

Organizational Culture, Career Development, Job Satisfaction and Nurse Performance at Batam City Hospital

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ABSTRACT

Society demands hospitals to provide quality services according to standards. The reality in the field is that the quality of nursing services has not been satisfactory, for that it is necessary to develop a research model from previous research models and from variable theory. This study aims to analyze the research model of the influence of organizational culture, career development, and job satisfaction on nurse performance. This study uses a survey method involving 200 respondents. The nurse's performance assessment is obtained through a 360-degree assessment, namely assessment, self-assessment, superiors, and co-workers. Collecting data using a questionnaire, Likert scale with Construct Reliability (CR) ≥ 0.70 and Variance Extracted (VE) ≥ 0.50 . Data analysis was analyzed using Structural Equation Modeling (SEM) with lisrel. The findings of this study, organizational culture, career development, and job satisfaction have a direct positive effect on nurse performance. Other findings from this study besides the direct effect, there is also an indirect effect of career development on performance through job satisfaction and there is no indirect effect of organizational culture on nurse performance through job satisfaction. Furthermore, this study suggests that the Director of Embung Fatimah Hospital Batam optimizes the implementation of the nursing career path according to the rules and encourages employees to build a hospital culture by paying attention to internal and external factors.

Keywords: *Organizational Culture, Career Development, Job Satisfaction and Performance*

1. INTRODUCTION

Based on the Law of the Republic of Indonesia number 44 of 2009 concerning Hospitals, article 29 paragraph b states that every hospital is obliged to provide safe, anti-discriminatory, and effective health services by prioritizing the interests of patients in accordance with hospital services. standard. In ensuring good quality of service and patient safety, hospitals are required to provide professional health workers who provide competent care. Nurses are health workers in hospitals who have an important role and have a large number[1].

Conditions in the field are still many complaints from patients who get nursing services that are still not good and can also be seen from the report on hospital quality indicators regarding patient safety which is still lacking where there are still some errors including medication errors. (9.26%), patients fall (5.15%) and many other errors[2]. To determine the performance of each implementing nurse, it is necessary to measure performance.

This condition is supported by research from the Ministry of Health, R. (2017) which proves that the level of nurse adherence to drug administration guidelines is still low. This can be seen from 293 cases of treatment activities, only 6% of nurses verified the amount of drug listed on the vial and 5% of nurses read the patient's name from the bracelet. To overcome this problem, it is necessary to evaluate the performance of nurses. Nurses' performance research has often been done, so different research models were developed with the aim of testing the influence of organizational culture, career development, job satisfaction on nurse performance.[3].

The low performance of nurses can be caused by internal and external factors. Wirawan, (2015) found that one of the external factors that affect the performance of human resources is organizational culture[4]. This result is also supported by Belias et al., (2015), Organizational Culture and Job Satisfaction in Greek Banking Institutions, this study shows that organizational culture can partially predict the level of employee job satisfaction. In particular, the adhocracy and market types are more likely to make employees dissatisfied with their pay, whereas the hierarchical type is the opposite.[5].

The study of Chi et al., (2012) showed that a good hospital culture leads to better individual performance. Other factors that cause the low performance of nurses in addition to the low organizational culture of employee performance, many factors cause career development and job satisfaction. Looking at the explanation, this study only examines the factors of organizational culture, career development, job satisfaction and nurse performance[6]. Trivellas et al., (2015) stated that the empirical findings of a survey of 84 employees in accounting offices in Central Greece confirmed that general competence exerts a mediating effect on the relationship between career success satisfaction and performance.[7]. This study developed a model that combines four variables consisting of culture, career development, job satisfaction and nurse performance in hospitals. This study aims to analyze the research model of the influence of organizational culture, career development, and job satisfaction on nurse performance.

2. LITERATURE REVIEW

2.1. Nurse Performance

Colquitt, Lepine, & Wesson (2015) explain that the best performance (good performance) can be seen in three broad categories, namely: 1) Task Performance; 2) Citizenship Behavior; 3) Counter Productive Behavior[8].

The results of the research by Greenslade & Jimmieson (2011), show that service climate is associated with nurse-directed efforts towards technical care and extra-role behavior. In turn, the effort nurses put into predicting their performance, as rated by their supervisor. Finally, task performance was a significant predictor of patient satisfaction [9].

The performance of a clinical nurse can be assessed from the quality of nursing care provided to patients. The reference for assessing the quality of nursing services in hospitals is using nursing practice standards.

Nursing-sensitive quality indicators (NSQIs), or also called sensitive nursing quality indicators determined by the hospital in nursing practice and can be felt by the results of nursing care by the patients they care for.

The measuring instrument for assessing the performance of nurses is based on basic nursing competencies at the Embung Fatimah general hospital, referring to the Regulation of the Minister of Health of the Republic of Indonesia No. 40 of 2017 concerning the level of nurses[10].

A good performance appraisal is one that upholds the element of objectivity, so it takes more than one party to make an assessment. The nurse's performance assessment is obtained through a 360-degree assessment, namely assessment, self-assessment, superiors, and co-

workers. The factors that affect performance according to Wirawan (2015) are as follows: 1) Organizational External Environmental Factors consisting of: a) Macro and Micro organizational factors; b) Political life; c) community culture; d) Religion; e) Competitors; 2) Organizational internal factors consisting of: a) Organizational culture; b) Organizational climate c) Employee factors (work ethic, work discipline, job satisfaction)[4].

There are several instruments of nurse performance in the literature. Based on the opinions of experts regarding the performance described above, it can be synthesized that the performance of clinical nurses is a description of the value of the level of achievement of a series of activities carrying out nursing care tasks. services according to the level and details of the clinical authority given, compared to the performance targets that have been set. To measure the performance of clinical nurses, a performance assessment was carried out. The indicators for assessing the performance of clinical nurses in hospitals consist of: 1) Clinical Performance, 2) Behavior, 3) Quality of service.

One of the most difficult challenges faced by nurse managers is carrying out an objective and fair performance appraisal. Where the evaluation system is used for two important purposes, namely: 1) to justify increases in wages, salaries, rewards, bonuses and promotions, 2) to determine the behavior of weak and strong staff in the assessment.[11]. There are several instruments of nurse performance in the literature. Based on the opinions of experts regarding the performance described above, it can be synthesized that the performance of clinical nurses is a description of the value of the level of achievement of a series of activities carrying out nursing care tasks. services according to the level and details of the clinical authority given, compared to the performance targets that have been set. To measure the performance of clinical nurses, a performance assessment was carried out. The indicators for assessing the performance of clinical nurses in hospitals consist of: 1) Clinical Performance, 2) Behavior, 3) Quality of service.

2.2 Organizational Culture

According to Schein (2010) organizational culture is a pattern of basic assumptions found, created or developed by certain groups with the intention that organizations learn to cope with and overcome problems that arise as a result of ongoing external and internal adaptations. good enough, so they need to be taught to new members as the correct way to understand, think and feel with this problem. The competitive values framework (CVF) provides a practical way for managers to understand, measure organizational culture and change organizational culture, which is based on two key dimensions or axes of organizational effectiveness. The

first axis relates to whether an organization focuses its attention and efforts on internal dynamics or outwards towards the external environment[12].

This concept can be well illustrated in the reforms proposed by Denison and Spreitzer which divide organizational culture into two axes, namely: 1) The flexibility-stability axis dimension, which reflects the demands of change and competitive stability, 2) the internal-external axis dimension, focuses on activities that occur inside or outside. Furthermore, it divides organizational culture into four cultural domains, namely: 1) group culture, 2) developmental culture, 3) rational culture, 4) hierarchical culture.[13]. The study of Shahzad (2014), states that there is a positive relationship between organizational culture and employee performance in Pakistani software houses[14]. One of the proposed frameworks for measuring organizational culture is Quinn (1988), whose work "Beyond rational management: Mastering the paradoxes and demands of high-performance competition". This model has been adapted and updated and used repeatedly in measuring organizational culture in various contexts. Denison, Nieminen, & Kotrba, (2014) stated that the last instrument reviewed in the update was the Denison Organization Culture Survey (DOCS).[13]. This instrument has been used in more than 30 published dissertations. The development of DOCS coincided with the development of a theory that linked four key cultural traits to organizational effectiveness, namely: 1) engagement, 2) consistency, 3) mission and 4) adaptability.

2.3. Career development

Career development is the planning and implementation of career plans that can be seen as a life process involving individual employees. Mc Peck states a career plan about exploration, opportunity, and change[15]. Many studies measure the career growth and career acceleration of employees. Career growth was initially measured using four dimensions, namely: 1) career goal advancement, 2) professional ability development, 3) promotion speed, 4) remuneration growth

Then J. Liu et al., (2015), developed a new scale for nurse career growth called the Career Growth of Nurses Scale (CGNS), which is divided into three dimensions, namely: 1) Career Goals, 2) Career Capacity (Career Capacity.) and 3) Career Opportunities[16]

2.4. Job satisfaction

Career development is an effort made by the organization in planning the careers of its employees which is called career management, including career planning, implementation and supervision. Career development is highly expected by every employee to motivate them to

work better[15]. Then Sinambela, (2021), states that there are four levels of need for an employee to be taken in four age categories, through four stages of career development, namely: 1) the initial stage is oriented to two indicators, namely position. as permanent or contract employees, 2) the advanced phase is oriented to promotion indicators, 3) the position retaining phase is oriented to survival situations, 4) the retirement phase is oriented to strategic thinking indicators because everyone ends up working[15].

Colquitt, Lepine, & Wesson (2015) state that job satisfaction is: Job satisfaction is a pleasant emotional state resulting from an appraisal of one's job or work experience. [8]

Research by Walker & Avant (2011) suggests that the concept of nurse job satisfaction is abstract, so an empirical reference is needed to make the concept measurable. The empirical reference for nurse job satisfaction is explained by the following indicators, 1) Fulfillment of desired needs in work settings; 2) Happiness or satisfying emotional response to working conditions. [17].

3. RESEARCH METHOD

This study used a survey method with a sample of 200 clinical nurses. The research was conducted at the Embung Fatimah Regional General Hospital. Sampling of the population using stratified random sampling technique. Data was collected using an instrument in the form of a questionnaire with a Likert scale (1-5), which was developed from the theoretical indicators of each variable. Testing the instrument with a theoretical validation process using expert judgment with Aiken's V statistics, as well as empirical data validation and hypothesis testing using SEM (Structural Equation Modeling). Analysis of the validity of the measurement model was carried out by testing the t value of the standard loading factor (SFL or).

4. RESEARCH RESULTS

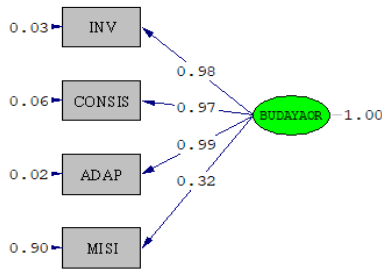
4.1. Description of Respondents Characteristics

The research respondents, in this case the implementing nurses at Embung Fatimah Hospital, Batam City, were mostly female (77%) with the latest education D3 Nursing (71%) and working period of about 5-10 years (63%).

4.2. Measurement Model Hypothesis Testing

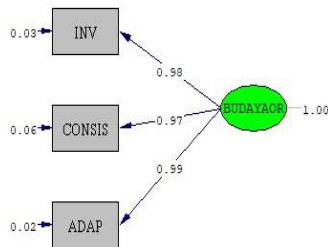
The test results of the measurement model for the latent variable of Organizational Culture, which was previously a second-level measurement model (Second Order Confirmatory Factor Analysis) with 4 indicators and 54 statement instruments, became the first-order measurement model (First Order Confirmation). Factor

Analysis) with 4 indicators of LVS calculation results, namely the INV, CONSIG, ADAP, MISI indicators



Chi-Square=0.00, df=2, P-value=1.00000, RMSEA=0.000

Figure 1 Estimation Results of the Cultural Measurement Model



Chi-Square=0.00, df=0, P-value=1.00000, RMSEA=0.000

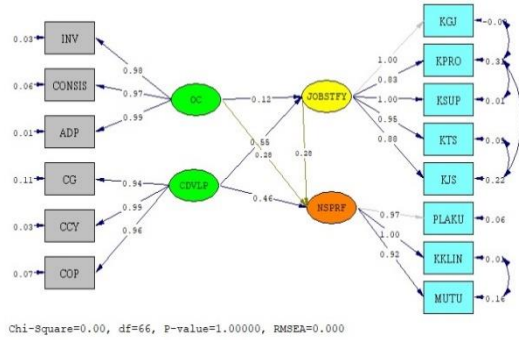
Figure 2 Final Estimation Results of the Measurement Model

The findings of the initial estimation of the level one latent variable of Organizational Culture which are shown through the path diagram in Figure 1, it can be seen that the Standardized Factor Loading (SFL) of the MISI indicator has a value of = 0.32 < 0.50 which means the MISI indicator is invalid and is excluded from the model. Furthermore, retesting is carried out so that all indicator variables are valid.

Using the first-order Confirmatory Factor Analysis (CFA) measurement model, the validity of the indicators on organizational culture variables, CR = 0.99 and AVE = 0.96; career development, CR=0.98 and AVE=0.93; job satisfaction, CR=0.98 and AVE=0.92; nurse performance CR=0.97 and AVE=0.93. These results conclude that the reliability of the measurement model of all research latent variables is good.

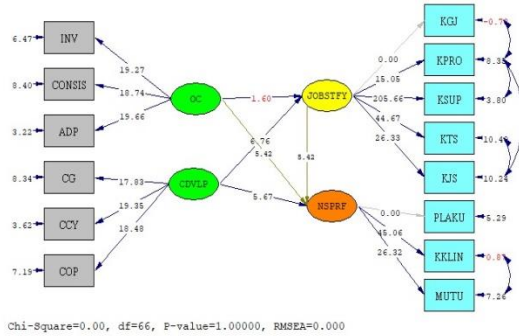
4.3. Structural Model Hypothesis Testing

The results of the Structural Model analysis are presented in Figure 3 and Figure 4.



Chi-Square=0.00, df=66, P-value=1.00000, RMSEA=0.000

Figure 3 Model Estimation Results (Standard)



Chi-Square=0.00, df=66, P-value=1.00000, RMSEA=0.000

Figure 4 Model Estimation Results (t value)

5. DISCUSSION

The results of the measurement model test for the latent variable of Organizational Culture at the first level (First Order Confirmation Factor Analysis) with 4 indicators of LVS calculation results, namely INV, CONSIG, ADAP, MISI, Standardized Factor Loading (SFL value) the indicator from the MISI indicator has a value = 0.32 < 0.50 which means the MISI indicator is invalid, but in testing the structural model the indicator is still included because the mission is related to the reason for the existence of a company (the reason for its existence) in this case the existence of Embung Fatimah Hospital.

5.1. The positive direct effect of organizational culture on nurse performance

The findings of this study are in accordance with the research of Cha & Sung, (2020) in their research entitled "Factors related to nursing performance in South Korean intensive care units" found that task-oriented culture has a positive effect on nursing performance [18].

Organization has a direct positive effect on the performance of nurses working at Embung Fatimah Hospital Batam (t value = 5.42 > 1.96, coefficient = 0.28), meaning that H1 is accepted. This finding is also in line with the concepts of Colquitt, Lepine, & Wesson (2015) and Wibowo, (2016) although slightly different from the opinion of Kreitner & Kinicki, (2014) which states that

organizational culture can affect human resource performance towards better or worse[8], [19], [20].

Research by Hsi Chi, Hsiao, Chang, Ya Ling, & Tu, (2016) which shows a good hospital culture leads to better individual performance than conventional training. Thus, hospitals in order to improve the performance of special clinical nurses must be able to lead nurses to participate in forming a good hospital organization[6].

5.2. Positive Effect of Career Development on Nurse Performance

The findings of this study reveal that Career Development has a direct positive effect on Nurse Performance (t value = 5.67 > 1.96, coefficient = 0.46).

This result is in accordance with Sinambela, (2021), in his book it is said that in practice career development tends to be the implementation of career planning, therefore in career development in organizations it is necessary to study two processes, namely (1) how everyone plans and implements career goals, (2) how to organize, design and implement career goals. implementing various career development programs[15].

These results are supported by research Rakhah et al., (2021), who stated that other factors that were reported to be important for the development of the Advanced Practice Nurse career path were related to the environment, peer network, institutional (hospital) and external support.[21].

5.3. Positive Effect of Job Satisfaction on Nurse Performance

The research findings reveal that career development has a direct positive effect on job satisfaction (t value = 5.42 > 1.96, coefficient = 0.28). The results of this study are in accordance with the research of Samiei et al., (2016) which shows that nurses with undergraduate education have lower performance than those with diploma education (P = 0.045). There is a significant but weak relationship between performance and job satisfaction (r = 0.165)[22].

5.4. Positive Effect of Career Development on Job Satisfaction

The research findings reveal that career development has a direct positive effect on job satisfaction (t value = 6.76 > 1.96, coefficient = 0.55).

Research by Yarbrough, Martin, Alfred, & McNeill, (2017) proves the results of their research in a regression-based path analysis, basic psychological needs satisfaction is positively related to career satisfaction (p < .001) and career commitment (p < .001) nurses. Career satisfaction was positively related to career commitment (p < 0.05). Career satisfaction mediates the relationship

between satisfaction of basic psychological needs and career commitment competence (95% confidence interval [.009, .068][23].

5.5. Positive Effect of Organizational Culture on Job Satisfaction

This study resulted in the finding that organizational culture does not directly affect the job satisfaction of nurses working at Embung Fatimah Hospital Batam (t value = 1.60 < 1.96, coefficient = 0.12), meaning that H0 is accepted. The results of this research are in line with the research of Hazavehei et al., (2019), which shows that organizational culture has a significant relationship with internal, external and overall job satisfaction (p<0.001)[24]

6. CONCLUSION

First, the organizational culture of nurses has a direct positive effect on the performance of nurses at Embung Fatimah Hospital Batam. To improve performance, it is necessary to lead to the formation of a good organizational culture that can be accepted by all employees, including clinical nurses.

Second, Nurse Career Development has a direct positive effect on performance. Implementation of a good nurse career development based on Minister of Health Regulation No. 40 of 2016 concerning the development of professional career paths for clinical nurses (Ministry of Health, 2017) will encourage high-performing nurses[10].

The three job satisfactions have a direct positive effect on the performance of nurses. To improve the performance of nurses must pay attention to job satisfaction.

Fourth, the research findings reveal that career development has a direct positive effect on job satisfaction. To increase nurse job satisfaction, the implementation of the career path must be felt by clinical nurses to be able to develop their careers

These results also indicate that there are direct and indirect effects of Career Development on Nurse Performance. Through the Job Satisfaction of Nurses working at Embung Fatimah Hospital Batam, it means that job satisfaction successfully mediates the relationship between career development and performance, but these findings provide evidence of the indirect influence of Organizational Culture on Nurse Performance through Job Satisfaction of Nurses working at Embung Fatimah Hospital.

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