Organizational Culture, Compensation, and Career Development on Nurse Performance with Job Satisfaction as Intervening Variables

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**ABSTRACT**

The purpose of this study is to determine the influence of organizational culture, compensation, and career development of the nurses' performance through job satisfaction. This study uses a quantitative approach with cross-sectional survey method. The technique for collecting data in this study was a questionnaire measuring devices in the form of Agree-Disagree Scale, in which respondents are all nurses at X Hospital Denpasar many as 143 people. In this study, data analysis is performed using SEM assisted by AMOS 22 program. The results of this study indicated that organizational culture, compensation, and career development have a positive and significant impact on job satisfaction and nurses performance at X Hospital Denpasar. In addition, the results of this study also show that job satisfaction can mediate the influence of organizational culture, compensation, and career development of the nurse's performance at X Hospital Denpasar. So expect the rules or system that is clearly linked to the organization's culture, compensation, and career development so the nurses' performance can be improved. Increasing the nurse's performance will have an impact on the optimal and sustainable service delivery to society.

**INTRODUCTION**

Hospital is one of the facilities that provide health services to the community. Whereas a nurses become one of the important backbone for the hospital in providing care for patients that its primary task is to provide medical services to patients, so that the performance of nurses to be an indicator of the success or failure of hospitals in improving their performance.

The hospital always strives to provide complete and quality services, with a number of excellent services, and prioritizes patient safety. The steps of the hospital to provide quality services include improving the management of a professional hospital management, providing services through friendly and perfect human resources (HR), developing quality HR capabilities through continuous internal and external training, improving focused services to patient safety and...
satisfaction, as well as providing sophisticated medical facilities and infrastructure. Nurses' performance measurements in hospitals can be seen through how far the nurses' understanding of organizational culture, compensation is obtained, and nurse career development in order to create job satisfaction which will later affect the performance of nurses in hospitals.

Research conducted by Efiani proves that motivation, organizational culture, and organizational commitment significantly influence employee performance.\(^1\) This means that nurses have high motivation because nurses feel their needs have been met so that they are encouraged to be more active in carrying out their duties. Motivation is closely related to a strong urge to do every job with good results. The results of this study also prove that organizational culture is a shared value that is owned and reflected in the behavior of organizational members. A high organizational culture can improve nurse performance. Organizational commitment occurs when employees want to be part of the organization because they want to do it. This can influence nurses to remain devoted to the hospital by increasing their performance.

The compensation factor is also a factor influencing the performance of nurses in order to help people who need help. Handoko in suhardi, argues that "compensation is everything that employees receive in return for their work".\(^2\) The compensation program reflects the organization's efforts to maintain its human resources. Providing better compensation will encourage employees to work better and more productively. Research conducted by Ratanto shows that career development is the most influential factor on employee performance.\(^3\) This research shows that the importance of providing career development opportunities for achievement. Career development opportunities should be related to their expertise so that they can be transmitted to others, so that the knowledge they acquire can improve performance.

X General Hospital Denpasar is one of the private hospitals that are quite viewed by the community in providing health services with sophisticated technology. Therefore, X General Hospital Denpasar is trying to improve its services by increasing the capabilities of its human resources. From the phenomena that exist at the X General Hospital Denpasar, the tendency of implementing organizational culture has not been carried out optimally by nurses. One of the reasons is the lack of understanding of organizational culture because socialization is not optimal. In addition to organizational culture, compensation is also one thing that can support the ability of nurses in providing services. So far, the compensation system has run well, but there is a tendency for nurses to be dissatisfied with what is provided by the company. For example salaries that are not in line with expectations. For the career development system at the X General Hospital Denpasar, it has not run perfectly. This is evidenced by the absence of a clear planning and evaluation system for nurses in career selection, as well as the grading system in the HR field. The statement was strengthened by the results of the author's interview with the Chairperson of the Nursing Committee who said that the career path system at the X General Hospital Denpasar was not going well but would be improved.

**RESEARCH METHOD**

This research was conducted at X Hospital Denpasar. The writer used a quantitative approach. The type of research used is the cross sectional survey method. The type of data in this study is quantitative data. While the data source to be used is primary data. In this study, the population was all nurses at X Denpasar Hospital, totaling 143 people employee Data in May 2016. The writer using total sampling technique so the respondents used in this study amounted to 143 people. Data collection techniques used in this study was done in the form of questionnaires. Measuring research instruments used to collect data in the form of questionnaires that have been tested for validity and reliability using a computer program AMOS (Analysis of Moment Structure) 22. In this study, data analysis was performed using SEM that was assisted with the AMOS 22 program. SEM is a tiered causal model that includes two main types of variables namely latent variables and observation variables.\(^4\)

**RESULT AND DISCUSSION**

**Evaluate the Goodness-of-fit Criteria**

The testing of this model uses several fit indexes to measure the appropriateness of the research model being developed. Taking into account the cut-off-value and the results of the analysis of Goodness-of-fit criteria in Table above, it can be seen that 7 criteria out of 8 criteria that have met the Goodness-of-fit requirements, namely Significance Probability, \(\chi^2\)-relative (CMIN / DF), GFI, AGFI, TLI, CFI, and RMSEA. Because the values above have mostly met the Goodness-of-fit criteria, it can be concluded that the research model is acceptable. From the analysis using the AMOS 22 program, the results for the chi-square, CMIN / DF, GFI, AGFI, TLI, CFI, and RMSEA values are shown in the table below:
Table 1. Evaluate the Goodness-of-fit Criteria

<table>
<thead>
<tr>
<th>Goodness-of-fit Index</th>
<th>Cut-off Value</th>
<th>Analysis Results</th>
<th>Model Evaluation</th>
</tr>
</thead>
<tbody>
<tr>
<td>$\chi^2$ –chi-Square</td>
<td>Expected to be Small</td>
<td>30,536</td>
<td>Not so Good</td>
</tr>
<tr>
<td>Significance Probability</td>
<td>$\geq 0,05$</td>
<td>0,438</td>
<td>Good</td>
</tr>
<tr>
<td>$\chi^2$ –relatif (CMIN/DF)</td>
<td>$\leq 2,00$</td>
<td>1,663</td>
<td>Good</td>
</tr>
<tr>
<td>GFI</td>
<td>$\geq 0,90 &lt;1$</td>
<td>0,963</td>
<td>Good</td>
</tr>
<tr>
<td>AGFI</td>
<td>$\geq 0,90 &lt;1$</td>
<td>0,933</td>
<td>Good</td>
</tr>
<tr>
<td>TLI</td>
<td>$\geq 0,95 &lt;1$</td>
<td>0,974</td>
<td>Good</td>
</tr>
<tr>
<td>CFI</td>
<td>$\geq 0,95 &lt;1$</td>
<td>0,961</td>
<td>Good</td>
</tr>
<tr>
<td>RMSEA</td>
<td>0,03-0,08</td>
<td>0,068</td>
<td>Good</td>
</tr>
</tbody>
</table>

The model of framework in this study can be explained as follows:

**Effect of Organizational Culture on Job Satisfaction**

Based on the estimation of the results of data analysis, the influence of organizational culture variables on job satisfaction variables has a *standardized estimate* (regression weight) of 0,608, with CR (Critical Ratio = identical to the t-count value) of 2.233 on *probability* = 0.027. CR value = 2.233>2,000 and *Probability* = 0.027<0.05 indicates that the influence of organizational culture on job satisfaction is significantly positive. The results of this study find the direction of the relationship consistent with the hypothesis H1, that states that the stronger the organizational culture, the higher job satisfaction. This means that the stronger the understanding of organizational culture, the higher the job satisfaction of nurses at X Hospital Denpasar. The results of this study are similar with the research conducted by Brahmasari & Suprayetno which shows that organizational culture has a positive and significant effect on employee job satisfaction.5

This implies that the prevailing organizational culture at X Hospital Denpasar give a positive impact on increasing the job satisfaction of nurses in order to achieve organizational goals set by the leadership. In addition, the results of this study are also supported by...
the results of research conducted by Tamaela & Surjadi which states that work culture is proven to have a positive and significant effect on the level of nurse job satisfaction at Dr. Haulussy Hospital Ambon. So that it can be said that the encouragement of an increase in work culture at X Hospital in Denpasar will increase the level of job satisfaction of the nurses.

Based on the foregoing, organizational culture in the hospital environment is a habit that is carried out routinely by nurses in achieving performance that is demanded by the organization. This is related to internal and external management that will create satisfaction for nurses at the hospital. Hospital organizational culture will make nurses be motivated to complete their work that will ultimately get job satisfaction.

**Effect of Compensation on Job Satisfaction**

Based on the estimation of the results of data analysis, the effect of the compensation variable on the job satisfaction variable has a standardized estimate (regression weight) of 0.617; with CR (Critical Ratio = 2.658 on probability = 0.008. CR = 2.658>2,000 and Probability = 0.008<0.05 indicates that the effect of compensation on job satisfaction is significantly positive. The results of this study find the direction of the relationship consistent with the hypothesis H1 that states that the higher the compensation, it will also make the job satisfaction higher. This means that the higher compensation received, the higher the job satisfaction of nurses at X Hospital Denpasar.

This result is in accordance with the results of a study conducted by Sukarno which states that compensation relates to job satisfaction in Puskesmas employees, that is, the meaning there is a very significant positive relationship between compensation and job satisfaction. This shows that the amount of compensation received by nurses will encourage nurses at X Hospital Denpasar to work better because they are satisfied with what has been obtained.

This result is in accordance with the research of Supatmi, et al. which states that compensation has a significant effect on employee satisfaction; this means that the higher compensation received will be the higher the job satisfaction of nurses at X Hospital Denpasar. In addition, this study is also supported by research conducted by Astuti & Sudharma where it is proven that compensation has a positive and significant effect on employee performance. So that it can be concluded that the better the compensation system that is in accordance with employee performance will have an impact on increasing job satisfaction for employees, so that what the company hopes will be achieved.

In addition, the research of Raniyawati states that salary which is one component of compensation has an influence on job satisfaction. Salaries given by the company to employees which, if in accordance with expectations, will be a motivation for employees, where employees will feel satisfied by the salary received from hard work so that it will improve its performance for the company. With the existence of these salaries, will provide a bond between employees and the company. Employee needs are met will give a sense of satisfaction for themselves employees.

The compensation system provided by the hospital is based on the class and period of employment of nurses. With the existence of an adequate compensation system, it is expected that it will increase nurse job satisfaction which has an impact on improving hospital organization performance. According to Hasibuan, one of the objectives of compensation is the achievement of job satisfaction. With remuneration, employees will be able to fulfill their physical needs, social status, and selfishness to obtain job satisfaction from their positions. In other words, the purpose of remuneration should be to give satisfaction to all parties, employees can meet their needs, employers get profits, government regulations must be obeyed, and consumers get good goods and reasonable prices.

**Effect of Career Development on Job Satisfaction**

Based on the estimation of the results of data analysis, the influence of career development variables on job satisfaction variables has a standardized estimate (regression weight) of 0.458, with CR (Critical Ratio = 2.046 on probability = 0.041. The value of CR = 2.046>2,000 and Probability = 0.041<0.05 indicates that the influence of career development on job satisfaction is significantly positive. The results of this study find the direction of the relationship consistent with the hypothesis H2 that states that the better career development, the higher job satisfaction. This means that the better the career development system, the higher the job satisfaction of nurses at X Hospital Denpasar.

The results of this study are in line with the results of research conducted by Suroso which states that career development is the most related factor to nurse job satisfaction. So a good career level system at X Hospital Denpasar will provide benefits to improve nurse morale through job satisfaction from the work done.
In addition, this study is also supported by Kurniawan's research which states that career development was found to influence employee job satisfaction.\textsuperscript{12} This means that by increasing the career development of nurses at X Hospital Denpasar, nurses will have high job satisfaction.

**Effect of Organizational Culture on Nurse Performance**

Based on the estimation of the results of data analysis, the influence of organizational culture variables on nurse performance variables has \textit{standardized estimate (regression weight)} of 0.222, with CR (\textit{Critical Ratio} = identical to the t-count value) of 2.372 on \textit{probability} = 0.044. CR value = 2.337>2,000 and \textit{Probability} = 0.044<0.05 indicates that the influence of organizational culture on nurse performance is significantly positive. The results of this study find the direction of the relationship consistent with the hypothesis H\textsubscript{3} which states that the stronger the organizational culture, the higher the performance of nurses. This means that the more insufficient the organizational culture is, the higher the performance of nurses at X Hospital Denpasar.

This research is in line with the research conducted by Taurisa \& Ratnawati where the results show that there is a direct influence between organizational culture and employee performance.\textsuperscript{12} This shows that the stronger the organizational culture in X Hospital Denpasar, the higher the level of performance of the nurses. In addition, this study is also supported by Simbolon research which proves that organizational culture variables affect the performance of the implementing nurse in the inpatient room of Santa Elisabeth Hospital, Medan.\textsuperscript{14} So that it can be explained that X Hospital in Denpasar needs to improve the implementation of guidance and instill organizational cultural values and maintain work stability.

This research is also in line with research conducted by Efliani which proves that motivation, organizational culture, and organizational commitment have a significant effect on employee performance.\textsuperscript{2} This proves that the prevailing organizational culture in X Hospital Denpasar is a shared value that is reflected in the behavior of members of the organization in this case nurses.

**Effect of Compensation on Nurse's Performance**

Based on the estimation of the results of data analysis, the effect of compensation variables on nurse performance variables has \textit{standardized estimate (regression weight)} of 0.283, with CR (\textit{Critical Ratio} = identical to the t-count value) of 2.275 on \textit{probability} = 0.023. CR value = 2.275>2,000 and \textit{Probability} = 0.023<0.05 indicates that the effect of compensation on nurse performance is significantly positive. The results of this study find the direction of the relationship consistent with the hypothesis H\textsubscript{4} which states that the higher the compensation, the higher the performance of nurses. This means that the higher the compensation received, the higher the performance of nurses at X Hospital Denpasar.

The results of this study are in line with the research conducted by Posuma which shows that the compensation variable is very influential on the performance of employees at Ratumbuyungs Hospital, Manado.\textsuperscript{11} The compensation that will be given to the nurses at X Hospital Denpasar must be in accordance with the performance they produce so that they can be motivated and can be more enthusiastic in their work. This should be further improved so that employee performance will not decrease but can be further increased.

In addition, this study was also supported by the results of Supatmi's research, et al. which states that compensation has a significant influence on employee performance.\textsuperscript{12} This means that the higher the compensation received by nurses at X Hospital Denpasar, the higher the performance of the nurses. Another study that is in line with this research is research conducted by Astuti \& Sudharma which proves that compensation has a positive and significant effect on employee performance.\textsuperscript{12} Compensation provided by the company will have an impact on the performance of nurses at X Hospital Denpasar.

**Effect of Career Development on Nurse Performance**

Based on the estimation of the results of data analysis, the influence of career development variables on nurse performance variables has a \textit{standardized estimate (regression weight)} of 0.048, with CR (\textit{Critical Ratio} = identical to the t-count value) of 2.172 on \textit{probability} = 0.034. CR value = 2.172>2,000 and \textit{Probability} = 0.034<0.05 indicates that the influence of career development on nurse performance is significantly positive. The results of this study find the direction of the relationship consistent with the hypothesis H\textsubscript{5} which states that the better career development, the higher the performance of nurses. This means that the better the career development system, the higher the performance of nurses at X Hospital Denpasar.
The results of this study are in line with the research conducted by Djamiludin which shows that career development has a positive and significant effect on employee performance. This situation means that in an effort to improve nurse performance better and more effectively if done directly through career development. Good and organized career development at X Hospital in Denpasar will have implications for improving the performance of nurses.  

This research is also supported by research conducted by Ratanto which shows that career development is the most influential factor on employee performance. This shows that a good career development system at X Hospital Denpasar can improve nurses' work performance so that the knowledge they obtain can improve performance. The relationship between career development and performance is also supported by the theory put forward by Rivai & Sagala in Priansa that career development is a vertical development that includes position, rank, education and assignment experienced by a person in a series of staffing and used as payroll basis.

**Effect of Job Satisfaction on Nurse Performance**

Based on the estimation of the results of data analysis, the effect of the variable job satisfaction on nurse performance variables has a standardized estimate (regression weight) of 1,080, with CR (Critical Ratio = identical to the t-count) of 3.421 on probability = ***. CR value = 3.421>2.000 and Probability = *** <0.05 indicates that the effect of job satisfaction on nurse performance is significantly positive. The results of this study find the direction of the relationship consistent with the hypothesis H_1 which states that the higher the job satisfaction, the higher the performance of nurses. This means that the higher job satisfaction, the higher the performance of nurses at X Hospital Denpasar.

The results of this study are in line with Indrawati's research which explains that job satisfaction has a positive significant effect on employee performance. In addition, this research is also supported by research conducted by Astuti & Sudharmo which proves that job satisfaction affects employee performance. So that it can be explained that the job satisfaction of nurses at X Hospital in Denpasar that has been fulfilled or in accordance with the expectations will affect the occurrence of good performance and achieve maximum results. Job satisfaction is very important to avoid employee dissatisfaction.

This research was also supported by the research of Imran et al. which states that the performance of staff in educational institutions is closely related to the level of satisfaction and both of these variables are coherent or complementary. Thus, it can be concluded that the effect of job satisfaction on performance is the high and low levels of employee job satisfaction that are felt to affect employee performance. If job satisfaction is achieved then the employee’s performance on the organization is high.

The high and low level of job satisfaction perceived by employees will affect employee commitment to the organization, and that commitment will affect the job satisfaction of the employee concerned. Satisfied employees will be more likely to be involved in organizations that can increase productivity, while employees who are not satisfied will influence the running of the organization in achieving goals.

**Effect of Organizational Culture on Nurse's Performance through Job Satisfaction**

It can be seen that the direct influence of organizational culture (BO) on nurse performance (KP) is 0.222, while the indirect effect of organizational culture (BO) on nurse performance (KP) through job satisfaction (KK) is 0.657. This shows that the variable job satisfaction can mediate the influence of organizational culture on nurse performance because the value of indirect influence is greater than the value of direct influence (0.657> 0.222).

**Effect of Compensation on Nurse's Performance through Job Satisfaction**

It was seen that the direct effect of compensation (K) on nurse performance (KP) was 0.283, while the indirect effect of compensation (K) on nurse performance (KP) through job satisfaction (KK) was 0.666. This indicates that the variable job satisfaction can mediate the effect of compensation on nurse performance because the value of indirect influence is greater than the value of direct influence (0.666> 0.283).

**Effect of Career Development on Nurse Performance through Job Satisfaction**

It can be seen that the direct effect of career development (PK) on nurse performance (KP) is 0.048, while the indirect influence of career development (PK) on nurse performance (KP) through job satisfaction (KK) is 0.495. This indicates that the variable job satisfaction can mediate the effect of career development on nurse performance because the value of indirect influence is greater than the value of direct influence (0.495> 0.048).
CONCLUSION

The influence of organizational culture on job satisfaction is positive and significant. The effect of the compensation variable on the variable job satisfaction is positive and significant. The influence of career development variables on the variable job satisfaction is positive and significant. The influence of organizational culture variables on nurse performance variables is positive and significant. The effect of the compensation variable on nurse performance variables is positive and significant. The influence of career development variables on nurse performance variables is positive and significant. Job satisfaction variables can mediate the effect of organizational culture on nurse performance. Job satisfaction variables can mediate the effect of compensation on nurse performance. Job satisfaction variables can mediate the effect of career development on nurse performance.

REFERENCE


