THE INFLUENCE OF ORGANIZATIONAL CLIMATE, EFFECTIVE COMMUNICATION, AND COMPENSATION ON NURSE PERFORMANCE AT RS. SENTRAL MEDIKA KARAWANG

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Abstract

Quality nursing care has a direct impact on hospital performance, one of which is influenced by the performance of nurses. Nurse performance is essentially the result of a nurse's work over a specific period based on predetermined and agreed-upon standards, targets, or criteria. This research uses a quantitative approach with a causal research design using Multiple Regression Analysis with the assistance of SPSS. The sample in this study consisted of 50 nursing staff working in all service units of RS Sentral Medika Karawang. The research instrument used a questionnaire and was measured using a Likert scale. Research Results: There is a significant influence of organizational climate, effective communication, and compensation on performance at RS Sentral Medika Karawang (f count > f table (216.013>2.794) and significance (p-value) 0.000<0.05). Implications and Suggestions: There is a need to create and improve the Good Hospital Good Governance system, interprofessional profession correlation or interprofessional collaboration system, and meritocracy system in compensation delivery to improve motivation and employee performance, thereby enhancing the quality and efficiency of RS Sentral Medika Karawang activities.

Keywords: Organization Climate, Effective Communication, Compensation, Performance, Nurse

1. INTRODUCTION

Nursing is one of the professions that play a crucial role in maintaining the quality of healthcare services in hospitals and constitutes the largest healthcare resource within hospitals, with a composition of 50% of the existing workforce structure. This composition makes nurses a profession that plays a crucial role in maintaining the quality of healthcare services in hospitals (PPNI, 2000). A good quality hospital ensures high-quality nursing care as well, directly impacting hospital performance, thus, hospital performance is greatly influenced by the performance of nurses.

Nurse performance is the result of a nurse's work in delivering quality nursing care to patients, which affects the image of the hospital or other healthcare institutions (Kewuan, 2013). Several research findings indicate that the quality of work life greatly influences nurse performance in providing quality healthcare services to the community as service users, thereby minimizing user complaints regarding both general healthcare services and specifically nursing care. Research conducted by Brady et al. (1993) as cited in Loveridge and Cumming (1996) states that providing quality nursing care can reduce the incidence of errors in care, decrease the length of stay, and create an emotional atmosphere for clients, families, and nursing staff.

The improvement of nurse performance can be influenced by various factors, one of which is organizational climate, effective communication, and compensation. Luthans (2011) defines organizational climate as the overall feeling conveyed by the physical rules, interaction styles, and behaviors of organization members towards themselves and customers or outsiders.

Effective communication is a process of conveying or exchanging information to achieve appropriate understanding and influence (Lasswell, 1948). Effective organizational communication that provides clarity of information makes it easier for nurses to focus on prioritized matters within the organization. Marquis & Huston (2010) emphasize that communication builds expertise in all aspects for managerial success. Gillies (1994) states that nurses can achieve job-related goals through cooperation and effective communication with their colleagues.

Compensation refers to the material or benefits retained by hospital leaders or directors to attract and motivate an employee's performance and achievement towards personal or organizational goals. Financial compensation consists of monetary rewards and benefits provided by the hospital to employees in the form of bonus programs and wage programs (Donnelly et al., 1997). Bonus programs are more effective than wage programs in achieving employee performance and accomplishments (Donnelly et al., 1997). Financial components that can influence performance levels include basic salary, retirement benefits, meal allowances, transportation allowances, health and safety benefits, and recreational programs. Non-financial compensation is a psychological reward given by leaders or colleagues in the form of status, recognition, or appreciation. Recognition from a supervisor may include public praise, statements about well-done work, or special attention. The rewards received by employees determine satisfaction and employee behavior for better performance (Donnelly et al., 1997).

Based on the performance report of nurses at RS Sentral Medika Karawang in 2022, the nurse performance score of 74.8% indicates that the nurse performance does not meet the performance criteria set by RS Sentral Medika Karawang, which is 80%. According to the data from the nurse performance assessment report, communication, discipline, loyalty, motivation, initiative, work spirit, and cooperation show results that are somewhat unsatisfactory. Based on observation results showing the absence of performance reports throughout 2023, the researchers became interested in analyzing the organizational climate, effective communication, and nurse compensation at RS Sentral Medika Karawang, considering that based on the nurse performance report of 2022, the hospital's nurse performance standards have not been met.

The difference in the upcoming research compared to previous studies lies in the inclusion of the compensation variable. Whereas previous research focused on rewards or remuneration systems to enhance nurse performance, this study expands the scope of compensation to include not only direct rewards like remuneration but also indirect compensations such as promotions, job achievements, and awards. Additionally, the focus of communication in this study is on effective communication rather than interpersonal communication as in previous studies. Effective communication is measured in terms of Attention, Need, Satisfaction, Visualization, and Action resulting from the communication. This study zeroes in on nurse performance by analyzing the influence of organizational climate, effective communication, and compensation as exogenous variables or those that influence performance. Thus, this research aims to determine whether there is an impact of organizational climate, effective communication, and compensation on nurse performance.
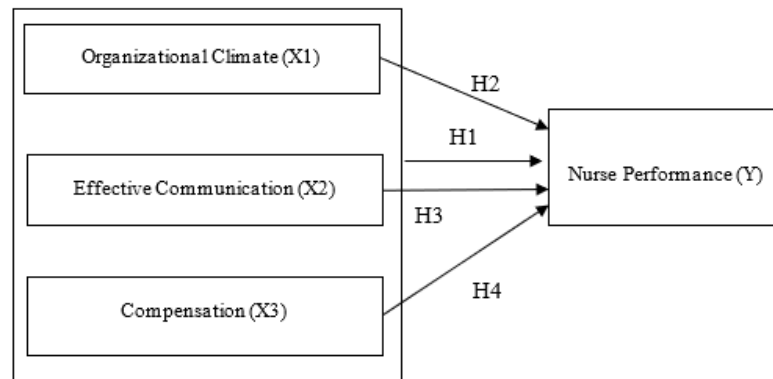
2. CONCEPTUAL FRAMEWORK AND HYPOTHESIS

Figure 1. Research Framework Model

The hypotheses in this study are as follows:

H1 : There is a significant positive influence of organizational climate, effective communication, and compensation on nurse performance at RS Sentral Medika Karawang simultaneously.

H2 : There is a significant positive influence of organizational climate on nurse performance at RS Sentral Medika Karawang.

H3 : There is a significant positive influence of effective communication on nurse performance at RS Sentral Medika Karawang.

H4 : There is a significant positive influence of compensation on nurse performance at RS Sentral Medika Karawang.

3. RESEARCH METHODS

The research was conducted at RS Sentral Medika Karawang from December 2023 to February 2024. This study is a descriptive analysis research using a quantitative research method with a cross-sectional design. Cross-sectional is a study to examine the correlation dynamics between risk factors and effects, and with an approach, observation, or data collection at a specific point in time (point time approach).

Based on the research objectives, this study aims to identify factors related to nurse performance such as organizational climate, communication, and compensation, as well as to determine steps to improve and enhance nurse performance at RS Sentral Medika Karawang to maintain and improve the quality of hospital services. The research instrument uses a questionnaire with Likert scale calculations.

The data processing results will be further used as a basis for analysis and addressing the proposed hypotheses. The analysis used in this study employs the descriptive analysis three-box method to observe responses based on respondents' answers and Statistical Product of Social Sciences (SPSS) with multiple regression analysis, namely the T-test to address hypotheses partially (t-count > t-table and $P < 0.05$) and the F-test (f-count > f-table and $P < 0.05$) to address hypotheses simultaneously. The respondents in this study consist of 50 nurses, professionals working in all nursing units at RS Sentral Medika Karawang, who meet the inclusion criteria (not pregnant, not ill, and willing to answer questions) in this study (Arikunto, 2010; Sugiyono, 2016).

4. RESULTS AND DISCUSSION

Based on the demographic data of the 50 nurse respondents in this study, it shows: in terms of gender, males dominate in this study with 31 individuals (62.00%), while the smallest number comprises females with 19 individuals (38.00%). Regarding educational attainment, the majority have a D3 nursing education with 32 individuals (64.00%), while the smallest number has a D1 training education with 2 individuals (4.00%). Based on years of work experience, the majority have been working for 1-3 years with 21 individuals (42.00%), while the smallest number has been working for less than 1 year with 13 individuals (26.00%).

Data analysis
1) Validity Test

In this study, validity testing will use Pearson Product-Moment Correlation. Question items are considered valid if the value of r-count > r-table; if the value of r-count < r-table, it can be concluded that the question item is not valid and should be removed. Meanwhile, to determine the value of r-table, it will be based on the sample size (N = 50), which is 0.279 at a significance level of 5% (Ghozali, 2016). The validity testing results for variables in this study have r-count values > r-table, where the smallest r-count value in this study is 0.423, which is the value from question item 11 of the performance variable in the psychological dimension (revising nursing diagnoses based on the latest data), but still greater than the r-table. Thus, it can be stated that the entire questionnaire series in this study is valid to be used as a research instrument or meets the requirements for validity testing calculations.

2) Reliability Test

A questionnaire is considered reliable if an individual's responses to statements are consistent or stable over time. The reliability of a test refers to the degree of stability, consistency, predictive power, and accuracy. Measurements with high reliability are those that can produce reliable data. Generally, reliability is considered satisfactory if ≥ 0.700. The reliability of the instrument is tested using the Cronbach's Alpha formula because the research instrument is in the form of a questionnaire and a Likert scale.
Based on the results of the reliability test in Table 1, it can be observed that all variables obtained Cronbach's alpha reliability coefficient values >0.700. Therefore, it can be stated that the variables in the study can be considered reliable.

Table 1. Reliability Test

Variable	*Cronbach Alpha*	Critical Value	Conclusion
Nurse Performance (Y)	0.916	0.700	Reliable
Organizational Climate (X1)	0.887	0.700	Reliable
Effective Communication(X2)	0.821	0.700	Reliable
Compensation (X3)	0.844	0.700	Reliable

Three Box Method Analysis

Descriptive analysis in this study uses the Three Box Method index analysis. To obtain the tendency of respondent answers for each variable, they will be categorized into score ranges based on the calculation of the Three Box Method. The resulting index number is 50, with a scale range interval for each criterion of 12.5.

Based on the calculation results of the Three Box Method and the response matrix description: the compensation variable has a high value with a score of 39.13, indicating there is a nurse incentive behavior in improving performance that is assessed as good/high. The organizational climate variable has a high value with a score of 38.32, indicating nurses' perception of a highly conducive organizational atmosphere. The effective communication variable has a moderate value with a score of 37.38, indicating nurses' communication is sufficiently informative. The nurse performance variable has a moderate value with a score of 37.21, indicating there is a moderate/good performance demonstration behavior of nurses.

Classic assumption test

1) Normality Test

The normality test according to (Ghozali, 2016) is conducted to examine whether the independent and dependent variables or both in the regression model have a normal distribution or not. If the probability is > 0.05, then the distribution of the regression model is considered normal. If the probability is < 0.05, then the distribution of the regression model is considered not normal.

Table 2. Normality Test

One-Sample Kolmogorov-Smirnov Test	
	Unstandardized Residual
N	50
Asymp. Sig. (2-tailed)	.200[c,d]

Based on Table 2, the results of the normality test using the Kolmogorov-Smirnov test obtained a significance value (asymp. sig. (2-tailed)) of $0.200 > 0.05$. Therefore, it can be stated that the data in this study are normally distributed.

2) Heteroscedasticity Test

Heteroscedasticity testing is conducted to examine whether there is inequality of variance from one observation to another. If there is a specific pattern, such as points forming a particular regular pattern (wavy, widening and then narrowing), then heteroscedasticity occurs. If there is no clear pattern, and the points are scattered above and below the number 0 on the Y-axis, then heteroscedasticity does not occur. Based on the results of the heteroscedasticity graph in Figure 2, it can be seen that there is no clear pattern, and the points are scattered randomly above and below the number 0 (zero) on the Y-axis, thus it can be concluded that there is no heteroscedasticity problem in this study.
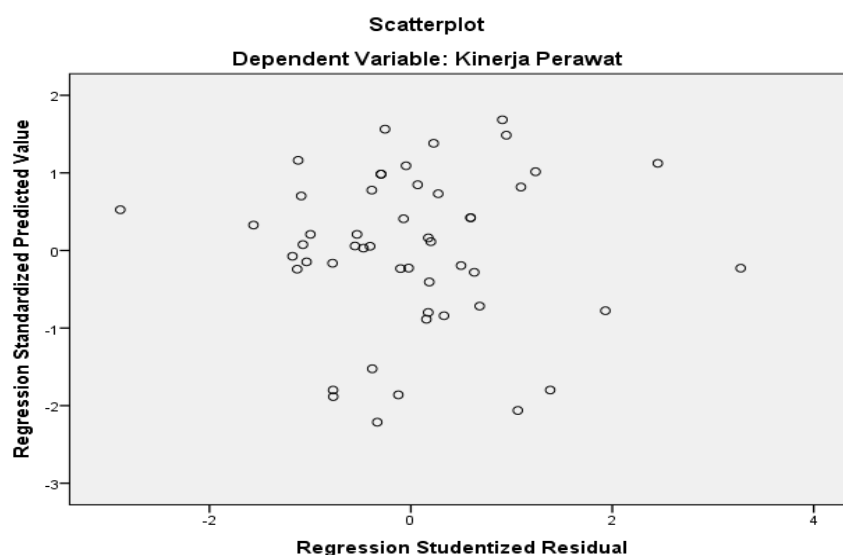
Figure 2. Heteroskedasticity Scatterplot Graph

Multiple Linear Regression Test

Statistical data analysis in this study utilizes multiple linear regression method to test the relationship between the existing variables and the dependent variable. Based on Table 3, the results of the multiple linear regression equation are obtained as follows:

$Y = a + bx_1 + bx_2 + bx_3 + e$
$Y = 5.581 + 0.371 x_1 + 0.689 x_2 + 1.752 x_3 + e$

Table 3. Multiple Linear Regression Test

Coefficients[a]					
		Unstandardized Coefficients			
Model		B	Std. Error	t	Sig.
1	(Constant)	5.581	2.373	2.352	.023
	Organizational Climate	.371	.132	2.810	.007
	Effective Communication	.689	.213	3.234	.002
	Compensation	1.752	.248	7.062	.000
a. Dependent Variable: Nurse Performance					

Multicollinearity Test

According to (Ghozali, 2016), multicollinearity testing aims to test whether there is correlation among independent variables in the regression model. The decision-making basis for multicollinearity testing is as follows: if the tolerance value > 0.10 and the VIF value < 10, it is considered free from multicollinearity; and if the tolerance value < 0.10 and the VIF value > 10, multicollinearity is said to occur. Based on the calculation results in Table 4, it is found that the tolerance value is > 0.10 and the VIF value is < 10, indicating that the data in this study are free from multicollinearity issues.

Table 4. Multicollinearity Test

Coefficients[a]		Collinearity Statistics
Model		VIF
1	Organizational Climate	6.617
	Effective Communication	5.813
	Compensation	2.931
a. Dependent Variable: Nurse Performance		

Coefficient of Determination Test (R^2)

According to Ghozali (2016), the coefficient of determination (R^2) is a tool that can be used to measure the quality of regression. It means by looking at the percentage of the influence of all independent variables on the dependent variable.

The coefficient of determination (R^2) in this study is 0.934 or 93.4%. This indicates that 93.4% of the contribution of the independent variables, organizational climate, effective communication, and compensation, influences the dependent variable, nurse performance, while the remaining 6.6% represents the contribution of other variables not examined in this study.

Hypothesis testing

Hypothesis testing in this study uses the F-test (simultaneous) and the t-test (partial). The F-test is used to examine the significance of the influence of independent variables on the dependent variable simultaneously. The t-test is used to examine the significance of the influence of independent variables on the dependent variable individually or partially. The testing is conducted using a significance level (p-value) of $0.000 < 0.05$ and F-count > F-table or t-count > t-table, as shown in Table 5 and Table 6. The F-table is calculated using the Excel formula finv (0.05;3;48) = 2.794, and the t-table with the formula tinv (0.05;48) = 2.010.

Table 5. Simultaneous Hypothesis with F Test

ANOVA[a]						Remark
Model	Sum of Squares	df	Mean Square	F	Sig.	H1 Accepted
Regression	6032.458	3	2010.819	216.013	.000[b]	
Residual	428.205	46	9.309			
Total	6460.663	49				
a. Dependent Variable: Nurse Performance						
b. Predictors: (Constant), Compensation, Effective Communication, Organizational Climate						

Tabel 6. Hypothesis with T Test

Coefficients^a					Remark
	Unstandardized Coefficients				
Model	B	Std. Error	t	Sig.	
1 (Constant)	5.581	2.373	2.352	.023	
Organizational Climate	.371	.132	2.810	.007	H_2 Accepted
Communication	.689	.213	3.234	.002	H_3 Accepted
Compensation	1.752	.248	7.062	.000	H_4 Accepted
a. Dependent Variable: Nurse Performance					

Discussion

1. The Influence of Organizational Climate, Effective Communication, and Compensation on Nurse Performance

The hypothesis testing results using the F-test show that the calculated F-value is greater than the tabulated F-value (216.013 > 2.794), with a significance level (p-value) of 0.000<0.05. Therefore, the null hypothesis (Ho) is rejected, and the alternative hypothesis (Ha) is accepted. From these results, it can be stated that there is a significant positive influence of organizational climate, effective communication, and compensation on nurse performance at RS Sentral Medika Karawang simultaneously. This hypothesis testing result proves that the better the organizational climate, effective communication, and compensation, the higher the nurse performance at RS Sentral Medika Karawang.

Based on the results of the Three Box Method response, the lowest index of nurse performance compliance at RS Sentral Medika Karawang is in the organizational factor indicator, specifically regarding "I accept new patients based on the hospital's established standard operating procedures," which falls into the moderate category. Respondents who disagreed with this statement indicated that the acceptance of new patients by nurses sometimes does not comply with the applicable SOPs (Standard Operating Procedures). In the case of the Emergency Department (ED), patient transfer time refers to the time required to transfer a patient from the ED to the Inpatient Ward. The patient transfer time from the ED to the Inpatient Ward still exceeds the Quality Service Standards of RS Sentral Medika Karawang in 2023, where the patient transfer time should be ≤30 minutes from the decision of the Attending Physician to the patient's arrival in the Inpatient Ward. Based on observations and interviews, the factors causing the long patient transfer time from the ED to the Inpatient Ward at RS Sentral Medika Karawang include limited ED staff, staff shifting in the ED, limited bed capacity in the Inpatient Ward, full demand for preferred patient classes, access block, patient age, patient insurance status (insurance/company), and patient emergency status.

Improving nurse performance can be influenced by various other factors, including organizational climate, effective communication, and compensation. An open organizational climate encourages employees to express their interests and dissatisfaction without fear of retaliation or neglect. Dissatisfaction can be addressed in a positive and wise manner. However, an open climate can only be fostered if all members have a high level of confidence and trust in the fairness of organizational actions. Organizational climate is crucial because it shapes individuals' perceptions of what the organization provides and serves as the basis for determining subsequent member behaviors. The climate is determined by how well members

are directed, nurtured, and valued by the organization. Organizational climate is a perception of the relatively enduring quality of the internal environment, which is perceived by its members and subsequently influences work behavior (Lussier, 2016).

Optimizing its human resources can provide added value to an organization. On the other hand, skilled and reliable human resources are essential in ensuring that the resulting performance contributes significantly to the organization. Performance is the result of work achieved by an individual or group within an organization, in line with their respective authority and responsibility, in efforts to legally achieve the goals of the organization without violating laws and in accordance with morals and ethics. Employee performance is crucial for an organization to achieve its goals (Niartiningsih et al., 2023). Nurse performance is the result of a nurse's work in providing good nursing care to patients, which influences the image of the hospital or other healthcare institutions (Kewuan, 2017). Nurse performance is essentially the result of a nurse's work over a certain period compared to various possibilities, such as standards, targets, or criteria that have been predetermined and agreed upon (Donnelly et al., 1997).

Organizational climate, as the personality of an organization, distinguishes it from others, leading to the perception of each member in viewing the organization. Thus, it can be concluded that organizational climate is a series of descriptions of organizational characteristics that differentiate one organization from another, leading to the perception of each member in viewing the organization. The organization, as something measurable in the work environment, directly or indirectly influences employees and their work, where their place of work is assumed to affect motivation and employee behavior. The characteristics of this organizational climate clearly depict how an organization treats its members (Niartiningsih et al., 2023).

Communication is a process that serves as the first basis for understanding the essence of humanity. It is termed as a process because it involves activities that involve the participation of many elements or stages which, although separate, are all interconnected over time. Communication is deemed effective when individuals succeed in conveying what they intend, or communication is considered effective when the stimulus conveyed and intended by the sender or source is closely related to the stimulus perceived and understood by the receiver (Stewart & Sylvia, 2005). Anggeraini & Affiah (2023), in their research, stated that simultaneously, communication, self-esteem, and self-efficacy have a significant influence on improving performance. In addition to climate and communication, compensation, which is something received by workers as remuneration, either directly in the form of money (financial) or indirectly in the form of recognition (non-financial).

Compensation is the total of all rewards received by employees in exchange for their services (Mondy, 2015). Abdullah Mohamed & Gaballah (2018) in their research mentioned that 51% of nurses have a positive work climate with a higher average score (12.15±2.39) for customer service, while the lowest average score (5.65±3.1) is for compensation. Improving the remuneration system (financial compensation) has positive consequences for nurse performance and the quality of healthcare services. Nurse performance is essentially the result of a nurse's work over a certain period compared to various possibilities, such as standards, targets, or criteria that have been predetermined and agreed upon (Donnelly et al., 1997). A well-managed remuneration system (financial compensation) has the potential to increase motivation, productivity, satisfaction, and even nurse retention.

2. The Influence of Organizational Climate on Nurse Performance

Based on the results of hypothesis testing with the t-test, it was found that the t-value (2.810) is greater than the critical t-value (2.010), and the significance (p-value) is 0.007 <

0.05. Therefore, the null hypothesis (Ho) is rejected, and the alternative hypothesis (Ha) is accepted. From these results, it can be stated that there is a significant positive influence of organizational climate on nurse performance at RS Sentral Medika Karawang. The hypothesis testing results demonstrate that the better the organizational climate at the hospital, the higher the nurse performance at RS Sentral Medika Karawang.

Based on the lowest response in the three boxes method regarding organizational climate, the risk factor showed the lowest response compared to other statement items, which falls into the moderate category, "I am given space to do my job even though I have to take risks." Based on observation and respondent interviews, nurses feel that in the process of caring for patients, nurses are required to have good critical thinking skills with a good approach to solving problems and making systematic decisions. Unfortunately, not all nurses at RS Sentral Medika Karawang possess such thinking abilities. Often, decision-making is driven by being stuck in routines that have become habits, which is the main factor causing a decline in critical thinking abilities in completing tasks that may pose risks. Nurses with less than one year of experience always wait for responses from senior nurses when faced with service problems, and this habit causes nurses to be reluctant to make decisions that may pose risks.

Nurse performance is a measure of the success of health services that reflects the accountability of healthcare institutions. Efforts to improve clinical service performance by nurses begin through various activities, including quality control groups, the application of nursing care standards, problem-solving approaches, and nursing audits. Performance refers to the quality of work performance in each task and how many tasks a nurse can accomplish (Donnelly et al., 1997). Barkema & Gomez-Mejia (1998) state that one of the variables that also determines performance is the work environment/situation/organizational climate within an organization, which is the extent to which someone enjoys responsibility for their work, the quality of their relationship with their superiors, and the amount of compensation given for their efforts in their work.

Nurses' abilities are reflected in their performance, and good performance is optimal performance. The performance of nurses in a hospital is essential for the hospital to achieve its goals. Changes in nurse behavior in the organizational environment are directly or indirectly influenced by the organizational climate. Brown & Leigh (1996) state that the organizational climate is crucial because organizations that can create an environment where employees feel friendly can achieve their full potential in achieving competitive excellence. Creating a good organizational climate in a company, such as paying attention to the work atmosphere, will provide high work motivation and enthusiasm for nurses (Saputri & Suryalena, 2018).

Support for the organizational climate is an indicator capable of improving performance, with nurses having trust and support from direct supervisors and colleagues. The organizational climate is a concept that describes the perception of the internal environment of an organization that influences the behavior of organizational members in performing their work. The relationship between organizational climate and performance explains that with good management of the organizational climate by the organization (hospital management), positive perceptions can be instilled in organizational members (nurses). Nurses' trust in the hospital directly has a positive impact on performance.

3. The Effect of Effective Communication on Nurse Performance

The hypothesis testing using the t-test yielded a result where the calculated t-value (3.234) is greater than the critical t-value (2.010), and the significance (p-value) is 0.002, which is less than 0.05. Thus, the null hypothesis (Ho) is rejected, and the alternative hypothesis (Ha) is accepted. From these results, it can be concluded that there is a significant positive influence of effective communication on the performance of nurses at RS Sentral Medika Karawang.

This hypothesis testing result demonstrates that effective communication in the hospital enhances the performance of nurses at RS Sentral Medika Karawang.

Based on the results of the Three Box Method, the lowest response regarding effective communication at RS Sentral Medika Karawang is related to the need indicator concerning "computers, telephones, medical record systems/CPPT are media that can fulfill the needs of nurses in communication," which obtained a Three Box index score of 35.75 in the moderate category. The observation and interview results indicate that respondents were less likely to agree with this statement due to several reasons. Firstly, some doctors still manually fill in the medical records of inpatients, while others do so electronically. This situation increases the likelihood of communication errors in handovers between nurses or between the attending physician (DPJP) and nurses, leads to incomplete medical records, or errors in transferring data from manual to electronic medical records by nurses or medical record officers, thus becoming the main cause of communication failures in handovers at RS Sentral Medika Karawang. Ineffective communication within an organization is one of the factors contributing to conflicts. Robbins & Judge (2015) indicate that poor communication is often cited as a source of interpersonal conflict. Conflict renders communication ineffective and is concluded to be one of the forces hindering group performance success. The conflicts that arise challenge organizations to continue striving for good coordination and building shared commitment.

Effective communication is a process of conveying or exchanging information to achieve appropriate understanding and influence (Laswell, 2000). Communication is crucial for organizations to remain dynamic in line with developments and changes in all aspects of life. Organizations, as open systems, demand organizational communication as a creative process and continuous information exchange (Goldhaber, 1993). Swansburg and Swansburg (1999) assert that communication in nursing organizations is highly important for the effectiveness of employee participation in programs. Organizational communication is expected to provide clarity and understanding for nurses in carrying out their duties. Effective organizational communication that provides clear information facilitates nurses in prioritizing tasks within the organization. Marquis & Huston (2010) emphasize that communication builds skills in all aspects for managerial success. Gillies (1994) states that nurses can achieve job-related goals through collaboration and effective communication with colleagues.

One commitment in nursing service is to establish good cooperation to achieve optimal service goals. Marquis & Huston (2010) state that nursing service is committed to fostering smart cooperation in coordinating nursing care. This commitment requires nursing services to establish good relationships or cooperation among departments and personnel involved in care. Coordination of nursing services requires open and effective communication perceived by all involved in the service.

Communication within an organization is crucial concerning employee job satisfaction. Employees who are satisfied with their work are expected to be motivated to be more productive and to perform according to the organization's expectations. Nursing performance is essentially the result of a nurse's work over a specific period compared to various possibilities, such as standards, targets, or criteria that have been predetermined and agreed upon (Donnelly et al., 1997). Research by Hadiwijaya (2018) indicates that the variables of Communication and Service Quality have a positive and significant influence on the Performance of the Bhayangkara Palembang Police Hospital Nurses. The Communication variable has a more dominant influence on the Performance of the Bhayangkara Palembang Police Hospital Nurses compared to the service quality variable. Another study by Anggeraini & Affiah (2023) states that simultaneously, communication, self-esteem, and self-efficacy have a significant influence on improving nurse performance, meaning that communication has a positive and significant effect on performance.

4. The Effect of Compensation on Nurse Performance

Based on the results of hypothesis testing using the t-test, it was found that the calculated t-value (7.062) is greater than the critical t-value (2.010), and the significance level (p-value) is less than 0.05 (0.000<0.05). Therefore, the null hypothesis (Ho) is rejected, and the alternative hypothesis (Ha) is accepted. From these results, it can be concluded that there is a significant positive influence of compensation on the performance of nurses at RS Sentral Medika Karawang. This hypothesis testing outcome demonstrates that the adequacy of compensation provided to nurses can lead to high performance among nurses at RS Sentral Medika Karawang.

The results of the three boxes method indicate that the lowest response index for compensation at RS Sentral Medika Karawang is related to non-financial compensation, specifically regarding "the work environment supports me to perform my job better." Based on observations and interviews, the reason respondents are less in agreement with this statement is that they believe new nurses often seek assistance from senior nurses in pediatric intravenous (IV) insertion. The small size of pediatric veins or uncooperative pediatric patients often leads to failed IV insertions. The lack of experience among new nurses results in frequent requests for assistance from senior nurses to minimize patient injuries or trauma, including complaints from families. The lack of management support in providing regular phlebotomy training and evaluation contributes to the limited improvement in the phlebotomy competency of new graduate nurses, especially in cases involving pediatric or adult patients with small veins. According to Kasmir (2016), one factor influencing compensation is job performance, which determines the level of compensation received by employees. Higher competence levels directly contribute to improved job performance, which, in turn, can lead to promotions and increases in rank, thereby affecting compensation increases.

Ivancevich et al. (2008) states that compensation is a Human Resource Management (HRM) function related to every type of reward received by individuals in exchange for performing organizational tasks. Employees exchange their efforts to obtain both financial and non-financial rewards. Therefore, as recognition for the dedication and contribution of employees' work or performance to the organization, the organization provides remuneration, rewards, recognition, income, compensation, or rewards.

Muthmainnah et al. (2018) in their study demonstrated that improving the remuneration system (financial compensation) has positive consequences on the performance of nurses and the quality of healthcare services. The performance of nurses is essentially the result of a nurse's work over a certain period compared to various possibilities, such as standards, targets, or criteria that have been predetermined and agreed upon (Donnelly et al., 1997). A well-managed remuneration system (financial compensation) has the potential to increase motivation, productivity, satisfaction, and even nurse retention. Compensation is one form of stimulus that can enhance job performance. A nurse's performance can be assessed based on the quality of service provided to patients. The compensation system is one of the factors that can have the strongest influence on individual job performance within an organization. Another study conducted by Kurniawan K & Khatimah (2020) showed a relationship between rewards and nurse performance, as indicated by statistical test results with a p-value of 0.038 (< α 0.05).

Research Findings

This research found that respondents' perceptions of performance are in the moderate category. Furthermore, organizational climate is in the high category, effective communication is in the moderate category, and compensation is in the high category based on the results of the three box method calculations. Compensation has the highest response among all the variables examined.

The simultaneous hypothesis testing results indicate a significant positive influence of organizational climate, effective communication, and compensation on nurse performance. This is consistent with the theory proposed by Donnelly et al. (1997) that nurse performance essentially reflects their work outcomes over a certain period, compared to various possibilities such as standards, targets, or criteria that have been predetermined and agreed upon. The improvement of nurse performance can be influenced by various factors, one of which is organizational climate. Organizational support, determined by job satisfaction variations, also has a positive and significant relationship with performance. Compensation is something received by employees as remuneration, either directly in the form of financial rewards or indirectly as non-financial rewards. This is because every individual who works sells their labor (physical and mental) to an institution to receive compensation according to regulations and agreements. In addition to organizational climate and compensation, effective communication is also considered to have a significant positive relationship with performance. Informative and high-quality communication can directly assist in decision-making regarding nursing care instructions while serving patients according to standards while they are in the hospital.

The partial hypothesis testing results indicate that the variable with the largest contribution, based on the hypothesis testing results, is compensation, when compared to other independent variables such as organizational climate and effective communication. This is evidenced by the higher value of t-test for compensation compared to other variables.

5. CONCLUSIONS, IMPLICATIONS, AND RECOMMENDATIONS

Conclusion

The hypothesis testing results in the study using the F-test, T-test, and R^2 determination prove that there is a significant influence of organizational climate, effective communication, and compensation both simultaneously and partially on the performance of nurses at RS Sentral Medika Karawang. The magnitude of the contribution of organizational climate, effective communication, and compensation to nurse performance is 93.4%, while the remaining 6.6% is the contribution of other unexamined variables in this study.

Implications

This research confirms the hypothesis that there is a significant influence of organizational climate, effective communication, and compensation on the performance of nurses at RS Sentral Medika Karawang, both simultaneously and partially. The managerial implications that can be conveyed in this study are as follows:

- The management of RS Sentral Medika Karawang is expected to improve the hospital governance system to achieve "good hospital good governance." Good hospital governance entails a well-established hospital governance system based on principles such as transparency, accountability, independence, responsibility, equality, and fairness. Additionally, it involves effective clinical governance, including clinical leadership, clinical audit, clinical data management, evidence-based clinical risk management, performance improvement, complaint management, service outcome monitoring mechanisms, professional development, and hospital accreditation.
- RS Sentral Medika Karawang is encouraged to strive for an interprofessional collaboration system among various professions (doctors to midwives, doctors to nurses, doctors to pharmacists).
- RS Sentral Medika Karawang, in providing compensation to employees, may consider using a meritocracy system. The meritocracy system is a management system that considers performance as a form of evaluation to be recognized professionally. Unlike a remuneration

system that applies rewards to employees in the form of wage payments, allowances, bonuses, retirement programs, and cash or non-cash incentives, the meritocracy system involves employees or individuals to be the most creative and innovative to excel and be rewarded for doing so, thus encouraging them to work harder and better.

- RS Sentral Medika Karawang is encouraged to enhance its ability to communicate between nurses and patients/families.

Recommendations

Based on the research findings, here are some suggestions that the researcher can provide:

- Management is advised to establish a grading system and nursing manpower planning that will follow continuous education, training, or seminars as a form of support in enhancing nurses' competence.
- Hospital management needs to pay attention to compliance and the quality of completeness in filling out electronic medical records as information and references for nurses in providing nursing care according to Standard Operating Procedures (SOP) and professional standards, in order to minimize errors in communication during handovers between nurses or other professionals.
- The hospital management needs to synergize the grading system based on the meritocracy system as an incentive ladder with the grading system as a career ladder for functional nurses, so that the grading system as a motivator can function optimally in improving nurse performance.
- It is necessary for the management to coordinate and collaborate with the nursing committee or task force to review and revise existing SOPs to support the achievement of better performance and service quality.
- Subsequent research is expected to conduct further studies with different research designs and qualitative research types focusing on more specific research variables (performance factors, staff competencies, practices, backgrounds) so that generalizations can be made from existing research results. For future researchers interested in conducting research on the same issue or developing this research, it is also recommended to add other variables such as workload, leadership style, motivation, and others.

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