



THE EFFECT OF COMPENSATION AND ORGANIZATIONAL CLIMATE ON JOB ATTITUDE MEDIATED BY NURSE MOTIVATION AT MURNI TEGUH SUDIRMAN HOSPITAL, JAKARTA

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KEYWORDS

Compensation,
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ABSTRACT

Factors related to the quality of a hospital's service are the Job Attitude of health workers with a good nurse's Job Attitude, it can also create good health services for patients, where one of the dimensions of Job Attitude is job satisfaction. Employees who do not get job satisfaction will not achieve psychological satisfaction and eventually negative behavior arises. Conversely, employees who get job satisfaction will work well, enthusiastically, actively, thereby encouraging work passion and being able to perform better. Job Attitude/work attitude can be reflected in 4 indicators, namely leaving/exit, aspirations/voice, loyalty/loyalty, and neglect/neglect. Based on a report from the Human Resources (HR) unit for 2022, in the last 1 year there were 15 out of 66 nurses ($\pm 23\%$) at Murni Teguh Sudirman Hospital Jakarta who resigned which according to Hasibuan (2012) the turnover should not be more than 10%. Even with the easing of the Covid-19 pandemic, the nurse turnover rate is getting higher. Researchers conducted a search, namely that more and more nurses felt that the compensation provided by the hospital was not in accordance with the workload given, the organizational climate was less supportive in professional development so that it had an impact on decreased work motivation. The purpose of this study was to analyze the effect of compensation and organizational climate on job attitudes mediated by the motivation of nurses at Murni Teguh Sudirman Hospital, Jakarta. This study uses a survey method, which is research that takes samples from a population using a questionnaire as the principal data collection tool to examine the observed symptoms or phenomena. This study uses a causality design based on the cross-sectional time dimension, namely measurements of the independent and dependent variables are carried out at the same time. The unit of analysis is the individual, the data analysis method uses Regression. The number of samples obtained and fulfilling the inclusion criteria was 55 samples. Based on the research results, it was found that compensation, organizational climate and motivation simultaneously had an influence on job attitude, but motivation could not be an intervening variable. The implications of this research in theory will prove the influence of research variables and managerially can improve the compensation system in hospitals.

INTRODUCTION

The hospital is one of the health service delivery systems where in providing services using a multidisciplinary concept. Good multidisciplinary collaboration between medical, nursing, nutrition, physiotherapy, pharmacy, and support is expected to be able to provide the

best service to the community. Health services in the world are currently trying to apply a holistic concept, which is an approach that views humans as a whole, including thoughts, emotional status, lifestyle, physical and social environment.

Hospital services last 24 hours a day and 7 days a week. Nursing services in hospitals are an integral part of health services which have a contribution that greatly determines the quality of hospital services. So that every effort to improve hospital services is also followed by efforts to improve the quality of nursing services. At present there are still many complaints reported by the public regarding health services in hospitals that are less than optimal (Arisandi, 2018).

One of the factors related to the quality of a hospital's service is the Job Attitude (work attitude) of health workers with a good nurse's Job Attitude, it can also create good health services for patients, where one of the dimensions of Job Attitude is satisfaction work. Employees who do not get job satisfaction will not achieve psychological satisfaction and eventually negative behavior arises (Che Ahmat, Arendt, & Russell, 2019). Conversely, employees who get job satisfaction will work well, enthusiastically, actively, thereby encouraging work passion and being able to perform better. Job Attitude/work attitude can be reflected in 4 indicators, namely leaving/exit, aspirations/voice, loyalty/loyalty, and neglect/neglect. Exit and abandonment behavior cover the most frequently encountered performance variables, namely work productivity, absenteeism, and employee turnover (Akhgari, Bruning, Finlay, & Bruning, 2018).

A good work attitude is generally only focused on a supportive work environment and the amount of incentives paid to employees. If the amount of compensation is sufficient and the work environment is conducive, it means that it is sufficient and good. The problem is actually not that simple, because it is quite conducive and sufficient from the point of view of the Hospital, not necessarily the employees concerned feel sufficient (Chong & Leung, 2018).

There are two types of compensation, namely direct compensation and indirect compensation. In particular, at Murni Teguh Sudirman Hospital, Jakarta, the authors found that the salary and reward compensation scheme resulted in higher performance when compared to the bonus compensation scheme (Chakrabarty, 2021). Management is still designing a compensation scheme that can meet standards and improve service quality, including nurses who feel that the salary given is not appropriate, there is no incentive for nurses, there are no awards at all levels, there is no annual gathering.

An employee will be motivated to exert his efforts even better if the employee feels confident that his efforts will result in a good performance appraisal. A good assessment will be realized with awards from the Hospital such as giving bonuses, salary increases or promotions and these awards can satisfy employees (Darodjat, 2015).

Motivation refers to all aspects of behavior and action, but also the intention to act that energizes and directs behavior, "to be motivated means to be transferred to something" (Gagné, Deci, & Ryan, 2018). in his research stated that intrinsic and extrinsic motivation had a positive and significant effect on organizational commitment. The author found that nurses at Murni Teguh Sudirman Hospital, Jakarta, still had to be motivated to achieve targets (Alderfer, 1969).

personal and professional, as well as nurses lacking discipline in regulations, and decreasing nurse motivation to excel, this can have an impact on the quality of service in the hospital. Nurse dissatisfaction causes a decrease in productivity and work motivation, so that there is a high rate of absenteeism in nurse activities and a decrease in the value of adherence to quality indicators of completeness of nursing assessment care.

The Effect Of Compensation And Organizational Climate On Job Attitude Mediated By Nurse Motivation At Murni Teguh Sudirman Hospital, Jakarta

Murni Teguh Sudirman Hospital Jakarta is a type B general hospital that was established in order to respond to the increasing need for referral health services. Murni Teguh Sudirman Hospital Jakarta was established on July 12 2018, and is located in the Administrative City of Central Jakarta.

Based on data from brief interviews with several nurses working at Murni Teguh Sudirman Hospital, Jakarta, it was found that there was nurse dissatisfaction due to high work demands and the compensation provided by the hospital was not appropriate, which affected nurse motivation, and led to nurses' attitudes at work. Nurses at Murni Teguh Sudirman Hospital Jakarta have several job demands, including providing nursing service needs to patients, where the demands of work Jakarta".

Research Model

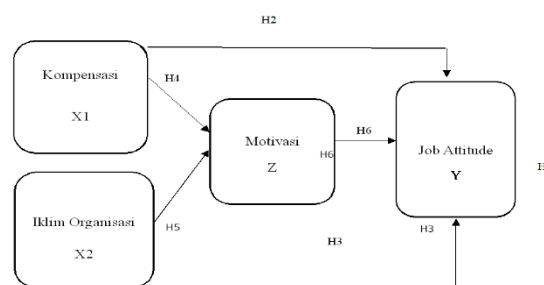


Figure 1
Research Model

Research Hypothesis

H1: there is a significant influence between compensation and organizational climate on job attitude mediated by motivation at Murni Teguh Sudirman Hospital, Jakarta

H2: there is a significant effect between compensation on job attitude at Murni Teguh Sudirman Hospital, Jakarta

H3: there is a significant influence between Organizational Climate on Job Attitude at Murni Teguh Sudirman Hospital, Jakarta

H4: there is a significant effect between compensation on motivation at Murni Teguh Sudirman Hospital, Jakarta

H5: there is a significant influence between Organizational Climate on Motivation at Murni Teguh Sudirman Hospital, Jakarta

H6: there is a significant influence between Motivation on Job Attitude at Murni Teguh Sudirman Hospital, Jakarta.

RESEARCH METHODS

This study uses a survey method, which is research that takes samples from a population using a questionnaire as the principal data collection tool to examine the observed symptoms or phenomena. This study uses a causality design based on the cross-sectional time dimension, namely measurements of the independent and dependent variables are carried out at the same time. The unit of analysis is the individual, the data analysis method uses Regression (Chedid, Alvelos, & Teixeira, 2022).

This research was conducted to explain the relationship of three variables, namely the independent variable which includes Compensation (X1), Organizational Climate (X2), and Motivation (Z) with the dependent variable namely Job Attitude (Y), so the type of research used is associative quantitative, because researchers want to find out whether there is a relationship between the variables through testing the hypotheses that have been formulated.

Population

The population is a generalization area consisting of objects or subjects that have certain qualities and characteristics determined by the researcher to be studied and then drawn conclusions. (Sudaryono, 2019) The research population is the entire research object or object studied (Notoatmodjo, 2015). The population in this study were all nurses, totaling 60 people.

Sample

Heterogeneous Population, the population is said to be heterogeneous if the elements of the population studied have properties that are relatively different from one another. Sampling in this study used a purposive sampling technique, in which the researcher determined sampling by setting inclusion criteria according to the research objectives so that they were expected to be able to answer research problems. The number of samples obtained and fulfilling the inclusion criteria was 55 samples

RESULTS AND DISCUSSION

Table 1
Distribution of Respondents based on Respondent Characteristics

Characteristics	Amount	%
Age		
20-30 Years	43	78,18
31-40 Years	10	18,18
40> Years	2	3,63
Total	55	100
Gender		
Man	27	49,09
Woman	28	50,90
Total	55	100
Education		
D3	17	30,90
S1	29	52,72
S1 Profession	9	16,36
Total	55	100
Career path		
PK1	17	30,90
PK2	19	34,54
PK3	17	30,90
PK4	2	3,63
Total	55	100

Primary data sources that have been processed for 2022 data

Based on table 1 it was found that the characteristics of the respondents were that most of the respondents were aged 20-30 years with a total of 43 people out of 55 people with a percentage of 78.18%, the characteristics of the respondents according to gender the majority of respondents were female with the number of respondents namely 28 people from 55 people with a percentage of 50.90. Characteristics of respondents based on education level, most of the respondents had an undergraduate education level with a total of 29 people out of 55 people and a percentage of 52.72%, the characteristics of respondents based on the status of career paths, namely, some respondents had PK2 career paths with a total of 19 people out of 55 people with a percentage of 34.54%.

Table 2
Matrix Threebox Method

Variable	Category			Category
	High Medium Low	High Medium Low	High Medium Low	
Compensation	45,28			Corresponding
Organizational Climate	45,49			Well
Motivation	45,28			Tall
Job Attitudes	45,33			Tall

Primary data sources that have been processed for 2022 data

Based on the results of the Threebox Method, each variable is found to be in the high category.

Table 3
Regression Coefficient Results

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
	1 (Constant)	-.072	.161		
Compensation (X1)	.476	.096	.493	4.942	.001
Organizational Climate(X2)	.434	.119	.401	3.636	.001
Motivation (Z)	.096	.088	.093	1.094	.279

Primary data sources that have been processed for 2022 data

Based on the table above, the linear regression equation is obtained as follows:

$$Y = - 0.072 + 0.476 X1 + 0.434X2 + 0.096Z + e$$

The above equation can be explained as follows:

- Based on the results of the regression equation above, a constant value of -0.072 is obtained. This means, if the condition variables Compensation (X1), Organizational Climate (X2) and Motivation (Z) are considered constant, then variable (Y) -0.072.
- The regression coefficient values on Compensation (X1), and Organizational Climate (X2) and Motivation (Z) are positive so that it can be said that these variables have a positive relationship to the Job Attitude variable (Y). This means that if the Compensation (X1), and Organizational Climate (X2) and Motivation (Z) experience a one-unit increase in the variable, it results in the Job attitude variable (Y) also increasing by the value of the regression coefficient.

Table 4
Multiple Regression Coefficient Results

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig
	B	Std. Error	Beta		
(Constant)	.337	.250		1.349	.183
Compensation (X1)	.250	.148	.267	1.690	.097
Organizational Climate(X2)	.643	.166	.612	3.880	.001

Primary data sources that have been processed for 2022 data

Based on the table above, the multiple linear regression equation is obtained as follows:

$$Z = 0.337 + 0.250 X1 + 0.643 X2 + e$$

The above equation can be explained as follows:

- Based on the results of the regression equation above, a constant value of 0.337 is obtained. This means, if the condition variable Compensation (X1) and Organizational Climate (X2) are considered constant, then the variable Motivation (Z) is 0.337.
- The regression coefficient values on Compensation (X1) and Organizational Climate (X2) are positive so that it can be said that these variables have a positive relationship to the variable Motivation (Z). This means that if Compensation (X1) and Organizational Climate (X2) experience a one-unit increase in the variable, it results in variable Z also increasing by the value of the regression coefficient.

Path Analysis Diagram

Table 5
F test results

Model	ANOVA ^a				
	Sum of Squares	df	Mean Square	F	Sig.
1 Regression	12.795	2	6.398	73.112	.001 ^b
Residual	4.550	52	.088		
Total	17.345	54			

Primary data sources that have been processed for 2022 data

Based on the table above from the results of the F test in this study, the calculated F value was 157.710 with a significance figure (P value) of 0.001. With a significance level of 95% ($\alpha = 0.05$). Significance figure (P value) of 0.001 < alpha 0.05. On the basis of this comparison, H0 is rejected or it means that the Compensation (X1), Organizational Climate (X2) and Motivation (Z) variables have a significant influence simultaneously on the Job Attitude variable (Y).

Table 6
F Test Results

ANOVAa						
Model		Sum of Squares	f	Mean Square	Sig.	
1	Regression	16.642	3	5.547	157.710	.001 ^b
	Residual	1.794	51	.035		
	Total	18.436	54			

Primary data sources that have been processed for 2022 data

Based on the table above from the results of the F test in this study, the calculated F value was 73,112 with a significance figure (P value) of 0.001. With a significance level of 95% ($\alpha = 0.05$). Significance figure (P value) of 0.001 < α 0.05. On the basis of this comparison, H₀ is rejected or it means that the Compensation variable (X₁), Organizational Climate (X₂) has a significant effect simultaneously on the Job Attitude variable (Z).

Table 7
Partial Test Results (t test)

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
		1	(Constant)	-.072		
	Compensation (X ₁)	.476	.096	.493	4.942	.001
	Organizational Climate(X ₂)	.434	.119	.401	3.636	.001
	Motivation (Z)	.096	.088	.093	1.094	.279

Primary data sources that have been processed for 2022 data

Based on the table above, the hypothesis of the t test results is obtained as follows:

a. Compensation Variable (X₁)

1. H₀ : $\beta = 0$, variable (X) does not have a partially significant effect on variable (Y).
2. H₀: $\beta \neq 0$, (X) has a partially significant effect on variable (Y).
3. In the Compensation variable (X₁) with a significance level of 95% ($\alpha = 0.05$). Significance figure (P Value) of 0.001 < 0.05. On the basis of this comparison, H₀ is rejected or it means that the Compensation variable (X₁) has a significant influence on the job attitude variable (Y).

b. Organizational Climate Variable (X₂)

1. H₀ : $\beta = 0$, variable (X) does not have a partially significant effect on variable (Y).
2. H₀: $\beta \neq 0$, (X) has a partially significant effect on variable (Y).
3. In the Organizational Climate variable (X₂) with a significance level of 95% ($\alpha = 0.05$). Significance figure (P Value) of 0.001 < 0.05. On the basis of this comparison, H₀ is rejected or it means that the organizational climate variable (X₂) has a significant influence on the job attitude variable (Y).

c. Variable Motivation (Z)

1. H₀ : $\beta = 0$, variable (Z) has no partially significant effect on variable (Y).
2. H₀ : $\beta \neq 0$, (Z) has a partially significant effect on variable (Y).
3. In the variable Motivation (Z) with a significance level of 95% ($\alpha = 0.05$). Significance figure (P Value) of 0.279 > 0.05. On the basis of this comparison, H₀ is rejected or it

means that the motivational variable (Z) has no significant effect on the job attitude variable (Y).

Table 8
Partial Test Results (T Test)

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	.337	.250		1.349	.183
Compensation (X1)	.250	.148	.267	1.690	.097
Organizational Climate(X2)	.643	.166	.612	3.880	.001

Primary data sources that have been processed for 2022 data

Based on the table above, the hypothesis of the t test results is obtained as follows:

a. Compensation Variable (X1)

1. $H_0 : \beta = 0$, variable (X) does not have a partially significant effect on variable (Z).
2. $H_0 : \beta \neq 0$, (X) has a partially significant effect on variable (Z).
3. In Organizational Climate variable (X1) with a significance level of 95% ($\alpha = 0.05$). Significance figure (P Value) of $0.097 > 0.05$. On the basis of this comparison, the Compensation variable (X1) has no significant effect on the Motivation variable (Z).

b. Organizational Climate Variable (X2)

1. $H_0 : \beta = 0$, variable (X) does not have a partially significant effect on variable (Z).
2. $H_0 : \beta \neq 0$, (X) has a partially significant effect on variable (Z).
3. In Organizational Climate variable (X2) with a significance level of 95% ($\alpha = 0.05$). Significance figure (P Value) of $0.001 < 0.05$. On

Based on this comparison, the Organizational Climate variable (X2) has a significant influence on the Motivation variable (Z).

Discussion

Organization on Job Attitude Mediated by Nurse Motivation at Murni Teguh Sudirman Hospital, Jakarta

Based on this study, it was found that the contribution of compensation and organizational climate to job attitude with intervening motivation was $P = 0.001$. This shows that there is a significant influence between compensation and organizational climate on job attitude with motivation as an intervening variable. According to Dessler (2018), Compensation is a form of payment or reward given to employees and arising from the employment of that employee. According to Tagiuri (2014), the concept of organizational climate used in this study is a concept that describes social systems, culture, and situations outside the work environment. According to Maslow (2013) motivation is the driving force from within that causes humans to do something or try to meet their needs.

According to Kenneth (2010), the concept of job attitude used in this study is a person's attitude towards his work, which reflects pleasant and unpleasant experiences at work, as well as his hopes for future experiences.

Based on the research results and theories put forward by experts regarding these three variables, job attitude must still be taken into account in the work environment, in terms of compensation, organizational climate and motivation at work.

The Effect Of Compensation And Organizational Climate On Job Attitude Mediated By Nurse Motivation At Murni Teguh Sudirman Hospital, Jakarta

Based on the research results and theories put forward by experts regarding these three variables, job attitude must still be taken into account in the work environment, in terms of compensation, organizational climate and motivation at work.

This is also supported by the three box results which are included in the high category, which states that the job attitude in the hospital is good and is supported by compensation and organizational climate and motivation from the health workers in the hospital.

Based on the three box results it is known that the average value for the distribution of respondents from the job attitude variable is 45.33 which is included in the high category. The highest index is on the target indicator that must be achieved is 47.5 with the high category contained in the statement "The experience of working in a hospital is fun and happy" while the lowest index on the indicator that must be achieved is 41.25 with the medium category contained in the statement " Work done as a valuable experience.

Based on the three box results it is known that the average value for the distribution of respondents from the compensation variable is 45.28 which is included in the high category. The highest index is on the target indicator that must be achieved is 46.75 with the high category contained in the statement "Employees feel the salary given by the company is in accordance with their work and the company has a program to realize promotion as a form of appreciation for employee dedication" while the lowest index is on the indicator that must be achieved is 42 with the medium category contained in the statement "The benefits provided by the company are in accordance with company regulations"

Based on the three box results it is known that the average value for the distribution of respondents from the organizational climate variable is 45.49 which is included in the high category. The highest index is on the target indicator that must be achieved is 47 with the high category contained in the statement "The company provides complete facilities for you at work, the boss provides support and solutions to employees who find it difficult to work and you can establish good relationships with other employees in the company especially in your work unit" while the lowest index on the indicator that must be achieved is 41.74 with the medium category contained in the statement "You know very well your duties and responsibilities as an employee in this company"

Based on the three box results it is known that the average value for the distribution of respondents from motivation is 45.28 which is included in the high category. The highest index is on the target indicator that must be achieved is 47 with the high category contained in the statement "My safety at work is not well cared for by the hospital" while the lowest index on the indicator that must be achieved is 38.75 with the medium category contained in the statement "The hospital provides facilities and infrastructure that support all of my work activities." The greater the compensation, the greater the employee morale. Compensation is one of the motivations for employees to maintain a good work attitude. If employees carry out optimal obligations, the company must also provide obligations to employees optimally so that good reciprocity occurs between the company and employees. Compensation that can be given directly con

Effect of Compensation on Job Attitude

Compensation for job attitudes with a value of $P = 0.001$. This shows that there is a significant influence between compensation on job attitude. According to Dessler (2018), Compensation is a form of payment or reward given to employees and arising from the employment of that employee. According to Kenneth (2010), the concept of job attitude used in this study is a person's attitude towards his work, which reflects pleasant and unpleasant experiences at work, as well as his hopes for future experiences.

Based on the results of research and theories put forward by experts about these two variables, job attitude must still be taken into account in the work environment, which is seen from the perspective of compensation at work, this is because the research results show that

compensation can also affect job attitude in hospitals. Besides that, it is also supported by the three box results which show that both variables are in the high category, which means that even good compensation can affect job attitude at work.

If a nurse has carried out their obligations in working optimally, the hospital must also provide optimal compensation to nurses. For example, salary according to workload analysis, career path and work experience. For other compensation that can be given by the hospital, namely THR and health benefits such as BPJS Kesehatan or other health insurance. If these compensations can be felt by a nurse, a good work attitude will arise.

Based on the three box results it is known that the average value for the distribution of respondents from the compensation variable is 45.28 which is included in the high category. The highest index is on the target indicator that must be achieved is 46.75 with the high category contained in the statement "Employees feel the salary given by the company is in accordance with their work and the company has a program to realize promotion as a form of appreciation for employee dedication" while the lowest index is on the indicator that must be achieved is 42 with the medium category contained in the statement "The benefits provided by the company are in accordance with company regulations"

Based on the threebox results it is known that the average value for the distribution of respondents from the job attitude variable is 45.33 which is included in the high category. The highest index is on the target indicator that must be achieved is 47.5 with the high category contained in the statement "The experience of working in a hospital is fun and happy" while the lowest index on the indicator that must be achieved is 41.25 with the medium category contained in the statement "Work done as a valuable experience"

This research is in line with the results of research conducted by Somro, Breitenecker and Shah (2018), showing that compensation has a positive effect on employee work attitudes. Compensation has a moderating effect on the relationship between work-life balance (Ahmad Bodla, Tang, Van Dick, & Mir, 2019). This is in line with research conducted on nurses in Pekanbaru, which obtained the result that there was a significant relationship between compensation, workload and work stress and nurse performance, accompanied by the results of the respondents' recapitulation which showed that not all nurses received social support from the leadership, as one of the variables of job attitude (Aprilia, Samsir, & Pramadewi, 2017).

And also in line with research conducted by Ren et al (2017) entitled "The impact of pay-for-performance perception and pay level satisfaction on employee work attitudes and extra-role behaviors: An investigation of moderating effects" explains that pay for performance is a significant predictor of work attitude, pay for performance in question is compensation.

The Effect of Organizational Climate on Job Attitude

the contribution of organizational climate to job attitudes with a value of $P = 0.001$. This shows that there is a significant influence between organizational climate on job attitude. According to Kenneth (2010), the concept of job attitude used in this study is a person's attitude towards his work, which reflects pleasant and unpleasant experiences at work, as well as his hopes for future experiences. According to Tagiuri (2014), the concept of organizational climate used in this study is a concept that describes social systems, culture, and situations outside the work environment (Brown & Lent, 2017). Based on the results of research and theories put forward by experts regarding these two variables, job attitude must still be taken into account in the work environment, which is seen from the perspective of organizational climate at work, this is because the results of the study show that organizational climate can also affect job attitude at work. hospital

When the leader's behavior, work motivation, communication flow, interaction process, and decision-making process are going well, a good organizational climate will also be formed in a hospital with that a good work attitude will arise from nurses in carrying out services to patients.

The Effect Of Compensation And Organizational Climate On Job Attitude Mediated By Nurse Motivation At Murni Teguh Sudirman Hospital, Jakarta

Based on the three box results it is known that the average value for the distribution of respondents from the organizational climate variable is 45.49 which is included in the high category. The highest index is on the target indicator that must be achieved is 47 with the high category contained in the statement "The company provides complete facilities for you at work, the boss provides support and solutions to employees who find it difficult to work and you can establish good relationships with other employees in the company especially in your work unit" while the lowest index on the indicator that must be achieved is 41.74 with the medium category contained in the statement "You know very well your duties and responsibilities as an employee in this company".

Based on the three box results it is known that the average value for the distribution of respondents from the job attitude variable is 45.33 which is included in the high category. The highest index is on the target indicator that must be achieved is 47.5 with the high category contained in the statement "The experience of working in a hospital is fun and happy" while the lowest index on the indicator that must be achieved is 41.25 with the medium category contained in the statement "Work done as a valuable experience".

This research is in line with research in Wonosobo, where the results show that there is a significant relationship between organizational climate, work ethic, and work discipline with work effectiveness. So that a conducive organizational climate is needed, an increase in work ethic and work discipline because these three things are not yet optimal, including through coaching and training for all employees working in the company (Wijayanti, 2017). This is in line with research conducted at a government bank, which found a significant relationship between organizational climate and job satisfaction (Azdanal et al., 2021). The bank must improve the cleanliness and tidiness of the desks in the room, so that employees are more focused on work and obtain job satisfaction.

Other research reveals that organizational climate has a positive and significant effect on job satisfaction. Organizational leaders must increase mutual trust between employees and leaders, in order to create good relations between employees and leaders, to realize job satisfaction, as one of the dimensions of job attitude (Rahadian et al., 2017). And the research proposed by (Allaoui & Benmoussa, 2020) entitled "Employees' attitudes toward change with Lean Higher Education in Moroccan public universities", explained that organizational factors have a positive impact on employee attitudes.

Effect of Compensation on Motivation

Based on this study, it was found that the contribution of compensation to motivation was $P = 0.097$. This shows that there is no significant effect between compensation on motivation because the P value $>$ of $P = <0.005$. This means that compensation at the hospital does not have a significant effect on nurse motivation so that nurse motivation can be influenced by other factors that exist according to nurses. In this case, the nurses, even though they have received salaries or allowances from the hospital, but their work attitude is still not good because they still feel that there is a mismatch in the compensation distribution system from the hospital management. The results show that in this study compensation has no effect, this is not in line with research conducted by Larsen Barasa, April Gunawan, Bambang Sumali (2018), where the results show that there is an effect of work competence, work motivation, organizational culture and job satisfaction together on employee performance. And job satisfaction has a dominant effect on employee performance.

Based on the theory according to Dessler (2018): Compensation is a form of payment or reward given to employees and arising from the employment of that employee. And according to Maslow (2013) motivation is the driving force from within that causes humans to do something or try to meet their needs. So in this study compensation is not a reason to encourage motivation in the hospital.

The Effect of Organizational Climate on Motivation

Based on this study, it was found that the contribution of organizational climate to motivation was $P = 0.001$. This shows that there is a significant influence between organizational climate on motivation. According to Tagiuri (2014), the concept of organizational climate used in this study is a concept that describes social systems, culture, and situations outside the work environment.

According to Maslow (2013) motivation is the driving force from within that causes humans to do something or try to meet their needs.

A good organizational climate in a hospital is formed from the behavior of leaders, communication flows, interaction processes, decision-making processes that are already going well, so the nurses' trust in the hospital where they work will arise so that work motivation will be formed by itself. Nurses will be more motivated to provide optimal service to patients.

Based on the three box results it is known that the average value for the distribution of respondents from the organizational climate variable is 45.49 which is included in the high category. The highest index is on the target indicator that must be achieved is 47 with the high category contained in the statement "The company provides complete facilities for you at work, the boss provides support and solutions to employees who find it difficult to work and you can establish good relationships with other employees in the company especially in your work unit" while the lowest index on the indicator that must be achieved is 41.74 with the medium category contained in the statement "You know very well your duties and responsibilities as an employee in this company"

Based on the three box results it is known that the average value for the distribution of respondents from motivation is 45.28 which is included in the high category. The highest index is on the target indicator that must be achieved is 47 with the high category contained in the statement "My safety at work is not well cared for by the hospital" while the lowest index on the indicator that must be achieved is 38.75 with the medium category contained in the statement "The hospital provides facilities and infrastructure that support all my work activities (Caban, 2018)"

This research is in line with research conducted by T.W Soenanto (2020) which revealed that there is a significant relationship between organizational climate and motivation. The better the organizational climate in a company, the better the motivation level of its employees.

One can achieve optimal performance easily if the company is supportive in the form of organizational support. If the organizational climate is not good, it will have an impact on motivation, employee loyalty, organizational commitment, and work performance. This study was also reinforced by Slamet Riyadi's research (2019) which obtained the result that organizational climate has a significant effect on motivation. If the organizational climate is not supportive, then they will face unfavorable conditions with their role as nurses. Therefore, a supportive organizational climate is needed to create motivation and achieve good performance. Meanwhile, Jung et al (2022)'s research entitled "The synergistic effects of LMX (leader-member exchange) and procedural justice climate on employee motivation and customer loyalty in a retail service context" explains that the organization (procedural justice climate) influences various forms of motivation. and the service orientation of retail service employees, which in turn generates customer loyalty.

The Influence of Motivation on Job Attitude

Based on this study, it was found that the Based on this study, it was found that the contribution of motivation to motivation was $P = 0.279$. This shows that there is no significant influence between motivation on job attitude. Due to the $P >$ value of $P = 0.005$. This means that based on the research results, motivation can only affect job attitude simultaneously with other variables, but cannot affect it independently. Self-motivation from the three box results found to be very good because the average respondent answered that they had high motivation.

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Motivation has no effect on nurse performance, meaning that motivation cannot improve nurse work attitudes. Lack of appreciation in the form of praise or bonuses from the hospital can result in low nurse motivation at work.

This research is not in line with the results of research conducted by Soomro, Breitenecker and Shah (2018), showing that compensation has a positive effect on employee work attitudes. Compensation has a moderating effect on the relationship between work-life balance. This is in line with research conducted on nurses in Pekanbaru, which obtained the result that there was a significant relationship between compensation, workload and work stress and nurse performance, accompanied by the results of the respondents' recapitulation which showed that not all nurses received social support from the leadership, as one of the variables of job attitude (Aprilia et al., 2017).

Based on the theory, it is also known that the concept of job attitude used in this study according to Kenneth (2010), namely a person's attitude towards his work, which reflects pleasant and unpleasant experiences at work, as well as his hopes for future experiences. And according to Maslow (2013) motivation is the driving force from within that causes humans to do something or try to meet their needs. So in this study motivation as a driving force has nothing to do with job attitude at the hospital.

Research Findings

Based on the results found research findings as follows:

1. Compensation in hospitals has not been maximized where there is currently no equity for compensation given to nurses.
2. Job involvement is still in the medium category for nurses' job attitudes.
3. Motivation does not have a significant effect on job attitude and also cannot be an intervening or liaison because according to respondents, they have good motivation at work, and motivation is not the only thing that can influence job attitude.
4. The provision of benefits other than salary that nurses receive from hospitals has not been maximized, such as holiday allowances, health benefits and incentives.

CONCLUSION

Based on the analysis performed, the conclusions in this study are as follows:

1. organizational climate and motivation on job attitude. This shows that compensation and organizational climate and motivation simultaneously have meaning in their influence on job attitudes in hospitals, where respondents stated that they simultaneously had an influence on the job attitude they had.
2. There is an influence between compensation on job attitude. This shows that compensation has meaning on the job attitude of nurses in hospitals. If you want a nurse's job attitude to be good, the hospital must also provide appropriate compensation.
3. There is an influence between organizational climate on job attitude. This shows that the organizational climate affects the job attitude of nurses in the hospital.
4. There is no effect of compensation on motivation. In this case compensation does not have a significant meaning for the motivation of nurses to work.
5. There is an influence of organizational climate on motivation. This shows that organizational climate has a significant meaning on motivation in carrying out work by nurses.
6. There is no effect of motivation on job attitude. In this case motivation has no meaning for the nurse's job attitude in the hospital.

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