

THE EFFECT OF TRAINING AND COMPENSATION ON NURSE PERFORMANCE THROUGH JOB SATISFACTION AS AN INTERVENING VARIABLE AT R.A.A TJOKRONEGORO HOSPITAL IN PURWOREJO, CENTRAL JAVA

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Abstract. The title of this research is "Analysis of the Influence of Training and Compensation on Nurse Performance through Job Satisfaction as an Intervening Variable at RSUD R.A.A Tjokronegoro in Purworejo." This study aims to determine the mediating effect of job satisfaction on the relationship between training and compensation on employee performance. This research uses a quantitative method with data collection through questionnaire distribution. The population consists of 114 individuals, and 100 questionnaires were returned, hence the sampling method used is census. The research analysis methods include t-test, F-test, simple and multiple linear regression analysis, as well as path analysis. The results of this research show that training has a positive and significant effect on employee performance, compensation has a positive and insignificant effect on employee performance, training and has a positive and significant effect on job satisfaction, job satisfaction has a positive and significant effect on employee performance, job satisfaction does not mediate training on employee performance, job satisfaction does not mediate the effect of compensation on employee performance.

Keywords: employee performance; job satisfaction; organizational culture; training

I. INTRODUCTION

Performance is something produced or achieved by employees in their performance that is in accordance with job criteria and applies to one job. According to Bernardin and Russell, performance is a way to record the results obtained from carrying out a task or work activity in a certain time period. Apart from that, Robbins revealed that employee performance is a real result that is openly noticed by all parties as an achievement achieved in meeting company standards. Employee performance is the result of work activities which include contributions, achievements and results in accordance with company standards which include real achievements and can be observed by all parties as an assessment of employee achievements in contributing to the organization (1). There are several factors that influence employee performance, one of which is training. Training includes all efforts made by the company to facilitate the learning process for its employees. Training is the process of someone having the ability to help achieve organizational goals. Training is also a short-term educational process that uses an organized and systematic

process in which non-managerial employees acquire technical knowledge and skills for specific purposes (2). Several studies that have been conducted previously that discuss the influence of training on employee performance include research conducted by Sibarani et al., (2023), and Ruhayat et al., (2022), which explains that training has a positive and significant effect on employee performance. This is different from research from Guterres et al., (2020) which produces a negative influence that occurs from the influence of training on employee performance. From previous research it can be concluded that organizational training has a positive and negative influence on employee performance.

Apart from training, compensation also influences employee performance. Compensation refers to payments or rewards given to employees as recognition for the work they have done. Effective compensation is one that is able to create a sense of justice for all employees who work in the company. In general, compensation is what employees receive in exchange for their contribution to the organization. Apart from that, compensation can also be defined as all income in the form

of money, direct or indirect goods received by employees as compensation for what is given to the company (6). Several previous studies that have discussed the influence of compensation on employee performance include previous research by Fauzan, (2022) which stated that compensation has a positive and significant effect on employee performance. Meanwhile, research from Pristiawati & Santoso, (2021) has negative influence results that occur from the influence of compensation on employee performance. From several previous studies, it was concluded that compensation has a positive and negative influence on employee performance. Apart from training and compensation, one of the factors that can influence employee performance is the job satisfaction felt by employees. Job satisfaction is the result of employees' assessment of the extent to which their work meets company standards. Job satisfaction is a general attitude that a person has towards his job. Apart from that, job satisfaction can also be defined as a pleasant or unpleasant emotional state with which employees view their work, job satisfaction reflects a person's feelings towards their work (9).

Job satisfaction affects employee performance. There is previous research by Marbun & Jufrizen, (2022) and Idris & Asri, (2022), job satisfaction has a positive and significant influence on employee performance. Different from (12) which states the negative influence of job satisfaction on employee performance. From several previous studies, it was concluded that job satisfaction has a positive and negative influence on employee performance. Training influences employee performance through job satisfaction. There is previous research by Idris & Asri, (2022), and Nurani et al., (2020), which explains that training has a positive and significant effect on employee performance through job satisfaction. Different research from Prasetya et al., (2020) has negative results from the influence of training on employee performance through job satisfaction. From previous research, the conclusion is that training has a positive and negative effect on employee performance through job satisfaction. Compensation influences employee performance through job satisfaction. This is shown in research from Gatot & Setyawati, (2022). This research shows the positive influence of the relationship between compensation and employee performance which is mediated by job satisfaction. This is different from research from Rosalia et al., (2020) which shows a negative relationship between compensation and employee performance through job satisfaction. This shows that compensation has a positive and negative influence on employee performance which is mediated by job satisfaction. From these findings, researchers want to confirm whether training and compensation can mediate job satisfaction on employee performance. This research will later be aimed at nurses at RSUD R.A.A

Tjokronegoro, which is a mobile installation in the health sector in Purworejo Regency which was initiated in 2015 by the Regent of Purworejo and has a total number of nurses of 114 people. This research is to get an answer to the research question "is there a relationship between training and compensation on employee performance through job satisfaction as an intervening variable in nurses who work at RSUD R.A.A Tjokronegoro Purworejo"

II. RESEARCH METHODS

The method used in this research is research with a quantitative approach. This research was conducted at RSUD R.A.A Tjokronegoro in Purworejo Regency. The population in this study were all nurses at RSUD R.A.A Tjokronegoro, totaling 114 nurses. The sampling method in this research uses a saturated sample technique or the entire population is sampled so that the sample in this research is 114 respondents. The data collection technique in this research was to use a questionnaire which was distributed to the entire research sample. The data analysis technique used is linear regression analysis, both simple and multiple linear regression which is analyzed using SPSS Version 25 software. Then path analysis is carried out to determine the indirect influence or influence of the moderating variables.

III. RESULTS AND DISCUSSION

This section will detail the outcomes of a study conducted on the relationship between training, compensation, and employee performance in RSUD R.A.A Tjokronegoro, with work satisfaction serving as an intermediate variable. The following are the results of this study:

A. The Effect of Training and Compensation on Employee Performance

In table 1 below, you'll see the outcomes of our regression analysis on training and compensation for employee performance.

TABLE 1
MULTIPLE LINEAR REGRESSION RESULT 1

Model	Unstandardized Coefficients		Standardized Coefficients Beta	T	Sig.
	B	Std. Error			
1 (Constants)	0.963	0.262		3.673	0.001
Training	0.663	0.078	0.656	8.469	0.001
Compensation	0.133	0.055	0.187	2.417	0.18

a. Dependent Variable: Employee Performance

Referring to the data presentation above, the researcher emphasized that training positively and significantly affects employee performance at RSUD R.A.A Tjokronegoro, but corporate culture does not have a visible impact on employee performance because the P value in training is $0.001 < 0.05$

however, compensation variables have as many P values as $0.18 > 0.05$.

B. The Effect of Training and Compensation on Job Satisfaction

Table 2 below displays the outcomes of a regression analysis of training and compensation based on their level of job satisfaction.

TABLE 2
MULTIPLE LINEAR REGRESSION RESULT II

Model	Unstandardized Coefficients		Standardized Coefficients Beta	t	Sig.
	B	Std. Error			
1 (Constants)	0.620	0.235		2.641	0.010
Training	0.227	0.70	0.195	3.224	0.002
Compensation	0.610	0.049	0.746	12.367	0.001

a. Dependent Variable: Job Satisfaction

Referring to the data presented above, the researcher emphasized that training and compensation have a significant effect on job satisfaction at RSUD R.A.A Tjokronegoro, because the P value in training is $0.002 < 0.05$, and the organizational culture variable has a P value of $0.001 < 0.05$.

C. The Effect of Job Satisfaction on Employee Performance

Results from a regression analysis of job satisfaction on productivity are shown in table 3 below.

TABLE 3
SIMPLE LINEAR REGRESSION RESULTS

Model	Unstandardized Coefficients		Standardized Coefficients Beta	t	Sig.
	B	Std. Error			
1 (Constants)	2.241	0.247		8.181	0.001
Job Satisfaction	0.497	0.072	0.571	6.883	0.001

a. Dependent Variable: Employee Performance

The significant level for job satisfaction measures according to the data above is $0.001 < 0.05$. This finding shows that job satisfaction at RSUD R.A.A Tjokronegoro has a positive and statistically significant influence on employee Performance.

D. The Influence of Training and Compensation on Employee Performance through Job Satisfaction as an Intervening Variable

Findings from research on how training and company culture affect employee performance, with job satisfaction serving as a moderation influence. The first step in determining whether training and/or compensation has an impact on performance in the workplace or not is to examine the impact of training on performance can be done using the Path test which acts as an intervening. The steps to perform the calculation are as follows.

As a first step, check the impact of job satisfaction and training on worker productivity with a regression analysis. The table below displays the outcomes of the regression analysis.

TABLE 4
RESULTS OF TRAINING REGRESSION ON JOB SATISFACTION

Model	Unstandardized Coefficients		Standardized Coefficients Beta	T	Sig.
	B	Std. Error			
1 (Constants)	1.021	0.268		3.818	0.001
Training	0.770	0.066	0.761	11.611	0.001

a. Dependent Variable: Job Satisfaction

The standardization of the beta coefficient that functions as $P_2(a)$ according to the data presented above is 0.761 after training. The equation for linear regression is as follows:

$$Z = \alpha + b_1 X_1 + E$$

$$Z = 1.021 + 0.770 X_1 + E \quad (1)$$

Regarding the impact of training and job satisfaction on employee performance, regression analysis yielded the following findings:

TABLE 5
RESULTS OF TRAINING REGRESSION AND JOB SATISFACTION ON EMPLOYEE PERFORMANCE

Model	Unstandardized Coefficients		Standardized Coefficients Beta	t	Sig.
	B	Std. Error			
1 (Constants)	0.894	0.271		3.301	0.001
Training	0.667	0.083	0.659	8.052	0.001
Job Satisfaction	0.114	0.071	0.165	2.014	0.047

a. Dependent Variable: Employee Performance

The presentation of the data above proves that the training obtained a standard beta coefficient of 0.659 which acts as $P_1(c)$ and job satisfaction showed a standard beta coefficient of 0.165 which became $P_3(b)$. Here's the equation:

$$Y = \alpha + b_1 X_1 + b_2 Z + E$$

$$Y = 0.894 + 0.667 X_1 + 0.114 Z + E \quad (2)$$

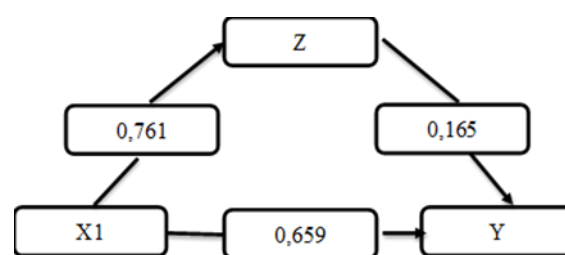


Fig. 1 Analysis of Training (X_1) to Employee Performance (Y) through Job Satisfaction (Z)

The following is the calculation result of the equation above: $0.770 \times 0.114 = 0.087$. The variance values e_1 and e_2 are then determined. Using this equation, we can determine the value of variance (e):

$$e = \sqrt{1 - R^2} \quad (3)$$

From the model summary table for each regression, we can calculate the R^2 value for each training regression on job satisfaction and training regression and job satisfaction on employee performance:

TABLE 6
MODEL SUMMARY I

Model Summary				
Model	R	R square	Adjusted R square	Std. Error of the Estimate
1	0.761 ^a	0.575	0.32031	1.992
a. Predictors: (Constant), Training				
b. Dependent Variable: Job Satisfaction				

TABLE 7
MODEL SUMMARY II

Model Summary				
Model	R	R square	Adjusted R square	Std. Error of the Estimate
1	0.772 ^a	0.596	0.588	0.31543
a. Predictors: (Constant), Job Satisfaction, Training				
b. Dependent Variable: Employee Performance				

The unaccounted variance value (e_1) in Z. X_1 which does not explain the measure of job satisfaction, the measure of training, as well as the uncalculated variance (e_2) in Y, the measure of employee performance, are both obtained from the above tests:

$$e_1 = \sqrt{1 - R^2} \quad e_2 = \sqrt{1 - R^2}$$

$$e_1 = \sqrt{1 - 0.575} \quad e_2 = \sqrt{1 - 0.596}$$

$$e_1 = 0.818 \quad e_2 = 0.803 \quad (4)$$

The Sobel test is used to determine if training has a positive influence on employee performance, controlling for factors such as job satisfaction. The t-count for this test is calculated using the following formula, which requires knowledge of the standard error value of indirect effects:

$$Sab = \sqrt{b^2 sa^2 + a^2 sb^2 + sa^2 sb^2}$$

$$Sab = \sqrt{0.165^2 0.083^2 + 0.761^2 0.071^2 + 0.083^2 0.071^2}$$

$$Sab = 0.440 \quad (5)$$

Researchers find the significant influence or absence of a data through a comparison of the value of t-count and t-table where if the t-count value exceeds the t-table, it is declared to have an indirect and significant effect. The t-calculate formula for statistical testing is as follows:

$$t\text{-count} = \frac{ab}{Sab}$$

$$t\text{-count} = \frac{0.761 \times 0.165}{0.440}$$

$$= 0.285 \quad (6)$$

Based on the t-count value above, the t-count value is 0.285. The t-table value with $N=100$ is 1.987 with a value of 207 with a significance of 0.05. So it can be seen that the t-calculated value is smaller than the t-table value ($0.285 < 1.987$). It can be concluded that the job satisfaction variable (Z) as a mediation between the training variable (X_1) and the employee performance variable (Y) is not significant with the influence value amounting to 0.087, which means that there is no mediating effect of job satisfaction in mediating the relationship between training and employee performance. So the hypothesis which states that it is suspected that job satisfaction can mediate the effect of training on employee performance is not proven.

It can be said that the Path test can be used to investigate whether there is a correlation between all variables. The steps to perform the calculation are as follows.

Starting with an analysis of the impact of compensation on job Satisfaction, continued with one of the impacts of compensation and job satisfaction on the employee performance it produces. The table below shows the results of the regression analysis.

TABLE 8
RESULTS OF COMPENSATION REGRESSION ON JOB SATISFACTION

Model	Unstandardized Coefficients		Standardized Coefficients Beta	t	Sig.
	B	Std. Error			
1 (Constant)	2.664	0.221		12.028	0.001
Compensation	0.396	0.060	0.556	6.625	0.001
a. Dependent Variable: Job Satisfaction					

Table 8 shows that compensation is $P_2(a)$ with a beta standardization coefficient of 0.556. The equation for linear regression is as follows:

$$Z = \alpha + b_1 X_2 + E$$

$$Z = 2.664 + 0.396 X_2 + E \quad (7)$$

In addition, it is the result of regression of compensation and job satisfaction that affects employee performance:

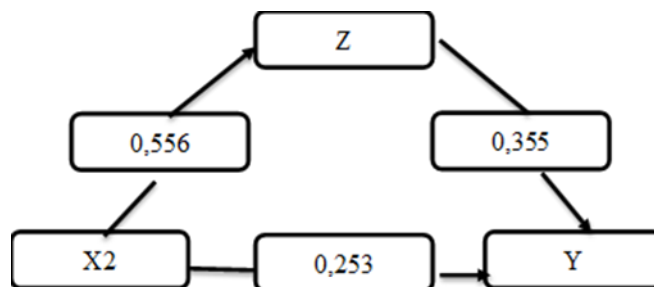
TABLE 9
RESULTS OF REGRESSION OF COMPENSATION AND JOB SATISFACTION ON EMPLOYEE PERFORMANCE

Model	Unstandardized Coefficients		Standardized Coefficients Beta	t	Sig.
	B	Std. Error			
1 (Constant)	2.292	0.274		8.374	0.001
Compensation	0.180	0.113	0.253	1.587	0.116
Job Satisfaction	0.309	0.139	0.355	2.227	0.028
a. Dependent Variable: Employee Performance					

The standard beta coefficient for compensation is 0.253, making it $P_1(c)$, while the standard beta coefficient for job satisfaction is 0.355, making it $P_3(b)$. Here's the equation:

$$Y = \alpha + b_2 X_2 + b_3 Z + E$$

$$Y = 2.292 - 0.180 X_2 + 0.309 Z + E \quad (8)$$

Fig. 2 Analysis of Compensation (X_2) to Employee Performance (Y) through Job Satisfaction (Z)

The indirect influence of compensation on employee performance mediated by job satisfaction can be seen through the flow of pathways presented above. Then the calculation result of the previous equation is: $0.396 \times 0.309 = 0.122$. The variance values e_1 and e_2 are then determined. Using this equation, we can determine the value of variance (e):

$$e = \sqrt{1 - R^2} \quad (9)$$

From the summary model table of each regression, we can calculate the R^2 value for the regression of each variable presented below:

TABLE 10
MODEL SUMMARY I

Model	R	R Square	Adjusted R square	Std. Error of the Estimate
1	0.556 ^a	0.309	0.302	0.41029
a. Predictors: (Constant), Compensation				
b. Dependent Variable: Job Satisfaction				

TABLE 11
MODEL SUMMARY II

Model	R	R Square	Adjusted R square	Std. Error of the Estimate
1	0.586 ^a	0.343	0.329	0.40224
a. Predictors: (Constant), Job Satisfaction, Compensation				
b. Dependent Variable: Employee Performance				

The variance value (e_1) of job satisfaction (Z) that is not influenced by compensation (X_2), then the variance value (e_2) of employee performance (Y) which is also not influenced by training and job satisfaction, is obtained using the test above:

$$\begin{aligned} e_1 &= \sqrt{1 - R^2} & e_2 &= \sqrt{1 - R^2} \\ e_1 &= \sqrt{1 - 0.309} & e_2 &= \sqrt{1 - 0.343} \\ e_1 &= 0.951 & e_2 &= 0.393 \end{aligned} \quad (10)$$

The Sobel test is used to determine whether there is a correlation between compensation and employee performance so as to control for factors such as job satisfaction. The t-count for this test is calculated using the following formula, which requires knowledge of the standard error value of indirect effects:

$$\begin{aligned} Sab &= \sqrt{b^2 sa^2 + a^2 sb^2 + sa^2 sb^2} \\ Sab &= \sqrt{0,355^2 0,060^2 + 0,556^2 0,139^2 + 0,060^2 0,139^2} \\ Sab &= 0.260 \end{aligned} \quad (11)$$

By contrasting the t-count with the t-table, we may examine whether or not an indirect effect is statistically significant. The indirect influence is regarded substantial if the t-count is larger than the t-table. The following equation is used to calculate the t-value for a given set of data:

$$\begin{aligned} \text{t-count} &= \frac{ab}{Sab} \\ \text{t-count} &= \frac{0,556 \times 0,355}{0,360} \\ &= 0.548 \end{aligned} \quad (12)$$

Based on the calculated value above, the t-calculated value is 0.548. The t-table value with $N=100$ is 1.987 with a

significance value of 0.05. So it can be seen that the t-calculated value is smaller than the t-table value ($0.548 < 1.987$). It can be concluded that the job satisfaction variable (Z) as a mediation between the compensation variable (X_2) and the employee performance variable (Y) is not significant with the influence value 0.122, which means that there is no mediating effect of job satisfaction in mediating the relationship between compensation and employee performance. The hypothesis which states that it is suspected that job satisfaction can mediate the effect of training on employee performance" is not proven.

IV. CONCLUSION

Based on research results. It can be concluded that: there is a positive and significant influence of training on employee performance, while compensation has a positive and insignificant effect on employee performance, training has a positive and significant effect on job satisfaction, and compensation has a positive and significant influence on job satisfaction. Job satisfaction has a positive and significant effect on employee performance. And job satisfaction is unable to mediate the effect of training and compensation on employee performance. Suggestions that can be conveyed through this research are to improve training, it would be good for RSUD R.A.A. Tjokronegoro to pay attention to the training methods carried out. This is because the value of the training method indicator is lower than other indicators. So the hospital needs to consider training methods for its nurses, especially on the balance between the theory provided and practice in the field. In this way, nurses will more easily accept theory and practice it, which will have a positive impact on the sustainability of the hospital. To increase compensation, Hospitals should provide rewards for exemplary and competent nurses. Hospitals can better appreciate nurses who dare to take risks so that nurses will feel more appreciated by hospital management. To improve employee performance, it would be even better if hospitals paid more attention to employee quality indicators regarding employee abilities in overcoming problems at work. Hospitals can increase trust in their nurses in dealing with work problems so that employees will feel involved and accustomed to dealing with all the problems and risks of their work. To increase job satisfaction, Hospitals can implement a reward system for nurses who have worked well and achieved something that can help the hospital become even better. This is done so that nurses feel appreciated for what they do for the hospital.

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