



# The Effect of Compensation, Work Facilities, Competence of Nurses, Performance with Motivation as An Intervening Variable At Karang Tengah Medika Hospital

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**ABSTRACT:** This study aims to analyze the effect of compensation, work facilities, and competence on nurse performance with motivation as an intervening variable. The research method used is quantitative with a survey approach. Data were collected through questionnaires distributed to nurses at Karang Tengah Medika Hospital with a sample size of 64 people with a path analysis test using the Structural Equation Modeling (SEM) method. The results of the study showed that compensation had a direct and significant effect on motivation but did not have a direct effect on performance. Competence had a direct and significant effect on work motivation and nurse performance with a T Statistic value > 1.65 and P Value < 0.005. On the other hand, work facilities did not have a direct and significant effect on nurse motivation and performance. In addition, motivation did not have a direct effect on nurse performance, in contrast to the results of a study by Yuliantari & Ardana (2022) that motivation had a direct effect on performance. These findings provide implications for management in improving the welfare and productivity of the workforce by increasing employee competence and re-evaluating compensation and work facility policies.

**KEYWORDS:** Compensation, Work Facilities, Competence, Motivation, Nurse Performance.

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## I. INTRODUCTION

Hospitals as one of the health service centers have various types of human resources in them, and one of them is nurses. A nurse is someone who has graduated from higher education in nursing, either domestically or abroad, which is recognized by the government in accordance with the provisions of the Laws and Regulations (Laws of the Republic of Indonesia). Indonesia Number 36 of 2014).

One of the Resources The important human resources (HR) in a hospital are nurses (Octavianus & Turagan, 2023). For this reason, a professional nurse is needed, has high loyalty and quality. One of the driving factors is the performance of nurses. With high nurse performance, it will be influenced by decent compensation, complete work facilities, competence according to the field and expertise they have, and motivation.

According to Wibowo (2011:349) in the journal Faithya & Fahrizi (2021) states that compensation consists of direct and indirect compensation, where the compensation given to nurses is not only in the form of money but can be in the form of awards. According to Darsini (2014) in the journal Alifayah et al., (2023) facilities are tools used to achieve the meaning and goals of the organization. With complete equipment, nurses will work more easily and time will be more efficient. Competence is defined as skills, authority and expertise, as a nurse working in a health service center this is the main factor in working. If this is not fulfilled properly, it will have an impact on the decline in the quality of service, as well as the lack of nurse loyalty to the company. Therefore, this study attempts to examine the extent to which compensation, work facilities, and competence influence nurse performance with motivation as an intervening variable. The method in the study uses quantitative explanatory and causal comparative to see the relationship between variables,

## II. LITERATUR REVIEW

According to Armstrong & Baron (2017) in Narulita et al., (2023: 32) performance is an approach that is work planning, performance measurement and assessment and individual development. With reliable and high-performance human resources, it is expected to be able to increase the company's profitability so that the company is able to provide employee welfare (M. Ilyas & L. Hertati , 2022 ).

According to Habib (2023:136) motivation is a series of reasons or incentives that encourage someone to act or behave in a certain way. Likewise, according to Sitorus, G & Siregar, E (2024) communication is also One of the causes that influences employee motivation, with good and open communication can improve employee performance. According to Siagian, A & Zukrianto, M (2018) in his journal said that with the support and motivation from management will increase respect and sense of belonging to the company so that it will spur employee work enthusiasm. Likewise in hospitals, motivation from company management both from superiors and from colleagues is needed to improve nurse performance, so that hospitals will have loyal, dedicated and empathetic Human Resources.

According to Hasibuan (2010) in Firdaus & Oetarjo (2023 :12) compensation is a reward received in the form of money or goods for services that have been performed for the company. According to Werther , Jr & Davis in Librianty, et al.,(2023:153) Compensation is remuneration to employees for what they have done in the form of wages or salaries received periodically

According to Moenir (2011) in Jelatu, H & Jewaru, M (2023:8) work facilities are equipment or tools that can be seen clearly in the form of forms or others that can be used to support activities. According to Handoko (2019: 210) work facilities are all forms of tools, equipment provided to help employees carry out their duties so that they are more effective and make it easier for employees to achieve the work targets to be carried out .

According to Sutrisno (2019: 47) competence is a basic characteristic of an individual that influences a person's way of thinking and behaving in carrying out tasks. According to Robert A. Roe (2002) in Nyoto (2019: 2) competence is the ability to carry out a task, role, ability and attitude to build knowledge based on experience and education. With the appropriate nurse competence, it will have an impact on performance and also professionalism in carrying out service tasks.

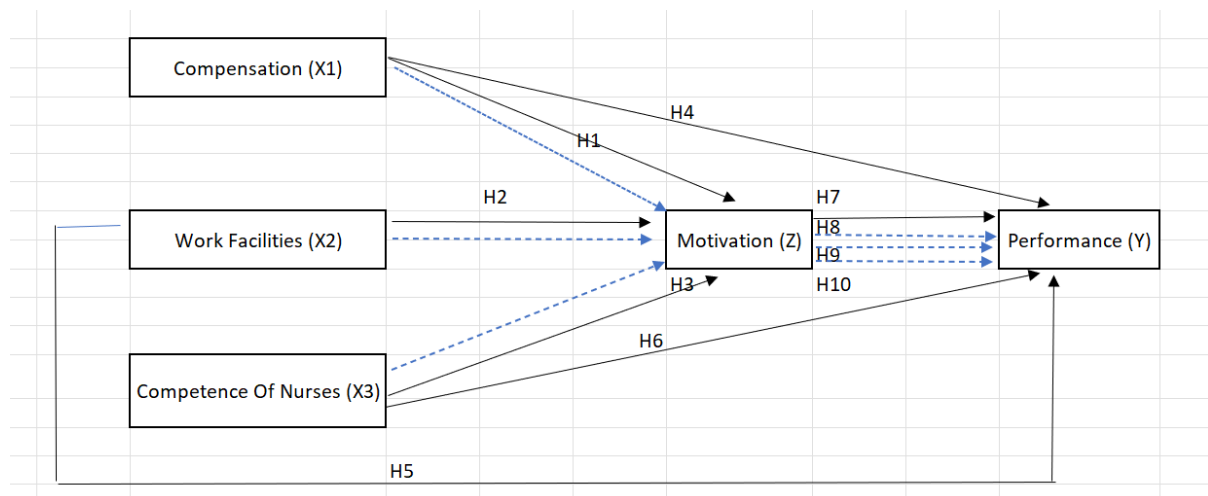


Figure 2.1. Research variable thinking framework

Based on the image of the thinking framework in the study to comply with how the direct influence of compensation, work facilities and competence on work motivation and also on nurse performance. And to find out how the indirect influence of compensation , work facilities and competence on nurse performance is mediated by motivation as an intervening variable.

## III. RESEARCH METHOD

The analysis method used in this study is the quantitative explanatory and Causal comparative method, namely using research by collecting and analyzing numerical data to see the relationship between variables with a survey approach. This study used a population of all nursing human resources at Karang Tengah Medika Hospital as many as 64 people, while the sample used was a saturated sample, namely the entire population of 64 people. The data collection technique in this study used a Likert scale questionnaire with alternative answers strongly agree, agree, disagree, strongly disagree (Sugiyono, 2022). To analyze the data using Structural Equation Modeling (SEM) with SmartPLS software.

#### IV. RESEARCH RESULTS AND DISCUSSION

Karang Tengah Medika Hospital is a type C hospital located on employee street 4, Ciledug, Tangerang City. Of the 64 questionnaires distributed, 44 could be processed. Where based on the results of the descriptive analysis of the number of respondents in Table 4.1 shows that of the 44 respondents studied, 93% were female respondents and 7% were male respondents. This shows that nurses at Karang Tengah Medika Hospital are mostly female.

Respondent Profile	Category	Amount	Percentage
Gender	Woman	41	93%
	Man	3	7%
	<b>Total</b>	<b>44</b>	<b>100%</b>

Table 4.1. Distribution of Respondents by Gender

The respondent profile in this study based on age is classified according to the World Health Organization (WHO) which consists of children, adolescents, young adults, adults, and elderly.

Category	Age/Years	Amount	Percentage
Children)	1-10 years	0	0%
Adolescents	10 - 19 years	0	0%
Young Adults	20-24 years	5	11%
Adults	25-59 years	39	89%
Elderly	> 60 years	0	0%
<b>TOTAL</b>		<b>44</b>	<b>100%</b>

Table 4. 2. Distribution of Respondents by Age

The results of the descriptive analysis in Table 2 show that nurses who have worked > 5 years are 13 people (29.55%), those who have worked for 1-5 years are 9 people (20.45%), while those who have worked for 0-1 year are 22 people (50.00%). This shows that nurses working at Karang Tengah Medika Hospital are mostly those who have worked for less than one year.

Respondent Profile	Category	Amount	Percentage
Years of service	New Employee (0-1 year)	22	50.00%
	Middle Employee (1-5 years)	9	20.45%
	Experienced Employees (> 5 years)	13	29.55%
	<b>Total</b>	<b>44</b>	<b>100%</b>

Table 4.3. Distribution of Respondents Based on Length of Service

#### Direct influence/Direct influence hypothesis test

	Original sample (O)	Sample mean (M)	Standard deviation (STDEV)	T statistics ( O/STDEV )	P values
(X.1)Kompensasi -> (Y)Kinerja perawat	0.169	0.184	0.191	0.882	0.190
(X.1)Kompensasi -> (Z) Motivasi	0.324	0.333	0.188	1.723	0.044
(X.2 )Fasilitas kerja -> (Y)Kinerja perawat	-0.338	-0.355	0.216	1.564	0.061
(X.2 )Fasilitas kerja -> (Z) Motivasi	-0.034	-0.050	0.170	0.198	0.422
(X.3) Kompetensi -> (Y)Kinerja perawat	0.545	0.537	0.142	3.838	0.000
(X.3) Kompetensi -> (Z) Motivasi	0.597	0.606	0.089	6.685	0.000
(Z) Motivasi -> (Y)Kinerja perawat	0.246	0.261	0.170	1.445	0.076

Table 4.4 Hypothesis Test of Direct Influence

From the results of the direct influence hypothesis test, it was found that the compensation variable had a direct and significant effect on the nurse performance variable where the path coefficient values were 0.324, P Values 0.04 <0.05 with a T Statistic value of 1.723> 1.65 which means Hypothesis 1 is accepted. This is in line with previous research conducted by (Andani.KW, 2022) that compensation has a direct effect on work motivation.

The influence of work facilities on nurses' work motivation at Karang Tengah Medika Hospital shows a path coefficient value of 0.034, P Values 0.422 > 0.05 with a T Statistic value of 0.198 < 1.65, which means that Hypothesis 2 is rejected. This result is different from previous research conducted by ( Nawawi, et al., 2021) that work facilities have an influence on work motivation, namely the existence of complete work facilities, although it will indirectly have an impact on employee work motivation.

The influence of competence on nurses' work motivation at Karang Tengah Medika Hospital shows a path coefficient value of 0.597, P Values 0.000 < 0.05 with a T Statistic value of 6.685 > 1.65, which means that **Hypothesis 3 is accepted**. This is in line with previous research by ( Riyanto, S. & Anto, D, 2022) that competence has a direct influence on employee work motivation.

The effect of compensation on nurse performance at Karang Tengah Medika Hospital shows a path coefficient value of 0.169, P Values 0.190 > 0.05 with a T Statistic value of 0.882 < 1.65, which means that **Hypothesis 4 is rejected**. This is different from the research conducted ( Dewi & Ardana, 2022) that compensation has a significant influence on employee performance.

The influence of work facilities on nurse performance at Karang Tengah Medika Hospital shows a path coefficient value of -0.338, P Values 0.061 > 0.05 with a T Statistic value of 0.061 < 1.65, which means that **Hypothesis 5 is rejected**. This is in line with research conducted by ( Rintama Sitompul, 2021) that work facilities do not have a direct effect on employee performance but are influenced by other variables.

The influence of competence on nurse performance at Karang Tengah Medika Hospital shows a path coefficient value of 0.545, P Values 0.000 < 0.05 with a T Statistic value of 3.838 > 1.65, which means that **Hypothesis 6 is accepted**. This is in line with research conducted by (Masruroh & Fatima, 2023) that competence has a direct impact on employee performance.

The influence of work motivation on nurse performance at Karang Tengah Medika Hospital shows a path coefficient value of 0.246, P Values 0.076 > 0.05 with a T Statistic value of 1.445 < 1.65, which means that **Hypothesis 7 is rejected**. This is different from the research conducted by (Kurniasih, N, 2022), that motivation has a direct influence on nurse performance,

**Mediation Effect Test (Indirect Effect)**

	Original sample (O)	Sample mean (M)	Standard deviation (STDEV)	T statistics (O/STDEV)	P values
(X.3) Kompetensi -> (Z) Motivasi -> (Y) Kinerja perawat	0.147	0.157	0.103	1.431	0.078
(X.1) Kompensasi -> (Z) Motivasi -> (Y) Kinerja perawat	0.080	0.094	0.092	0.871	0.193
(X.2) Fasilitas kerja -> (Z) Motivasi -> (Y) Kinerja perawat	-0.008	-0.018	0.053	0.156	0.438

Table 4.5. Mediation Effect Test

The results of the SEM analysis show that the indirect effect of compensation on nurse performance through work motivation is positive but not significant where the path coefficient value is 0.080 , P Value 0.193 > 0.05 and T Statistics 0.871 < 1.65. Therefore, the direct effect of compensation on performance has an insignificant effect while the effect of compensation on motivation has a significant effect, so work motivation mediates fully (full mediation) . This means that the effect of motivation as a mediator between compensation and nurse performance is not strong enough. Based on this explanation, **Hypothesis 8 is rejected**.

The indirect effect of work facilities on nurse performance through work motivation has positive results that are not significant where the path coefficient value is -0.008 , P Value 0.438 > 0.05 and T Statistics 0.156 < 1.65. The direct effect of work facilities on nurse performance is not significant. So work motivation mediates fully (Full Mediation) , meaning that Work Motivation as a mediating effect between Work Facilities and Nurse Performance is not strong enough . Based on this explanation, **Hypothesis 9 is rejected**.

The indirect effect of competence on nurse performance through work motivation is not significant where the path coefficient value is 0.147 , P Value 0.078 > 0.05 and T Statistics 0.156 < 1.65. Therefore, the direct effect of competence on nurse performance without being mediated by work motivation is significant. So work motivation mediates partially (partial mediation ) Based on this explanation, **Hypothesis 10 is rejected**.

**V. CONCLUSION**

From the analysis conducted, it was found that competence has a direct effect on the motivation and performance of nurses where the T Statistic value is > 1.65 and P Value < 0.005, as well as compensation on motivation. However, compensation does not have a direct effect on performance, as well as work facilities do not have a direct effect on the motivation and performance of nurses with a T Statistic value < 1.65 and P Value

> 0.005. And so motivation does not have a significant effect as a mediating variable between compensation, work facilities, and competence on nurse performance. Based on the results of the analysis and discussion that have been carried out in this study, the researcher concluded that competence as the main cause that influences work motivation and improves nurse performance, namely with high competence nurses will be able to carry out their work well while motivating them to complete the tasks given, thus increasing self-confidence in working and the expected results can be achieved. While compensation and work facilities require a motivational role in order to improve nurse performance at Karang Tengah Medika Hospital. For this reason, hospital management must pay more attention to increasing the competency of nurses and consider providing more appropriate compensation to nurses according to the nurses' expertise and workload.

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