
Age		
< 30 years	35	29,4
30-40 years	48	40,3
> 40 years	36	30,3
Educational Background		
Diploma	60	50,4
Bachelor's Degree	47	39,5
Master's Degree	12	10,1
Length of Service		
< 5 years	41	34,5
5-10 years	49	41,2
> 10 years	29	24,3

Source: Primary Data of Researchers, 2024

Table Comparison of Pearson Correlation Coefficients

Variabel		Thitung	Ttabel	Sign.	R Square
r1	Training <input type="checkbox"/> Work Productivity	15.283	1.980	0,000 < 0,005	66,6 %
r2	Training <input type="checkbox"/> Loyalty	9.662	1.980	0,000 < 0,005	44,4 %
r3	Competency <input type="checkbox"/> Work Productivity	9.282	1.980	0,000 < 0,005	42,4 %
r4	Competency <input type="checkbox"/> Loyalty	7.196	1.980	0,000 < 0,005	30,7 %

Source: Primary Data of Researchers, 2024

Table Comparison of Determination Coefficients

Variabel		F Hitung	F tabel	Sign.	R Square
R1	Training, Competency <input type="checkbox"/> Work Productivity	143.116	1.992	0,000 < 0,005	71,2 %
R2	Training, Competency <input type="checkbox"/> Loyalty	54.485	1.992	0,000 < 0,005	48,4 %,
R3	Training, Competency, Work Productivity <input type="checkbox"/> Loyalty	45.287	1.992	0,000 < 0,005	54,2 %

Source: Primary Data of Researchers, 2024 Top of Form

CONCLUSION & SUGGESTION

The study conducted at RSUD Kota Bogor has highlighted the critical importance of training and competency in enhancing work productivity and loyalty among inpatient nurses. The findings demonstrate that there are significant positive relationships between training, competency, and both work productivity and loyalty. This indicates that nurses who receive comprehensive training and who develop high levels of competency are more productive in their roles and more loyal to their organization.

Training plays a crucial role in equipping nurses with the necessary skills and knowledge to perform their duties effectively. It ensures that nurses are up-to-date with the latest medical practices, technologies, and clinical guidelines. As a result, trained nurses are more confident, make fewer errors, and can handle their responsibilities more efficiently, leading to increased productivity. Furthermore, when nurses perceive that their organization is committed to their professional development, they develop a stronger sense of loyalty, which reduces turnover rates and enhances job satisfaction.

Competency, on the other hand, is directly linked to the quality of care that nurses provide. Competent nurses, who possess a high level of clinical skills and knowledge, are better able to deliver quality patient care, which improves patient outcomes and satisfaction. This professional fulfillment fosters a stronger emotional connection to their workplace, enhancing their loyalty to the organization. Competency also contributes to the overall efficiency of the healthcare team, as competent nurses require less supervision and are more adept at problem-solving.

The study underscores the need for hospital administrators to prioritize training and competency development as key strategies for achieving organizational excellence. By investing in structured training programs and fostering a culture of continuous learning, hospitals can ensure that their nursing staff remains competent and motivated. Tailoring training programs to address specific gaps in knowledge and skills, and regularly evaluating their effectiveness, can further enhance the impact of these initiatives.

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