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The Influence of Internal Market Oriented Culture, Collaboration Climate and Perceived Organizational Support on Job Satisfaction Mediated by Work Engagement at XYZ Hospital, Batam City

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Abstract: Job satisfaction plays an important role in the healthcare sector. This study aims to determine the effect of internal market-oriented culture, collaborative climate and perceived organizational support on job satisfaction mediated by work engagement. The research design is quantitative and conducted over a period of time. The sampling technique uses the census method. A total of 98 Batam hospital officers became research respondents. The data analysis method uses PLS-sem. The results of the study indicate that internal market-oriented culture, collaborative climate and perceived organizational support each have a positive effect on work engagement. Internal market-oriented culture, collaborative climate, and perceived organizational support each do not affect job satisfaction. Work engagement is unable to mediate the influence of internal market-oriented culture, collaborative climate, and perceived organizational support on job satisfaction. This study provides a new perspective on the dynamics of job satisfaction in the healthcare sector, especially for nurses in hospitals. The results add specific context to how factors such as Collaboration Climate (CC) and Perceived Organizational Support (POS) affect Work Engagement (WE) and Job Satisfaction (JS), which are rarely discussed in previous literature.

Keyword: Collaboration climate, internal market oriented culture, job satisfaction, perceived organizational support, work engagement

INTRODUCTION

Hospitals act as the main provider of health services for the Indonesian people, in accordance with the rights stipulated in Article 28H of the 1945 Constitution, which guarantees every citizen to receive health services. The obligation of hospitals to continuously improve and guarantee the quality of services is stipulated in Article 40 of Law No. 44 of 2009 concerning Hospitals. Hospitals are expected to function as social organizations in the health sector that provide comprehensive services, including healing efforts (curative) and disease prevention (preventive) for the community.

Based on the definition of the World Health Organization (WHO), a hospital is a medical institution that provides complete health services, both for healing and rehabilitation. The services provided by the hospital reach families and social environments from various groups, from low-income to middle-upper income communities (Handayani et al., 2015).

Indonesia faces a number of challenges in improving the quality of its health services as a developing country. According to the Global Health Index, Indonesia ranks 117th out of 199 countries, indicating that the health system in this country is still below average. To achieve the goals set out in the 1945 Constitution and Law Number 36 of 2009, which guarantees that every citizen has equal access to safe, quality, and affordable health services, great efforts are needed, especially in terms of improving health facilities.

The healthcare industry is one of the largest and fastest growing sectors in the service economy. Spending in the United States healthcare sector reached \$3 trillion in 2014, with an average of \$9,523 per person (Martin et al., 2016). The U.S. Centers for Medicare and Medicaid reported that national healthcare spending accounted for approximately 17.9% of the United States gross domestic product (GDP) in 2016 and nearly \$3.5 trillion in 2017. Quality in healthcare is a major concern for the workforce, government, and administration. Higher quality essentially means better health outcomes. It is primarily seen as a way to increase customer base, create a competitive advantage, and achieve long-term profitability (Weheba et al., 2020).

Developing hospitals realize that service quality must be considered not only for external customers, but also for internal customers. The needs of employees (internal customers) must be met first before serving external customers. When employee needs are met, they will feel satisfied, motivated, and committed to providing quality services, which will ultimately meet the expectations of external customers (Lestari & Golo, 2021).

Internal service quality refers to how well a company serves its employees to ensure they can work optimally and feel satisfied with their jobs. This quality describes a supportive work environment, which contributes to employee satisfaction levels. Employee satisfaction itself is a measure of the level of satisfaction of individuals who have different roles in the organization (Rahmawati et al., 2021). In theory, internal service quality is a factor that can influence commitment to the organization (Wulandari & Sonia, 2021). Internal service quality has a positive effect on job satisfaction, organizational commitment, and employee performance (Rohmawati et al., 2021).

Job satisfaction refers to the positive feelings felt by employees towards their jobs (Staempfli & Lamarche, 2020). This level of satisfaction is often associated with individual and organizational performance. In general, organizations with employees who have high levels of job satisfaction tend to perform better. When employees are satisfied with their jobs, they are more likely to stay with the company, thereby reducing employee turnover. Conversely, employees who are dissatisfied tend to show negative attitudes towards their jobs. Good job satisfaction also has an impact on employee loyalty, motivation, and commitment to the company, which ultimately increases productivity and efficiency in the organization (Faramarzpour et al., 2021).

Job satisfaction is divided into three aspects, namely intrinsic, extrinsic, and general aspects. Intrinsic satisfaction reflects an individual's value for creativity, self-development, and future stability from work. Extrinsic satisfaction includes factors such as salary, promotion, and management, while general satisfaction relates to the work environment and relationships between employees (Yang et al., 2014). In the context of healthcare, job satisfaction is essential to ensure quality care and create a supportive work environment. Dissatisfaction among nurses can negatively impact their professional practice and directly affect patient satisfaction (Salahat & Al-Hamdan, 2022). In addition, dissatisfaction also contributes to nurse turnover and an increased risk of medical errors (Aloisio et al., 2021).

Organizational commitment is a factor that can predict the level of nurse turnover. If nurse commitment is low, the hospital can experience various losses, such as increased operational costs and disruption of patient care. This can also have a negative impact on the satisfaction and safety of nurses and other health workers. In addition, decreased patient satisfaction and loyalty can also occur, which will ultimately affect their views on the quality of hospital services (Gumilar & Herfiyanti, 2021).

Employee job engagement, job satisfaction, perceived quality of care, and intent to leave are key indicators of a healthcare organization's performance. Research shows that these factors are interrelated and have a significant impact on organizational culture, the work environment, and overall patient outcomes. Job engagement refers to the extent to which employees are committed, enthusiastic, and dedicated to their work. Job engagement describes a positive, satisfying mental state related to work that includes three key elements: vigor, dedication, and absorption (Schaufeli et al., 2002). Vigor refers to high levels of energy, resilience, enthusiasm for participating in work, and persistence in the face of challenges. Dedication reflects a sense of appreciation, value, enthusiasm, and pride in one's work. Absorption refers to total focus on one's work that makes it difficult to detach oneself from the task. Workers with high work engagement tend to feel satisfied with their current job (Muchtadin, 2024).

Low job satisfaction among nurses is a common problem in many countries. According to a report by the National Nurses United in December 2021, of the 4.4 million registered nurses in the United States, only 3.2 million are actively working, and only 1.8 million of them work in hospitals, leading to shortages in acute care facilities (Wei et al., 2023). The National Nurses United report found that poor working conditions are a major factor in reducing nurse job satisfaction and retention. Nurses also reported high levels of burnout and decreased well-being, which significantly impacted job satisfaction, intention to leave the profession, and decreased engagement in their work (Heidari et al., 2022). In Ethiopia, a study showed that only 54% of 416 nurses were satisfied with their jobs (Gedif et al., 2018). Meanwhile, job satisfaction in India reached 60%, and in China it was 58% (Meng et al., 2018). In Indonesia, especially in Manado, around 51.7% of nurses expressed dissatisfaction with their jobs, while 48.3% were satisfied (Barahama et al., 2019). A study conducted at Budi Kemuliaan Hospital, Batam City stated that 44.3% of nursing staff were satisfied with their jobs, and 55.7% of nursing staff were dissatisfied with their jobs. As many as 53.2% of nursing staff in the inpatient ward of X Hospital, Batam City, stated that they were dissatisfied with their jobs (Muharni et al., 2022). Previous data shows that the majority of nurses in Indonesia have low levels of job satisfaction, which has a negative impact on their performance, such as being slow at work, often absent, negligent in carrying out duties, and low quality of service and discipline.

Job satisfaction in nurses is influenced by several factors such as salary, supervisor, coworkers, work environment, achievement awards, motivation, promotion, safety and security, and working conditions (Fitnanto et al., 2021). Job satisfaction of nurses in hospitals is a crucial factor that can affect the quality of health services and patient care outcomes. In this context, Internal Market Orientation Culture (IMOC), collaborative culture, and perceived organizational support play an important role in creating a supportive work environment.

Internal Market Orientation Culture (IMOC) refers to an organizational approach that prioritizes the needs and satisfaction of employees as internal customers. By focusing on employee development, effective communication, and appreciation for their contributions, IMOC can create a conducive working environment for nurses. This has a direct impact on their level of job satisfaction, which is important for maintaining motivation and commitment in carrying out their duties. IMOC consists of three main parts: (1) collecting information about employee needs, (2) disseminating this information within the organization, and (3) managerial response to the information that has been collected. These three processes are interrelated and show a continuous flow of information from the collection stage to action. Information

collection includes communication between managers and employees as well as between managers from different departments. The main goal is to clearly understand what employees really want. Responding to this information means real action from management based on the results obtained (Slåtten et al., 2019).

On the other hand, organizational climate is defined as “the enduring quality of an organization’s internal environment that distinguishes it from other organizations and derives from the behavior and policies of its members.” Organizational climate is an important variable in understanding the influence of human resource management (HRM) practices on individual outcomes. It can also serve as an intermediary variable that is influenced by external and structural variables, while also influencing organizational outcomes such as employee performance and behavior (Jensen et al., 2023). People in organizations encounter events, practices, and procedures, which they interpret in different categories. This suggests that a workplace can have different organizational climates, each of which serves a different purpose (Schneider et al., 2013). For example, there is a general work climate, a service climate, a safety climate, and a collaboration climate. Therefore, it makes sense to consider collaboration climate as one aspect of organizational climate. The benefits of collaboration emerge as an organizational phenomenon that suggests that certain achievements cannot be achieved without collaboration. Collaboration is also considered a form of social capital that supports collective action and change through dense networks of information, trust, and norms of reciprocity (Jensen et al., 2023). Overall, a strong collaborative climate is associated with many positive aspects of an organization that affect individual workers. A collaborative culture in a hospital creates an environment where nurses can work effectively with colleagues and management. Good collaboration allows nurses to share information, experiences, and resources, which in turn increases job satisfaction. When nurses feel supported by the team and have good relationships with colleagues, they tend to be more satisfied and motivated in carrying out their duties.

In addition, perceived organizational support plays an important role in determining job satisfaction. When nurses feel that the organization provides support, whether in the form of training, resources, or recognition, they will be more satisfied with their jobs. This support creates a sense of security and confidence, which is very important in a high-stress profession like nursing. Perceived organizational support is a general belief formed by employees regarding their perceptions of experiences related to organizational policies and procedures, receipt of resources, interactions with coworkers, and the organization's concern for their well-being. The dimensions of perceived organizational support include fairness, supervisor support, and organizational rewards and job conditions. Perceived organizational support is important because it has a positive relationship in increasing employee work engagement (Ghaniyyaturrahmah & Djamhoer, 2023). Employees will be more comfortable and motivated to work if the company carries out its responsibilities well. Although employees have different social statuses, full support from the company can help improve their performance. This support creates perceived organizational support or support felt by employees from the company, which influences their views on the company's appreciation and attention to them (Khairunnisa, 2023). This means that employees will feel appreciated, cared for, and supported by the company.

One of the factors that influence job satisfaction is work engagement (WE). A study by Bakker & Demerouti (2017) showed that employees with high levels of WE tend to have better job satisfaction. However, the implementation of policies to improve WE is often limited to providing basic facilities without considering other deeper factors, such as organizational culture.

Job satisfaction (JS) has become a major focus in human resource management in the health sector, especially in hospitals. High job satisfaction not only impacts the welfare of health workers, but also affects the quality of patient care. However, the challenges in creating

job satisfaction remain significant in many hospitals, both in Indonesia and globally. Job satisfaction of health workers, especially nurses, is an important factor in ensuring the quality of service in hospitals. Low levels of job satisfaction can affect motivation, performance, and ultimately, the quality of patient care. However, until now, research on the level of job satisfaction of health workers in Type C Hospitals, especially XYZ Hospital in Batam, has never been conducted.

Nationally, the level of job satisfaction of nurses in Indonesia in hospitals, especially type C, is still classified as moderate to low. Research shows that factors such as salary, high workload, organizational policies, and interpersonal conflicts between health workers are the main challenges in increasing job satisfaction. Other data indicate that this dissatisfaction can trigger a desire to leave the job (turnover intention), which has a negative impact on the sustainability of health services (Sumarni & Dwi, 2024).

At the regional level, studies related to hospitals in the Riau Islands Province, especially type C, are still minimal. However, several studies have revealed that poor inter-unit communication and minimal organizational support are often challenges in this type of hospital, contributing to low work engagement and job satisfaction (Sumarni & Dwi, 2024).

In XYZ Hospital, which is a type C hospital in Batam City, there has never been a formal survey on the level of job satisfaction, especially for nurses. This makes it difficult to objectively evaluate the working conditions in this hospital and causes limitations in developing strategies to improve work engagement and job satisfaction. Thus, this study is important to fill the gap by identifying factors that influence job engagement and job satisfaction, and designing evidence-based improvement strategies.

XYZ Hospital in Batam is one of the Type C hospitals that plays an important role as a complementary hospital in the health referral system in the region. Although this hospital is not a primary referral hospital, XYZ Hospital serves the local community with limited human resources and a fairly high level of patient visits. However, there has been no official survey conducted to measure the job satisfaction of health workers, especially nurses. The absence of this data hinders understanding of the working environment conditions of nurses at XYZ Hospital and how organizational factors can support increasing their job satisfaction.

Previous studies have identified that factors such as Perceived Organizational Support (POS), Internal Market Oriented Culture (IMOC), and Collaboration Climate (CC) have a positive impact on Work Engagement (WE) and Job Satisfaction (JS). Studies by Kurtessis et al. (2017) and Chernyak-Haia & Tziner (2021) show that adequate organizational support and a collaborative work culture can increase the engagement and job satisfaction of health workers. However, similar studies have never been conducted in Type C hospitals, especially in Batam, which has unique health service dynamics.

Batam City, as the center of economy and trade in Riau Islands, has an increasing need for health services. Type C hospitals such as XYZ Hospital face major challenges in meeting the needs of the community, especially with limited resources. This study aims to fill the gap in the phenomenon by exploring the relationship between POS, IMOC, and CC to WE, and its impact on nurses' JS at XYZ Hospital. This phenomenon gap indicates the need to understand how the relationship between POS, IMOC, and CC can be mediated by WE in creating higher JS. This provides an opportunity for further research to develop a holistic model in addressing the challenges of job satisfaction in hospitals, especially by utilizing a management approach based on organizational support and collaboration.

Based on the gap between the above phenomena and previous research, it is necessary to conduct research on nurse satisfaction at XYZ Private Hospital, Batam. There are many studies on job satisfaction, but not many studies have been conducted on the satisfaction of nurses in private hospitals in the inpatient ward, emergency unit, or polyclinic unit, especially at XYZ Private Hospital, Batam. The results of this study are expected to provide strategic input for

XYZ Hospital management in improving nurse job satisfaction and supporting better human resource management.

METHOD

This research design is quantitative by testing the causal influence of independent variables on dependent variables. This study uses data collection techniques in a certain period of time. The sampling technique uses the census method. A total of 98 people became research respondents. In this study, a questionnaire in the form of a Microsoft form specifically designed for the purpose of this study was distributed online via the WhatsApp application and e-mail. The data analysis method uses pls-sem.

Internal Market Oriented Culture (IMOC) scale adapted by previous researchers (Mutonyi et al., 2021; Slåtten et al., 2022). Collaboration Climate scale adapted by previous researchers (Ancarani et al., 2019; Slåtten et al., 2022). Perceived Organizational Support Scale adapted by previous researchers (Ahmed & Nawaz, 2015; Imran et al., 2020). Work engagement scale adapted by previous researchers (Ancarani et al., 2019; Slåtten et al., 2022; Wei et al., 2023). Job satisfaction scale adapted by previous researchers (Mascarenhas et al., 2022; Slåtten et al., 2022; Wei et al., 2023)

RESULTS AND DISCUSSION

Profile Respondent

In this study, there were 98 respondents who had responded, which respondents were respondents as actual data. This study was conducted at XYZ Hospital in Batam City. The questionnaire distributed had 33 indicators from 5 variables to be studied. This study had 98 respondents, of which 75.5% were female and the remaining 24.5% were male. It can be concluded that the majority of respondents were female. When viewed from age, all respondents were ≥ 20 years old with a percentage of 100%, and no respondents were ≥ 55 years old. As for the status of respondents, 66.3% were married and 33.7% were unmarried. Respondents in this study had a working period with a majority of >1 year as much as 100% and <1 year as much as 0% with an employment status of 82.7% were permanent employees and the remaining 17.3% were contract employees.

Validity And Reliability (Outer Model)

In the validity test, the outer loading and average variance extracted (AVE) values will be seen. The outer loading value must be >0.7 , while the AVE value must be >0.5 to be said to meet the requirements. There are several indicators that are not suitable for data processing, so the 6 indicators are removed so that there are 27 indicators that are suitable for processing. Furthermore, a check will be carried out on the results of the Average Variance Extracted (AVE). At this stage is the reliability test by looking at the construct reliability value. Construct reliability is used to see the level of consistency in measuring instruments that can measure the same research or provide instructions regarding consistency if measurements are taken more than 2 times. The second stage of outer model analysis is carried out by looking at the value of Cronbach's alpha and composite reliability. Variables can be said to be reliable if the Cronbach's alpha and composite reliability values are above 0.7. The following are the results of the outer model evaluation.

Table 1. Validity And Reliability

Item	Outer Loading
Internal Market Oriented Culture (CA = 0.910, CR = 0.926, AVE = 0.581)	
IMOC2: The training I received at this hospital took into account my personal needs.	0.758
IMOC4: I trust that hospital management will take the time to talk to me when needed.	0.740
IMOC5: Hospital management understands the needs of employees.	0,742

Item	Outer Loading
IMOC6: Hospital management strives to ensure that employees enjoy their work.	0,848
IMOC7: I believe that the hospital management shows a genuine interest in the problems I face in my work.	0,701
IMOC8: I trust that hospital management understands that personal issues may impact my performance.	0,796
IMOC9: Hospital policies help meet the individual needs of employees.	0,753
IMOC10: Hospital management regularly holds meetings to discuss challenges faced by employees.	0,793
IMOC11: If any employee in my unit has a serious problem, the hospital manager will be notified immediately.	0,721
Collaboration Climate (CA = 0.862, CR = 0.901, AVE = 0.645)	
CC1: It's easy to talk to anyone in my unit, regardless of rank or position.	0,817
CC2: Employees at this hospital enjoy interacting with colleagues from other units.	0,830
CC4: Employees from different units are available to help each other when needed.	0,780
CC5: There is open communication between units in this hospital.	0,764
CC6: The units in this hospital work together well.	0,824
Perceived Organizational Support (CA = 0.857, CR = 0.893, AVE = 0.583)	
POS1: The hospital where I work takes my goals and values very seriously.	0,804
POS2: The hospital where I work really cares about my well-being.	0,716
POS3: The hospital where I worked showed little concern for me.	0,754
POS5: The hospital where I work cares about my opinion.	0,744
POS7: Help is always available from this hospital when I face problems.	0,784
POS8: The hospital where I work is willing to help me when I need special assistance.	0,777
Work Engagement (CA = 0.759, CR = 0.862, AVE = 0.675)	
WE1: I was so involved in my work that I lost track of time.	0,846
WE2: This work takes all my attention; I am completely focused on this work.	0,831
WE3: I put my whole soul into my work.	0,787
Job Satisfaction (CA = 0.895, CR = 0.908, AVE = 0.714)	
JS1: If a good friend of mine was interested in a job like the one I have at this hospital, I would highly recommend it.	0,821
JS2: My job is the kind of job I wanted when I took it.	0,743
JS3: If I had to decide again whether to take a job at this hospital, I would.	0,976
JS4: Overall, I am satisfied with my current job.	0,823

Source: Data processing results (2024)

The data shown in Table 2 shows that the HTMT ratio results have a value below 0.9, except for the Work Engagement (WE) variable which has a value of 0.904. This value is slightly above the general threshold of 0.9 which indicates that the level of discrimination between constructs is still within acceptable tolerance limits. These results indicate that the indicators in this study are still able to measure their respective constructs quite specifically.

According to Henseler et al. (2015), HTMT values up to 0.90 are still acceptable in social research, especially when the constructs have strong theoretical relationships but can still be distinguished. In addition, Hair et al. (2019) stated that HTMT values <0.90 are considered valid for measuring discriminant validity, especially in the context of management or social research with interrelated constructs. Furthermore, Franke and Sarstedt (2019) explained that constructs with HTMT values that slightly exceed the threshold can still be maintained if supported by strong theoretical justification and other validity and reliability results, such as

Average Variance Extracted (AVE) and Composite Reliability (CR), show good results. In this study, the AVE and CR values of all constructs have met the recommended minimum criteria, namely $AVE \geq 0.50$ and $CR \geq 0.70$, thus supporting the validity and reliability of the construct. Thus, it can be concluded that all variables in this study meet the discriminant validity criteria and can still be used for further analysis in accordance with the literature that supports these thresholds and criteria.

Table 2. Discriminant Validity

	CC	IMOC	JS	POS	WE
CC					
IMOC	0,883				
JS	0,076	0,076			
POS	0,889	0,860	0,101		
WE	0,868	0,848	0,102	0,904	

Multicollinearity test is a test to see the relationship between dependent variables (Hair et al., 2019). This test looks at the VIF value where if the result is <5 then it can be said that the variable does not have collinearity and the variable can be accepted. In table 3 it can be seen that the VIF value is less than five for all variables. Thus, it can be concluded that there is no collinearity between the dependent variable and its independent variables.

Table 3. Multicollinearity Test

	Job Satisfaction	Work Engagement
Collaboration Climate		3,180
Internal Market Oriented Culture		3,145
Job Satisfaction		
Perceived Organizational Support		2,937
Work Engagement	1,000	

Source: Data processing results (2024)

Inner Model

The R2 value test is used to see the effect of independent variables on dependent variables. The R2 value ranges from 0 to 1 or $0 \leq R2 \leq 1$. The closer to 1, the greater the effect of the independent variable on the dependent variable. R2 value > 0.75 means the effect is strong. R2 value > 0.50 means the effect is moderate. R2 value > 0.25 means the effect is weak. If the R2 value > 0.9 , the model can be said to be overfit (Hair et al., 2019). The results of the R Square Adjusted value analysis for the job satisfaction variable are 0.006, while for the work engagement mediation variable it is 0.600. This value shows that work engagement can be explained by the independent variables in the model by 60%, while the remaining 40% is influenced by other factors not included in this study. Conversely, job satisfaction can only be explained by the model by 0.6%, so 99.4% is influenced by other variables not included.

The effect size or F2 test is conducted to determine how much the independent variable supports the dependent variable. Hair et al., (2021) classifies the influence of the independent variable on the dependent variable into 3 parts, namely if the F2 value is >0.02 then it has a small influence. If the F2 value is >0.15 then it has a moderate influence. If the F2 value is >0.35 then it has a large influence. If the result is <0.02 then it can be concluded that the independent variable does not affect the dependent variable. The collaboration climate and internal market oriented culture variables have a small influence on work engagement. Meanwhile, the perceived organizational support variable has a moderate influence on work engagement with an F2 value of 0.121, indicating a more significant contribution than the other two variables. Meanwhile, the work engagement variable does not affect job satisfaction with

an F2 value of 0.011 which is below the minimum threshold of influence of 0.02. This indicates that the contribution of work engagement to job satisfaction in this study is very small, so other factors may have a more dominant role in determining job satisfaction.

The predictive relevance test is used to evaluate the predictive ability of independent variables to dependent variables in the research model. Based on the classification expressed by Hair et al., (2021), there are three categories of predictive ability of relevance. If the Q² value is in the range of 0 to 0.25, then the predictive ability of relevance is considered small. A Q² value between 0.25 to 0.5 indicates moderate predictive ability of relevance, while a Q² value of more than 0.5 reflects a large predictive ability of relevance. The closer the value is to 1, the more accurate the model's predictive ability can be said to be. Therefore, the Q² value is an important indicator to assess the extent to which the research model is able to predict the relationship between independent and dependent variables well. Based on the results, the job satisfaction variable has a Q² value of -0.015, which indicates that the predictive ability of the relevance of this variable is very small and even negative, so it does not have significant predictive ability to the model. On the other hand, the work engagement variable has a Q² value of 0.578, which indicates a large predictive ability of relevance. Based on the classification of Hair et al. (2019), this value is above 0.5, which indicates that the independent variables in the research model have a strong predictive influence on the work engagement variable. Thus, this model is more effective in predicting the work engagement variable compared to job satisfaction.

Hypothesis Testing

Table 4. Hypothesis Testing

	Hypothesis	Original Sample	T statistics	P values	Results
H1	Internal Market Oriented Culture → Work Engagement	0,250	2,470	0,007	Accepted
H2	Collaboraton Climate → Work Engagement	0,219	2,442	0,007	Accepted
H3	Perceived Organizational Support → Work Engagement	0,374	3,384	0,000	Accepted
H4	Internal Market Oriented Culture → Work Engagement → Job Satisfaction	-0,026	0,680	0,248	Rejected
H5	Collaboraton Climate → Work Engagement → Job Satisfaction	-0,023	0,695	0,243	Rejected
H6	Perceived Organizational Support → Work Engagement → Job Satisfaction	-0,039	0,678	0,249	Rejected
H7	Work Engagement → Job Satisfaction	-0,105	0,742	0,229	Rejected

Source: Data processing results (2024)

Based on the test results listed in table 4, it can be seen that the first hypothesis that tests the effect of Internal Market Oriented Culture (IMOC) on Work Engagement (WE) shows a T-Statistic value of 2.470 with a P-Value of 0.007, so the hypothesis is accepted. The original sample (O) value of 0.250 indicates a positive relationship between IMOC and WE. These results indicate that IMOC has a positive and significant effect on WE. The results of this study are supported by several previous studies on healthcare samples. The research findings show that IMOC, which emphasizes treating frontline employees as “internal customers,” has a significant impact on increasing employee work engagement (Slåtten et al., 2019). This concept creates a supportive work environment, where employees feel valued and have more energy and motivation to be actively involved in their work. This study also strengthens previous findings on the positive relationship between internal market orientation and employee work engagement, as expressed by Lings & Greenley (2005) and Gounaris (2006). They revealed that a well-implemented internal market orientation can encourage employee engagement

through a sense of appreciation and recognition given by the organization. A culture that focuses on employees' internal needs not only increases their dedication and attention to work but also has a positive impact on external customer service.

The second hypothesis tests the effect of Collaboration Climate (CC) on Work Engagement (WE) with a T-Statistic result of 2.442 and a P-Value of 0.007 and an original sample value of 0.219, indicating a positive relationship between the two variables, so this hypothesis is also accepted. This shows that CC has a positive and significant effect on WE. Previous research results support that collaboration climate has a positive relationship with work engagement, especially in the healthcare sector. A study by Slåtten et al. (2022) found that organizational culture and collaboration climate have a direct relationship with work engagement in healthcare professionals, especially nurses. A supportive collaborative climate can increase work engagement because it creates a sense of trust, support, and better communication between team members. These results also underline the importance of the role of work engagement in influencing job satisfaction. Research by Trus et al. (2019) and systematic research by Santana & Pérez-Rico (2023) also highlighted that collaborative elements in organizational climate can strengthen relationships between teams and improve the well-being of healthcare workers. These studies confirm that collaborative work culture plays a vital role in creating a work environment that supports optimal employee engagement and also show the importance of collaborative culture in healthcare organizations. Both studies emphasize that a positive organizational climate, characterized by strong engagement and collaboration, contributes to employee empowerment, which is one of the main factors in improving work engagement.

The third hypothesis that tests the effect of Perceived Organizational Support (POS) on Work Engagement (WE) shows a T-Statistic result of 3.384 with a P-Value of 0.000, and an original sample value of 0.374 indicating a significant positive relationship. The findings of this study regarding the positive relationship between Perceived Organizational Support (POS) and Work Engagement (WE) are in line with the results of previous research conducted by Ali et al. (2018) that POS significantly improves employee well-being, which in turn affects their work engagement and extra-role behavior. Organizational support provides a sense of appreciation to employees, so they are more motivated to be actively involved in their work. Furthermore, research by Mascarenhas et al. (2022) also supports this finding. The study revealed that Perceived Organizational Support (POS) not only increases employee identification with the organization but also contributes to increased Work Engagement (WE). Employees who feel supported by the organization are more likely to show higher energy, dedication, and engagement in their work.

However, the test results for the fourth, fifth, and sixth hypotheses, which each test the mediating effect of WE between IMOC, CC, and POS on Job Satisfaction (JS), show a T-Statistic value below 1.645 with a P-Value above 0.05, so that the three hypotheses are rejected. The fourth hypothesis regarding WE mediation between IMOC and JS has a T-Statistic value of 0.680, a P-Value of 0.248, and an original sample of -0.026, indicating an insignificant negative relationship. The results of the study on the hypothesis that tested the influence of Internal Market Oriented Culture (IMOC) on Job Satisfaction (JS) through the mediation of Work Engagement (WE) showed results that contradicted several previous studies. Although IMOC has been identified as an important factor in increasing employee work motivation and satisfaction (Slåtten et al., 2019), this study found that Work Engagement (WE) did not have a significant role as a mediator between Internal Market Oriented Culture (IMOC) and Job Satisfaction (JS). This can occur because there are other factors that are more dominant in influencing job satisfaction, such as working conditions and organizational policies that are not fully reflected in the organizational culture that is oriented towards the internal market. Previous research by Homburg & Stock (2005) showed that job satisfaction can be influenced by external factors such as work environment and management, not only by employee

involvement in internal culture. In addition, Gounaris (2006) also found that although IMOC has a positive impact on employee satisfaction, the influence can be influenced by various other working conditions, such as workload, career development, and support from management. In this context, although IMOC is well received by employees, the insignificant results in the influence on job satisfaction through Work Engagement (WE) indicate that other factors are more dominant in determining job satisfaction.

The fifth hypothesis regarding WE mediation between CC and JS has a T-Statistic value of 0.695, a P-Value of 0.243, and an original sample of -0.023, also indicating an insignificant negative relationship. These findings suggest that although collaborative culture is valued by employees, its impact on job satisfaction through work engagement is not clearly visible. Based on these findings, there are several factors that can explain these results, although previous studies, such as those conducted by Slåtten et al. (2022), showed that Collaboration Climate (CC) is positively related to Work Engagement (WE). In their study, it was found that a work environment that supports collaboration can increase work engagement among nurses, which then affects positive outcomes such as job satisfaction and organizational commitment. This suggests that a good collaborative climate plays an important role in increasing work engagement in the healthcare sector, which in turn contributes to increased job satisfaction. However, in this study, although Collaboration Climate (CC) is recognized as an important element in creating a positive work atmosphere, Work Engagement (WE) as a mediator did not show a significant effect on the relationship between Collaboration Climate (CC) and Job Satisfaction (JS). There are several possibilities that can explain this, one of which is other external factors that can affect job satisfaction outside of job engagement. For example, in the context of the health sector, working conditions, managerial support, and employees' physical and emotional well-being may play a greater role in determining job satisfaction, as explained by Judge & Robbins (2017), than just through job engagement. As explained by Homburg & Stock (2005), job satisfaction can be influenced by external factors such as the work environment and management quality, not just by employee involvement in a collaborative culture.

In the sixth hypothesis that tests the mediation of WE between POS and JS, with a T-Statistic of 0.678, a P-Value of 0.249, and an original sample of -0.039. Previous research by Rhoades & Eisenberger (2002) stated that Perceived Organizational Support (POS) can generally increase work commitment and motivation, which can ultimately affect job satisfaction. However, this review also highlights that the influence of POS on job satisfaction can be moderated by several factors, such as working conditions, organizational policies, and leadership quality. Although POS is a crucial factor, its impact is not always direct and can sometimes be overshadowed by other organizational dynamics faced by employees, such as challenging working conditions or inadequate support. The findings of (Rhoades & Eisenberger, 2002) can support the results of this study which found that the influence of Perceived Organizational Support (POS) on Job Satisfaction (JS) through Work Engagement (WE) was not significant, which shows that even though organizational support is received by employees, the existence of other factors such as suboptimal working conditions, less supportive organizational policies or leadership quality can reduce its impact.

Finally, the seventh hypothesis, which tests the direct relationship between WE and JS, is rejected with a T-Statistics of 0.742, a P-Value of 0.229, and an original sample of -0.105. This shows that the influence of WE on JS is not significant and has a negative relationship direction. The results of this study contradict the research of Slåtten et al., (2022) which showed a positive and significant relationship between Work Engagement (WE) and Job Satisfaction (JS), indicating that higher levels of work engagement tend to increase job satisfaction of nurses. This relationship suggests that Work engagement plays a role as one of the main factors in increasing JS, especially in the context of healthcare, where high work engagement is often associated with better service quality and personal satisfaction. However, these results

contradict several other studies, including studies that show an insignificant relationship between WE and JS. This may be due to the presence of certain contextual factors, such as suboptimal working conditions, workplace culture, high work pressure and workload, inadequate organizational support, in which in this context, although employees are emotionally and psychologically involved in their work, lack of recognition for their efforts and lack of balance between work and personal life can reduce job satisfaction (Heidari et al., 2022; Saks, 2006; Schaufeli & Bakker, 2004).

CONCLUSION

The results of this study concluded that Internal Market Oriented Culture, Collaboration Climate, Perceived Organizational Support each have a positive influence on Work Engagement. Work Engagement is not able to mediate the influence of each of Internal Market Oriented Culture, Collaboration Climate, Perceived Organizational Support on job satisfaction. Work Engagement does not have a significant effect on Job Satisfaction.

This study contributes to the theory of collaboration and engagement where this study strengthens the theory that Collaboration Climate (CC) and Perceived Organizational Support (POS), especially in the context of hospitals, play an important role in improving Work Engagement (WE). This supports the theoretical model that states that a positive collaboration climate can improve job satisfaction through employee engagement mediation. This finding also enriches the literature related to the mediating role of WE in the relationship between organizational support and job satisfaction. With the results of this study, it can be concluded that WE is not only an important factor in improving job satisfaction but also a strategic bridge that strengthens the positive impact of organizational support and collaboration on work outcomes.

This study provides a new perspective on the dynamics of job satisfaction in the healthcare sector, especially for nurses in hospitals. The results add a specific context on how factors such as Collaboration Climate (CC) and Perceived Organizational Support (POS) affect Work Engagement (WE) and Job Satisfaction (JS), which are rarely discussed in previous literature. In addition, this study highlights the influence of geographical and cultural differences in shaping the relationship between these variables. Batam City, as an area known for its unique work culture dynamics, provides a new context that enriches the literature on the relationship between organizational support, internal market orientation culture, and collaboration climate on job satisfaction through the mediation of work engagement.

Further research is recommended to be conducted in various hospitals with more diverse characteristics, such as government hospitals or health facilities in rural areas, to increase the generalizability of the research results. In addition, the study can be expanded by involving other health workers, such as doctors or administrative staff, to understand the influence of similar variables in the overall hospital context. A longitudinal approach can also be used to evaluate changes in the relationship between variables over time, for example before and after the implementation of a particular policy.

Future research is also recommended to expand the scope of the literature by highlighting the local context and adding other relevant variables, such as work stress levels or work-life balance. Research with a more specific respondent profile, such as comparing junior and senior nurses, can also provide deeper insights. In addition, mixed methods that combine quantitative and qualitative approaches can be used to gain a more comprehensive understanding of the relationship between the variables studied. By expanding the scope of research, approaches and populations, future research is expected to provide broader contributions, both theoretically and practically, to the development of job satisfaction among nurses and managers in the health sector.

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