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A Mixed-Methods Study of Nurses' Perceptions of Organizational Culture, Performance, and Job Satisfaction at Abdul Manaf Hospital, Jambi City

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Abstract

Nurses' job satisfaction plays an important role in nursing service quality and may be associated with organizational culture and individual work performance. This study aimed to examine the associations between organizational culture, nursing performance, individual characteristics, and job satisfaction among nurses at H. Abdul Manaf Hospital in Jambi City, Indonesia. A concurrent mixed-methods design was employed, comprising a quantitative survey of 75 inpatient nurses and qualitative interviews with five nursing unit leaders and supervisors. Quantitative data were analyzed using bivariate statistical tests and multivariable logistic regression, while qualitative interview data were examined through thematic analysis. Of the 75 respondents, 58.7% reported job satisfaction, 56.0% perceived the organizational culture as favorable, and 60.0% demonstrated good nursing performance. Bivariate analyses indicated that age, length of service, and employment status were significantly associated with job satisfaction, whereas gender, educational attainment, and marital status were not. Organizational culture and nursing performance were also significantly associated with job satisfaction. Multivariable logistic regression showed that favorable organizational culture was associated with higher odds of job satisfaction (OR = 2.85; 95% CI: 1.21–6.70), while good nursing performance demonstrated a stronger association (OR = 3.42; 95% CI: 1.45–8.05). Nursing performance and organizational culture were positively associated with job satisfaction, with nursing performance exhibiting the larger adjusted odds ratio. Strengthening professional performance and fostering a supportive, participatory organizational culture may contribute to improved nurse job satisfaction. However, the findings should be interpreted cautiously because of the single-hospital setting and cross-sectional quantitative design, which limited generalizability and precluded causal inference.

INTRODUCTION

Hospitals play an essential role in healthcare systems by providing comprehensive medical services, including preventive, curative, and rehabilitative care, while also supporting medical education and research. The quality of hospital services is influenced by various organizational factors, particularly organizational culture, which shapes employee attitudes, workplace interactions, and service delivery practices. A positive organizational culture can foster a supportive work environment, strengthen employee motivation, enhance teamwork, and contribute to improved patient care quality (Aiken et al., 2018; World Health Organization, 2020).

Organizational culture encompasses shared values, beliefs, assumptions, and behavioral norms that guide how organizational members interact, make decisions, and respond to internal and external challenges (Lankau et al., 2007; Posner, 2010; Schein, 2017). According to Sutrisno (2019), organizational culture serves four principal functions: distinguishing an organization from others, establishing a shared organizational identity, fostering commitment to collective goals, and maintaining stability within the organizational social system. Similarly, Robbins (2002) emphasized that organizational culture influences employee attitudes and behaviors, while Kotter and Heskett (1992) demonstrated its importance in shaping organizational performance. These perspectives suggest that organizational culture provides a foundation for employee engagement, institutional effectiveness, and the achievement of organizational objectives.

Amid increasing competition and growing expectations for healthcare quality, hospitals must continuously improve organizational performance and service delivery (Andrieiev et al., 2023). The implementation of Good Hospital Governance (GHG) is essential for promoting transparency, accountability, participation, and responsible institutional management. Organizational culture plays an important role in supporting these governance principles by shaping employee behavior, strengthening professional commitment, and facilitating coordination across hospital departments. Within nursing services, a supportive organizational culture can encourage effective communication, interdisciplinary collaboration, and patient-centered care (Kiptulon et al., 2024; Ystaas et al., 2023). Understanding the organizational values and practices that influence nursing personnel is therefore important for improving workforce management and overall hospital performance.

Organizational culture may also influence nurses' job satisfaction by shaping their perceptions of leadership, workplace relationships, professional recognition, and organizational support. A positive and supportive workplace environment can strengthen employees' sense of belonging, organizational commitment, and motivation, potentially contributing to higher job satisfaction. Conversely, unfavorable organizational conditions may reduce employee engagement and negatively affect workplace experiences. Therefore, examining the relationship between organizational culture and job satisfaction is important for understanding factors associated with nursing workforce stability and organizational effectiveness (Coomber & Barriball, 2007; Friskila et al., 2022; Liu et al., 2016).

The quality of nursing services is closely associated with nurses' professional performance and their ability to deliver safe, effective, and patient-centered care. Patient satisfaction may be influenced by service quality, communication, accessibility, facilities, and interactions with healthcare professionals (Nursalam, 2018). Nursing performance encompasses essential components of the nursing process, including assessment, nursing diagnosis, care planning, implementation, evaluation, and documentation. According to Ilyas (2002), employee performance is influenced by individual, organizational, and psychological factors. Similarly, Gibson (1997, as cited in Nursalam, 2018), identified individual factors, including abilities, skills, educational background, and demographic characteristics; organizational factors, including resources, rewards, organizational structure, job design, and leadership; and psychological factors,

including perceptions, attitudes, personality, learning, and motivation. These factors were also emphasized by Ilyas (2002, as cited in Triwibowo, 2013), highlighting the multidimensional nature of employee performance in healthcare organizations.

Nurses represent a major component of the hospital workforce and play a central role in maintaining healthcare quality, patient safety, and operational efficiency. Their professional performance and job satisfaction are therefore important considerations in hospital human resource management (Arief & Wiratno, 2023; Oweidat et al., 2023). Organizational culture may influence both nursing performance and job satisfaction through workplace expectations, leadership practices, communication, and institutional support. However, these relationships may also vary according to individual characteristics, including age, educational attainment, employment status, and length of service. Examining these factors simultaneously can provide a more comprehensive understanding of the organizational and individual conditions associated with nurses' job satisfaction (Sinaga et al., 2019).

A preliminary assessment conducted in the inpatient wards of H. Abdul Manaf Hospital, Jambi City, Indonesia, indicated that organizational cultural practices had been established among nursing personnel. However, the relationships between organizational culture, nursing performance, individual characteristics, and job satisfaction had not been systematically examined in this hospital. This gap highlighted the need for an empirical investigation integrating quantitative assessments with qualitative perspectives from nursing leaders and supervisors. Accordingly, this study aimed to examine the associations between organizational culture, nursing performance, individual characteristics, and job satisfaction among inpatient nurses at H. Abdul Manaf Hospital. The qualitative component further explored organizational experiences and managerial perspectives to contextualize the quantitative findings. By integrating these approaches, the study sought to provide evidence to support nursing workforce management, strengthen organizational culture, and inform strategies for improving job satisfaction and nursing service quality.

METHOD

This study employed a mixed-methods research design using a concurrent triangulation approach, integrating quantitative and qualitative data (Saryono & Anggraeni, 2013). The research was conducted in the inpatient wards of H. Abdul Manaf Regional General Hospital, Jambi City, Indonesia, from November 2025 to July 2026, with field data collected between January and February 2026. The quantitative component included 75 staff nurses working in the inpatient wards, all of whom met the eligibility criteria and were included in the study. Eligible participants were actively on duty, were not on sick leave, study leave, or training assignments, and provided consent to participate. The qualitative component involved five informants selected through purposive sampling, comprising four ward heads and one nursing supervisor. The research procedure is illustrated in Figure 1.

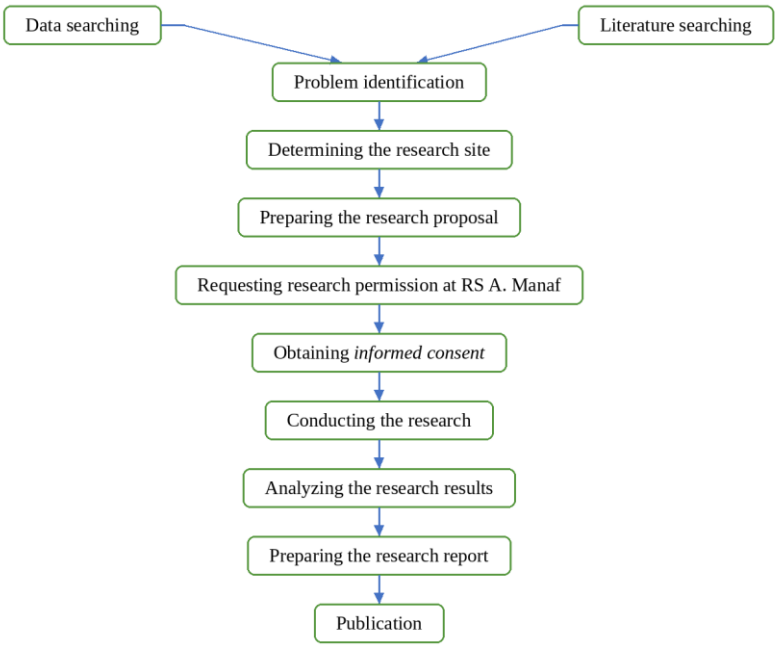


Figure 1. Research Flowchart

Source: Research flowchart in the original manuscript (attribution not stated).

Data collection was conducted after obtaining ethical approval and institutional permission from the hospital. Following an explanation of the study objectives and procedures, participants provided informed consent and completed a researcher-developed questionnaire assessing organizational culture, nursing performance, and job satisfaction. The questionnaire employed a five-point Likert scale, with positively worded statements scored from 1 (strongly disagree) to 5 (strongly agree) and negatively worded statements reverse-scored. Instrument validity was assessed using Pearson's product-moment item–total correlations, while internal consistency reliability was evaluated using Cronbach's alpha, with a predefined acceptability threshold of $\alpha > 0.60$. Qualitative data were collected through semi-structured interviews with nursing leaders and supervisors using an interview guide. Completed questionnaires were checked for completeness, coded, scored, entered into the database, and cleaned before statistical analysis.

Quantitative data were analyzed using SPSS. Univariate analysis summarized respondent characteristics, organizational culture, nursing performance, and job satisfaction, while bivariate analysis examined associations between the study variables. Multivariable logistic regression was used to assess the associations of organizational culture and nursing performance with job satisfaction, with results expressed as odds ratios (ORs) and 95% confidence intervals (CIs). Qualitative interview data were analyzed thematically using NVivo 11 Pro to identify recurring themes and organizational perspectives relevant to the quantitative findings. The study adhered to research ethics principles, including informed consent, voluntary participation, anonymity, confidentiality, beneficence, and nonmaleficence (Nursalam, 2020). Participants were informed of their right to withdraw without consequences. The interpretation of findings considered the limitations associated with the single-hospital setting and cross-sectional quantitative design.

RESULTS AND DISCUSSION

Demographic Characteristics

The demographic characteristics of the nurses at Abdul Manaf Hospital, Jambi City, in terms of gender, age, length of service, education, employment status, and marital status are presented in Table 1.

Table 1. Frequency Distribution of Nurses' Demographic Characteristics at H. Abdul Manaf Hospital, Jambi City

No.	Characteristic	Frequency	Percentage	Total
1. Gender				
	a. Male	53	70.67%	75
	b. Female	22	29.33%	
2. Age				
	a. ≤ 30 years	30	40%	75
	b. ≥ 30 years	45	60%	
3. Length of service				
	a. ≥ 5 years	44	58.67%	75
	b. ≤ 5 years	31	41.33%	
4. Education				
	a. Bachelor's/Ners	49	65.33%	75
	b. Diploma III	26	34.67%	
5. Employment status				
	a. Civil servant (ASN)	39	52%	75
	b. Non-civil servant	36	48%	
6. Marital status				
	a. Married	47	61.67%	75
	b. Unmarried	28	38.33%	

Source: Research data as presented in the original manuscript.

Overview of Organizational Culture, Performance, and Job Satisfaction of Nurses at H. Abdul Manaf Hospital

Based on the research results, the description of organizational culture, leadership, values, and motivation of nurses at H. Abdul Manaf Hospital is presented in Table 2.

Table 2. Overview of Organizational Culture, Performance, and Job Satisfaction of Nurses at H. Abdul Manaf Hospital

No.	Variable	Number	Percentage (%)
1. Organizational culture			
	a. Good	42	56
	b. Poor	33	44
2. Nurse performance			
	a. Good	45	60
	b. Poor	30	40
3. Job satisfaction			
	a. Satisfied	44	58.7
	b. Not satisfied	31	41.3
Total		**75**	**100%**

Source: Research data as presented in the original manuscript.

Relationship of Characteristic and Independent Variables with Nurses' Job Satisfaction at H. Abdul Manaf Hospital

The results of the analysis of the relationship between leadership and nurses' organizational culture at RSJ HM Syukur are presented in Table 3.

Table 3. Relationship of Characteristic and Independent Variables with Nurses' Job Satisfaction at H. Abdul Manaf Hospital

Variable	Category	Satisfied		Not satisfied		p-value
		n	%	n	%	
Age	≥30 years	30	66.7	15	33.3	0.021
	<30 years	14	46.7	16	53.3	
Gender	Female	32	60.4	21	39.6	0.318
	Male	12	54.5	10	45.5	
Education	Bachelor's/Ners	29	59.2	20	40.8	0.412
	Diploma III	15	57.7	11	42.3	
Length of service	≥5 years	30	68.2	14	31.8	0.018
	<5 years	14	45.2	17	54.8	
Employment status	Civil servant (ASN)	28	71.8	11	28.2	0.009
	Non-civil servant	16	44.4	20	55.6	
Marital status	Married	29	61.7	18	38.3	0.276
	Unmarried	15	53.6	13	46.4	
Organizational culture	Good	30	71.4	12	28.6	0.012
	Poor	14	42.4	19	57.6	
Nurse performance	Good	32	71.1	13	28.9	0.006
	Poor	12	40.0	18	60.0	

Source: Research data as presented in the original manuscript.

The bivariate analysis showed significant relationships between age, length of service, employment status, organizational culture, and nurse performance and nurses' job satisfaction. Respondents aged ≥30 years, with a length of service of ≥5 years, and with civil servant status tended to have higher job satisfaction than the other groups.

In addition, respondents with organizational culture and nurse performance in the good category also showed a higher proportion of job satisfaction. Meanwhile, gender, education, and marital status did not show a significant relationship with nurses' job satisfaction, indicating that certain demographic factors do not always directly affect job satisfaction compared with organizational factors and individual performance.

Analysis of the Relationship between Organizational Culture and Nurse Performance at H. Abdul Manaf Hospital

The results of the multivariate analysis of the relationship between organizational culture and nurse performance using multiple logistic regression are presented in Table 4.

Table 4. Analysis of the Relationship between Organizational Culture and Nurse Performance at H. Abdul Manaf Hospital

Variable	OR	95% CI	p-value
Organizational culture	2.85	1.21–6.70	0.015
Nurse performance	3.42	1.45–8.05	0.004

Source: Research data as presented in the original manuscript.

The multivariate analysis showed that organizational culture and nurse performance were determinants of nurses' job satisfaction. Respondents with a good organizational culture were 2.85 times more likely to be satisfied with their work than respondents with a poor organizational culture, while respondents with good nurse performance were 3.42 times more likely to be satisfied than those with poor performance.

Nurse performance was the variable most dominantly associated with nurses' job satisfaction because it had the highest odds ratio, indicating that improving nurse performance plays an important role in increasing nurses' job satisfaction.

The impact of nurses' job satisfaction in this study is highly significant for the quality of health services. Nurses with high job satisfaction tend to show better performance, have high organizational commitment, and provide better quality services to patients.

Conversely, job dissatisfaction can lead to burnout, decreased productivity, and an increased risk of errors in service. This is supported by a global report stating that the satisfaction of health workers is an important factor in patient safety and the quality of health services (World Health Organization, 2020).

Organizational culture in this study was mostly in the good category, indicating that the values and norms prevailing in the hospital have supported the work activities of nurses. However, deeper analysis showed that the organizational culture is not yet fully participatory.

The questionnaire results showed that teamwork was running well, but nurses' involvement in decision-making was still limited, indicating that the existing organizational culture is more structural than participatory. Theoretically, a strong organizational culture is characterized not only by compliance with rules but also by the active involvement of members in decision-making (Schein, 2017).

A less participatory organizational culture may be caused by a leadership style that still tends to be top-down, a lack of two-way communication, and limited space for nurses to contribute actively. The impact of this condition is decreased employee engagement, a low sense of ownership of the organization, and reduced innovation in services.

Previous research has shown that a participatory and supportive organizational culture is strongly associated with increased job satisfaction and quality of nursing care (Aiken et al., 2018). Therefore, efforts are needed to strengthen organizational communication, increase participatory leadership, and create a more inclusive organizational culture.

Nurse performance in this study was in the good category, indicating that nurses were able to carry out their duties according to professional standards. Nurse performance reflects the ability to carry out the nursing care process comprehensively, covering not only technical aspects but also behavioral aspects such as caring, empathy, and collaboration.

This shows that nurse performance is multidimensional and an important factor in determining the quality of nursing services, in line with nursing practice theory, which emphasizes the integration of clinical competence and interpersonal relationships in service (Alligood, 2022).

The relationship between performance and job satisfaction in this study shows a reciprocal mechanism, in which good performance increases job satisfaction and high job satisfaction also

encourages improved performance. This is in line with motivation theory, which states that individuals are more motivated when they feel competent and valued in their work (Deci & Ryan, 2017). Thus, increasing job satisfaction must be done through strengthening individual performance.

This study makes a scientific contribution by explaining that nurses' job satisfaction is the result of complex interactions among individual factors, organizational factors, and respondent characteristics. The multivariate approach provides a more comprehensive picture of the determinants of job satisfaction and can serve as a basis for developing nursing management policies.

CONCLUSION

The findings of this study indicated that most nurses reported satisfactory levels of job satisfaction, while organizational culture and nursing performance were predominantly categorized as good. Bivariate analyses revealed that age, length of service, and employment status were significantly associated with nurses' job satisfaction, whereas gender, educational attainment, and marital status were not. Organizational culture and nursing performance were also significantly associated with job satisfaction. Multivariable logistic regression analysis further demonstrated that favorable organizational culture and good nursing performance were associated with higher odds of job satisfaction, with nursing performance exhibiting the strongest association based on its larger odds ratio. These findings suggested that nurses' job satisfaction was associated with both individual characteristics and organizational factors. Accordingly, hospital management should prioritize strengthening nursing performance through professional development, supportive supervision, and performance management while fostering a participatory organizational culture that encourages communication, collaboration, and employee engagement.

This study had several limitations, particularly its single-hospital setting, which restricted the generalizability of the findings to other healthcare institutions. Furthermore, the cross-sectional quantitative design limited the ability to establish temporal relationships or draw causal conclusions regarding the associations between organizational culture, nursing performance, and job satisfaction. Future research should employ longitudinal or multicenter mixed-methods designs involving larger and more diverse nursing populations to validate these findings, examine potential changes over time, and provide a more comprehensive understanding of the individual and organizational factors associated with nurses' job satisfaction.

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