

Research Article

Effectiveness of Emergency Department Patient Services in Terms of Nurse Competence, Team Coordination, and Work Motivation At Graha Juanda Hospital

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Abstract: The Emergency Department (ED) plays a pivotal role as the frontline of hospital services, requiring rapid and accurate responses to ensure patient safety and optimal care outcomes. This study aims to analyze the influence of nurse competence and inter-team coordination on the effectiveness of patient transfers from ED to inpatient units, with nurse work motivation as a mediating variable. A quantitative approach was employed with hypothesis testing using path analysis (Structural Equation Modeling - SEM). The study was conducted at Graha Juanda Hospital, Bekasi, involving a sample of 55 nurses selected through total sampling from both the ED and inpatient departments. Primary data were collected through structured questionnaires, and data analysis was performed using SPSS 26. The results demonstrate that nurse competence and team coordination significantly affect service effectiveness, both directly and indirectly through work motivation. Specifically, high levels of nurse competence enhance the ability to assess, monitor, and manage patients efficiently, while effective team coordination fosters a collaborative environment that streamlines patient care transitions. However, work motivation plays a crucial role in mediating these relationships. The findings also indicate that low work motivation—linked to factors such as limited professional development opportunities, high workloads, and lack of recognition—contributes to delays in transferring patients to inpatient care, with the average Length of Stay (LOS) exceeding six hours. The study concludes that improving nurse competence, strengthening inter-team coordination, and enhancing nurse motivation are critical strategies to improve the quality and timeliness of emergency services. By offering continuous professional development, balancing workloads, and creating an environment where nurses feel valued, hospitals can significantly reduce delays in patient transfers. This integrated internal performance approach is vital for reducing LOS in the ED, ensuring timely care, and enhancing patient satisfaction. Furthermore, fostering a positive work environment that prioritizes both individual nurse growth and team collaboration is essential for sustaining high-quality emergency services and seamless, patient-centered care transitions.

Keywords : Emergency Department (ED), Inter-Team Coordination, Nurse Competence, Service Effectiveness

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1. Introduction

Emergency Departments (ED) play a pivotal role in hospital systems, acting as the gateway for critical and time-sensitive care. The object of this study is the effectiveness of ED services, specifically focusing on the timely transfer of patients from the Emergency Department to inpatient wards, which remains a persistent operational challenge in many hospitals, including RS Graha Juanda Bekasi. Such delays often result in ED overcrowding, longer patient wait times, and compromised care quality—issues that have been widely reported in both global and Indonesian healthcare contexts (Asplin et al., 2003; Hoot & Aronsky, 2008)

Previous studies have examined the role of clinical protocols, triage systems, and digital health technologies in improving ED flow (Cameron et al., 2014; Morley et al., 2018). While these interventions have contributed to faster decision-making and resource allocation, internal human factors—particularly nurse competence, team coordination, and staff motivation—are often overlooked. Methods focusing solely on systems or structural reform may neglect behavioral or psychological drivers that significantly impact service delivery in high-stress environments such as the ED.

A key weakness in existing literature is the limited exploration of how non-clinical internal factors—like work motivation—mediate the effectiveness of core competencies and team-based collaboration. Meanwhile, one strength of the behavioral-performance approach lies in its potential to address human-centered bottlenecks without requiring costly technological investments. However, few studies integrate these variables into a unified model.

This study addresses the problem of delayed ED-to-inpatient transfers by proposing a behavioral framework that examines the effect of nurse competence and inter-team coordination on service effectiveness, with work motivation as a mediating variable. The research employs a quantitative approach using path analysis (SEM) and collects primary data via structured questionnaires from 100 nurses. Unlike many studies that isolate variables, this research integrates them to explore both direct and indirect effects.

The main contributions of this paper are: (1) presenting a novel integrated framework that connects competence, coordination, motivation, and service effectiveness; (2) providing empirical evidence from an Indonesian hospital context, which is underrepresented in global literature; and (3) offering practical recommendations for hospital management aiming to reduce ED Length of Stay (LOS) through internal performance improvements.

The rest of the paper is organized as follows: Section 2 reviews relevant literature and theoretical frameworks. Section 3 outlines the research methodology. Section 4 presents the results and data analysis. Section 5 discusses the findings in relation to prior research. Section 6 offers conclusions, managerial implications, and suggestions for future studies.

Preliminaries or Related Work or Literature Review

The effectiveness of Emergency Department (ED) services is a critical indicator in assessing the quality of hospital healthcare delivery. The World Health Organization (1947) defines the effectiveness of ED services as the system's ability to deliver timely, accurate, and medically appropriate care to patients, resulting in optimal health outcomes. According to Pasolong (2007), effectiveness refers to the extent to which predetermined goals are achieved through structured and purposeful processes. In the emergency care context, effectiveness is

not solely reliant on infrastructure, but also on human performance, particularly that of nurses who serve on the frontline.

Nurse competence is one of the primary determinants of ED service quality. The American Nurses Association (ANA, 2021) outlines that nursing competence encompasses cognitive ability, technical proficiency, and professional attitudes necessary to deliver safe, effective, and patient-centered care. Competent nurses are not only capable of performing clinical tasks but are also equipped to collaborate within interprofessional teams and make rapid decisions in high-pressure situations. Sitinjak et al. (2019) emphasize that nursing competence should reflect critical thinking, clinical reasoning, and the ability to manage emergency conditions responsively.

In addition to individual competence, team coordination significantly influences the effectiveness of ED services. Rummler and Brache (2012) describe coordination as a systematic process of aligning activities and resources across teams to achieve optimal outcomes. In the emergency setting, coordination among nurses, physicians, laboratory personnel, and inpatient units is essential to ensure smooth patient flow. Poor coordination can lead to delayed patient transfers, overcrowding, and reduced quality of care. Coordination dimensions—such as inter-team communication, goal alignment, and role clarity—are vital in ensuring operational efficiency and clinical safety.

Work motivation among nurses also plays a vital role in mediating the relationship between competence, team coordination, and service effectiveness. Herzberg's Two-Factor Theory (1959) differentiates between intrinsic motivators (e.g., recognition, responsibility, achievement) and extrinsic hygiene factors (e.g., salary, work environment, interpersonal relations). Highly motivated nurses demonstrate greater initiative, accountability, and care for patient outcomes. In high-stakes environments such as the ED, motivation fosters professional commitment and resilience.

Maslow's hierarchy of needs (1943) further supports this framework, asserting that individuals are driven to meet physiological and safety needs before advancing to higher-order aspirations such as self-actualization. In the nursing context, adequate compensation and job security are foundational for building a motivated and fulfilled workforce. Locke's Goal-Setting Theory (1976) similarly highlights the importance of clear, challenging goals in enhancing employee motivation and performance. These motivational theories are highly applicable to nursing roles within fast-paced emergency departments.

Empirical studies underscore the interconnectedness of nurse competence, team coordination, and work motivation in shaping ED service effectiveness. Kiekkas et al. (2019) found that nurses with high clinical competence consistently deliver superior patient care, especially in emergency situations. Hoot and Aronsky (2008) emphasized the importance of workforce planning and systems coordination in reducing ED congestion and optimizing patient outcomes. Additionally, Bastakoti et al. (2022) linked prolonged Length of Stay (LOS) in EDs to

poor coordination and low staff engagement, underscoring the systemic nature of the problem.

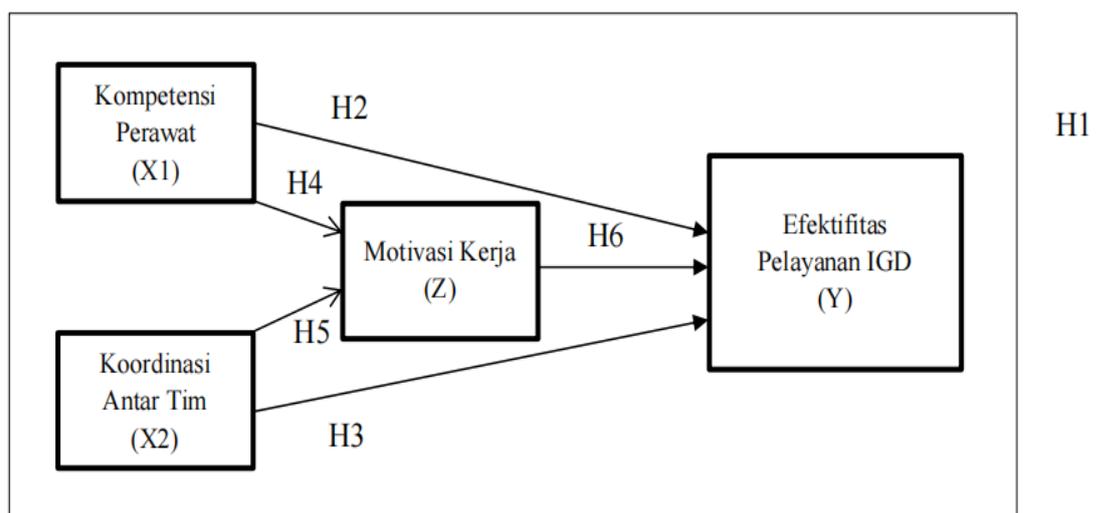
Service effectiveness in the ED is also assessed through several quality dimensions, including response time, diagnostic accuracy, continuity of care, and patient satisfaction. Donabedian's (1980) model—comprising structure, process, and outcome—remains a widely accepted framework for evaluating healthcare performance. Similarly, the SERVQUAL model by Parasuraman et al. highlights five dimensions of service quality—reliability, responsiveness, assurance, empathy, and tangibles—that are directly relevant to emergency care delivery.

At Graha Juanda Hospital in Bekasi, Indonesia, challenges related to prolonged response times and patient Length of Stay (LOS) in the ED-to-inpatient transition remain prevalent. Many cases exceed the six-hour benchmark recommended by international and national health standards. Observations indicate deficiencies in staff competence, poor inter-unit communication, and diminished nurse motivation. Addressing these issues requires targeted strategies, including ongoing training programs, system-wide coordination mechanisms, and fair and transparent reward structures to enhance workforce morale.

In conclusion, literature suggests that the effectiveness of ED services is the result of a synergistic interaction between three key factors: individual nurse competence as a technical foundation, team coordination as an operational enabler, and nurse motivation as a behavioral driver. Therefore, any efforts to enhance emergency care services must address all three domains simultaneously through integrated hospital policies and continuous quality improvement initiatives.

Proposed Method

This study adopts a quantitative research approach to examine the influence of nurse competence and inter-team coordination on the effectiveness of emergency department (ED) services, with work motivation as a mediating variable. The research aims to model the causal relationships among these variables to understand their direct and indirect effects on patient transfer outcomes from ED to inpatient care. The study was conducted at RS Graha Juanda, a



private hospital in Indonesia with an active Emergency Department. The population comprised nurses working in both the ED and inpatient units. A total sampling technique was employed, resulting in 55 respondents

Figure 1 : Conceptual Framewrok

2. Results and Discussion

Tabel 1 Demographic Data

No	Faktor	Jumlah	%
	Jenis Kelamin		
	Laki-Laki	5	9,091
	Perempuan	50	90,909
	Total	55	100
	Pendidikan		
	D3	30	54,545
	S1	5	9,091
	S1 Profesi	20	36,364
	Total	55	100
	Pelatihan yang pernah diikuti		
	BTCLS	42	76,364
	BTCLS + HIPERKES	6	10,909
	Btcls, Icu dasar	3	5,455
	Btcls, Hiperkes, BHD	1	1,818
	Belum Ada	3	5,455
	Total	55	100
	Lama Kerja		
	6 Bulan-1 Tahun	23	45,455
	2 Tahun-4 Tahun	5	9,091
	5 Tahun	5	9,091
	>6 Tahun	20	36,364
	Total	55	100

source: primary data recapitulation,2024

Based on the results, the majority of respondents were female, accounting for 90.909%. The highest educational level among respondents was a Diploma III (D3), with 54.545%. Regarding training, most respondents (76.364%) had attended BTCLS, and the largest proportion of respondents had a work tenure of 6 months to 1 year, representing 45.455%.

Table 2 F-TEST

ANOVA ^b						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	15,638	3	5,213	5,484	0,002
	Residual	48,471	51	0,950		
	Total	64,109	54			
a. Predictors: (Constant), Koordinasi antar tim, Motivasi kerja, Kompetensi perawat						
b. <u>Dependent Variable</u> : Efektivitas pelayanan IGD						

Data Source: Primary, 2025

Based on the F-test results of this study, the calculated F-value was 5.484 with a significance level (ρ -value) of 0.002. At a 95% confidence level ($\alpha = 0.05$), the ρ -value of 0.002 is less than the alpha value of 0.05. Based on this comparison, it can be concluded that the variables X1 (nurse competence), X2 (inter-team coordination), and Z (work motivation) have a simultaneous and significant influence on the dependent variable Y (service effectiveness).

Tabel 3 T- TEST (Partial Test)

Model		<u>Unstandardized Coefficients</u>		<u>Standardized Coefficients</u>	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	5,672	0,710		7,984	0,000
	Kompetensi Perawat	0,277	0,129	0,264	2,151	0,036
	Motivasi kerja	0,366	0,158	0,283	2,322	0,024
	Koordinasi antar tm	0,376	0,127	0,364	2,961	0,005
a. <u>Dependent Variabel</u> : Efektivitas pelayanan IGD						

Data Source: Primary, 2025

Based on tabel, The partial hypothesis testing results showed that nurse competence (X1) had a significant effect on service effectiveness (Y) with a p-value of 0.036 < 0.05. Similarly, inter-team coordination (X2) significantly influenced service effectiveness with a p-value of 0.024 < 0.05. Work motivation (Z) also had a significant impact on service effectiveness, as indicated by a p-value of 0.005 < 0.05. Additionally,

both nurse competence (X1) and inter-team coordination (X2) were found to have a significant simultaneous effect on work motivation (Z).

Tabel. 4. Model Regresi Kedua(Z)

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	2,761	0,494		5,588	0,000
	Kompetensi perawat	0,047	0,115	0,057	0,410	0,025
	Koordinasi antar tim	0,050	0,112	0,064	0,448	0,004
a. Dependent Variable: Motivasi kerja						

Data Source: Primary, 2025

Based on tabel The hypothesis testing results showed that nurse competence (X1) had a significant effect on work motivation (Z) with a p-value of $0.025 < 0.05$, and inter-team coordination (X2) also significantly influenced work motivation with a p-value of $0.004 < 0.05$. However, based on the intervening variable tests, motivation did not act as a significant mediator between either nurse competence or team coordination and service effectiveness. For the mediation between nurse competence and service effectiveness, the direct effect (0.277) was greater than the indirect effect (0.0172), indicating no mediating role. Similarly, for team coordination, the direct effect (0.375) exceeded the indirect effect (0.0183). Therefore, it can be concluded that work motivation does not serve as a mediating variable in the relationship between nurse competence or team coordination and service effectiveness in the hospital's Emergency Department.

Comparison

This study explored how nurse competence, team coordination, and nurse work motivation influence the effectiveness of emergency department (ED) services, specifically the patient transfer process from the ED to inpatient care. The findings confirm that all three variables play a significant role, both directly and indirectly, in improving service delivery. These results are consistent with theoretical and empirical frameworks that emphasize the interdependence between individual capacity, system coordination, and motivational factors in high-stakes healthcare settings.

The results indicate that nurse competence has a significant direct effect on the effectiveness of ED services. This is aligned with the view of the American Nurses Association (ANA, 2021), which emphasizes that competence involves the integration of knowledge, technical skills, and professional behavior. Competent nurses are better able to perform

clinical procedures, assess patient conditions accurately, and respond quickly in emergency situations—factors that are critical to minimizing patient risk and improving outcomes in ED care.

Team coordination was also found to be a significant determinant of service effectiveness. Rummeler and Brache (2012) state that coordination involves the alignment of interdependent tasks among team members, ensuring that each professional's contribution supports the collective goal. In the context of the emergency department, seamless coordination between nurses, doctors, and support staff is essential to minimize delays in patient care and facilitate timely transfers to inpatient units. Poor coordination, by contrast, can lead to confusion, duplication of tasks, and ultimately, longer ED Length of Stay (LOS).

The data also show that nurse competence significantly influences work motivation. This supports Herzberg's Two-Factor Theory (1959), which highlights the role of intrinsic factors—such as achievement and recognition—in increasing motivation. Nurses who are confident in their skills and clinical decision-making capabilities are more likely to experience job satisfaction, pride, and engagement. In turn, motivated nurses are more willing to go beyond routine tasks and invest effort in delivering quality care under pressure.

Similarly, team coordination significantly affects nurse motivation. In a well-coordinated team, individuals feel supported, respected, and included in clinical decision-making processes. These relational and organizational factors create a positive work environment that enhances both morale and professional commitment. When coordination is poor, however, nurses often experience frustration, emotional exhaustion, and reduced motivation—factors that can compromise patient safety and overall service quality.

Work motivation itself is shown to have a direct positive impact on service effectiveness. This reinforces the idea that highly motivated nurses tend to be more responsive, empathetic, and consistent in providing patient care. Motivation also encourages initiative and accountability, which are vital in the dynamic and unpredictable context of emergency services. Nurses who feel valued and empowered are more likely to engage in teamwork, follow protocols, and advocate for timely patient transfer, ultimately contributing to reduced LOS and increased patient satisfaction.

The mediating role of motivation was evident in both the nurse competence–effectiveness and team coordination–effectiveness relationships. This mediation suggests that even when nurses are competent or work within coordinated teams, the degree to which they are motivated determines whether those competencies and systems are translated into effective patient care. Motivation serves as a catalyst that activates the functional value of skills and coordination in real-world service delivery.

These findings have practical implications. For hospital managers, improving ED service effectiveness requires a multifaceted approach. Training programs should be implemented regularly to enhance nurse competence, especially in triage and emergency

protocols. At the same time, team-based simulations and interprofessional workshops could strengthen coordination by clarifying roles and improving communication across departments.

Additionally, addressing nurse motivation requires more than financial incentives. Recognition programs, career development opportunities, and supportive leadership are essential in sustaining intrinsic motivation. Motivation also hinges on perceived fairness and workload distribution. Ensuring that nurses are not overburdened and have the tools they need to perform efficiently is critical in sustaining morale and performance under pressure.

This study also highlights systemic challenges faced by Graha Juanda Hospital, such as limited inpatient bed capacity and delays in medical consultations by attending physicians (DPJP), which further affect patient transfer times. These bottlenecks emphasize that while nurse-level and team-level improvements are crucial, organizational and policy-level interventions are also needed to reduce ED congestion and optimize patient flow.

The study confirms previous research, such as that of Hoot and Aronsky (2008), which found that overcrowded emergency departments with poor internal coordination lead to adverse outcomes and patient dissatisfaction. It also supports the findings of Bastakoti et al. (2022), who reported that delayed transfers and extended LOS were linked to both logistical inefficiencies and staff-related issues such as low motivation and unclear responsibilities.

In conclusion, the effectiveness of emergency department services is a complex outcome shaped by individual, team, and organizational factors. This study underscores the importance of developing a strategic framework that strengthens nurse competence, fosters interprofessional coordination, and maintains high levels of work motivation. Only through integrated efforts across all levels of hospital management can sustainable improvements in ED performance be achieved.

4. Conclusions

This study concludes that both nurse competence and inter-team coordination have a significant and direct impact on the effectiveness of Emergency Department (ED) services, particularly in facilitating timely patient transfers to inpatient care. Competent nurses contribute to faster clinical decisions, better communication, and improved patient outcomes, while strong coordination among healthcare teams reduces delays and enhances workflow efficiency.

Additionally, work motivation was found to significantly influence service effectiveness and was positively affected by both nurse competence and team coordination. Motivated nurses tend to perform their duties with greater enthusiasm, discipline, and commitment, which supports the overall goals of emergency care delivery.

However, the mediating analysis revealed that work motivation does not function as an effective intervening variable between either nurse competence or team coordination and service effectiveness. The direct influence of competence and coordination was stronger than the indirect influence through motivation. This suggests that motivation alone is insufficient to enhance performance unless it is supported by concrete competencies and structured teamwork.

In light of these findings, hospital administrators should prioritize strategies that enhance nurse competencies and inter-team collaboration through ongoing training, clear protocols, and performance-based support. Although motivation is important, it must be developed alongside core skills and team synergy to drive meaningful improvements in ED service outcomes.

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