SWOT Analysis as a Strategy for Enhancing Nursing Officer Performance Through Leadership, Rewards, and Facilities

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ARTICLE INFORMATION

ABSTRACT

RSUD Bahteramas Kendari, as a referral hospital, plays an essential role in providing health services. This study aims to analyze the strengths, weaknesses, opportunities, and threats related to the role of leadership, rewards, and facilities on the performance of nursing staff in 2024 and strategies for optimizing service satisfaction. This study used a qualitative descriptive method. The 20 respondents were selected using the snowball sampling technique. Data collection through interviews, observation, and documentation was analyzed using SWOT to identify internal and external factors. The results showed strengths in effective leadership (score 2,11), competitive reward systems, and modern health facilities. Weaknesses include a lack of leadership training (score 1,90) and compensation transparency, which needs to be improved. Externally, opportunities include adopting new technology and cooperation with educational institutions (score 1,37). Threats include competition from other hospitals and government policy pressure (score 1,44). The resulting strategy is quadrant II of the diversification strategy, which utilizes opportunities to overcome weaknesses. Optimizing leadership training, increasing rewards transparency, taking advantage of technological possibilities, and promoting educational cooperation are recommended to improve nurse performance and service satisfaction.

Keywords: Facilities; Health Service; Leadership; Performance; Rewards; SWOT Analysis

INTRODUCTION

Health services in hospitals play a strategic role in achieving optimal public health outcomes. Nursing officers are crucial in ensuring service as the frontline providers of patient care. However, their performance is often influenced by various factors, including leadership effectiveness, compensation structures, and the adequacy of work facilities. Addressing these factors is essential for improving both nursing efficiency and overall patient satisfaction.

Leadership style significantly impacts individual and team performance. Effective leaders balance the needs of employees with organizational goals, fostering a work environment that enhances motivation and productivity. As Yunita (2021) states, successful leaders recognize key abilities within their teams and adapt their approaches to improve overall performance. Employee motivation is another critical element in workplace success, as it drives individuals to excel. According to Sedarmayanti et al. (2020), motivation stems from internal and external factors, which can either enhance or hinder performance depending on the circumstances. Inadequate rewards or compensation often lead to job dissatisfaction, emphasizing the need for fair and competitive remuneration. Armstrong and Taylor (2020) highlight that compensation, including salary, incentives, and benefits, directly influences employee motivation and loyalty, making it a key consideration for nursing staff management.

Research by Aiken et al. (2021) underscores the pivotal role of nursing staff performance in determining healthcare service quality. Nurses, as the primary caregivers, influence not only patient satisfaction but also clinical outcomes. However, their performance is shaped by both internal and external factors, including leadership quality, reward systems, and facility availability. Cummings et al. (2018) assert that strong leadership provides motivation and direction, while well-structured reward systems contribute to increased morale and job satisfaction. Conversely, ineffective leadership and inadequate compensation structures often result in disengagement and reduced performance (Laschinger & Fida, 2014).

One of the main challenges in optimizing nursing performance is the availability of adequate work facilities. Insufficient medical equipment and an uncomfortable work environment hinder efficiency and contribute to workplace stress. Hessels et al. (2019) note that well-equipped facilities not only enhance productivity but also reduce burnout among healthcare professionals. Djibran et al. (2023) further demonstrate that hospital work facilities significantly impact the performance of medical personnel, with improved availability leading to higher efficiency and stronger teamwork among healthcare providers.

To address these challenges, the Strengths, Weaknesses, Opportunities, and Threats (SWOT) analysis approach offers a structured framework for problem-solving in healthcare management. As Ruliyandari (2019) suggests, SWOT analysis is particularly useful in evaluating patient satisfaction and service quality. In the case of RSUD Bahteramas Kendari, SWOT analysis has been employed to identify strengths such as competent personnel and adequate resources while highlighting weaknesses like coordination issues and infrastructure limitations. Aljelban et al. (2023) argue that an organization's success is closely tied to its ability to manage resources and leverage opportunities for quality enhancement and cost reduction. In the context of nursing performance, SWOT analysis helps formulate strategies by addressing leadership challenges, reward structures, and facility improvements, ultimately contributing to better patient care and hospital reputation.

Despite existing strategies to enhance nursing performance, many approaches fail to tackle the underlying causes of these issues. A more comprehensive strategy is required, one that systematically assesses internal and external factors affecting nursing staff. SWOT analysis provides a means to identify strengths and weaknesses within an organization while recognizing external opportunities and threats. By integrating this analysis into hospital management, targeted improvements in leadership, compensation, and infrastructure can be effectively implemented.

This study aims to analyze the factors influencing nursing staff performance by employing a SWOT analysis approach, with a particular focus on leadership, rewards, and facilities. Nursing staff play a crucial role in delivering quality healthcare services, and their performance directly impacts patient care, hospital efficiency, and overall healthcare outcomes. By identifying the strengths, weaknesses, opportunities, and threats related to these key factors, this study seeks to provide a structured framework for assessing and improving nursing staff performance within hospital settings.

The significance of this research lies in its potential to generate strategic recommendations that can enhance nursing performance and, in turn, improve the overall quality of healthcare services. Effective leadership is essential in guiding and motivating nursing staff, while well-structured reward systems help boost morale, job satisfaction, and retention rates. Additionally, adequate facilities and resources are fundamental in ensuring that nurses can perform their duties efficiently and provide optimal patient care. By examining these interconnected factors through the SWOT analysis approach, this study highlights areas that require intervention and offers evidence-based solutions to enhance workplace conditions for nursing professionals.

A key aspect of this study's novelty is its application of SWOT analysis as a strategic tool to integrate leadership, rewards, and facilities within a healthcare setting. While previous studies have examined these factors individually, this research provides a more holistic approach by assessing their combined influence on nursing performance. By systematically evaluating internal strengths and weaknesses alongside external opportunities and threats, this study offers a comprehensive perspective on workforce optimization in the healthcare sector.

Furthermore, the findings of this study have broader implications for hospital management and healthcare institutions seeking to enhance their service delivery models. By offering insights into the strategic improvements needed in leadership structures, incentive programs, and infrastructural support, this research contributes to the development of more effective management strategies. The recommendations derived from the SWOT analysis can help healthcare organizations implement targeted policies aimed at improving nursing performance, increasing job satisfaction, and ultimately leading to better patient outcomes. Through this approach, the study not only addresses an important gap in healthcare management research but also provides actionable solutions that can be adapted to various hospital settings.

LITERATURE REVIEW

SWOT analysis, first introduced by Albert Humphrey in the 1960s, serves as a strategic tool for assessing an organization's situation. This framework consists of four key elements: strengths, weaknesses, opportunities, and threats. Strengths and weaknesses are internal factors that organizations can control, such as human resource quality and management systems. Meanwhile, opportunities and threats represent external influences, including regulatory changes and competition in the healthcare sector. In the nursing profession, SWOT analysis is instrumental in identifying areas for improvement,

such as leadership effectiveness, equitable reward systems, and adequate facilities. Kotler and Keller (2016) highlight that one of SWOT's advantages lies in its capacity to make decisions more adaptable to change. By employing SWOT, organizations can evaluate environmental shifts and develop proactive strategies.

Leadership is crucial in enhancing nursing staff morale and efficiency. Yukl (2019) notes that transformational leadership improves team performance by fostering a shared vision, intrinsic motivation, and empowerment. Utilizing SWOT analysis allows organizations to recognize existing leadership strengths and opportunities for further development. Rewards, both financial and non-financial, serve as key motivators for nursing staff. Chuan's (2022) study demonstrates that macro scenario planning, micro scenarios, and transformational leadership positively affect non-financial performance in the industry. Conversely, transactional leadership negatively influences non-financial performance, while the industry scenario does not exhibit a significant correlation.

Effective leadership directly impacts the quality of nursing staff by providing direction, motivation, and support. Transformational leadership, which emphasizes individual and team growth, has been shown to enhance nurses' job satisfaction and productivity. Additionally, participatory leadership fosters a collaborative work environment where nurses feel valued and supported. Az-Zahroh's (2017) research found a strong correlation (r = 0.834) between healthcare service quality and inpatient satisfaction, underscoring that improved service quality leads to higher patient satisfaction.

Rewards play a significant role in motivating employees, including nurses, by enhancing performance and job satisfaction. A transparent and fair reward system that encompasses both financial incentives, such as bonuses, and non-financial benefits, such as career development opportunities, boosts morale and loyalty. Pawirosumarto et al. (2017) argue that recognizing employees' efforts through promotions, bonuses, and verbal appreciation fosters a sense of value, ultimately encouraging optimal service delivery. Therefore, establishing an effective reward system should be a priority in nursing management.

Research by Saputri and Hidayat (2021) found a significant relationship between intrinsic and extrinsic rewards and job performance. Their study suggests that performance-based reward systems enhance job satisfaction among nurses, reinforcing the need for systematic reward structures. Similarly, Herzberg (2015) posits that fair compensation and rewards increase job satisfaction, which in turn directly influences performance.

Adequate facilities are another critical factor in supporting nursing staff productivity. Essential facilities include advanced medical equipment, a comfortable work environment, and technology that enhances operational efficiency. The availability of such resources not only streamlines nursing tasks but also reduces stress and work fatigue (Ashari et al., 2023).

In healthcare settings, SWOT analysis serves as a crucial tool for identifying internal strengths, such as highly skilled nursing staff, well-structured management systems, and efficient operational workflows. At the same time, it enables healthcare institutions to recognize internal weaknesses, including shortages of essential medical facilities, high patient-to-nurse ratios, and administrative inefficiencies that may hinder optimal service delivery. Moreover, SWOT analysis helps uncover external opportunities, such as increased governmental and private sector funding for healthcare initiatives, partnerships with medical universities for continuous training, and advancements in healthcare technology that can enhance service quality. Conversely, it also highlights external threats, such as rising competition from private healthcare providers, frequent

policy shifts that may disrupt operational stability, and challenges in workforce retention due to better opportunities elsewhere.

Kotler and Armstrong (2008) describe SWOT analysis as a comprehensive assessment of an organization's internal and external factors to guide strategic decision-making. Ginter et al. (2018) define strengths as resources, skills, or competitive advantages that enable organizations to meet market needs effectively, while weaknesses encompass limitations that impede performance. Opportunities refer to external conditions that provide growth potential, whereas threats constitute external risks that may hinder success.

By systematically implementing SWOT analysis, healthcare organizations can develop well-informed strategies to improve nursing performance. This includes investing in leadership development programs to cultivate effective and motivational leadership styles, ensuring a fair and transparent reward system that boosts job satisfaction and retention, and upgrading medical facilities to create a more efficient and supportive work environment. When applied effectively, SWOT analysis transcends mere evaluation and serves as a strategic foundation for optimizing nursing staff performance holistically. A well-implemented strategy not only fosters a positive and supportive work culture but also enhances overall healthcare service quality, leading to improved patient satisfaction and better clinical outcomes.

Kurâ et al. (2021) examined public health service quality in Community Health Centers and found that, despite some service improvement challenges, these centers remained committed to enhancing healthcare quality. Their strategies included workforce training and fostering effective communication between healthcare providers and patients. Furthermore, SWOT analysis results indicated a strong position for continued expansion and service enhancement.

By systematically applying SWOT analysis, healthcare organizations can make informed strategic decisions that strengthen leadership, motivate nursing staff through fair reward systems, and ensure the provision of adequate facilities. These measures collectively contribute to a resilient and high-quality healthcare system that benefits both medical professionals and patients alike.

RESEARCH METHOD

This study employs a qualitative descriptive method, as described by Sugiyono (2005), which is designed to systematically describe, interpret, and analyze research findings without making broad generalizations. This method allows for an in-depth exploration of the subject matter by focusing on specific details and contextual factors. The study was conducted at Bahteramas Kendari Hospital over a six-month period, from May to November 2024, providing ample time to gather relevant data and analyze various aspects of hospital management and nursing performance.

To ensure the selection of appropriate participants, the study utilized a snowball sampling technique, which enabled the identification of respondents based on their expertise, experience, and direct involvement in hospital operations. A total of 20 respondents were selected through this approach, allowing for a diverse range of insights from healthcare professionals, hospital administrators, and nursing staff. This method ensured that the collected data reflected multiple perspectives, contributing to a more comprehensive understanding of the research problem.

Data collection methods involved a combination of in-depth interviews, direct observations, and document analysis. Interviews were conducted with key stakeholders, including hospital management and nursing staff, to obtain firsthand information about existing challenges and potential areas for improvement. Observations allowed researchers to assess hospital operations in real time, while document analysis provided additional context through the review of hospital policies, patient satisfaction reports, and performance evaluations. The integration of these methods helped ensure a well-rounded analysis of the factors influencing nursing staff performance.

To systematically analyze the collected data, a SWOT analysis was employed as a strategic planning tool to evaluate internal strengths and weaknesses, as well as external opportunities and threats. This analytical approach involved a structured assessment process, incorporating rating values, weighted scores, and qualitative insights derived from the questionnaire responses. The final analysis was mapped into a SWOT quadrant, which facilitated the identification of the most effective strategies for enhancing nursing officer performance. By leveraging this approach, the study aimed to provide actionable recommendations for hospital management to improve service quality, optimize resource allocation, and strengthen the overall healthcare delivery system at Bahteramas Kendari Hospital.

RESULTS

Table 1. Description of Internal and External Factors from the Role of Leadership, Rewards, and Facilities on the Nursing Officers' Performance in Increasing Service Satisfaction at Bahteramas Kendari

Factor	SWOT Analysis	Amount	Rating	Weight %	Score
Internal Factors					
Strengths	Effective leadership at Bahteramas Hospital can increase nurse motivation and performance and encourage the creation of a conducive work environment.	66	3	0.15	0.49
	Leaders who have a clear vision and the ability to inspire teams can improve collaboration and communication among staff.	71	4	0.08	0.28
	A competitive and fair remuneration system can increase nurses' loyalty and motivation to provide the best service.	85	4	0.09	0.40
	The existence of performance-based incentives and bonus programs can encourage nurses to work harder and improve service quality.	78	4	0.09	0.34

	The complete and modern health facilities at Bahteramas Hospital support nurses' work effectiveness, which in turn improves their performance.	72	4	0.08	0.29
	The availability of adequate facilities and infrastructure allows nurses to work more efficiently and safely.	75	4	0.08	0.31
	Total	447	22	0.50	2.11
Weaknesses	Lack of leadership training and development for managers and unit heads can hinder management effectiveness and reduce nurses' motivation.	67	3	0.07	0.25
	Authoritarian leadership or lack of responsiveness to staff needs can lower nurses' morale and performance.	71	4	0.08	0.28
	If rewards are perceived as unfair or disproportionate to the workload, this can lead to a decrease in nurses' motivation and performance.	84	4	0.09	0.39
	Lack of transparency in the compensation system can lead to dissatisfaction among staff.	80	4	0.09	0.36
	Poorly maintained or inadequate facilities can hinder nurses' work processes and negatively impact service quality.	73	4	0.08	0.30
	Limited facilities can limit nurses' ability to provide optimal service, which in turn affects patient satisfaction.	76	4	0.08	0.32
	Total	451	23	0.50	1.90
	Difference				0.21
External Factors					
Opportunity	Opportunity to adopt more innovative and technology-based leadership practices to improve hospital effectiveness and efficiency.	55	3	0.08	0.23
	Opportunities to collaborate with health education institutions to improve leadership quality through training and development programs.	41	2	0.06	0.13

	Opportunities to improve the remuneration system by adjusting to more competitive healthcare industry standards to attract and retain quality nurses.	59	3	0.09	0.26
	Opportunity to implement reward and recognition programs to improve nurses' motivation and performance.	51	3	0.08	0.20
	Opportunities to obtain government or private funding to improve health facilities and technology in the hospital.	60	3	0.09	0.27
	Opportunity to expand or upgrade facilities to meet evolving healthcare needs.	62	3	0.09	0.29
	Total	328	16	0.49	1.37
Threat	Changes in government health policies may affect the leadership and management style of the hospital.	53	3	0.08	0.21
	Competition with other hospitals that have stronger and more organized leadership.	52	3	0.08	0.20
	Financial pressures caused by regulatory changes or declining hospital revenues may reduce the ability to provide competitive fees.	59	3	0.09	0.26
	Competition from other hospitals that offer more attractive remuneration can cause nurses to change jobs.	53	3	0.08	0.21
	The rapid development of healthcare technology requires continuous investment, and delays in adopting new technologies can put hospitals at a disadvantage.	59	3	0.09	0.26
	Threats from natural disasters or other external conditions that could damage facilities and disrupt hospital operations.	62	3	0.09	0.29
	Total	338	17	0.51	1.44
	Difference				-0.07

Source: Primary Data (2024)

The results in Table 1 showed that the SWOT analysis conducted on internal and external factors affecting the performance of nursing staff at Bahteramas Kendari

Hospital provided a comprehensive picture of the current conditions and challenges.

Internal factors are part of the strengths, namely effective leadership factors, a fair reward system, and complete facilities at Bahteramas Kendari Hospital to support nurse performance. Strength assessment is obtained from good leadership significantly contributes to nurse motivation and performance, creating a positive and productive work environment (score: 0.49); leaders with a clear vision (score: 0.28); fair rewards increase nurses' loyalty, motivating them to provide the best service, which has an impact on service quality (score: 0.40); incentive and bonus programs (score: 0.34); modern health facilities (score: 0.29); adequate infrastructure allows nurses to work more efficiently and safely, increasing job satisfaction (score: 0.31). The total strength score reached 2.11, with a total of 447. The high ratings on the leadership and facilities aspects indicate that the hospital has strong potential to improve service satisfaction.

Internal factors assessing weaknesses include lack of leadership training (score: 0.25); unresponsive leadership style can lower morale, negatively impacting team performance (score: 0.28); inequity in rewards (score: 0.39); lack of transparency in compensation (score: 0.36); inadequate facilities (score: 0.30); limited facilities (score: 0.32). Some of the existing weaknesses are a lack of leadership training, a less transparent compensation system, and limited facilities, with a total weakness score of 1.90, with a total of 451. These weaknesses can hinder management effectiveness and demotivate nurses, which can hurt service quality.

External factors in the form of opportunities include innovative leadership practices to improve hospital effectiveness, providing a competitive advantage (score: 0.23); cooperation with educational institutions (score: 0.13); improvement of the remuneration system to match the standard can attract quality nurses and improve service performance (score: 0.26); reward programs for nurses (score: 0.20); funding for facilities (score: 0.27); expansion and renewal of facilities (score: 0.29). With the opportunity to adopt more innovative leadership technology and establish cooperation with health education institutions that can be utilized to improve the quality of leadership in service, the total opportunity score is 1.37, with a total of 328.

External factors assessing threats included changes in health policy (score: 0.21); competition with other hospitals (score: 0.20); financial pressures such as regulatory changes or decreased revenue reducing the hospital's ability to provide competitive rewards (score: 026); fee-for-service competition (score: 0.21); developments in health technology (score: 0.26); threats from natural disasters damaging facilities, disrupting operations, and affecting service quality (score: 0.29). As the threat comes from health policy, competition with other hospitals is a real challenge. The total threat score is 1.44, with a total of 338. These threats can affect the hospital's management and operational strategies, thus requiring special attention for risk mitigation.

Based on this difference, the coordinate point of the role of leadership, service rewards, and facilities on the nursing officers' performance in increasing service satisfaction at Bahteramas Kendari Hospital is determined as follows:

Figure 1. SWOT Analysis Diagram
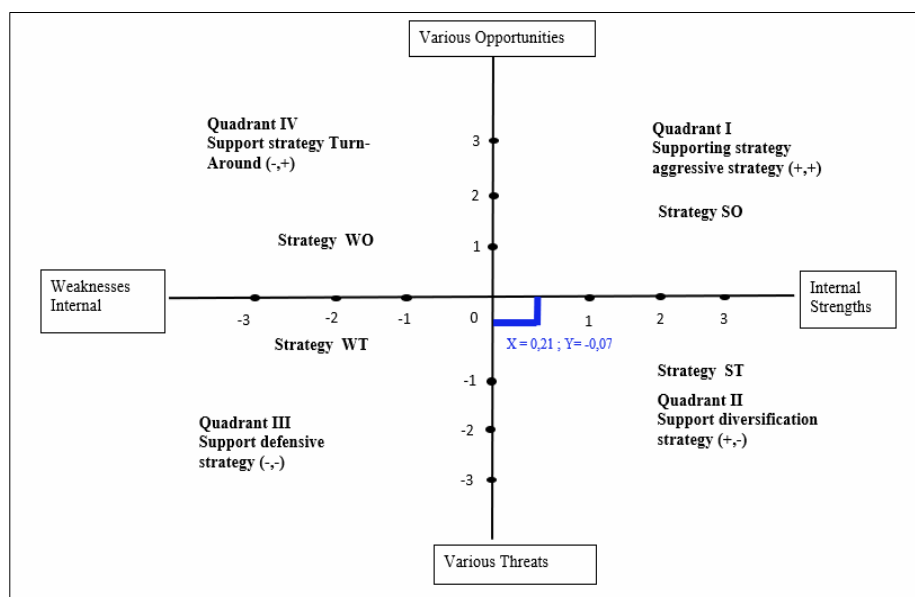
In the SWOT analysis diagram presented in Figure 1, there are two critical values analyzed. The value of X = 0.21 (difference in internal factors) illustrates that internal strengths are more dominant than weaknesses. Y value = -0.07 (difference in external factors), indicating that external threats are more dominant than opportunities. The position is in Quadrant II (Diversification Strategy). Quadrant II focuses on diversification to maintain hospital stability amid external challenges. This strategy involves utilizing internal strengths such as leadership, rewards, and facilities to counter threats such as competition, regulation, or technological developments.

DISCUSSION

This research uses SWOT analysis to see the strategic role of leadership, rewards, and facilities in improving the performance of nursing staff. This analysis describes each strength, weakness, opportunity, and threat of the Bahteramas Kendari Regional General Hospital in carrying out its activities.

The results of research on internal factors from the strength score (2.11) show that Bahteramas Hospital has advantages, especially in effective leadership, competitive reward systems, and complete facilities. This can increase nurse motivation and performance. Within the scope of strength, effective leadership improves nurses' performance and motivation and creates a conducive work environment. Leaders having a clear vision and the ability to inspire the team is crucial in improving collaboration and communication between nurses. In addition, a competitive reward system can increase nurses' loyalty and motivation. This study supports the idea that transformational leadership has a positive effect on the performance and motivation of staff in the health sector.

Meanwhile, the weakness score (1.90) shows that providing compensation in accordance with performance encourages nursing staff to provide the best service. One of the main strengths is that good pay increases job satisfaction, which, in turn, increases patient satisfaction. The internal factor loading weaknesses show that there are some areas that need improvement, such as leadership training and transparency in the compensation system. Despite the weaknesses, the strengths are still more dominant.
The results of the study on external factors included a total score of opportunities (1.37), indicating that there are opportunities to improve leadership practices and facilities.

Collaboration with health education institutions and obtaining funding for facilities are also opportunities that can be utilized. The total threat score (1.44) indicates that there are threats that need to be watched out for, such as policy changes and competition from other hospitals. These threats are slightly more dominant than the opportunities.

Research by Lisabella and Hasmawaty (2021) shows that transformational leadership contributes 11% to employee engagement, while quality of work life has a greater influence, namely 55%. In addition, this study also found that both have a positive effect on employee job satisfaction, with transformational leadership contributing 51% and quality of work life 20%. However, employee engagement cannot mediate the influence of transformational leadership on job satisfaction; instead, it can mediate the influence of quality of work life and employee job satisfaction.

Leaders will be more able to provide a significant influence on employee performance (Melva & Adriani, 2023). Employee performance is in the good category, and to improve employee performance even better, leaders and employees are always well connected through the spirit of transformational leadership and good communication. Research by Geremias et al. (2024) shows that transformational leadership functions as a mediating variable between psychological capital and affective commitment. Employees who view their leaders as transformational tend to have higher affective commitment.

Research by Prajogo and Tahang (2023) found that transformational leadership has a significant influence on performance, whereas a visionary leadership style can increase efficiency and competitiveness. In addition, a strong and positive organizational culture that supports creativity and innovation contributes to increased productivity. Purnomo et al. (2024) found that transformational leadership and compensation positively influence employee performance, while the non-physical work environment has no significant effect. In addition, job satisfaction acts as a mediator in the relationship between transformational leadership, compensation, and employee performance.

According to Asmiadi et al. (2022), employee job satisfaction can increase due to effective leadership. Employee performance increases significantly with the leadership styles mentioned, especially the 'Telling Me' style, with a value of 0.747. This shows that leaders who can provide clear direction and help their employees achieve goals can produce higher performance. In addition, Elburdah (2018) 72% of participants agreed that this leadership style was most related to employee performance. This suggests that communicative and instructive leadership can help teams and organizations as a whole perform better. Overall, leadership that is flexible and adapts to employee needs is essential to creating a productive and satisfying workplace.

Qurrotu'ainii (2024) found that fair compensation, strong work motivation, and a conducive work environment are interrelated and have a significant positive effect on employee performance. Hermanto et al. (2018) found that the incentive system was not optimal in terms of proportionality. The receipt of nursing staff incentives was not the same for the same item and month. Although indicators such as teamwork, distribution, professionalism, and performance have been running well, proportionality is still a problem. In addition, employee performance is not optimal. The quality and time of work are still lacking, although the quantity and cooperation are good. Employees are less friendly to patients, and many jobs are not completed on time. Employee performance can be improved by implementing an incentive system. With a better incentive system, employee performance will increase as reflected in the quality and effectiveness of work. Weakness analysis shows that lack of leadership training and transparency in compensation systems can negatively impact nurse morale. Authoritarian leadership and

being unresponsive to staff needs can lead to dissatisfaction, which ultimately reduces employee loyalty.

Research conducted by Novitasari and Fidiastuti (2018) found that transformational leadership did not have a significant effect on employee performance at the Puskesmas (sig. 0.844 > 0.05). However, this study also showed that organizational commitment (sig. 0.011 < 0.05) and job satisfaction (sig. 0.032 < 0.05) had a positive and significant effect on employee performance. These findings underline the importance of increasing commitment and job satisfaction to improve performance in the health sector.

Prahaski et al. (2024) showed that job uncertainty has a significant effect on employee loyalty, while compensation does not have a significant effect on job satisfaction. Job satisfaction functions as a mediator that connects job uncertainty with employee loyalty, while the effect of compensation on employee loyalty occurs directly. Fauziah et al.'s (2024) research found that there is a significant relationship between technological factors, namely human, organizational, technological, and net benefit aspects, on the satisfaction of Hospital Management Information Systems users.

Oktaviani and Warsito (2018) found that the low motivation of nurses in assignments and training in hospitals was influenced by a lack of knowledge about leadership, nurses who did not attend training and still carried out cleaning tasks, which had a negative impact on the quality of health services.

According to Suwatno and Priansa (2018), incentives help companies meet employee needs and improve employee performance. When organizations prioritize meeting the material and non-material needs of their employees, they will be more engaged and motivated. Provide attractive rewards to maintain performance and encourage continuous performance improvement.

Research by Djibran et al. (2023) found that the availability of work facilities has a positive and significant correlation with the performance of medical personnel in General Hospitals. The more complete the work facilities available, the better the performance of medical personnel. The condition of the workplace is considered quite good. More than 70% of respondents stated that the facilities were in good condition and not damaged, with around 67% of respondents discussing the suitability of the facilities to the needs. In addition, hospital employees are in the good category. Around 78% of medical personnel stated that they work harder as the amount of work increases, and 80% stated that they remain diligent even though they have a lot of work. As many as 80% of medical personnel stated that they work well and support each other to remain disciplined.

Threat coverage, health policy changes, and financial pressures are threats that can affect a hospital's ability to maintain competitive costs. Competition from other hospitals with stronger leadership is a major challenge for hospitals. Nafisah and Izzuddin (2024) revealed that compensation is a crucial element in human resource management that plays an important role in retaining and motivating employees. This study found that an effective compensation management strategy includes not only financial aspects, but also non-financial aspects, and must be aligned with the organization's goals to improve overall employee performance.

This study uses strategy quadrants to analyze the position of Bahteramas Hospital in the SWOT framework. In Quadrant I (Strengths + Opportunities), the hospital can take advantage of external opportunities, such as the growth of the healthcare sector and technological advancements, by leveraging its internal strengths, including strong leadership and competitive rewards. In Quadrant II (Weaknesses + Opportunities),

despite the limitations of existing facilities, the hospital can take advantage of external opportunities to improve and diversify its services through technological advancements. In Quadrant III (Strengths + Threats), Bahteramas Hospital can address competitive and legal challenges by improving service quality, strengthening leadership, and offering competitive rewards to maintain its market position. Finally, in Quadrant IV (Weaknesses + Threats), the hospital can mitigate potential risks by prioritizing facility improvements and encouraging innovation to improve service delivery.

Based on the results of the analysis, Bahteramas Hospital can implement a diversification strategy to provide more diverse and quality health services in accordance with the development of patient needs and existing external challenges. This can be in the form of service innovation, facility improvements, and adoption of technology that can strengthen the hospital's position and improve service quality. The SWOT analysis shows that nursing staff can perform better if they are able to manage internal weaknesses and external threats better. Ultimately, this will benefit patients. Implementation of a diversification strategy as an alternative to overcome problems and improve service quality.

This study supports strategic and organizational management theory on the importance of synergy between internal factors (leadership, compensation, and facilities) and responses to external factors (threats from competition and policies). Specific findings of dominant forces are competitive reward systems and adequate facilities. Major threats are competition from other hospitals and government health policies.

CONCLUSION

The conclusion of this study is that good leadership and adequate facilities can be utilized to face external threats. However, weaknesses such as lack of leadership training and a compensation system that needs improvement must be addressed. To improve nurse performance and service satisfaction, better leadership training, a transparent compensation system, and improved facilities and optimal care are needed. This will support the performance of nursing staff and improve overall patient service satisfaction. In addition, by adopting a diversification strategy, hospitals can continue to grow despite challenges such as competition and regulatory constraints. To overcome existing weaknesses, improving facilities must be prioritized.

The recommended strategies include expanding technology-based services to increase competitiveness, improving maintenance and modernization of health care facilities, and adopting technology-based training programs in collaboration with health education institutions. The researcher's next recommendation is to focus on developing a transformational leadership model, a fair remuneration system, optimizing health facilities, mitigating risks, and a qualitative approach to understanding nurses' needs holistically.

Significant implications for the management of Bahteramas Kendari Hospital include improving the performance of nursing staff and service satisfaction. The results of the SWOT analysis show that internal factors, especially effective leadership, a fair reward system, and complete facilities, have a crucial role in creating a conducive work environment and motivating nurses to provide the best service. However, weaknesses such as lack of leadership training, a less transparent compensation system, and limited facilities need to be addressed immediately so as not to hinder nurse performance. On the external side, the hospital has the opportunity to adopt innovative leadership practices, improve the remuneration system, and expand facilities through collaboration with educational institutions or external funding. However, threats such as changes in

health policies, competition with other hospitals, and financial pressures must be anticipated with the right strategy. The implication of this finding is the need for hospitals to focus on strengthening internal factors by utilizing external opportunities and mitigating threats through sustainable diversification strategies.

LIMITATION
The focus of this research is located in Bahteramas Kendari Hospital, so it does not describe the context of other hospitals. SWOT score-based measurement does not explore the in-depth perspectives of stakeholders. The subjects of this study were hospital management and nursing staff. The data collected in this study used interviews and observations. Government policies and the economic situation are some other external factors that can affect the performance of nursing staff. This study did not take these factors into account.

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DECLARATION OF CONFLICTING INTERESTS
This study has no conflicting interests; the authors declare that there are no financial relationships or personal interests that could affect its objectivity. For the purpose of nursing research and development at Bahteramas Kendari Hospital, all data and information obtained during the study will be presented honestly and openly.

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