



THE MEDIATION ROLE OF JOB SATISFACTION IN IMPROVING NURSE PERFORMANCE OF GENERAL HOSPITAL'S TYPE A AT CENTRAL JAVA

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This study aims to determine the effect of compensation and organizational culture on job satisfaction and performance, as well as the effect on performance through job satisfaction as hospital nurse. The population in this study was Hospital Inpatient Room Nurse. The sampling technique employed purposive sampling technique with a total sample of 179 nurses. The data processing technique employed the Partial Least Square (PLS) based method to develop the reliability of construct variables in model analysis. The results of this study indicate that compensation has a significant effect on performance, but organizational culture has no significant effect on performance. Job satisfaction mediates the effect of compensation on performance and the influence of organizational culture on performance. Suggestions for further researchers to use job satisfaction as a mediating variable in improving performance.

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INTRODUCTION

Human resources are the most essential main asset in every company. Employees are human resources owned by the company and play an important role in supporting the success of the company's goals. According to Samsuni (2017) in achieving goals, an organization need various kinds of resources. Starting from human resources, equipment, machinery, finance, and information resources. Each resource has its own duties and functions. These resources would interact and work together so that goals could be achieved effectively and efficiently (Samsuni, 2017).

In order to produce good employee performance, the hospital does not only depend on modern facilities and infrastructure owned by the company, but also on the quality of employee performance. Performance is a manifestation of the talents and abilities of the employees themselves. Performance is also the result of the work achieved by employees in carrying out tasks and jobs that come from the organization (Santosa, 2018). Performance is also a measure of organizational success, both production organizations or service provider organizations. Performance is also influenced by several factors, especially motivation, abilities, skills, insurance,

compensation, and achievement opportunities (Sudiardhita et al., 2018).

Compensation for the company means appreciation for workers who have contributed to realizing the company's goals through activities called work. Compensation is an obligation given by the company to employees who work for the company. Compensation also means rewards or rewards that are not only in the form of salaries and wages as a result of being a worker in a company. Compensation is what employees or workers receive in return for the work they give to the company or organization (Pitriyani et al., 2019).

Compensation could improve employee performance, motivation, loyalty and satisfaction at work. If compensation is given appropriately in accordance with the capacity between responsibilities and rights, employees would be motivated to achieve organizational goals. Employees using knowledge, skills, energy, time and commitment only expect rewards or repayments for performance and productivity for the work they do (Rinny et al., 2020). Providing good compensation in the company would have a positive impact on the company. If employees get compensation in accordance with what has been done to the

company, then employees would do whatever is best for the advancement of the company (Kuras, 2020).

In order to improve the performance of qualified and professional employees, another suitable factor to be applied in the work environment is organizational culture. Organizational culture could help employee performance since it creates an extraordinary level of motivation for employees to give their best in taking advantage of the opportunities provided by their organization. (Jamaluddin et al., 2017).

Organizational culture is being the control and direction in shaping the attitudes and behavior of members in an organization. Individuals and groups of people would not be separated from organizational culture and in general, members of the organization would be influenced by the diversity of existing resources (Rizal et al., 2021). The diversity of behavior of each individual in the work environment as well as good and bad habits that have become a culture in the organization would affect the behavior of other individuals.

On the other hand, job satisfaction is always associated with employee performance. This means that in order to improve employee's performance, the organization must be able to fulfill and improve the job satisfaction of its employees (Simanjuntak, 2020). The level of job satisfaction is one of the factors that affect employee performance since it ultimately affects organizational effectiveness (Sugiono and Efendi, 2020). Job satisfaction is also an important concept in an organization since it could affect employee performance and morale, this refers to employees' feelings and responses to their work. Providing employee development programs and giving awards as a form of work appreciation, has a positive impact on employee job satisfaction (Dousin et al., 2019).

Several previous studies found that compensation and organizational culture could affect employee performance (Rustilah, 2018) and (Muis et al., 2018). In contrast to the results of research conducted by (Rinny et al., 2020) and (Pawirosumarto et al., 2017) which state that compensation and organizational culture do not affect employee performance. From some of the statements above, there are still differences in the results of the study so that it is necessary to be investigated further.

Studies toward the factors that affect employee performance have often been done, however the complexity of the influencing factors continues to change along with the times, thus making this topic would continue to be interesting to do the study. This study was conducted on hospital nurses. Based on the results of the preliminary study that has been done, there were indications of problems in the performance of nurses. As a result, as many as 60% nurses do not always plan the work so that it could be completed on time. The lack of a sense of responsibility of nurses towards their work causes 67% of nurses not to immediately start a new duty when the old duty has been completed, and causes 53% of nurses to complain often at work. Whereas, the compensation given to hospital nurses related to medical services is very adequate.

HYPOTHESIS DEVELOPMENT

The Effect of Compensation on Performance

Compensation is something that employees receive in the form of money, goods directly and indirectly for the contribution of the employee in doing duties and responsibilities that have been done (Sari and Riana 2018). Compensation according to Nawawi (2005) is an award or reward for workers who have contributed to realizing their goals, through activities called work. Compensation is essentially an reward to employees who have contributed to the organization with the intention that they could make a positive contribution to the improvement of the organization (R.A.De.Rozarie, 2017). The compensation received by employees would provide more encouragement to work.

Compensation plays an important role in creating employee performance because one of the main reasons people work is to fulfill their living and compensation from the company is a source of income for employees. Compensation given by the company fairly and reasonably would provide a positive boost to employees (Jufrizen, 2017).

H1 : Compensation has a significant effect on Nurse Performance

The Effect of Organizational Culture

Organizational culture becomes self-identity for nurses and hospitals. This is able to foster a sense of pride in themselves and would push the performance of nurses. The effect of organizational culture on employee performance could be seen from the results of research conducted by Muh Ras Muis et al (2018), finding that organizational culture has a positive and significant effect on employee performance. Based on the description above, the following hypothesis could be presented as follows:

H2 : Organizational Culture has a significant effect on Nurse Performance

The Effect of Job Satisfaction on Nurse Performance

The job satisfaction felt by nurses for their hard work and the response given by the hospital would push nurses to perform well. The effect of job satisfaction on performance is in accordance with previous research conducted by Saban et al., (2020) which found that job satisfaction has a significant effect on employee performance. Based on the explanation of the findings above, the following hypotheses could be formulated:

H3 : Job Satisfaction has a significant effect on Nurse Performance

Mediation Effects of Job Satisfaction on Compensation on Nurse Performance

According to Leklikwati and Karel (2005) compensation could be interpreted as something that employees receive as remuneration for their work. Compensation that is assumed to be fair for nurses would bring job satisfaction to them. This would certainly push nurses to work and perform well. The results of previous research conducted by Julianingsih et al., (2020) found that job satisfaction could mediate the relationship between compensation and employee performance. Based on previous

research, the following hypothesis could be formulated:

H4 : Job satisfaction mediates the effect of compensation on Nurse Performance

Mediation Effect of Job Satisfaction on Organizational Culture on Nurse Performance

Organizational culture that has become the activity and identity of nurses would be able to foster a sense of love and pride in themselves which in turn increases a sense of job satisfaction and pushes nurse performance. A

study conducted by Gorap et al., (2019) found that job satisfaction mediates the relationship between organizational culture and employee performance. Based on previous study, the following hypothesis could be formulated:

H5 : Job Satisfaction mediates organizational culture on Nurse Performance

Based on the explanation of the development of the hypothesis above, the following is the research framework used in this study:

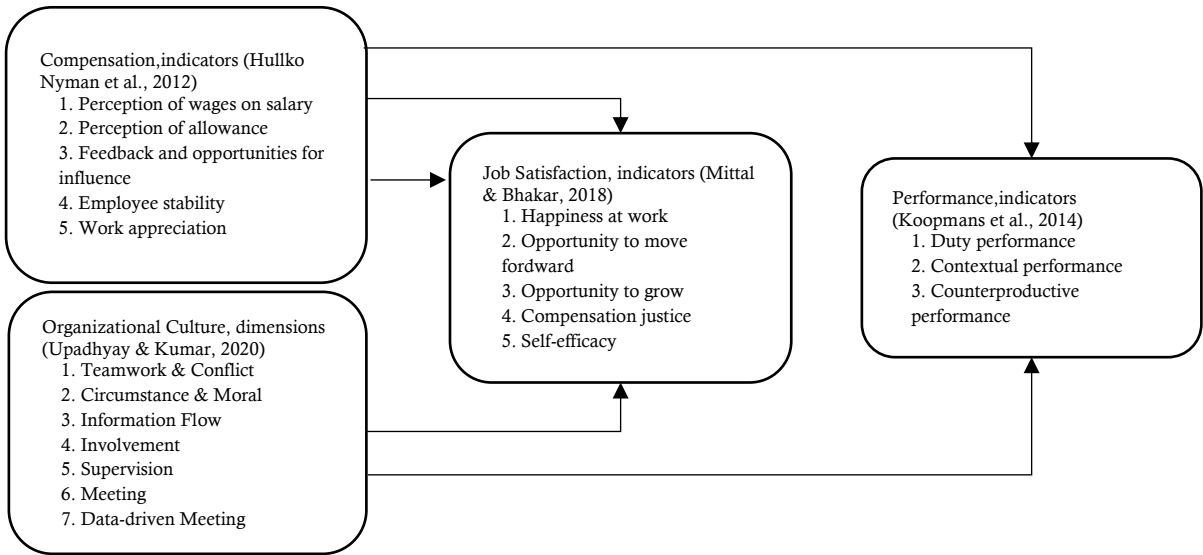


Figure 1 Theoretical Framework

METHOD

The type of research used in this research is quantitative research. It is called a quantitative method since the research data is in the form of numbers and the analysis uses statistics (Sugiyono, 2017). Sources of data employed in this study are primary data and offline questionnaires through a paper base with a Likert scale filling 1 to 5 as research data collection techniques.

The population in this study were nurses of General Hospital Type A Central Java. This research uses purposive sampling technique. The number of samples in this study were 179 nurses. While the data analysis method used is the Structural Equation Model-Partial Least Square (SEM-PLS) with the SmartPLS analysis tool.

RESULTS AND DISCUSSION

Convergent Validity Test

A convergent validity is a measure that shows the extent to which an indicator is positively correlated with other indicators in the same construct. The value of convergent validity was measured using the Average Variance Extracted or AVE (Santosa, 2018).

According to Ghozali, (2016) the outer loading value of 0.5 for each statement item is still acceptable since it is considered sufficient to meet the convergent validity requirements. By using the same logic, in the Smart PLS program the outer loading value would be valid if it has a value of more than 0.7.

Discriminant Validity Test

A discriminant validity indicates that a construct is unique and reaches phenomena that other constructs could not reach. Discriminant validity needs to be tested at the indicator level

and construct level (Santosa, 2018). Discriminant validity is measured by loading and crossloading factors, if the value between loadings is greater than the value of the crossloading factor, then the indicator meets the discriminant validity.

Reliability Test

A reliability test is used to test the extent to which an instrument or questionnaire is able to measure a variable consistently. The questionnaire could be said to be reliable if the internal consistency value is between 0.6 - 0.7 and the value is between 0.7 - 0.9 is satisfactory. An internal consistency value greater than 0.95 is undesirable since it indicates the indicators measure the similar phenomenon so that these indicators are not valid to measure the construct (Hair et al., 2010).

Cronbach Alpha

Cronbach's Alpha is used to measure the limit of the reliability value of a construct, while composite reliability measuring the real value of the reliability of a construct (Solimun et al., 2017). The results show that the Cronbach alpha value of each research variable is > 0.7. Thus it is assumed that each research variable has met the requirements of the Cronbach alpha value. Thus, it could be concluded that all variables have a high level of reliability. This could be seen in Table 1.

Table 1 Construct Reliability and Validity

	Cronbach's Alpha	Composite Reliability	Variance Extracted (AVE)
X1	0.952	0.959	0.733
X2	0.949	0.955	0.641
Z	0.935	0.945	0.633
Y	0.954	0.961	0.733

HYPOTHESIS TEST

Hypothesis testing in this study employs the SmartPLS 3.0 analysis tool by paying attention to the original sample value and T-statistics on direct effects and indirect effects. The results of hypothesis testing could be seen from the following figure:

Evaluation of path coefficient based on original sample value, t-statistic, and p-value.

The original sample is used to see the direction of the hypothetical relationship, which is positive or negative. T-statistics, and P-value were used to determine the magnitude of the estimated value or the effect of the independent variable on the dependent variable.

The Effect of Compensation on Employee Performance

The results of this study indicated that compensation consisting of perceptions of wages, perceptions of benefits, feedback and opportunities had an effect, work appreciation has a positive effect so as to improve the performance of nurses. This means that the better the compensation obtained by the nurses, the better the performance of nurses.

Based on the Path Coefficients original sample of the compensation variable is 0,361 was obtained which describes that the respondents in this study received compensation well. This finding is also supported by previous research conducted by Rustilah, (2018) which stated that there was a relationship between compensation and employee performance.

Compensation plays an essential role in creating performance since one of the main reasons people work is to fulfill their living and

compensation is a source of income for nurses. Compensation given by the company fairly and reasonably would provide a positive boost to employees (Jufrizen, 2017).

The Effect of Organizational Culture on Employee Performance

Based on the data analysis test conducted, it showed that organizational culture has not significant effect with a P-value of 0.109 and an original sample of 0.091. As a result, it could be said that the organizational culture variable has not significant effect on the performance of nurses. The results of this study indicated that organizational culture consisting of teamwork and conflict, climate and morale, information flow, involvement, supervision, meetings, data-based decisions had not significant effect in improving nurse performance. This means that the better the organizational culture in the organizational environment is not necessarily able to improve the performance of nurses.

Based on the descriptive analysis of the organizational culture variable, a good score was also obtained with the average percentage of getting a score of 67.75%, which described that the nurses in this study felt that the organizational culture was quite good in the hospital organizational environment. It is suspected that there is still a lack of culture of nurses' involvement in joint discussion forums in making policies or inputs for better changes for the organization. It is proven that the lowest index value is 60.9% on the instrument Nurses in hospitals play an active role in discussions at meetings.

Table 2 Indirect Effect

Variable	Original Sample	Mean Sample	Error Standard	T-Statistics	P-Values	Note
X1 → Z → Y	0.251	0.257	0.077	3.239	0.001	Accepted
X2 → Z → Y	0.128	0.128	0.060	2.147	0.032	Accepted

The Effect of Job Satisfaction on Employee Performance

Based on the data analysis test conducted, it showed that job satisfaction has a significant positive effect with a P-value of 0.000 and the original sample of 0.510. Therefore, it is assumed that the variable job satisfaction has a significant effect on employee performance. The results of this study indicated that job satisfaction which consisted of happiness at work, opportunities for advancement, opportunities for growth, compensation fairness and self-efficacy had a positive and significant effect in improving employee performance. This means that the more satisfied nurses are with the work they do, the more they would be able to improve the performance of nurses.

Based on the descriptive analysis of the job satisfaction variable, a good score was also obtained with the average percentage result getting a value of 70.20%, which describes that the respondents in this study felt satisfied with their work. This finding is also supported by previous

research conducted by Soomro et al., (2019), which stated that there was a positive and significant relationship between job satisfaction and employee performance.

The impact of job satisfaction on nurse performance is that nurses who are satisfied with their work tend to be more likely to talk positively about their organization, help other co-workers, and improve their work performance to exceed standard estimates (Robbins and Stephen , 2006).

Mediation Effect of Job Satisfaction on Compensation and Employee Performance

Based on the data analysis test conducted, it showed that job satisfaction had a significant positive effect with a P-value of 0.032 and the original sample of 0.251. This could be seen in Table 2. Therefore, it could be said that the variables of job satisfaction, happiness at work, opportunities for growth, opportunities for research mediate the effect of compensation on employee performance significantly in an effort to mediate the effect of compensation on employee performance. This means that the better the compensation received by nurses would increase

the job satisfaction of nurses which would partially have implications for increasing their performance.

Based on the descriptive analysis of the job satisfaction variable, a good score was also obtained with the average percentage result getting a value of 70.20%, which describes that the respondents in this study felt satisfied with their work. The results of the descriptive analysis of compensation obtained a good score with the average percentage result getting a value of 73.004%, which describes that the respondents in this study received good compensation. This is what makes job satisfaction significantly mediate the effect of compensation on employee performance.

Compensation could improve welfare which could increase employee job satisfaction and also improve employee performance. If compensation is considered insufficient or unfair then the level of job satisfaction would be low which would result in degraded performance. Job satisfaction is one of the important indicators in getting optimal work results.

Mediation Effect of Job Satisfaction on Organizational Culture and Employee Performance

Based on the data analysis test conducted, it showed that job satisfaction had a significant positive effect with a P-value of 0.001 and an original sample of 0.128. Therefore, it could be said that the job satisfaction variable mediates the effect of organizational culture on employee performance in a positive and significant way. The results of this study indicated that job satisfaction which consisted of happiness at work, opportunities for advancement, opportunities for growth, compensation fairness and self-efficacy had a positive and significant effect in improving employee performance. This means that the better the organizational culture in the hospital environment, the better the job satisfaction of nurses which would partially have implications for improving their performance.

Based on the descriptive analysis of the job satisfaction variable, a good score was also obtained with the average percentage result getting a value of 70.20%, which describes that the respondents in this study felt satisfied with their work. The results of the descriptive analysis of organizational culture also obtained a good score with the average percentage getting a score of 67.75%, which describes that the respondents in this study felt a good organizational culture, this made job satisfaction significantly mediate the effect of organizational culture on employee performance.

CONCLUSION AND SUGGESTION

Based on the results of research and discussion, it could be concluded that compensation has a significant effect on nurse performance. This means that the better the compensation from the hospital, the higher the nurse's performance at work. This happens because when employees receive good and fair compensation from the organization, employees would tend to reciprocate these actions by increasing high nurse performance.

Organizational culture not significant effect on nurse performance. This means that the

better the organizational culture in the hospital environment, it is not always able to have a major effect on increasing nurse performance. This is due to the lack of participation of nurses in discussion forums and brainstorming.

Job satisfaction has a positive and significant effect on the performance of nurses. That is, when nurses feel high satisfaction in their work or in the organization, it would directly improve the nurse's performance.

Job satisfaction is able to mediate the effect of compensation on nurse performance. That is, the existence of adequate compensation would result in high job satisfaction for inpatient room nurses, which would further improve the performance of nurses. The nurses have high job satisfaction since the compensation system in the hospital is good and given fairly would lead to increased nurse performance. Nurses who have high job satisfaction feel that their work is appreciated by the hospital so that they feel enthusiastic about working and have success in the future.

Job satisfaction is able to mediate the effect of organizational culture on nurse performance. That is, there is high job satisfaction for inpatient room nurses would further increase success in improving nurse performance, which begins with a good organizational culture in a hospital environment. A good work culture would be able to become an individual identity and characteristic so that it would bring pride and satisfaction to nurses. This would ultimately push their better performance for the sake of their proud organization.

Based on the results of statistical tests, satisfaction has a large direct influence on performance, even being able to better mediate the effect of compensation on performance. Further research is suggested to use job satisfaction as a mediating variable to improve performance.

The compensation provided by the hospital is quite good but the compensation system still needs to be considered. It is necessary to periodically evaluate the existing compensation system with the workload of health workers, especially nurses.

The organizational culture of the hospital environment still needs to be improved through the involvement of nurses in discussion forums and benchmark meetings.

Job satisfaction which is still considered low by nurses is related to hospital policies. So that the hospital management needs to socialize if there is a new policy and continue to explore information and input related to the policies set for mutual justice.

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