



Impact of organizational culture and job satisfaction on nurse performance in the general hospital: A path analysis

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ABSTRACT

The performance of health employees influences hospital quality service standards. Nurses play an essential role in developing and monitoring the quality of healthcare services through organizational culture, job satisfaction, and work motivation. This study investigated the impact of organizational culture and job satisfaction on nurse performance using work motivation as a moderating variable. This study takes a cross-sectional approach with a quantitative design. The research sample included 131 people who were chosen at random (proportionate stratified random sampling). Questionnaires were used to collect data, and its validity and reliability were tested. Data analysis is done via path analysis. The findings revealed that organizational culture impacted work motivation $p=0.000$ ($p<0.05$) and job satisfaction. The results showed that there was an influence of organizational culture on work motivation $p=0.000$ ($p<0.05$), job satisfaction on work motivation $p=0.000$ ($p<0.05$), organizational culture did not affect performance $p=0.629$ ($p>0.05$), job satisfaction on performance $p=0.000$ ($p<0.05$), work motivation on performance $p=0.000$ ($p<0.05$). This demonstrates that work motivation is crucial in boosting nurse performance through organizational culture and job satisfaction. A supportive organizational culture promotes nurses' performance in terms of patient safety and quality. In conclusion, a positive work environment promotes contented nurses, which affects health care quality.

Kata kunci:

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ABSTRAK

The performance of health employees influences hospital quality service standards. Nurses play an essential role in developing and monitoring the quality of healthcare services through organizational culture, job satisfaction, and work motivation. This study investigated the impact of organizational culture and job satisfaction on nurse performance using work motivation as a moderating variable. This study takes a cross-sectional approach with a quantitative design. The research sample included 131 people who were chosen at random (proportionate stratified random sampling). Questionnaires were used to collect data, and its validity and reliability were tested. Data analysis is done via path analysis. The findings revealed that organizational culture impacted work motivation $p=0.000$ ($p<0.05$) and job satisfaction. The results showed that there was an influence of organizational culture on work motivation $p=0.000$ ($p<0.05$), job satisfaction on work motivation $p=0.000$ ($p<0.05$), organizational culture did not affect performance $p=0.629$ ($p>0.05$), job satisfaction on performance $p=0.000$ ($p<0.05$), work motivation on performance $p=0.000$ ($p<0.05$). This demonstrates that work motivation is crucial in boosting nurse performance through organizational culture and job satisfaction. A supportive organizational culture promotes nurses' performance in terms of patient safety and quality. In conclusion, a positive work environment promotes contented nurses, which affects health care quality.

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INTRODUCTION

Nursing services are a component of hospital services that contribute to assessing and deciding the quality of health services, to provide professional nursing care (Bakri, 2017). It was shown in Turkey and Palestine through Sarıköse & Göktepe (2022); Aboramadan *et al* (2020) that nurse performance has a significantly positive effect the standard of care and patient satisfaction. Poor nurse performance affects patient satisfaction, quality of service, poor communication and collaboration, and favorable perception of society, according to a study by Jufrizen (2017); Sari *et al* (2019); Wahyuni *et al* (2021) in Indonesia.

A variety of factors, including personal (age, gender, education, marital status, and years of service), psychological (motivation, attitudes, and job satisfaction), and organizational (leadership, organizational structure, reward system, work environment, supervision, and job design) factors, have an impact on nurses' performance (El-Gazar & Zoromba, 2021; Sari *et al.*, 2019; Syukrina *et al.*, 2019). According to Ekasari *et al* (2020), organizational and psychological factors have the most impact on performance.

The performance of nurses at Pakistan Hospitals (88%) is not suitable due to a decrease in work motivation which impact on service. Ministry of Health reports on nurse performance from 2013-2017 the performance of nurses in Indonesian hospitals is still needs to be improved. The performance of nurses in private hospitals is in a suitable category at 56.9% and 44.8% in government hospitals. The perception of the performance of nurses in government hospitals is in the excellent category at 49.5%, and the rest is less than 50.5% (Lailan & Saragih, 2020). Factors that influence performance according to Ekasari *et al* (2020); Rukhan (2020); Susanti *et al* (2019) are, organizational culture, work satisfaction, and motivation

Work motivation is known as the ability to work with excitement (Mulyaningtyas *et al.*, 2021). According to a study by Suratri *et al* (2020), health professionals working in private hospitals are more motivated (61.02%) than those in government hospitals (38.98%). Decreased employee satisfaction might lead to low job motivation (Dian Ariani, 2020; Negarandeh *et al.*, 2015). This dissatisfaction comes from necessities that have not been fulfilled by the organization. Negarandeh *et al* (2015) found that career growth, job features, job authority, and recognition factors all had an impact on nurses' motivation at work. Organizational steadfastness is necessary in putting into place an organizational culture that encourages dedication to work to provide HR with the same perspective (Lattimore McShane & Young Von Glinov, 2013; Victoria *et al.*, 2021). Employee motivation and performance are increased by the qualities of a strong hospital organizational culture through teamwork and moral conduct (Aboramadan *et al.*, 2020). Healthy organizational culture increases commitment and loyalty among nurses and strongly affects their motivation and job satisfaction (Reynilda, 2020).

Professionalism indicates a rise in job satisfaction (Ayalew *et al.*, 2019). Job satisfaction is defined as a pleasant feeling and emotional reaction to work conditions, as well as a predictor of employee loyalty to the organization, which promotes organizational productivity directly or indirectly (Kreitner & Kinicki, 2010; Robbins & Judge, 2019; Wibowo *et al.*, 2019). Nurses who are fit, happy, and highly motivated nurses are linked to organizational success in the health system (Lattimore McShane & Young Von Glinov, 2013; Manyazewal, 2017).

High organizational culture and job satisfaction raise work motivation, further improving employee performance (Banaszak-Holl *et al.*, 2015; Koch *et al.*, 2014; Tajuddin *et al.*, 2020). Work motivation has a favorable and considerable impact on employee performance by buffering the effects of company culture and job satisfaction (Erlina & Mishbahatul, 2021; Kalsum *et al.*, 2017; Syukrina *et al.*, 2019).

OBJECTIVE

The purpose of the research is to ascertain how organizational culture and job satisfaction affect nurse performance, with work motivation serving as a mediating factor.

METHODS

Design

The effect of organizational culture and job satisfaction on nurse performance was examined using cross-sectional research.

Sample, Sample Size, & Sampling Technique

The nurses from Gambiran Hospital's inpatient in Kediri City who made up the study's sample were selected using proportional stratified random selection method. Samples that satisfied the inclusion criteria were chosen in order to conduct the sampling: 1) Nurses with work experience of at least two years; 2) Nurses not unavailable at the moment, sick leave, or active duty; and 3) Nurses willing to participate in the survey. Nurses who work in the emergency department, outpatient installation, central surgical installation, ponex and head of inpatient installation, are all excluded. This study's sample of 131 nurses was chosen based on these criteria.

Data collection instruments and techniques

A questionnaire that the responder fills out on their own is used as the method of data collection. Gender, education level, length of experience, and employment status may all be determined using demographic data. The researchers made the following changes to the questionnaire for the study variable: 15 questions make up the organizational culture questionnaire, which is based on six variables, including nurse involvement in the company, leadership, career opportunities, nursing quality improvement, nurse coworker relationships, and HR (Jafree *et al.*, 2016). The job satisfaction questionnaire contains 13 questions based on 4 indicators: working conditions, compensation, colleagues and work performance (Kitsios & Kamariotou, 2021). The nurse performance questionnaire contains 13 questions based on 8 indicators: contextual, professional abilities, clinical abilities, interpersonal communication, problem solving, professional ethics, teamwork and leadership (Kahya & Oral, 2018). The work motivation questionnaire contains 10 questions based on 4 indicators: career development, job characteristics, job authority and recognition (Negarandeh *et al.*, 2015). In this study, a Likert scale with five levels was employed to evaluate each statement. (1) The responses that strongly disagreed received a score of 1. (2) The solutions received a 2 for disagreement. (3) The responses received a 3

for disagree. Answers that concur were scored at 4. Strongly agreeing responses received a score of 5.

Validity and reability testing

The validity and reliability test of the research instrument was carried out on 30 nurses in the Emergency Room at Gambiran Hospital, Kediri City. The validity test obtained the value of *r* count > from the *r* table (0.3610). Cronbach alpha value shows > 0.6. Based on the validity and reliability tests, all instruments were declared valid and reliable.

Data Analysis

The data analysis technique in this study uses the path analysis method. Path analysis is used to see the effect partially or simultaneously between the independent variable and the dependent variable and to know the direct and indirect effects of the independent variables on the dependent variable through mediating variables.

RESULT

Characteristic of respondents

Based on research data, most of the respondents in this study were male with a percentage of 86.7%, and the rest were female with a percentage of 31.3%. The results of the study showed that some respondents had a D3 level with a percentage of 51.9%. Some of them are S1 level (42%) and at least level with a percentage of 6.1%. Based on employment status, the majority of respondents were civil servants with a

percentage of 67.9%, BLUD (22.1%), and others with a percentage of 9.9%.

Table 1 Characteristic of respondents

Data demographic	n	%
Gender		
Male	90	68,7
Female	41	31,3
Educational background		
Diploma	68	51,9
Bachelor	8	6,1
NERS Profession	55	42,0
Length of experience		
PK 1 (1-4 Year)	17	13,0
PK 2 (>4-8 Year)	24	18,3
PK 3 (>8 Year)	90	68,7
Employment status		
PNS	89	67,9
BLUD	29	22,1
Other	13	9,9

The influence of organizational culture and job satisfaction on nurse performance through work motivation

The results showed that there was a simultaneous influence of organizational culture (X1), job satisfaction (X2), and work motivation (Z) with a significance value of 0.000 (<0.05). In table 2 it can be seen that the calculated F value is 55.252. Based on the significant value and F value, it can be concluded that organizational culture (X1), nurse performance (X2), and work motivation (Z) simultaneously have a significant effect on nurse performance. Further explanation is in table 2 and table 3.

Table 2 Model of F testing

Model	Sum of Squares	df	Mean Square	F	Sig.
1 Regression	2711,787	3	903,929	55,252	,000 ^b
Residual	2077,724	127	16,360		
Total	4789,511	130			

a. Dependent Variable: Job performance (Y)

b. Predictors: (Constant), Work motivation (Z), Job satisfaction (X2), Organizational culture (X1)

Table 3 Model summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	,752 ^a	,566	,556	4,045

a. Predictors: (Constant), Work motivation, Job satisfaction, Organizational culture

b. Dependent Variable: Job performance

Employee performance is influenced by motivation, job satisfaction, organizational culture, and leadership (Waridin & Masrukhin, 2016). Work motivation has a positive and significant effect in mediating the influence of organizational culture and job satisfaction on employee performance (Erlina & Mishbahatul, 2021; Kalsum *et al.*, 2017; Syukrina *et al.*, 2019). High organizational culture and job satisfaction cause work motivation to have a positive and real influence on performance, whereas a stronger organizational culture and job satisfaction will increase work motivation and will further improve employee performance (Arifin Noor, 2012).

Employees are the main asset in managing the organization (Nouri *et al.*, 2019). Organizational success depends on employee motivation, commitment to the organization, and job satisfaction (Salleh *et al.*, 2016). To

manage these dilemmas and challenges, nurse managers need to plan and implement ways to meet the emotional needs of health workers regularly and motivate them effectively.

R square analysis

The results of the calculation of R²m show the diversity of data that can be explained by the model. Nurse performance has an R² value of 0.872, which means 87.2% of nurse performance is influenced by organizational culture, job satisfaction, and work motivation, while the other 12.8% is another variable outside this study.

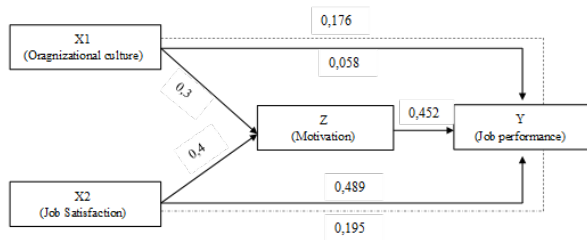


Figure 1 Path analysis

Table 4 Test for Research Variable-Related Coefficient

Variable	t statistic	(Sig.)	Description
X1 on Z	7,054	0,000	Sig (+)
X2 on Z	7,003	0,000	Sig (+)
X1 on Y	0,484	0,629	Not sig (+)
X2 on Y	3,671	0,000	Sig (+)
Z on Y	2,787	0,006	Sig (+)

t table 1,97

The Effect of Organizational Culture on Nurse Work Motivation

Organizational culture has a positive and significant effect on nurses' work motivation (t statistic > 1.97; p-value < 0.05). The form of problem solving by overcoming obstacles in the setting up of the Gambiran Hospital Kediri City, uses open communication and collaboration among team members. Shared governance shifts the focus from a top-down management style to a collaborative objective between the administrative team and nurses delivering nursing care to patients. Supports research by Deressa & Zeru (2019) ; Sastra *et al* (2019) organizational culture influences work-related motivation.

The Effect of Job Satisfaction on Nurse Work Motivation

Job satisfaction positively and significantly affects nurses' work motivation (t statistic > 1.97; p-value <0.05). Most of the respondents were more than the compensation received. Low job satisfaction among healthcare professionals is caused by unsatisfactory working conditions and environment, weak reward systems, and promotions (Khatun *et al.*, 2018). Along with research (Koch *et al.*, 2014; Lorber & Savič, 2012; Siska & Hendri, 2018; Zhou *et al.*, 2019) job satisfaction has a positive and significant effect on nurses' work motivation.

The Effect of Work Motivation on Nurse Performance

Motivation positively and significantly affects nurse performance (t statistic > 1.97; p-value < 0.05). According to a study by Sastra *et al* (2019) nurse performance is influenced by work motivation and the quality of human resources. Not accordance with Trihastuti *et al* (2016) work motivation has no significant effect on nurse performance. Nurses who have high motivation and appropriate expertise are essential in achieving the success of the health care provided (Purwanto *et al.*, 2020).

The Effect of Organizational Culture on Nurse Performance

Organizational culture does not affect nurse performance (t statistic <1.97; p-value > 0.05). The findings of this research support Lousyiana & Harlen (2015) that organizational culture does not affect the performance of nurses at the Ibnu Sina Islamic Hospital Pekanbaru. Well-

defined organizational culture and work involved in Gambiran Hospital, Kediri City make employees feel valued in the organization, which positively affects performance.

Except the research by Kalsum *et al* (2017) conducted at Santa Elisabet Medan Hospital, organizational culture influences the performance of implementing nurses. Organizational culture is predicted to affect nurse performance by more than 16%. Thus the performance of nurses with a solid organizational culture is two health resources that can improve patient outcomes.

The Effect of Job Satisfaction on Nurse Performance

There is a positive and significant effect of job satisfaction on nurse performance (t statistic > 1.97; p-value < 0.05). Strengthens in research of Kousar *et al* (2018), Mustarini (2019), Tajuddin *et al* (2020) job satisfaction has a positive and significant effect on nurse performance. Employees will provide excellent service if they are satisfied with their work and have a high commitment to the organization, and vice versa (Jarupathirun & De Gennaro, 2018). The research's findings support Ying Liu & Aunguroch (2018) that job satisfaction is the main factor in improving performance. Nurses who are satisfied with their work will provide quality care to patients, which can increase the hospital organization's productivity.

CONCLUSIONS

Organizational culture does not affect performance directly, but organizational culture has a greater influence on nurse performance through motivation. The atmosphere at Gambiran Hospital in Kediri City has an accommodative work environment that supports nurses to continue working and this is a form of nurse satisfaction. It's important to consider how motivation affects performance. If nurses are well motivated, nurses will provide good service to patients. For further research, to broaden the scope of research and add variables that can affect performance and strengthen work motivation.

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ETHICAL CONSIDERATIONS

This research has received approval and has passed the ethical test issued by the Ethics Commission of the University of Brawijaya Malang with letter number: 3271/UN10.F17.10/TU/2022, which was issued on July 21, 2022.

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