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The Effect of Organizational Culture, Career Development, Remuneration, and Job Satisfaction on Nurse Performance

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Abstract:

Hospitals are obliged to provide safe, quality, anti-discriminatory, and effective health services by prioritizing the interests of patients, following hospital service standards. This study aims to develop a model stating that nurse performance is mediated by job satisfaction supported by organizational culture, career development, and remuneration and paying attention to the relationship between career development variables and remuneration in Embung Fatimah Regional General Hospital, Batam, using a survey method and involving 200 clinical respondent-nurses. The research findings for the measurement model reveal that all variables have SFL > 0.50, which indicates that all variables are valid and that the reliability of the measurement model of all latent variables is good. This study recommends improving the performance of nurses at the Embung Fatimah Regional General Hospital, Batam, more effectively through improving remuneration management and implementing career development following applicable regulations compared to organizational culture. This study presents a collection of perspectives on organizational culture, career development, remuneration, and job satisfaction for the competencies required for the research needed to assess practice in improving the performance of nurses.

Keywords: organizational culture, career development, remuneration, job satisfaction, nurse performance.

组织文化、职业发展、薪酬和工作满意度对护士绩效的影响

摘要:

医院有义务按照医院服务标准, 优先考虑患者的利益, 提供安全、优质、反歧视和有效的卫生服务。本研究旨在建立一个模型, 说明护士绩效由组织文化、职业发展和薪酬支持的工作满意度介导, 并通过一项调查关注巴淡岛嵌入法蒂玛地区综合医院的职业发展变量与薪酬之间的关系方法, 涉及200名临床响应护士。

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测量模型的研究结果表明,所有变量的SFL>0.50,这表明所有变量都是有效的,并且所有潜在变量的测量模型的可靠性都很好。与组织文化相比,本研究建议通过改善薪酬管理和按照适用法规实施职业发展来更有效地提高巴淡岛嵌入法蒂玛地区综合医院护士的绩效。本研究提出了一系列关于组织文化、职业发展、薪酬和工作满意度的观点,这些观点是为了评估提高护士绩效的实践所需的研究所需的能力。

关键词: 组织文化、职业发展、薪酬、工作满意度、护士绩效。

1. Introduction

As an institution that produces health care technology products, hospitals are very dependent on the quality of medical and nursing services provided to patients. Based on this, nursing services significantly contribute to the hospital's image. However, the reality in the field is that the performance of nurses is still low. This low performance can be seen in the assessment. For overcoming this problem, it is necessary to measure the performance of nurses through self-assessment, peer assessment, and special assessment. Measuring the performance of nurses can improve the performance of nurses throughout the year, and the evaluation results can be used to determine appropriate actions to improve performance (Sinambela, 2021).

Many performance studies have been conducted, but research on nurse performance remains interesting by developing a model which states that remuneration and job satisfaction supported by career development mediate nurse performance. In addition, it also pays attention to the relationship between remuneration variables and job satisfaction. In this study, the measuring instrument was developed based on the theory of several expert opinions, which was developed from the dimensions of each variable, then reduced to indicators and statement items using a Likert scale.

The measuring tool used to obtain the expected results from the organization, in this case, the hospital, is a 360-degree assessment process. This process is carried out by evaluating oneself and combining all feedback information from superiors and co-workers (Moeheriono, 2018). This study analyzes the nurse's performance model based on career development mediated by remuneration and job satisfaction.

2. Literature Review

2.1. Nurse Performance

Performance is a description of the level of achievement of a program or policy implementation in realizing the organization's goals, objectives, vision, and mission as outlined through an organization's strategic planning (Moeheriono, 2018). According to Colquitt et al. (2016), a good employee, in this case, is a clinical nurse, meaning an employee who is good at certain job tasks included in their job description, whether the task is routine, requires adaptability, or creativity. Colquitt et al. (2016) explain that the best (good) performance can be seen in two categories: 1) Task performance; 2) Citizenship behavior (OCB), the

behavior of employees voluntarily doing work exceeding the standard of tasks assigned to them to assist the company's sustainability in achieving its goals.

2.2. Organizational Culture

Sharma (2017) revealed that organizational cultural values such as fairness, growth opportunities, and reputation positively affect job satisfaction, while organizational characteristics such as aggressiveness harm job satisfaction. Wiley et al. (2020) stated that the last instrument reviewed in the update was the Denison Organizational Culture Survey (DOCS). This instrument has been used in more than 30 published dissertations. The development of DOCS coincided with the development of theories linking four main cultural traits with organizational effectiveness: 1) Engagement; 2) Consistency; 3) Adaptability; 4) Mission.

2.3. Career Development

Career development is accomplished through self-assessment, work environment, job analysis, education, training, job search and acquisition, and self-employment experience (Sergeeva et al., 2019). Furthermore, nurse career development in Indonesia is regulated in the Regulation of the Minister of Health of the Republic of Indonesia number 40 of 2017 concerning the Development of Professional Career Paths for Clinical Nurses. Every employee expects career development to motivate them to work better (Nguyen & Pham, 2020). Sinambela (2021) states that there are four levels of career needs for an employee to be pursued in four age categories, through four stages of career development: 1) The initial phase, which is oriented towards two indicators, the position as a permanent employee or contract; 2) The first phase continuation oriented to promotion indicators; 3) Retaining position oriented to survival situations; 4) Retirement phase oriented to strategic thinking indicators because everyone ends work. A modified scale called the Nurse Career Growth Scale (CGNS) is acceptable, valid, and reliable for evaluating the career growth of nurses in Chinese hospitals (Liu et al., 2016).

2.4. Remuneration

In general, compensation provides remuneration to employees, either directly financially or indirectly non-financially (Feraro-Banta & Shaikh, 2017). Xin and Cai (2020) distinguishes compensation into direct monetary compensation, including wages, salaries, benefits,

incentives, health and employment insurance, compensation, pension contributions, and tuition assistance. Further research by Nurchamiddin et al. (2020) concluded that incentives affect work effectiveness. Muthmainnah et al. (2018) state that the distribution of services is felt to be unfair because it is not based on a clear performance assessment, and nurse career paths and competencies in remuneration have not been determined. Based on several descriptions of the concept above, it can be concluded that nurses receive remuneration for their achievements in work in the form of direct financial or indirect non-financial compensation in the form of salaries, performance allowances, remuneration incentives, health insurance, employment, and pension contributions. Remuneration can be measured through the following indicators: 1) Salary; 2) Remuneration incentives; 3) Performance allowances; 4) Awards; 5) Recognition.

2.5. Job Satisfaction

Job satisfaction is a pleasurable emotional state resulting from an appraisal of one's job or work experience. In general, job satisfaction is influenced by satisfaction with salary, promotion, supervision, co-workers, and the work itself (Colquitt et al., 2016). This theory aligns with Puspitawati and Atmaja's (2021) research, which implies that working conditions can cause stress depending on the employee's condition. The salary they earn does not match their workload, especially when working from home, and the working time of other employees reduces their level of satisfaction at work. However, due to the current Covid-19 pandemic, employees feel that job satisfaction does not affect their performance. Their job satisfaction may also decrease due to more irregular working hours during the current Covid-19 pandemic. Employees feel that job satisfaction does not affect their performance. Liu and Aungsuroch (2016) found a low level of job satisfaction among public health nurses. Expressing job dissatisfaction implies problems closely related to the job or employees; managers are asked to evaluate their institutions to identify the causes of the problems (Curtis & Glacken, 2016).

3. Methodology

This research is quantitative research with a survey method. Based on the calculations of a minimum sample of 150 people, population sampling with a stratified random sample of 240 people, including Clinical Nurses NC I, NC II, and NC III, it is necessary to simplify or group it into measurement models, such that the minimum sample size requirement according to the rule of thumb can be met (Rhemtulla, 2016). So, in this study, the research sample used was 200 people. The research was conducted at the Embung Fatimah Regional General Hospital, Batam.

The data were collected using a questionnaire instrument with a Likert scale (1-5), which was developed from the theoretical indicators of each variable. The instrument was tested with a theoretical

validation using expert judgment with Aiken's V statistics, empirical data validation, and hypothesis testing using SEM (structural equation modeling). The measurement model or factor analysis to test the validity and reliability of item (manifest variable) indicators or latent variables in this study uses confirmatory factor analysis (CFA) by testing the t-value of the standardized loading factor (SFL). The reliability of the measurement model is determined by calculating the value of the reliability construct (CR) 0.70 and the extracted variance (VE) 0.50.

4. Result

4.1. Respondent Characteristics

The respondents of this study were 200 clinical nurses at the Fatimah General Hospital, Batam, with several characteristics according to gender, namely female (77%), the majority had a Diploma in Nursing (71%), and the length of work ranged from 5 -10 years (63%).

4.2. Measurement Model Hypothesis Testing

The five first-order CFAs were combined from each of the research's latent variables to produce a measurement model from a simplified research model. This simplified estimation of the measurement model produces a path diagram of the measurement model (Figure 1).

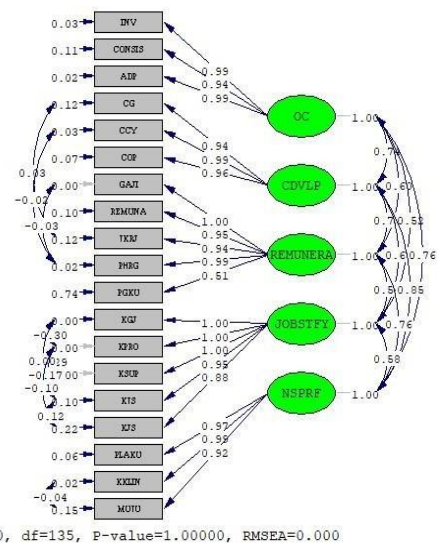


Figure 1. Research measurement model estimation results (standard solution)

Based on Figure 1, the research measurement model estimation results can be seen from the Order 1 measurement model indicators; all latent research variables have SFL > 0.50, meaning that all indicators of career development research variables, remuneration, job satisfaction, and nurse performance are valid. Furthermore, the estimation results of the coefficients of CR and VE show that the CR price is 0.70 and VE is 0.50. These results mean that all items are consistent and reliable in measuring each indicator of the research variables. From the print output and path diagram in Figure 1, it can be seen that the Goodness of Fit Indices

(GOFI), the results of the fit model test obtained p-value $1.0000 > 0.05$, RMSEA = $0.000 < 0.08$. This means having a good overall model fit or based on data.

4.3. Structural Model Hypothesis Testing

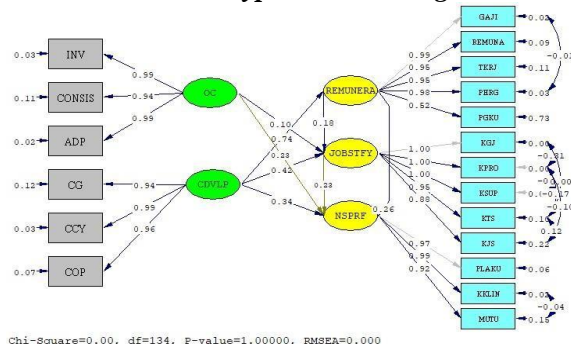


Figure 2. Model estimation results (standard)

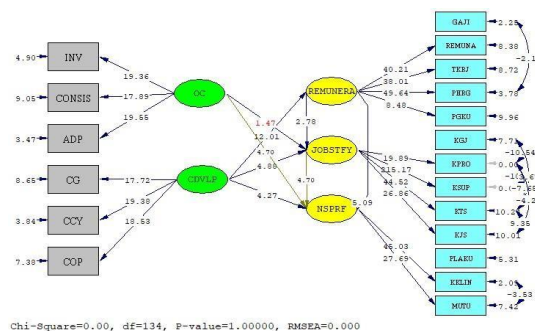


Figure 3. Model estimation results (t-value)

Furthermore, the results of the estimation of the path coefficient parameters for direct and indirect effects are presented in Table 1.

Table 1. Statistical test results for the structural model

No	Efek Antar Variabel	Koefisien Jalur	nilai-t	t-tabel	Keputusan
1	OC→NSPRF	0,23	4,70	1,96	H0 Ditolak
2	CDVLP→NSPRF	0,34	4,27	1,96	H0 Ditolak
3	REMUNERA→NSPRF	0,26	5,09	1,96	H0 Ditolak
4	JOBSTFY→NSPRF	0,23	4,70	1,96	H0 Ditolak
5	OC→JOBSTFY	0,10	1,47	1,96	H0 Diterima
6	CDVLP→JOBSTFY	0,42	4,88	1,96	H0 Ditolak
7	REMUNERA→JOBSTFY	0,18	2,78	1,96	H0 Ditolak
8	CDVLP→REMUNERA	0,74	12,01	1,96	H0 Ditolak
9	OC→JOBSTFY→NSPRF	$0,10 \times 0,22 = 0,022^{***}$	$1,47 \& 4,70$ $\rightarrow 1,4029^{***}$	1,96	H0 Diterima
10	CDVLP→JOBSTFY→NSPRF	$0,42 \times 0,23 = 0,0966^{***}$	$4,88 \& 4,70$ $\rightarrow 3,3852^{***}$	1,96	H0 Ditolak
11	REMUNERA→JOBSTFY→NSPRF	$0,18 \times 0,23 = 0,0414^{***}$	$2,78 \& 4,70$ $\rightarrow 2,3927^{***}$	1,96	H0 Ditolak

Table 1 shows that two of the eleven research hypotheses were accepted, and nine were rejected. In addition, it will also analyze the direct, indirect, and total effect of the latent variables of antecedent exogenous research, namely career development, on the performance of endogenous nurses, and consequently, based on the printed output, the value of the three types of effects can be obtained (Table 2).

Table 2. The total effect of exogenous latent variables on endogenous latent variables

Eksogen Anteseden	Konsekuensi Endogen	Efek langsung	Efek Tidak Langsung	Efek Total
BUDAYAOR	KINERPRW	0,23 (4,70)	0,02 (1,50)	0,25 (4,83)
PKARIR	KINERPRW	0,34 (4,27)	0,33 (6,37)	0,67 (10,57)

5. Discussion

5.1. Organizational Culture and Nurse Performance

This study proves that organizational culture has a direct positive effect on the performance of nurses working at Embung Fatimah Hospital in Batam (t-value = $4.70 > 1.96$, coefficient = 0.23), meaning H1 is accepted. The findings of this study support the results of research from Hsi-Chi et al. (2012), which shows that a good hospital culture leads to better individual performance than conventional training.

This study also aligns with that of Cha and Sung (2020), who found that an active culture positively affects performance. They focus on ICU nurses, who work in a culture of having greater opportunities to take on greater responsibility for patients and triggering innovative behaviors that improve performance in 2000 (Mun & Hwang, 2016). According to our findings, an activated culture positively influences the performance of supports in the ICU. The initial estimation of the mission indicators contained several invalid and reliable statements that were removed from the final model. However, the mission indicators had good validity and reliability, with CR = 0.94 and VE = 0.69 .

5.2. Career Development and Nurse Performance

The results of this study prove that career development has a direct positive effect on nurse performance at Embung Fatimah Hospital, Batam (t-value = $4.27 > 1.96$, coefficient = 0.34) (or H2 is accepted). The findings of this study support the research results by Kaswan (2017), who concludes that the career system is a formal and planned effort to achieve a balance between individual career needs and job recruitment by organizations. Therefore, it is a mechanism for meeting the current and future needs of the organization. Career development variables in this study consisted of three indicators, namely career goal (CG), career capacity (CCY), and career opportunity (COP). The descriptive analysis found that the average value in the POMP score of the career development variable and the three indicators CG, CCY, and COP, respectively, were $66.50, 66.00$, and 65.00 , or they were located in the range of POMP score of $60.1-80$, showing that the implementing nurse from Embung Fatimah Hospital, Batam, understands the importance of career development and its three indicators, as seen from the results of Percent of Maximum Possible Scores (POMP). This indicator is implemented according to the needs of the nurse.

5.3. Remuneration and Nurse Performance

The results of this study prove that remuneration has a direct positive effect on nurse performance at Embung Fatimah Hospital, Batam (t-value = $5.06 > 1.96$, coefficient = 0.26) (or H3 is accepted). The findings of

this study are in line with the statement of Noe et al. (2014) that remuneration can also motivate employees, which improves employee performance. The findings of this study are also supported by the research of Berliana et al. (2018), which concludes that remuneration compensation affects job satisfaction; remuneration compensation and job satisfaction affect employee performance; remuneration compensation has a dominant influence. Further analysis of the remuneration variable's dimensions can be seen from the SFL (standardized factor loading) value of the remuneration indicators. From the Remuneration Measurement Model Level 1 and the second order, the results obtained are: 1) Salary with SFL = 1.00; 2) Remuneration incentives with SFL = 0.95; 3) Performance allowance with SFL = 0.98; 4) Award with SFL = 0.97 and 5) Recognition with SFL = 0.52. From information on indicators that represent the remuneration variable, it was found that there are three dominant indicators representing the remuneration variable because the SFL value of the three indicators is the highest, even though all three are almost the same, namely salary, awards, and performance allowances.

5.4. Work and Nurse Performance

The results of this study prove that work has a direct positive effect on the performance of nurses working at Embung Fatimah Hospital, Batam (t-value = 4.70. > 1.96, coefficient = 0.23) (or H4 is accepted). This study is in line with that by Robbins and Judge (2017) on nurse managers in Singapore, which found that good leaders empower their employees by encouraging self-perception of competence through their involvement in decisions, making them feel their work is important. The purposeful latent variable in this study consisted of five indicators, namely goals with salary (KGJ), goals for promotion systems (KPPRO), goals for supervision (KSUP), goals with colleagues (KTS), and goals with own work (KJS). From the results of descriptive analysis, it was found that the average value in the POMP score of the work objective variable and the five indicators KGJ, KPPRO, KSUP, KTS, and KJS, respectively, were 62.5, 62.75, 60.50, 62.75, 64.50, and 62.00. The mean value of the POMP Score of the objective variable and its five indicators lies in the range of POMP scores of 60.1-80, which indicates that the implementing nurse from Embung Fatimah Hospital, Batam, understands the work objectives and the five indicators. We further analyze the indicators representing the variables seen from the SFL value of the indicators representing these goals. From the measurement model, the Level 1 measurements are obtained sequentially: 1) KGJ with SFL = 1.00; 2) KPPRO with SFL = 0.67; 3) KSUP with SFL = 1.00; 4) KTS with SFL = 0.96 and 5) KJS with SFL = 0.89. Among indicators that represent variables regarding this, there are two dominant indicators representing the objective variable because the SFL value of the two indicators is the highest, even though both are the same, namely KGJ and KSUP.

5.5. Organizational Culture and Work Goal of Nurse

This study resulted in the findings that organizational culture does not directly affect the work of nurses at Embung Fatimah Hospital, Batam (t-value = 1.47 < 1.96, = 0.10) (or H5 is rejected). If seen from the SFL dimensions of the latent variable of organizational culture, which has been discussed previously, all SFL > 0.90. Likewise, the SFL from work dimensions is mostly > 0.80. In other words, the measurement model of the two variables has good validity. However, it turns out that the relationship between the two variables is not significant.

5.6. Career Development and Nurse Work

This study resulted in the finding that Career Development (PKARIR) had a direct positive effect on the work of Nurses (KEPKERJA) who worked at Embung Fatimah Hospital, Batam (t-value = 4.88 > 1.96, coefficient = 0.42) (or H6 was accepted). The study's findings are in line with research by Kettunen (2021), which resulted in the finding that career development is very important for individual organizations. Career theory and employment law should gain equal opportunities for self-development. Kettunen (2021) added that career development is one of the processes to improve one's abilities individually and in organizations with goals to reach the desired career peak.

5.7. Remuneration and Nurse Work

This study resulted in the finding that remuneration (REMUNERA) has a direct positive effect on the work of nurses (KEPKERJA) who work at Embung Fatimah Hospital, Batam (t value = 2.78 > 1.96, coefficient = 0.18) (or H7 is accepted). The findings of this study support the research of Mendes et al. (2017), which analyzed employee perceptions of the remuneration system in two large hospitals in Brazil, one managed by the government and the other by private investors. Their research findings suggest that the effect of permanent employment is different not only for employees in the two fields but also in interacting with the public and private hospital management. Furthermore, Munap et al. (2013) also found that rewards from all the organizations they examined had contributed to employee satisfaction while salary was a predictor that significantly contributed to job satisfaction among employees.

5.8. Career Development and Remuneration

This study resulted in the finding that Nurse Career Development had a direct positive effect on the remuneration of nurses working at Embung Fatimah Hospital, Batam (t-value = 12.01 > 1.96, coefficient = 0.74) (or H8 was accepted). The findings of this study are important, especially related to career development. Career development for an employee is necessary to increase productivity and motivation and improve their abilities. However, the challenges are so big that it is

necessary to manage them properly and correctly through programs or systems designed according to the organization's needs, vision, and mission. Therefore, to develop employees' careers, the organization must provide a clear careermap/path.

5.9. Indirect Relationship of Organizational Culture to Nurse Performance through Work Activities

This finding proves that there is no direct influence of culture on nurse performance through the work of nurses working at Embung Fatimah Hospital, Batam (t -value = $1.4029 < 1.96$, coefficient = 0.022) means (H_9 is rejected). The rejection of Research Hypothesis 9 was caused because the relationship between organizational culture and work activities was not significant or non-existent, so it can be determined that work goals failed to mediate with nurse performance.

5.10. Indirect Relationship of Career Development to Nurse Performance through Work Activities

This finding provides evidence that there is an indirect effect of career development (PKARIR) on nurse performance (KINERPRW) through nurse work (KEPKERJA) at Embung Fatimah Hospital, Batam (t -value = $3.3852 > 1.96$, coefficient = 0.0966) (or H_{10} is accepted). With the acceptance of Research Hypothesis 10, the PKARIR → KEPKERJA → KINERPRW trajectory is significant. Thus, it can be interpreted that work successfully mediates nurse career development with nurse performance. This finding supports Onyishi et al.'s (2019) study, which stated that psychological satisfaction of basic needs is positively related to nurses' career satisfaction and commitment.

5.11. Indirect Relationship of Remuneration to Nurse Performance through Work Goals

This finding provides evidence that remuneration has an indirect effect on nurse performance, with the t -value = $2.3927 > 1.96$ and coefficient = 0.0414 (H_{11} is accepted). With the acceptance of Research Hypothesis 11, the trajectory of REMUNERA → KEPKERJA → KINERPRW is significant. Thus, it can be interpreted that work successfully mediates remuneration for nurses. This finding aligns with Colquitt et al.'s (2016) study, which states that performance is mediated by individual mechanisms such as job satisfaction, stress, motivation, trust, fairness and ethics, and learning decision making. When viewed from the performance indicators, it can be seen that performance is related to feedback, in this case, remuneration mediated by job satisfaction.

6. Conclusion

These findings reveal that nurse career development directly affects nurse performance, job satisfaction, and remuneration. The dominant influence of career development is on remuneration, which is more than

twice the effect of career development on performance and job satisfaction at Embung Fatimah Hospital, Batam.

This finding also shows that remuneration has a direct positive effect on nurse performance. Other findings from this study also show that job satisfaction directly affects nurse performance. In addition, it was found that there is no effect of remuneration on job satisfaction.

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