E-ISSN : 2963-4946
Vol. 2 No. December 03, 2023
Asian Journal of Social and Humanities
https://ajosh.org/

The Influence of Organizational Culture, Work Environment and Work Motivation on Nurses Performance with Job Satisfaction as a Mediation Variable In Public Health Center XYZ

Dennise Afianto, Dewi Sri Surya Wuisan
Universitas Pelita Harapan, Indonesia
Email: dr.vdennisea@gmail.com, dewi.wuisan@uph.edu

*Correspondence: dr.vdennisea@gmail.com

KEYWORDS
organizational culture; work environment; work motivation

ABSTRACT
With job satisfaction acting as a mediating variable, the purpose of this study is to evaluate the impact of organizational culture, work environment, and work motivation on nurse performance. This study involved 48 nurses and was carried out in Jakarta. A Likert scale of 1 to 5 was used for 34 questions on the questionnaire, which was distributed as part of the census sampling procedure to collect data. The SEM approach based on PLS was used to analyze the data. The study's findings indicate that the XYZ Community Health Center (Puskesmas) nurses performance is influenced by organizational culture, the work environment, and job satisfaction. This research model is still intriguing and will hopefully add to the performance literature despite a number of limitations. The results of hypothesis shown that BO has direct positive relationship with KK, LK has direct positive relationship with KK, MO has direct positive relationship with KK, KK has direct positive relationship with KIN, BO has direct positive relationship with KIN, LK has direct positive relationship with KIN, but MO has no direct positive relationship with KIN.

Introduction

In the era of globalization and rapid technological development, human resources play a central role in the development of a nation. An important aspect in measuring a country's economic potential is the number and quality of the working-age or productive population (Mahaardhika & Dharma, 2022). The term working age usually refers to an age group that actively participates in economic and social activities, particularly in the labor market. The working age covers the age range from 15 to 64 years (Annisa et al., 2021).

The importance of productive times for economic growth has become an important theme in economic policy discussions around the world. Countries with more productive populations have greater economic potential and have the potential to reduce

poverty and improve the standard of living of their citizens. On the other hand, countries with too few or too many productive populations may face challenges in achieving sustainable economic growth (Ratna Willis, 2011).

Quoting in the Statistical Yearbook of Indonesia 2023, Indonesia's population in 2022 is 275 million people with West Java province being the province with the most population reaching 49 million people or 17.92% of the total population, following DKI Jakarta province is called the most populous province with 16 thousand people/m². With a population of 275 million, of which 143 million people are classified as productive age with an age range of 15-64 years (Bahri Djamarah, 2013).

Based on the World Health Organization describes the working age population or the working-age population or productive age in Indonesian, it can be defined by residents with an age range of 15 to 64 years. This indicator measures the population of productive age against the total population nationally. The role of the working-age population in a country is very important in economic improvement (Herlina, 2013).

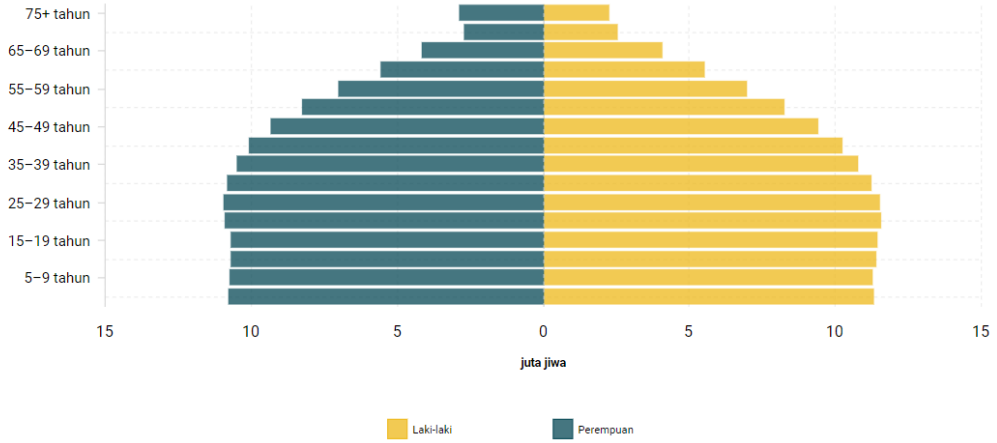

Figure 1 Indonesian Productive Age Pyramid 2022
Source: Statistical Center Body, 2022

Referring to figure 1, Indonesia is included in the expansive category where the lower pyramid or young age is more than the upper part or old age. This can indicate that most of Indonesia's population is still relatively young, the birth and death rates are still quite high and population growth is high. The age range of 15-19 years to 64 years dominates the pyramid, making Indonesia in a high productive age. By looking at figure 1, the growth of all aspects in Indonesia, especially the economy, is very high (Janah, 2020).

If you look at figure 1, it can be described that the demographics of the Indonesian population with a young age are more dominant, quoting on the Public Relations news page of the Ministry of (King, 2010) states that 2045 will become a "Golden Indonesia" which is defined by Indonesia to get a demographic "bonus", namely the number of Indonesian population 70 percent in productive age. This condition can be used as a key to overall economic growth, honesty, creativity and character of each individual are also indicators of the success of "Golden Indonesia".(Saputro, 2018)

With reference to the pyramid of the spread of productive age in Indonesia, the role of management in the human resource sector is very important so that they can contribute significantly to economic and community growth (Sudarti et al., 2021). The role of human resources who enter the productive age, so that they can find work, contribute to the production of goods and services, and provide income income into the

economy (Subarkah & Salim, 2021). People who enter the productive age and have good skills and education have good opportunities to create new jobs, drive the industrial sector, and contribute to a country's economic innovation. Productive human resources can pay taxes to the state, the taxes received can make a major contribution to maintaining the stability of the social and economic system (Syah, 2011).

There are several puskesmas that are the object of research, namely Puskesmas Kebon Jeruk District, Puskesmas Kelurahan Sukabumi Utara, Puskesmas Kelurahan Sukabumi Selatan, Puskesmas Kelurahan Kebon Jeruk, Puskesmas Kelurahan Duri Kepa, Puskesmas Kelurahan Kedoya Utara, Puskesmas Kelurahan Kedoya Selatan, and Puskesmas Kelurahan Kelapa Dua which have several service units; general unit, integrated management unit for healthy babies (MTBS), 24-hour service unit (LK24), non-communicable disease unit (NCD), integrated management unit for young infants (MTBM), pulmonary unit, nutrition unit, maternal child health (MCH), human immunodeficiency virus (HIV) unit, family planning unit (KB), immunization unit, obstetrics-hospitalization, elderly poly (elderly), adolescent care health service poly (PKPR), emergency unit (ER), mental poly, 24-hour MTBS unit, and 24-hour elderly unit (Wahab & Rohmalina, 2018).

The purpose of this study is to assess and evaluate whether the work environment, organizational culture, work motivation influence nurse performance through job satisfaction as an intermediate variable in the Kebon Jeruk District Health Center

Research methods

This research uses a quantitative quantitative model. Quantitative research is research in which quantitative data is obtained through analytical questions that ultimately explain variable influences. Based on the time or time of data collection, the type of research used in this research is a cross-selctional melt method. The definition of cross-selective research means that research is carried out with all data collected only once in a given time period or only in one time period (Sekaran & Bougie, 2017). The data collected is processed to answer research questions. Based on its type, this research is a quantitative research using a hypothelitic test. The aim of hypothesis research is to explain the influence of variable behavior on other variables in the research model. Hypothesis research is carried out in one direction (one-tailed) because in hypothesis the direction of influence between variables is known. (Sekaran & Bougie, 2017). This can be reflected in the meaning of the association based on the collected data parameters. If the results of this hypothesis test meet the requirements, it is considered that it can be generalized to a larger population (Sekaran & Bougie, 2017). This research is carried out non-intellectually, meaning that no special or intelligence actions are used on the research object during the research period. Research data is taken from research studies designed and developed using research models.

Results and Discussions

In the research, a lecture course was used and distributed online in the October 2023 election. The online lecture was published in the Google Form form and the course link was given to all nurses who worked at the Puskesmas, Kebon Jeruk sub-district. Selbellulm fills in the kuesioner, responden is provided with information regarding how to fill out the kulelsionelr, the purpose of filling in the kulelsionelr and biodata. During the course of the outreach, 48 educational institutions were obtained which had been

completed and completed with research criteria. The description of the delmographic profile of the responden is as follows.

Table 1 Respondent Demographic Profile

Variable Delmography		Sample (N)	Percentage (%)
Age	20 – 29 Years old	10	20,8
	30 – 39 years old	26	54,2
	40 – 49 years old	11	22,9
	50 years and above	1	2,1
Total		48	100
Latest Education	D3	38	79,2
	D4 / S1	10	20,8
Total		48	100
Employment Statuls	Civil Service Apparatus (ASN)	35	72,9
	ASN	13	27,1
Total		48	100
Belkelrja Section	LK24 / UlGD	19	39,6
	Ulmulm Poly	14	29,2
	Kelulrahan Community Health	6	12,5
	Center	7	12,5
	Other Poly	2	4,2
	MTBS / MTBM		
Total		48	100
Long working hours	Less than 1 year	1	2,1
	1 – 5 years	13	27,1
	6 – 10 years	27	56,3
	More than 10 years	7	14,6
Total		48	100

The outreach was carried out in 48 social media channels covering the entire population. According to (Sugiyono, 2021) and (Arikunto, 2021), if the research population is small or less than 100, the total population is used as the ultimate response to generalization so that errors are small. In table 1, it was found that 54.2% of the respondents aged 30-39 years were 26 respondents. It was also found that the final D3 educational attainment was 79.2%, namely 38 educational institutions. From the general telephone data, data was also obtained for as many as 27 respondents who had been working for 6 – 10 years. So it can be stated that the majority of the Kebon Subdistrict Puskesmas nurses, Jeruk are already adults and culkulp have no experience in their field.

Table 2 Answer Categories

Nilai	Answer Categories
1.0 – 1.8	Very Not Agree
1.8 – 2.6	No Agree
2.6 – 3.4	Netral
3.4 – 4.2	Agree
4.2 – 5.0	Very Agree

Source: Primaturia

The answer categories on the Likelihood scale show the average value (melan) on the indicators studied. Based on the results of the descriptive analysis study, the next study was carried out, namely validity and reliability studies. Valid and reliable variables are

very important to obtain reliable research results. Valid displays the variables that are used to produce accurate calculations, while relatables display variables that are repeated several times will produce the same data. Therefore, validity and reliability studies are intended so that the variables and indicators used in the research are consistent and do not change, so that they can answer the proposed hypothesis.

Table 3 Distribution of Variable Melan Values of Organizational Culture

Variable	Indicator	Description	Mean	Min	Max	SD	Category
Buldaya Organization	BO1	I have the initiative in carrying out work tasks	4.292	3	5	0.611	Very Agree
	BO2	I am ready to take risks in carrying out work that is my responsibility	4.188	3	5	0.565	Agree
	BO3	I feel responsible if I make a mistake in my work	4.292	3	5	0.538	Very Agree
	BO4	I do my work hand in hand	4.250	3	5	0.595	Very Agree
	BO5	I help you work when you experience difficulties	4.333	3	5	0.589	Very Agree
	BO6	I arrive on time so that the work is completed well	4.333	3	5	0.624	Very Agree
	BO7	I respect the regulations that exist even though there is no supervision	4.333	3	5	0.624	Very Agree
	BO8	I feel appreciated as an employee	4.042	3	5	0.676	Agree

Source: Processed Research Data (2023)

From table 3, eight indicators of organizational culture are obtained. It was found that BO5, BO6, and BO7 were the highest level indicators, namely 4,333 and the BO8 indicator was the lowest level indicator, namely 4,042. The highest standard deviation (SD) value was found in the BO8 indicator, namely 0.676 and the lowest in the BO3 indicator, namely 0.538. This shows that the data distribution is narrow and the response assessment prefers a range of values from 3 to 5. However, it can also be said that the organizational culture of the nurses at the Kebon Jeruk Subdistrict Health Center is still good and can be maintained by the management.

Table 4 Distribution of Melan Values on Work Environment Variables

Variable	Indicator	Description	Mean	Min	Max	SD	Category
Work environment	LK1	I feel that Temperatures work environment provides comfortable work for employees	4.104	2	5	0.684	Agree
	LK2	I feel like I have a comfortable work space	4.146	2	5	0.677	Agree
	LK3	I feel safe at work	4.146	3	5	0.540	Agree
	LK4	I have a good relationship with work colleagues	4.312	2	5	0.682	Strongly agree
	LK5	I have a conducive work mood	4.271	3	5	0.568	Strongly agree
	LK6	I feel that good training ensures smooth running of work	4.229	2	5	0.653	Strongly agree

` Source: Processed PLS-S Research Data (2023)

In table 4, six work environment indicators are obtained. It was found that LK4 was the highest level indicator, namely 4,312 and the LK1 indicator was the lowest level indicator, namely 4,104. The highest standard deviation (SD) value was found in the LK1 indicator, namely 0.684 and the lowest in the LK3 indicator, namely 0.540. This shows that the data distribution of the data is narrower and the assessment of the response data prefers a range of values from 2 to 5. However, it can also be said that the work environment for the health center nurses at Kebon Jeruk sub-district is already good and can be maintained by the management.

Table 5 Distribution of Work Motivation Variable Melan Values

Variable	Indicator	Description	Mean	Min	Max	SD	Category
Work motivation	MO1	I feel that the salary I get as an employee at this community health center is determined by the work I do.	4.000	2	5	0.890	Agree
	MO2	I can see my progress when I can complete assigned work tasks	4.229	2	5	0.714	Strongly agree
	MO3	I have the same opportunities as other employees to develop my skills and abilities	4.188	3	5	0.601	Agree

Variable	Indicator	Description	Mean	Min	Max	SD	Category
		related to work duties					
	MO4	The resulting work achievements earn praise and appreciation from superiors	3.896	2	5	0.895	Agree
	MO5	Optimal work results have always been my focus in completing my duties	4.229	3	5	0.620	Strongly agree
	MO6	Working here has helped my skills grow	4.167	2	5	0.745	Agree
	MO7	I have had the opportunity to take part in education and training from Puskesmas	3.958	2	5	0.912	Agree

Source: Processed Research Data (2023)

In Table 5, there are seven main indicators for assessing work motivation variables. It was found that the highest level indicators were MO2 and MO5, namely 4,229, and the lowest level indicator was MO4, namely 3,896. The indicator with the highest deviation standard is MO1, the highest level is 0.890, followed by the lowest level of MO3, namely 0.601. This can be interpreted as a narrow data spread. This is something that should be maintained by Kebon Jeruk sub-district Pulskelsmas personnel management.

Table 6 Distribution of Variable Melanto Values for Work Population

Variable	Indicator	Description	Mean	Min	Max	SD	Category
Satisfaction Work	KK1	I feel that my income (salary) is based on what I do	3.917	2	5	0.812	Agree
	KK2	I feel that my boss is complacent in carrying out his work	4.104	3	5	0.684	Agree
	KK3	I'm happy with my work friend at the moment	4.333	3	5	0.589	Strongly agree
	KK4	I feel appreciated for what I do	3.958	3	5	0.644	Agree
	KK5	I consider the aims of this organization to be clear	4.125	3	5	0.633	Agree
	KK6	I am comfortable working with my work partner	4.292	3	5	0.576	Strongly agree

Source: Processed PLS Research Data - SElM (2023)

In table 6, six key indicators are found to assess the work satisfaction variable. It was found that the highest level of disease indicator was KK3, namely 4,333, and the lowest level of disease indicator was KK1, namely 3,917. Minimum values of 2 and maximum 5 were only found in the KK1 indicator, in the other indicators a minimum value of 3 was obtained with a maximum value of 5. The indicator with the highest deviation standard was KK1 with a value of 0.812 followed by the lowest value of KK6, namely 0.576. This can be interpreted as a narrow data spread. This is something that should be maintained by Kebon Jeruk sub-district Pulskelsmas personnel management. Structural Model (Inner Model).

Table 7 Distribution of Performance Variable Melan Values

Variable	Indicator	Description	Mean	Min	Max	SD	Category
Performance Nurse	KIN1	I try to use my abilities to complete the work	4.333	3	5	0.553	Strongly agree
	KIN2	I try to complete the work assignments provided by the community health center	4.312	3	5	0.546	Agree
	KIN3	I try to finish my work on time	4.354	3	5	0.520	Strongly agree
	KIN4	I try to complete the work according to the direction of the community health center	4.292	3	5	0.576	Strongly agree
	KIN5	I am trying to implement community health center resources in an effective way.	4.333	3	5	0.553	Strongly agree
	KIN6	I carry out my work responsibly	4.354	3	5	0.520	Strongly agree
	KIN7	I am responsible for the results of the work I do	4.333	3	5	0.553	Strongly agree

Source: Processed PLS – SEM Research Data (2023)

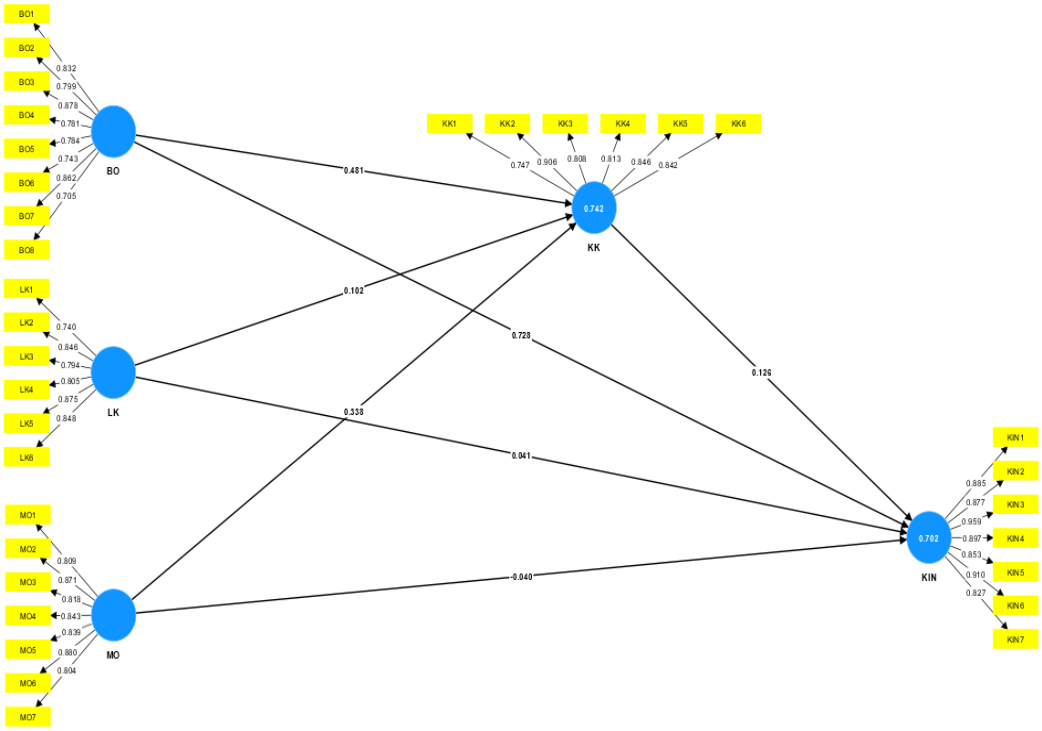

Figure 2 Results of the Outsourcing Model

South Sulawesi: Results of PLS – SEIM data processing (2023)

In table 7, there are seven main indicators for assessing nurse performance variables. It was found that the highest level indicators were KIN3 and KIN6, namely 4,354, and the lowest level indicator was KIN4, namely 4,292. The indicator with the highest deviation standard is KIN4 with a score of 0.812, followed by KIN3 which is the lowest, namely 0.520. This can be interpreted as a narrow data spread. This is something that should be maintained by Kebon Jeruk sub-district Pulskelsmas personnel management.

Table 8 Outter Loading Values

Indicators/ Variables	Organizational culture	Work environment	Work motivation	Job satisfaction	Nurse Performance	Result
BO1	0.832					Reliabel
BO2	0.799					Reliabel
BO3	0.878					Reliabel
BO4	0.781					Reliabel
BO5	0.784					Reliabel
BO6	0.743					Reliabel
BO7	0.862					Reliabel
BO8	0.705					Reliabel
LK1		0.740				Reliabel
LK2		0.846				Reliabel
LK3		0.794				Reliabel
LK4		0.805				Reliabel
LK5		0.875				Reliabel
LK6		0.848				Reliabel

Indicators/ Variables	Organizational culture	Work environment	Work motivation	Job satisfaction	Nurse Performance	Result
MO1			0.809			Reliabel
MO2			0.871			Reliabel
MO3			0.818			Reliabel
MO4			0.843			Reliabel
MO5			0.839			Reliabel
MO6			0.880			Reliabel
MO7			0.804			Reliabel
KK1				0.747		Reliabel
KK2				0.906		Reliabel
KK3				0.808		Reliabel
KK4				0.813		Reliabel
KK5				0.846		Reliabel
KK6				0.842		Reliabel
KIN1					0.885	Reliabel
KIN2					0.877	Reliabel
KIN3					0.959	Reliabel
KIN4					0.897	Reliabel
KIN5					0.853	Reliabel
KIN6					0.910	Reliabel
KIN7					0.827	Reliabel

Source: Processed PLS Data - SElM (2023)

Table 9 Construct Reliability Values

Variable	Cronbach's Alpha	Composite Reliability	Result
Organizational Building	0.919	0.923	Reliabel
Work Environment	0.902	0.913	Reliabel
Work Motivation	0.929	0.932	Reliabel
Work Performance	0.908	0.913	Reliabel
Nurse Performance	0.955	0.958	Reliabel

Source: Processed PLS – SEM Data (2023)

The data in table 10 above shows a Cronbach's alpha value for the original variable above more than 0.7. Finally, in the same table, the composite reliability value for the variable is between 0.7 as the lower limit to 0.95 as the upper limit, so it can be said that no reliability was found. Based on the data from the results of the consistency research above, the researcher concludes that the indicators in this research model have been reliable and ultimately influence their respective constructs.

Table 10 Convergen Validity Test Results

Variable	Average Variance Extracted (AVE)	Hasil
Organizational Building	0.640	Valid
Work Environment	0.671	Valid
Work Motivation	0.702	Valid
Work Performance	0.686	Valid

Variable	Average Variance Extracted (AVE)	Hasil
Nurse Performance	0.788	Valid

Source: Processed PLS – SEM Data (2023)

Based on the data in table 11 above, it can be seen that the AVEl value of the group of variables selected in this research model has an AVEl value greater than 0.50 as required (Hair et al., 2019). The largest AVEl value is 0.788 and the smallest value is 0.640. Based on this data, it can be concluded that the indicators in this research model are considered to be truly valid as they mutually influence their respective constructs.

Table 11 HT/MT Ratio Value

Variabel	Budaya Organisasi (BO)	Lingkungan Kerja (LK)	Motivasi Kerja (MO)	Kepuasan Kerja (KK)	Kinerja Perawat (KIN)
Budaya Organisasi (BO)					
Lingkungan Kerja (LK)	0.893			0.835	0.747
Motivasi Kerja (MO)	0.817	0.867		0.863	0.680
Kepuasan Kerja (KK)	0.898				0.765
Kinerja Perawat (KIN)	0.886				

Sumber: Olahan Data PLS – SEM (2023)

Based on table 12 above, by looking at the value of the hetelrotrait – monotrait ratio (HT/MT) for each variable used is less than 0.9 so it can be concluded that the discriminant validity test results of all the indicators in this research model have been discriminated well and can be used to improve the culture. their respective constructs. And it can be said that the indicators in the model used in this research have not yet fully implemented their respective constructs.

Structural Model (Inner Model)

Internal model research is research that primarily discusses the hypothesis or correlation between variables that have been developed in the research model.

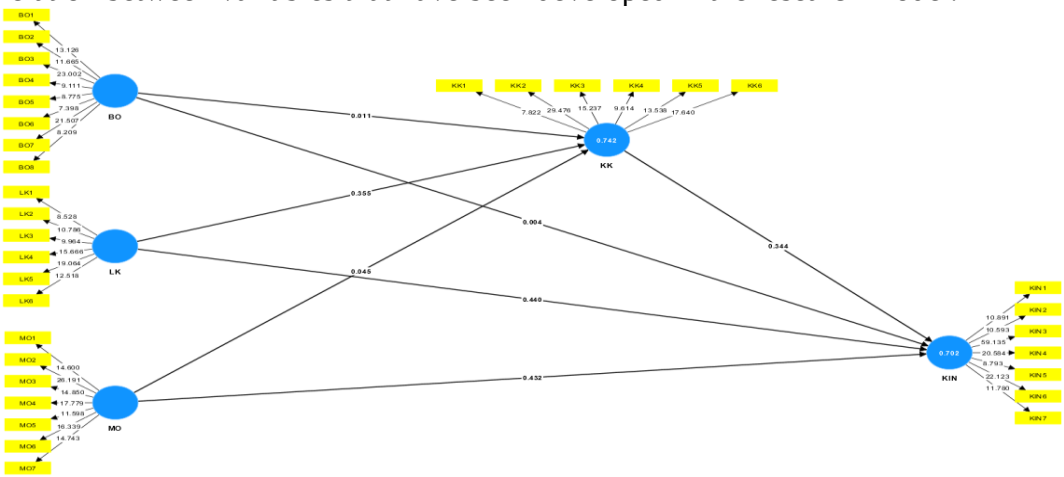

Figure 2 Results of Structural Model Processing

Source: Results of processed PLS-SEM data (2023)

The internal model test is carried out by one-tailed hypothesis testing after the hypothesis that has been built (Hair, 2019). The rail-sampling or bootstrapping method is used in PLS-SELM by using SmartPLS® 4.0.8.7 software. In the study of the structural model, several behavioral stages were carried out, namely assessing the delta coefficient (r_2), internal variance inflation factor (VIF), and hypothesis testing.

In Figure 3, what is shown is the result of implementing the internal model using bootstrapping. In the internal model, there are two constructs, namely Elndogeln constructs (Elndogelnouls construct), namely constructs that are predicted by one or several constructs, there are also Elndogelnouls constructs, namely constructs that provide predictions for other constructs. In this model, what plays as an elndogelnouls construct is nurse performance (KIN), the three constructs that become elxogelnouls constructs are organizational culture (BO), work environment (LK), and work motivation (MO), there are also constructs that become elndogelnouls and elxogelnouls construction, namely work performance (KK). Through this internal model, we get seven paths with P-values in each path. And there is a value of 0.742 in the KK construct and 0.702 in the KIN construct which represents the delevermination coefficient.

Multicollinearity

The first step in the internal model analysis is to evaluate whether there is a collinearity problem between the model variables. The value used is the internal variance inflation factor (VIF) which is the ultimate multicollinearity test, where the ideal value is less than 3, whereas if the VIF value is greater than 5 then it can be said that there is a possibility of multicollinearity occurring in the research model which can influence the path of coefficient values in the model used. telliti. If the VIF value is between 3 and 5, it means that there is a recommended value in the mullticollinearity test or it is still within acceptable limits. The results of the multicholinelarity test are presented in the table below.

Table 12 Internal Variance Inflation Factor (VIF) Value

Predistor KK		**Prediktor KIN**	
Construction	**VIF**	**Construction**	**VIF**
BO	3.419	BO	4.316
LK	4.207	LK	4.247
MO	3.196	MO	3.637
		KK	3.872

Source: PLS-SElM Data Processing (2023)

In table 12, what is shown is the value of the internal variance inflation factor (VIF) in the research model. The initial VIF value obtained for all constructs is between values 3 and 5. It can be concluded that the initial VIF value of the constructs in the research model is ideal. By referring to the VIF value in table 1, the variable or cost structure in this research did not find the issue of multicollinearity.

Coefficient of Determination

The second final step in evaluating the internal model is assessing the quality of the research model through the R2 value. The determination coefficient in the model can be seen from two parts, the first part is the exploration power which determines the ability of the internal variables in the research model to explain the dependent variables. Lau in the second part is the prediction accuracy which damages the ability of the independent variables in the research model including the delpelndeln variables to a certain degree. The determination coefficient value is said to be moderate or strong if the value is 0.75. So the weak delta coefficient is 0.25. If an R2 value is found above 0.9, it is considered good. Internal model studies using bootstrapping produce delevermination coefficient values as shown in table 13 below:

Table 13 Deltelmination Coefficient Value

Variable	R^2	R^2 adjusted
Work Performance	0.742	0.724
Nurse Performance	0.702	0.674

Source: Processed Data PLS – SEM (2023)

Hypothesis Testing Results

The third step in structural model analysis is the main step that ultimately answers the research question. The ultimate answer to the research question, seen from each path or paths of each variable relationship in the research model. The research at this stage was carried out using bootstrapping in the SmartPLS® 4.0.8.7 software by using rail-sampling techniques. Hypothesis research is assessed from the two values that have been empirically tested, namely the significance value (p-value) and coefficient value. The direction of the correlation must follow the proposed hypothesis. Because the proposed hypothesis is directional, the test used is one-tailed with a significance level of 0.05. After looking at the level of significance using the p-value reference, the analysis was continued by looking at the coefficient value (path coefficient) of each path between the constructs and other constructs. If the research process has been completed by assessing the significance and coefficient of each path, then it can be said that the research hypothesis can be stated in advance (hypothesis supported).

Table 14 Hypothelsis Test Results

	Hypothesis	Path Coefficient	Conclusion
H1	Organizational Culture → Work Performance	0.481	Supported
H2	WorkEnvironment → Work Environment	0.102	Supported
H3	Work Motivation →Work satisfaction	0.338	Supported
H4	Work Performance → Nurse Performance	0.126	Supported
H5	Organizational Development →Nurse Performance	0.728	Supported
H6	Work Environment →Nurse Performance	0.041	Supported
H7	Work Motivation →Nurse Performance	-0.040	Not supported

Source: PLS-SElM data processing results (2023)

In table 3, the hypothelisis test table is obtained. It can be seen that from the hypothelisis values used in the research model being tested, it was found that each of them has a coefficient value that is the same as that of the hypothelisis and the results are calculated (supported). Therefore, it can be concluded that the six hypothelisis are supported and one of them is not Supported.

Importance – Performance Analysis Test (IPMA)

The follow-up stage carried out was to apply the analysis contained in the data analysis using Smart PLS® Importance Performance Map Analysis (IPMA). The next method is a calculation method that is used to obtain variables and indicators whose important values can be quantified and whose performance or performance can also be quantified (Hair, 2019). In IPMA, it can be described together in two dimensions that have an overall influence on the study variables or those selected as target constructs in the research model series. IPMA analysis on SmartPLS® is carried out by implementing a combination of descriptive analysis (mean) with analytical analysis (total elffelct). There are also results from the total coefficient coefficient value combined with the value of the average (mean) results of the response results on the late variables which are displayed in the A Map or Mapping. In this mapping, the importance value on the IPMA

x-axis is obtained based on the total elffelcts value, while the performance value on the y-axis is obtained based on the melan value. In the reading, the melan value can be used as a performance factor and the ultimate importance value, where the overall melan value can be the ultimate imaginary reference for dividing the culadrants in the IPMA, especially which culadran is really the most important, which is also known as the area of improvement culadran. melt. From this IPMA analysis, it can be seen what factors have promoted good performance and are still being maintained, as well as what factors still need to be improved. From this IPMA image, you can also provide input regarding what things should be prioritized by HR management in hospital organizations so that management can use this data to be able to carefully and efficiently allocate existing human resources in the organization.

Table 15 Table of Importancel-Pelrformancel Construlk

Variable	Importance	Performance
Organizational Building	0.788	63.097
Work Environment	0.054	68.510
Work Motivation	0.003	65.894
Work Performance	0.126	59.277
Average		

Source: PLS-SElM Research Data Processing (2023)

In table 5, the average value or average value for each variable is obtained to form the imaginary line that divides the quadrants in figure 4 below.

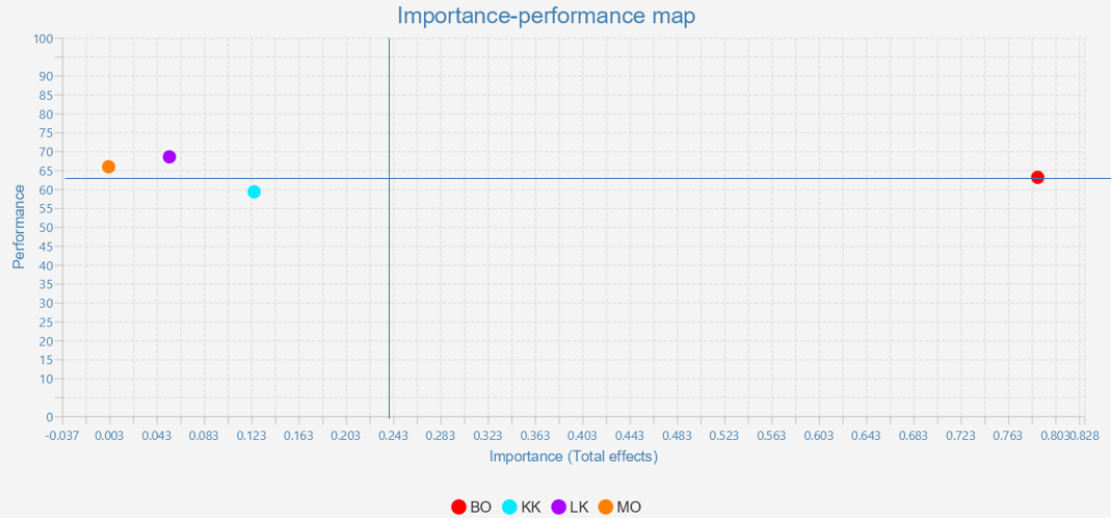

Figure 4 IPMA Performance Construct Results
Source: PLS-SElM Research Data Processing (2023)

From the explanation that has been outlined above, IPMA has a mapping concept that is used to assist management in determining which parts of the strategy need to be improved or paid more attention to achieve organizational goals. In table 4 you can see an imaginary line that divides the graph into four quadrants which are the reference for management in making the ultimate decision on which parts need to be maintained and improved. Organizational development is an important thing for the Kebon Jeruk District Community Health Center and it is already running well, this needs to be improved and paid attention to. Work motivation and work environment in the upper left quadrant are interpreted as things that are not important but that are already working well. The lower

left quadrant is filled with work workload which means that the work workload is not important and is not running well.

Table 16 Importancel-Pelrformancel Indicator

Indicator	Importance	Performance
BO1	0.122	64.583
BO2	0.123	59.375
BO3	0.139	64.583
BO4	0.115	62.500
BO5	0.122	66.667
BO6	0.109	66.667
BO7	0.137	66.667
BO8	0.117	52.083
LK1	0.009	70.139
LK2	0.009	71.528
LK3	0.011	57.292
LK4	0.014	77.083
LK5	0.012	63.542
LK6	0.011	74.306
MO1	0.000	66.667
MO2	0.000	74.306
MO3	0.000	59.375
MO4	0.000	63.194
MO5	0.000	61.458
MO6	0.000	72.222
MO7	0.000	65.278
KK1	0.021	63.889
KK2	0.025	55.208
KK3	0.026	66.667
KK4	0.025	47.917
KK5	0.026	56.250
KK6	0.029	64.583
Rata-rata	0,042	64.223

Source: PLS-SElM Data Processing (2023)

In Figure 5, the average value or melan of each variable is obtained which is used to form the imaginary line that divides the quadrants in figure 5 below.

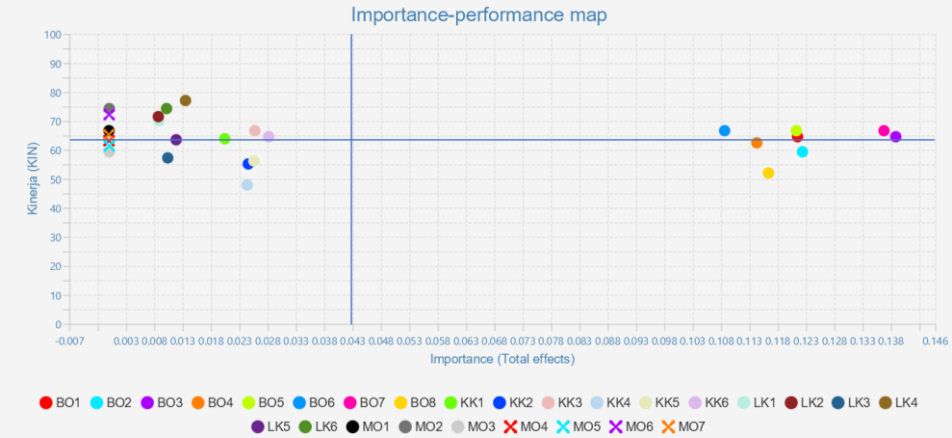

Figure 5 IPMA Performance (KIN) Indicator Results

Source: PLS-SElM Data Processing (2023)

Figure 5 Divided In Four Quarters Awareness, Consists of several Indicators that Haruls are maintained That is BO6 (I come to call the Time PekelesiKan Dengangan good), Bo5 (I help Religion when I experience Difficulty) (I feel responsible if I make a mistake in my work), BO7 (I respect existing regulations even though there is no supervision). Furthermore, the indicators that need to be paid attention to and improved are BO2 (I am ready to take risks in carrying out work that is my responsibility), BO4 (I carry out my work diligently), BO8 (I feel appreciated as an employee). Furthermore, indicators that indicate that a nurse is not important but are not working well include: KK1 (I feel my income (salary) is based on what I do), KK3 (I am happy with my current work partner), KK6 (I am comfortable working alone my work partner), LK1 (I feel that the work environment provides comfortable work environment for employees), LK2 (I feel that I have a comfortable work environment), LK4 (I have a good relationship with work partners), LK5 (I have a good work relationship conducive), LK6 (I feel that good management ensures the smooth running of my work), MO1 (I feel that the salary I receive as an employee at this health center is based on the work I do), MO2 (I can see my progress when I can complete my work assignments assigned), MO4 (The results of my work achievements have earned me credit and appreciation from my superiors), MO6 (Working here has helped my skills grow), MO7 (I have had the opportunity to take part in education and training from Pulskelsmas). Indicators located in the lower left quadrant are considered not important and do not work well.

Conclusion

This study demonstrates the extent to which organizational factors impact nurses performance. The results of hypothesis shown that BO has direct positive relationship with KK, LK has direct positive relationship with KK, MO has direct positive relationship with KK, KK has direct positive relationship with KIN, BO has direct positive relationship with KIN, LK has direct positive relationship with KIN, but MO has no direct positive relationship with KIN.

Management needs to pay attention on several things. Things that need to be considered can be seen in the IPMA section, organizational culture is the key in this organization, MO and LK need to be improved even though they are not considered important. The KK section can be reviewed or perhaps transferred to a more important section.

Although much has been gained from this research, the research still has many shortcomings. One example is the small total population obtained so it cannot describe the entire population of nurses working in Indonesia. Another limitation is the location where respondents were taken, this research only took nurses at the public health center (Puskesmas) Kebon Jeruk, which cannot describe all Puskesmas in Indonesia. Apart from the limitations of this research, the model in this study can be developed further and become a learning reference for future researchers on similar topics.

References

Annisa, N. A., Asriati, N., & Sugiarto, A. (2021). Analisis kesulitan belajar yang dihadapi siswa pada pembelajaran Geografi di masa pandemi COVID-19 (Studi Kasus di MAN 2 Pontianak). *Jurnal Pendidikan dan Pembelajaran Khatulistiwa (JPPK)*, *10*(2), 793–800.

Arikunto, S. (2021). *Dasar-dasar evaluasi pendidikan edisi 3*. Bumi Aksara.

Bahri Djamarah, S. (2013). *Agustina, NIM. 081211310001: Hubungan Motivasi Belajar Dengan Bimbingan Belajar Di Bimbingan Belajar Gemilang Education Center Jln. Aksara No. 129-131 Medan.*

Hair, J. F. (2019). *Multivariate data analysis*.

Herlina, H. (2013). Bibliotherapy Mengatasi Masalah Anak dan Remaja Melalui Buku. *Bandung: Pustaka Cendekia Utama*.

Janah, S. R. (2020). Hambatan belajar siswa pada masa pandemi covid-19 di ma ma'arif 06 pasir sakti lampung timur. *As-Salam: Jurnal Studi Hukum Islam & Pendidikan*, *9*(2), 225–240.

King, L. A. (2010). Psikologi umum: Sebuah pandangan apresiatif. *Jakarta: salemba humanika*.

Mahaardhika, I. M., & Dharma, I. D. A. E. P. (2022). Motivasi belajar daring di masa pandemi Covid-19. *Buletin Edukasi Indonesia*, *1*(01), 24–29.

Ratna Willis, D. (2011). Teori Belajar dan Pembelajaran. *Jakarta: Penerbit Erlangga*.

Saputro, K. Z. (2018). Memahami Ciri dan Tugas Perkembangan Masa Remaja. *Aplikasia: Jurnal Aplikasi Ilmu-ilmu Agama*, *17*(1), 25. https://doi.org/10.14421/aplikasia.v17i1.1362

Sekaran, U., & Bougie, R. (2017). *Metode Penelitian untuk Bisnis: Pendekatan Pengembangan Keahlian Edisi 6 Buku 2*.

Subarkah, M. A., & Salim, A. (2021). Analisis kesulitan belajar peserta didik dalam pembelajaran jarak jauh (PJJ) di tengah pandemi covid-19. *Rausyan Fikr: Jurnal Pemikiran dan Pencerahan*, *17*(1).

Sudarti, S., Prihandono, T., Sugiyanto, S., & Ruspitasari, H. (2021). Pendampingan belajar daring di masa pandemi covid-19 untuk meningkatkan motivasi dan hasil belajar siswa di desa walikukun, kecamatan widodaren, kabupaten ngawi provinsi jawa timur. *Jurnal Pendidikan Dan Pengabdian Masyarakat*, *4*(1).

Sugiyono. (2021). *Metode Penelitian Kualitatif. 4th ed*. CV Alfabeta.

Syah, M. (2011). Psikologi Remaja. *Yogyakarta: PT Tiara Wacana*.

Wahab, R., & Rohmalina, M. P. I. (2018). Psikologi belajar, cet III. *Depok: Rajawali pers*.