WORK CULTURE, WORKLOAD, AND JOB SATISFACTION INTERVENING A PUBLIC HOSPITAL NURSES’ PERFORMANCE

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ABSTRACT

Background: Based on preliminary data taken by researchers, with 15 nurses at BA Tangerang Public Hospital, from the questionnaires distributed, in the aspect of job satisfaction nurses obtained results that all nurses filled in at least 1 indicator of dissatisfaction, namely 80% dissatisfied in terms of salary, 60% dissatisfied in terms of job promotion and 6% dissatisfied in terms of supervision. In terms of workload, 4 nurses did not report workload issues, and 11 nurses, or 73 percent, reported workload issues. Specifically, 81 percent of respondents reported that their working hours increased during each shift, 27 percent reported that the shifts were too long, 9 percent reported receiving duplicate tasks, 9 percent worked in confined spaces, and 9 percent worked in uncooled rooms. In the aspect of Work Culture, it was found that 87% had a good work culture and 13% had work culture problems. In the aspect of nurse performance, it was found that 20% of nurses had performance problems.

Aim: To analyze the influence of work culture, workload, and job satisfaction on the performance of nurses at BA Tangerang Public Hospital.

Method: The research method uses an exploratory causality research design conducted on 130 respondents.

Findings: The results of the study show that Work Culture, Workload, and Job Satisfaction have a significant influence on the performance of nurses at BA Tangerang Public Hospital.

KEYWORDS work culture, workload, job satisfaction, nurses’ performance

INTRODUCTION

Performance can be influenced by work culture, workload, and job satisfaction as some studies have been conducted. Work culture is a set of values, perceptions, behaviors, and beliefs that each employee and group of employees accept regarding the purpose of work and how that purpose is reflected in actions taken to further both organizational and personal objectives. Work culture is important to develop because of its positive impact on achieving continuous changes in the workplace including increased productivity (Performance).

Work culture is derived from organizational culture. The principles of the organization as both an internal and exterior social structure are contained in the organizational culture as a whole, which is a value system. The organization's vision, purpose, and goals contain information that reflects this. In other words, every business ought to embody a distinct cultural character. In a company, it is known as a corporate culture in which there is work culture. In addition, work culture is also a factor that is very closely related to the level of job satisfaction of health workers. The working conditions and work culture created in each place or work environment will affect an individual in working, as well as aspects of workload, as well as the performance of the individual. A work culture that is following individual conditions may greatly affect the performance and job satisfaction of individuals or health workers who work
in hospitals. Work culture is a group of basic thoughts or mental programs that can be used to improve work efficiency and human cooperation owned by a group of people.

The work culture of practice contains several definitions, namely, values, attitudes, behaviors, intentions, and results of work, including any instruments, work systems, technologies, and languages used. Culture is inextricably linked with values and the environment that lead to the meaning and philosophy of life, which will influence attitudes and behaviors in the workplace. Culture is the result of life experiences, habits, and a process of selection (Accepting or rejecting) norms that exist in social interaction or place themselves in the middle of a certain work environment (Gibson, 2018).

According to Gibson et al. (2000), The workload is stress brought on by impossibility and is impacted by personal characteristics or psychological processes. It is the result of any external action (environment, circumstance, or event that places an excessive amount of psychological or physical demands on an individual).

Job satisfaction is a general attitude toward a person's work, the difference between the number of rewards an employee receives and the amount they believe in what they should receive (Robbins, 2008).

Gibson et al. (2000) state that performance refers to success in carrying out tasks as well as the ability to achieve the goals set. Performance can be declared good if the desired goal can be achieved well.

The link with this study is that this study is expected to display the influence of work culture, workload, and job satisfaction on nurse performance. To create good performance in the scope of work, the important factors are, work culture, workload, and job satisfaction which play an important role in shaping individual performance in the world of work and organization. The performance itself is an achievement, the result of work based on assessment standards from each organization and hospital. The workload is also something that cannot be separated from the performance of employees/nurses, workload if it is high greatly affects performance, and vice versa, low workload makes individuals able to work well. Based on preliminary data taken by researchers, with 15 nurses at BA Tangerang Public Hospital, from the questionnaires distributed, in the aspect of nurse Job Satisfaction, it was found that all nurses filled in at least 1 indicator of dissatisfaction, namely 80% dissatisfied in terms of salary, 60% dissatisfied in terms of job promotion and 6% dissatisfied in terms of supervision. When it came to workload, only 4 nurses reported no issues, while 11 nurses, or 73 percent, reported having issues. Of these, 81 percent said their working hours had increased per shift, 27 percent said their shifts were too long, 9 percent said they were given duplicate tasks, 9 percent worked in cramped spaces, and 9 percent worked in uncooled rooms. In the aspect of Work Culture, it was found that 87% had a good work culture and 13% had work culture problems. In the aspect of nurse performance, it was found that 20% of nurses had performance problems.

Based on data on nurses’ low job satisfaction, this is due, among other things, to low salaries so that many nurses stop working, of course, for different reasons, such as finding a job elsewhere, taking the CPNS test, wanting to get married, or taking care of family. The large number of nurses who stopped working caused a decrease in the number of nurses in the room, thereby increasing the workload of existing nurses. The increase in the workload of nurses will certainly affect the performance of nurses, so that performance decreases. Some nurses say that the increased workload can be overcome by improving the work culture such as working
together to help each other so that a comfortable working atmosphere can maintain good nurse performance. Based on research by Damayanti et al. (2018), there is a strong and significant influence of job satisfaction on the performance of employees of the Siti Khadijah Islamic Hospital Palembang, South Sumatra. Job Satisfaction in Wolo et al. (2017) is an emotional affective response to various facets of a job that can be a benchmark for an individual (Nurse) to like his work. Job satisfaction has several indicators such as Satisfaction with rewards, Satisfaction with promotions, Satisfaction with colleagues, Satisfaction with the comfort of work, and Satisfaction with supervision. Yanindrawati’s research (2012) at the Bekasi Regency Regional Hospital found a job satisfaction value of 7.2% of nurses satisfied at work and 92.8% stated that they were dissatisfied with their work.

Noviyani (2013) found that the value of job satisfaction of nurses at the Tidore Islands City Hospital was 11.1% satisfied and 88.9% dissatisfied at work. Workload, based on the results of research by Rolos et al. (2018), has a negative and significant effect on employee performance at PT. Asuransi Jiwasraya Manado Kota Branch. This explains that if the workload increases, it will reduce the potential for employee performance. Research by Manuho et al. (2015) resulted in a high nurse workload value of 56.4% and 43.6% stated that the workload was not heavy and there was a meaningful relationship between nurse workload and nurse performance at RSUP Prof. DR. RD Kandou Manado.

Based on the background above, the researcher will examine with the title "Work Culture, Workload, and Job Satisfaction Intervening a Public Hospital Nurses’ Performance."

METHOD
The research uses exploratory research design of causality. The measuring instrument uses a questionnaire against each variable with each variable using the Likert scale. The researchers obtained quantitative data.

Using 30 different respondents who shared the same features as the sample, the validity test was undertaken. The findings were then tested using Pearson Product Moment Correlation, and if $r_{\text{count}} > r_{\text{table}}$, the validity was determined. If $r_{\text{count}} > r_{\text{table}}$ with df = n-2 (128) is obtained the value of 0.172 with $\alpha = 0.05$, then the correlation coefficient is significant.

The study was conducted on 130 respondents who were taken using the nonrandom sampling technique of accidental sampling where this study was only conducted for nurses. Each variable has a statement item, namely, performance 22 statements, workability 12 statements, workload 10 equalizations, and job satisfaction 8 statements.

RESULTS AND DISCUSSION
Characteristics of Respondents

<table>
<thead>
<tr>
<th>No.</th>
<th>Description</th>
<th>Frequency (People)</th>
<th>Percentage (%)</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Gender</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Man</td>
<td>4</td>
<td>3.00</td>
</tr>
<tr>
<td></td>
<td>Woman</td>
<td>126</td>
<td>97.00</td>
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### Hypothesis Testing

#### Table 2. Multiple Linear Regression Results Structure 1 Job Satisfaction (Y₁)

<table>
<thead>
<tr>
<th>Model</th>
<th>Unstandardized Coefficients</th>
<th>t</th>
<th>Sig.</th>
<th>Information</th>
</tr>
</thead>
<tbody>
<tr>
<td>(Constant)</td>
<td>3,733</td>
<td>19,098</td>
<td>0,000</td>
<td>Significant Positive Effect</td>
</tr>
<tr>
<td>Work Culture</td>
<td>0,258</td>
<td>6,322</td>
<td>0,000</td>
<td>Significant Positive Effect</td>
</tr>
<tr>
<td>Workload</td>
<td>-0,463</td>
<td>12,694</td>
<td>0,000</td>
<td>Significant Negative Effect</td>
</tr>
</tbody>
</table>

#### Table 3. Multiple Linear Regression Results of Performance (Y₂)

<table>
<thead>
<tr>
<th>Model</th>
<th>Unstandardized Coefficients</th>
<th>t</th>
<th>Sig.</th>
<th>Information</th>
</tr>
</thead>
<tbody>
<tr>
<td>(Constant)</td>
<td>2,093</td>
<td>9,946</td>
<td>0,000</td>
<td></td>
</tr>
</tbody>
</table>
Work Culture, Workload, and Job Satisfaction Intervening a Public Hospital Nurses’ Performance

The interplay and hypothesis testing (H) in tables 2 and 3 are as follows:

\[ Y_1 = 3.733 + 0.258 X_1 - 0.463 X_2 + e; \]
\[ Y_2 = 2.093 + 0.226 X_1 - 0.117 X_2 + 0.310 Y_1 + e; \]

**The Partial Influence of Work Culture (X_1) on Performance (Y_2)**

Table 3 above shows that the relationship between Work Culture (X_1) and Performance (Y_2) is significant with a \( t_{\text{count}} \) of 8,799 (\( t_{\text{count}} > t_{\text{table}}(\text{df}=126) = 1.978 \)) and a Sig. value = 0.000. The coefficient value is positive, which is 0.226 which indicates that the direction of the relationship between Work Culture (X_1) and Performance is positive by 22.6%. Thus hypothesis H_1 in this study which states that "Work Culture (X_1) has a significant effect on the Performance of (Y_2) Nurses" is accepted.

**The Partial Influence of Workload (X_2) on Performance (Y_2)**

Table 3 above shows that the relationship between Workload (X_2) and Performance (Y_2) is significant with a \( t_{\text{count}} \) of -3,887 (\( t_{\text{count}} < t_{\text{table}}(\text{df}=126) = -1.978 \)) and a Sig. value = 0.000. The coefficient value is negative at -0.117 which indicates that the direction of the relationship between Workload (X_2) and Performance is negative by 11.7%. Thus, the H 2 hypothesis in this study which states that "Workload (X_2) has a significant effect on the Performance of (Y_2) Nurses" is accepted.

**The Partial Influence of Job Satisfaction (Y_1) on Performance (Y_2)**

Table 3 above shows that the relationship between Job Satisfaction (Y_1) and Performance (Y_2) is significant with a \( t_{\text{count}} \) of 6,394 (\( t_{\text{count}} > t_{\text{table}}(\text{df}=126) = 1.978 \)) and a Sig. value = 0.000. The coefficient value is positive, which is 0.310 which indicates that the direction of the relationship between Job Satisfaction (Y_1) and Performance is positive by 31.0%. Thus, hypothesis H_3 in this study which states that "Job Satisfaction (Y_1) has a significant effect on the Performance of (Y_2) Nurses" is accepted.

**The Partial Influence of Work Culture (X_1) on Workload (X_2)**

<table>
<thead>
<tr>
<th>Coefficientsa</th>
<th>Model</th>
<th>Unstandardized Coefficients</th>
<th>Standardized Coefficients</th>
<th>t</th>
<th>Sig.</th>
<th>Information</th>
</tr>
</thead>
</table>

\[ a \text{ Significant Positive Effect} \]

\[ b \text{ Significant Negative Effect} \]

\[ c \text{ Significant Positive Effect} \]
Work Culture, Workload, and Job Satisfaction Intervening a Public Hospital Nurses’ Performance

<table>
<thead>
<tr>
<th></th>
<th>B</th>
<th>Std. Error</th>
<th>Beta</th>
</tr>
</thead>
<tbody>
<tr>
<td>(Constant)</td>
<td>4.098</td>
<td>0.305</td>
<td>13,420</td>
</tr>
<tr>
<td>1 Work Culture</td>
<td>-0.348</td>
<td>0.094</td>
<td>-0.310</td>
</tr>
</tbody>
</table>

**Source: Analysis Results Using SPSS 25.0**

Based on table 4 above shows that the relationship between Work Culture (X₁) and Workload (X₂) is **significant** with a t-count of -3.69 (t-count < t table (df=126) = -1.978) and a Sig. value = 0.000. The coefficient value is **negative**, which is -0.348 which indicates that the direction of the relationship between Work Culture (X₁) and Workload is **negative** by 34.8%. Thus hypothesis H₄ in this study which states that "Work Culture (X₁) has a significant effect on workload (X₂) nurses" is **accepted**.

**The Partial Influence of Workload (X₂) on Job Satisfaction (Y₁)**

Table 4 above shows that the relationship between Workload (X₂) and Job Satisfaction (Y₁) is **significant** with a t_count of -12.694 (t_count < t_table (df=126) = -1.978) and a value of Sig. = 0.000. The coefficient value is **negative**, which is -0.463 which indicates that the direction of the relationship between Workload (X₂) and Job Satisfaction is **negative** by 46.3%. Thus the hypothesis H₅ in this study which states that "Workload (X₂) has a significant effect on Job Satisfaction (Y₁) Nurses" is **accepted**.

**The Partial Influence of Work Culture (X₁) on Job Satisfaction (Y₁)**

Table 4 above shows that the relationship between Work Culture (X₁) and Job Satisfaction (Y₁) is **significant** with a t_count of 6.322 (t_count > t_table (df=126) = 1.978) and a Sig. value = 0.000. The coefficient value is **positive**, which is 0.258 which indicates that the direction of the relationship between Work Culture (X₁) and Job Satisfaction is **positive** by 25.8%. Thus hypothesis H₆ in this study which states that "Work Culture (X₁) has a significant effect on Job Satisfaction (Y₁) Nurses" is **accepted**.

**Work Culture, Workload, and Job Satisfaction Simultaneously Influence Nurse Performance**

Based on the results of the simultaneous significance test (test f) in table 4 above shows an F_count value of 186.335 (F_count > F_table (n=130, and k=3 = 2.68) and a value of Sig. = 0.000, which indicates that the variables work culture (X₁), workload (X₂), and job satisfaction (Y₁) together have a significant effect on Nurse Performance variables (Y₂). Thus, hypothesis H₇ in this study which states that "Work Culture, Workload, and Job Satisfaction simultaneously influence Nurse Performance" are **accepted**.
Based on Table 5, it can be interpreted as follows:

1) Work Culture Variables (X1) to Performance (Y2) Through Job Satisfaction (Y1). To calculate the indirect influence using the value of t_{count} on the variable Work Culture (X1) using the Sobel test formula $t = \frac{ab}{S_{ab}}$, where obtained the value of t_{count} (Work Culture) = $S_{ab} = \sqrt{(b^2 \times S_{a}^2) + (a^2 \times S_{b}^2) + (S_{a}^2 \times S_{b}^2)} = 4.468$, where $\beta X_1 = 0.258 \times 0.310 = 0.080$, and $S_{12} = 0.0179$. Thus, the t_{count} value is 4.468 ($t_{count} > t_{table}$), and the coefficient value is positive at 0.080 which indicates that the direction of the relationship between Work Culture (X1) to Performance (Y2) through Job Satisfaction (Y1) is positive or Job Satisfaction Improves the Relationship of Work Culture to Performance. Thus, it can be concluded that "There is an Influence of Work Culture (X1) through Job Satisfaction (Y1) on Performance (Y2)".

2) Workload Variable (X2) on Performance (Y2) Through Job Satisfaction (Y1): To calculate the indirect effect using the t_{count} value on the Workload variable (X2) using the Sobel test formula $t = \frac{ab}{S_{ab}}$, where, obtained the t_{count} value (Workload) = $S_{ab} = \sqrt{(b^2 \times S_{a}^2) + (a^2 \times S_{b}^2) + (S_{a}^2 \times S_{b}^2)} = 5.697$, where $\beta X_1 = -0.463 \times 0.310 = -0.144$, and $S_{12} = 0.0252$. Thus, the t_{count} value is -5.697 ($t_{count} < t_{table}$), and the coefficient value is negative at -0.144 which indicates that the direction of the relationship between Workload (X2) to Performance (Y2) through Job Satisfaction (Y1) is negative or Job Satisfaction Reduces the Relationship of Workload to Performance. Thus, it can be concluded that "There is an Effect of Workload (X2) through Job Satisfaction (Y1) on Performance (Y2)".

The Partial Influence of Work Culture on Nurse Performance at BA Tangerang Public Hospital

The results of testing with path analysis using SPSS v 25.0 showed that the relationship between Work Culture (X1) and Performance (Y2) was significant with a t_{count} of 8.799 ($t_{count} > t_{table}$) and a Sig value. = 0.000. The coefficient value is positive, which is
0.226 which indicates that the direction of the relationship between Work Culture (X1) and Performance is positive at 22.6%. Thus the H1 hypothesis in this study which states that "Work Culture (X1) has a significant effect on the Performance of (Y2) Nurses" is accepted.

Practical work culture contains several definitions, namely, values, attitudes, behaviors, intentions, and results of work, including any instruments, work systems, technologies, and languages it uses. Culture is inextricably linked with values and the environment that lead to the meaning and philosophy of life, which will influence attitudes and behaviors in the workplace.

Culture is the result of life experiences, habits, and a process of selection (Accepting or rejecting) the norms that exist in social interaction or put themselves in the middle of a certain work environment (J. I. Gibson, 2018). Gibson et al. (2000) state that performance refers to success in carrying out tasks as well as the ability to achieve the goals set. Performance can be declared good if the desired goal can be achieved well. In this case, the theory of understanding each variable explains the characteristics of the variable itself, the relationship in this study is that a good and good work culture will increase good employee performance as well, although the three-box results fall into the moderate category. However, this does not make employee performance decrease.

The results of this study support previous research conducted by Sunjaya (2017) with the title "The Influence of Work Culture, Ability, and Organizational Commitment on the Performance of PT. Pharos Tbk Semarang", which concluded that work culture has proven to have a significant effect on employee performance.

The results of this study are also following the results of a study conducted by Adha, with the title "The Influence of Work Motivation, Work Environment, Work Culture on Employee Performance of the Jember Regency Social Service", which concluded that work culture, has a significant effect on employee performance. Rizqina (2017) in a study entitled "The Influence of Work Culture, Ability, and Work Commitment on Employee Job Satisfaction and Its Impact on the Performance of the Sabang Free Trade Area and Free Port Business Agency (BPKSB)" also implied that work culture and Job Satisfaction influence Employee Performance. This result supports previous research conducted by Shodiyah (2017) whose work culture has a positive and significant effect on employee performance.

Based on these empirical findings and the findings of earlier study, it is reasonable to conclude that the research hypothesis (H1) that work culture has a favorable and significant impact on nursing performance is true.

The Partial Influence of Workload on Nurse Performance at BA Tangerang Public Hospital

The results of testing with path analysis using SPSS v25.0 showed that the relationship between Workload (X2) and Performance (Y2) was significant with a t-count of -3.887 (t_{count} => t_{table} (df=126) = -1.978) and a Sig value. = 0.000. The coefficient value is negative at -0.117 which indicates that the direction of the relationship between Workload (X2) and Performance is negative by 11.7%. Thus, the H2 hypothesis in this study which states that "Workload (X2) has a significant effect on The Performance of (Y2) Nurses" is accepted.

According to Gibson et al. (2000), workload is defined as stress resulting from impossibility and is impacted by individual differences or psychological processes. It is a result
of any external action (environment, scenario, or incident that places an individual under an excessive amount of psychological or physical strain). Gibson et al. (2000), state that performance refers to success in carrying out tasks as well as the ability to achieve the goals set. Performance can be declared good if the desired goal can be achieved well. In this case, the theory of the understanding of each variable explains the characteristics of the variables themselves, the relation in this study is that the workload influences employee performance. In this case, based on the results of the study and three boxes the workload is still in the medium category, which means that the workload is between high and low, which influences the performance of employees who are also still in the medium category, which means that employee performance is also not optimal.

The results of this study confirm O'Donnell's (1986) hypothesis, which states that there are six paradigms for regulating work culture to enhance employee performance. These paradigms are: creating a climate for change in the cool direction; the influence of leadership in rewarding employees; empowering employees as a whole; developing teamwork in service; analyzing the problems and challenges of existing work culture; and providing education and training.

The results of this study support the results of a study conducted by Layuk et al (2018) which stated that workload has a negative and significant effect on employee performance at Class II A Sungguminasa Women's Correctional Institution. The findings of this study also support previous research by Dwinati et al. (2019), according to which the impact of workload on employee performance is detrimental and considerable whereas the impact of remuneration is beneficial and significant.

Based on these empirical findings and the findings of earlier research, it is reasonable to conclude that workload has a negative and considerable impact on nursing performance directly. This is known as the research hypothesis (H2).

The Influence of Partial Job Satisfaction on Nurse Performance at BA Tangerang Public Hospital

The results of testing with path analysis using SPSS v 25.0 showed that the relationship between Job Satisfaction (Y1) and Performance (Y2) was significant with a $t_{\text{count}}$ of 6.394 ($t_{\text{count}} > t_{\text{table}} (df=126) = 1.978$) and a Sig. value. = 0.000. The coefficient value is positive at 0.310 which indicates that the direction of the relationship between Job Satisfaction (Y1) and Performance is positive by 31.0%. Thus, the H3 hypothesis in this study which states that "Job Satisfaction (Y1) has a significant effect on the Performance of (Y2) Nurses" is accepted.

Robbins (1996) and Donnelly et al. (1997) state that performance refers to success in carrying out tasks as well as the ability to achieve the goals set. Performance can be declared good if the desired goal can be achieved well. In this case, the theory of understanding each variable explains the characteristics of the variable itself, the relation in this study is that employee job satisfaction has a significant influence, on employee performance, whereas the three-box results show that these two variables are in the medium category, which allows job satisfaction and employee performance to be between good and bad.

The results of this study are following the research of Purba et al. (2019) which states that simultaneously, the influence of job satisfaction, work motivation, and work discipline have a significant influence. Partially job satisfaction, work motivation, and discipline have a significant positive influence on employee performance. Similarly, research by Isnainy and
Nugraha (2019) state that there is a significant influence between reward, job satisfaction, and motivation on nurse performance. The results of this study are also following Wijaya's research (2018) which states that the job satisfaction of CV Sanomas Hill’s employees influences employee performance.

Based on these empirical findings and evidence from earlier research, it is reasonable to conclude that the research hypothesis (H3) that job satisfaction has a favorable and significant impact on nursing performance is true.

**The Influence of Work Culture on Nurse Workload at BA Tangerang Public Hospital**

The results of testing with path analysis using SPSS v 25.0 showed that the relationship between Work Culture (X1) and Workload (X2) was significant with a $t_{count}$ of -3.690 ($t_{count} < -t_{table}(df=126) = -1.978$) and a Sig value. = 0.000. The coefficient value is negative at -0.348 which indicates that the direction of the relationship between Work Culture (X1) and Workload is negative by 34.8%. Thus the H4 hypothesis in this study which states that "Work Culture (X1) has a significant effect on the Workload (X2) of Nurses" is accepted.

Culture is the result of life experiences, habits, and a selection process (Accepting or rejecting) norms that exist in social interaction or place themselves in the middle of a particular work environment (J. I. Gibson, 2018). According to Gibson et al. (2000), workload is characterized as the stress brought on by impossible and is influenced by personality traits or psychological processes. It is a result of any external action (environment, scenario, or incident that places an individual under an excessive amount of psychological or physical strain). In this case, the theory of understanding each variable explains the characteristics of the variable itself, the relationship in this study shows the importance of good work culture so that work is created that allows employees not to experience a high workload, it is seen that the results of the three boxes of both variables are in the medium category, which means that the work culture is sufficient and the workload is not high and also not low.

The results of this study are following Isnainy and Nugraha's research (2019), which states that the effect of work stress on nurses affects the professionalism of nurses in serving patients, nurses state that they are saturated with routines that are carried out and feel tiring, the work culture in hospitals makes the burden of thoughts increase and reduces the performance of nurses.

Based on these empirical findings and the findings of earlier research, it is reasonable to conclude that the research hypothesis (H4) that work culture has a negative and significant impact on nurses' workload is true.

**The Influence of Workload on Nurse Job Satisfaction at BA Tangerang Public Hospital**

The results of testing with path analysis using SPSS v 25.0 showed that the relationship between Workload (X2) and Job Satisfaction (Y1) was significant with a $t_{count}$ of -12.694 ($t_{count} < -t_{table}(df=126) = -1.978$) and a Sig value. = 0.000. The coefficient value is negative, which is -0.463 which indicates that the direction of the relationship between Workload (X2) and Job Satisfaction is negative by 46.3%. Thus the H5 hypothesis in this study which states that "Workload (X2) has a significant effect on Job Satisfaction (Y1) Nurses" is accepted.

According to Gibson et al. (2000), The workload is stress brought on by impossibility and is impacted by personal characteristics or psychological processes. It is the result of any
external action (environment, circumstance, or event that places an excessive amount of psychological or physical demands on an individual). Job satisfaction is a general attitude toward a person's work, the difference between the number of rewards an employee receives and the amount they believe they should receive (Robbins, 2008). In this case, the theory of understanding each variable explains the characteristics of the variable itself, the relationship in this study shows that workload has a significant influence on job satisfaction if the employee's face workload will be satisfied with their work, and vice versa.

The findings of this study are corroborated by the research of Runtu et al. (2018), according to which the workload of nurses is made up of all of the tasks they complete while working in a nursing care unit. Work stress is a state of tension that affects employees' comfort and job satisfaction by disrupting their physical and psychological conditions. It is brought on by both individuals and organizations.

It is plausible to infer that the study hypothesis (H4) that work culture has a negative and significant impact on nurses' workload is valid based on these empirical findings and the findings of past studies.

**The Influence of Work Culture on Nurse Job Satisfaction at BA Tangerang Public Hospital**

The results of testing with path analysis using SPSS v 25.0 showed that the relationship between Work Culture (X1) and Job Satisfaction (Y1) was significant with a $t_{count}$ of 6.322 ($t_{count} > t_{table} (df=126) = 1.978$) and a value of $\text{Sig.} = 0.000$. The coefficient value is positive, which is 0.258 which indicates that the direction of the relationship between Work Culture (X1) and Job Satisfaction is positive by 25.8%. Thus the H6 hypothesis in this study which states that "Work Culture (X1) has a significant effect on Job Satisfaction (Y1) Nurses" is accepted.

Practical work culture contains several definitions, namely, values, attitudes, behaviors, intentions, and results of work, including any instruments, work systems, technologies, and languages it uses. Culture is inextricably linked with values and the environment that lead to the meaning and philosophy of life, which will influence attitudes and behaviors in the workplace. Culture is the result of life experiences, habits, and a process of selection (Accepting or rejecting) the norms that exist in social interaction or put themselves in the middle of a certain work environment (J. I. Gibson, 2018). Job satisfaction is a general attitude toward a person's work, the difference between the number of rewards an employee receives and the amount they believe in what they should receive (Robbins, 2008).

Based on these empirical facts and supported by the results of previous studies, it can be concluded that the research hypothesis (H6) is acceptable that work culture has a positive and significant effect directly on nurse job satisfaction.

**The Simultaneous Influence of Work Culture, Workload, Job Satisfaction on Nurse Performance at BA Tangerang Public Hospital**

The research hypothesis (H7) states that work culture, workload, and job satisfaction have a simultaneous significant effect on nurse performance. This means that better the work culture, workload, and job satisfaction will simultaneously contribute to improving the performance of nurses directly. The results of testing with path analysis using SPSS v 25.0 showed that the
calculated F-value was 186.335 (F_{\text{count}} > F_{\text{table}} (n=130, and k=3 = 2.68), and the Sig. = 0.000 values, which showed that the work culture (X1), workload (X2), and Job Satisfaction (Y1) variables together had a significant effect on the Nurse Performance variable (Y2). Thus, the H7 hypothesis in this study which states that "Work Culture, Workload, and Job Satisfaction simultaneously affect Nurse Performance" are accepted.

The results of the three-box method also show that hypothesis H7 is accepted, although its influence is in the Medium category. The results of this study support the results of a previous study conducted by Kurniawan et al. (2019), which stated that job satisfaction has a significant positive effect on performance, while the workload has a significant negative effect on performance. Likewise, Adha et al.'s research (2019) states that work culture has a significant effect on performance.

Based on these empirical findings and evidence from earlier research, it is reasonable to assume that research hypothesis (H7), which states that work culture, workload, and job satisfaction all affect nursing performance simultaneously, is true.

From the test results of these 7 research hypotheses, it can be concluded that it turns out that Work Culture (X1), Workload (X2), and Job Satisfaction (Y1) simultaneously affect the Performance of (Y2) Nurses in the Tangerang Hospital unit. Where Work Culture (X1) has a significant positive influence on Performance (Y2), Workload (X2) has a significant negative influence on Performance (Y2), while Job Satisfaction (Y1) has a significant positive effect on Performance (Y2). The results of this study also prove that Work Culture (X1) has a significant positive influence on Job Satisfaction (Y1), while Workload (X2) has a significant negative effect on Job Satisfaction (Y1). The Work Culture (X1) has a significant negative effect on workload (X2).

**CONCLUSION**

Work Culture has a positive and significant effect on Performance. This means that the higher the Work Culture, the performance will also increase. Workloads have a negative and significant effect on Performance. This means that the lower the Workload, the performance will go up. On the contrary, Work Culture has a negative and significant effect on workload. This means that the lower the Work Culture, the workload will go up. Work Culture has a positive and significant effect on Job Satisfaction. This means that the higher the Work Culture, the job satisfaction will rise. Performance is positively and significantly impacted by job satisfaction. This implies that the performance will rise or rise the higher the job satisfaction. The factor that has the greatest impact on performance is job satisfaction.

Job satisfaction is significantly and negatively impacted by workload. This implies that Job Satisfaction would decline as Workload increases. The Workload Variable is the variable that has the highest effect on Job Satisfaction. Work Culture, Workload, and Job Satisfaction have a significant effect simultaneously or together on Performance. This means that Nurse Performance will increase if it is supported by the variables of work culture, workload, and job satisfaction.

The researchers' recommendations for agencies are to step up efforts to improve employee performance by looking at aspects of work culture that emphasize punctuality at work, improving employee performance with workload by examining tasks given to determine whether they follow the employee's work conditions or not, improving performance by looking
at aspects of job satisfaction that are influenced by leadership styles to create job satisfaction that employees expect, and increasing efforts to improve employee performance with workload by looking at the tasks given whether they are following the employee's work conditions or not.

The authors hope that the future study can delve more deeply into the factors that influence nurse performance, which is why they have made a researcher's suggestion for it. The results of this study suggest that there may be additional influences on performance from elements such as salary, work motivation, work discipline, organizational citizenship behavior, employee engagement, and organizational commitment.

Further research is expected to be able to use the techniques of other analytical methods if there is an addition of variables or with different types of variables so that it will become more varied in the next writing.

REFERENCES


