



The Influence of Communication, Organizational Culture, Compensation on Nurse Performance at Prof DR. RD Kandou Manado (case study Inpatient installation E).

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Abstract: The purpose of this study was to determine the effect of Communication, Organizational Culture and Compensation on the performance of nurses at PROF Hospital. DR. RD KANDOU MANADO. The population in this study were ASN (nurses) totaling 35 people. The sampling technique in this study is saturated sampling, where the entire population is the sample of this study. The analysis technique uses multiple linear regression analysis using a questionnaire. The results showed that Communication, organizational culture and compensation simultaneously affect the performance of nurses at the inpatient installation E RSUP Prof. dr. RD Kandou Manado. Communication has a significant effect on the performance of nurses at inpatient installation E RSUP Prof dr. RD Kandou Manado. Organizational culture has a significant effect on the performance of nurses at inpatient installation E RSUP Prof. dr. RD Kandou Manado. Compensation has a significant effect on the performance of nurses at inpatient installation E RSUP Prof. dr. RD Kandou Manado.

Key words: Communication, Organizational Culture, compensation, performance

Date of Submission: 16-09-2021

Date Of Acceptance: 28-10-2021

Preliminary

To face today's era which is full of challenges and opportunities RSUP PROF. DR. RD Kandou Manado as a government agency that implements public services under the auspices of the Ministry of Health should provide the best service oriented to the needs and satisfaction of service recipients. For this reason, hospital employees in this case (nurses) should improve good performance, as well as the realization of good, quality and excellent communication continuously and sustainably. Because within one year during 2020 alone, there have been three new hospitals that have started operating.

For that, RSUP PROF. DR. RD Kandou Manado must be more innovative so as not to lose to new competitors. In the complaint service entered in public relations in 2020, many hospital patients regret that the way of communication (speech) from nurses is still not polite to patients. There are those who are indifferent and look down on patients, as a type A hospital, the performance of nurses is prioritized to improve the quality of the hospital itself, but the problem is that many nurses are elderly and can no longer serve at night, as evidenced by complaints submitted to the public relations department. (2020) if the night shift service is difficult to be called by the patient if there

are patients who need fast help because of the age factor. The age factor also affects the workload that continues to increase, which must be supported by the physical condition of a worker, because patients can choose another hospital that is still new with adequate facilities and human resources. The author chose nurses because most of the complaints that came into the public relations department were nurses.

An organization has an organizational culture, where the main tasks, functions of each so that it will be easier to achieve agency goals. But in the field, it was found that there were still senior and junior elements, where nurses who had just entered work still had more work than senior nurses, meaning that cohesiveness in an organization had not been found. Thus they carry out various jobs that are not in accordance with their duties and functions.

Each installation will represent a person's responsibility or a specific part of the organization's workload. Thus employees are more focused on the tasks that should be done so that there will be results in completing their tasks. The active role of the leader (installation head) is also very important in this regard. With the authority of the leader, employees will carry out their duties in accordance with the division of work, and if there is an excess of work, of course, management will not remain silent to provide compensation, but the fact is that employees who are new to work with more risk levels will receive less compensation (bonuses). than employees who have worked for a long time. So the work cannot be coordinated properly.

Literature review

Human Resource Management

The goals of an organization will not be realized without the active role of employees, no matter how sophisticated the tools, machines, and so on are available but without reliable human resources, the existence of tools, machines and so on cannot function optimally. Employee performance is the result of work in quality and quantity achieved by an employee in carrying out tasks in accordance with the responsibilities given to him. The role of employees for a company in the form of their involvement in a plan, system, process, and goals to be achieved by the company.

Performance

Understanding Performance

In various literatures, the notion of performance is very diverse. However, it can be categorized in two broad terms as follows (Sudarmanto, 2015):

- 1) As behavior. Regarding performance as behavior, Murphy's performance refers to the notion as an outcome. Based on this definition, it can be seen that performance is emphasized as a result not as a trait and behavior.
- 2) Performance refers to actions and behaviors that are relevant to organizational goals. Performance is not a consequence or result of action, but the action itself.

Factors Affecting Performance

- 1) The ability factor consists of potential ability (IQ) and reality ability (knowledge + skill).
- 2) The motivation factor is defined as an attitude (attitude) of leaders and employees towards the work situation (situation) in the organizational environment.

Performance Indicator

- 1) Work quality.
- 2) work quantity.
- 3) Cooperation.

- 4) Responsibility.
- 5) Initiative.

Communication

Understanding Communication

According to Syamsudin and Firmansyah (2016: 31), that: "Communication is the process of sending and receiving information or messages between two or more people in an effective way, so that the intended message can be understood".

Communication Function

According to Firmansyah and Syamsudin (2016:6-37), there are 4 communication functions within an organization:

- 1) For your information.
- 2) As control.
- 3) As motivation.
- 4) Emotional reveal

Communication Direction

- 1) Downward communication, which flows from one level in the organization to a lower level.
- 2) Upward communication, flows to higher levels in an organization.
- 3) Lateral communication, occurs between members of the same work group.

Communication Indicator

- 1) Quality of information.
- 2) Information dissemination
- 3) Information load.
- 4) Information accuracy.

Organizational culture

Understanding Organizational Culture

Organizational culture is the norms, values, assumptions, beliefs, habits that are made in an organization and approved by all members of the organization as a guide or reference in the organization in carrying out its activities both for employees and for the benefit of others.

Organizational Culture Function

- 1) Culture has a role in setting boundaries.
- 2) Culture provides identity for members of the organization.
- 3) Culture facilitates the emergence of a broader commitment to individual interests.
- 4) Culture increases the stability of the social system.
- 5) Culture as a meaning-making and control mechanism that guides and shapes employee attitudes and behavior.

Organizational Culture Indicator

- 1) Innovation and risk taking.
- 2) Pay attention to details.
- 3) Result orientation.
- 4) People orientation.
- 5) Team orientation.
- 6) aggressiveness.
- 7) Stability.

Compensation

Definition of Compensation

According to (Hasibuan, 2012), compensation is all income in the form of money, goods directly or indirectly received by employees in return for services provided to the company. Compensation includes direct cash payments, indirect payments in the form of employee benefits, and incentives to motivate employees to work hard to achieve high productivity.

Compensation Purpose

The purpose of providing compensation (retribution) according to (Hasibuan, 2012) include:

- 1) Cooperation bond.
- 2) Job satisfaction.
- 3) Effective procurement.
- 4) Motivation.
- 5) Employee stability.

Compensation Indicator

- 1) Fair salary according to work.
- 2) Incentives that match the sacrifices.
- 3) Allowances in line with expectations.
- 4) Adequate facilities.

Relationship Between Variables

Employee Communication and Performance

Communication acts as a liaison in decision making where communication provides the information needed by individuals and groups to make a decision by presenting data to identify and assess various alternative decisions to produce maximum employee performance.

Organizational Culture and Employee Performance

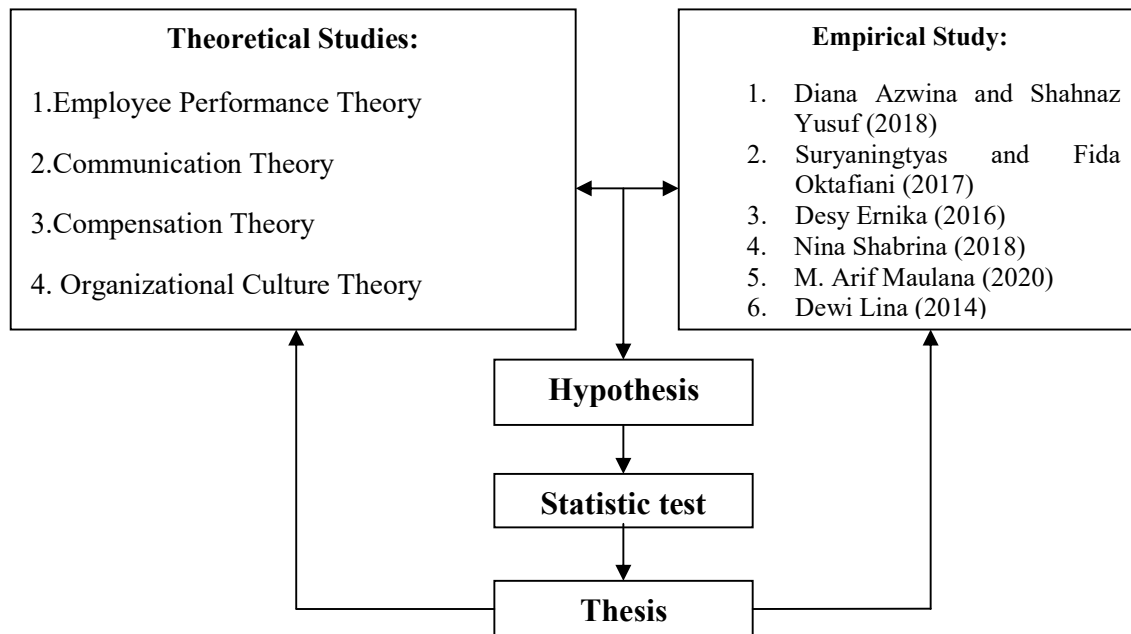
A system of rules, norms and codes of ethics that regulates the behavior of an employee in a company to get performance as expected.

Employee Compensation and Performance

Compensation is something related to financial rewards and awards received by someone for performance services performed outside of their duties and functions.

Research Concept Framework and Hypotheses

Framework

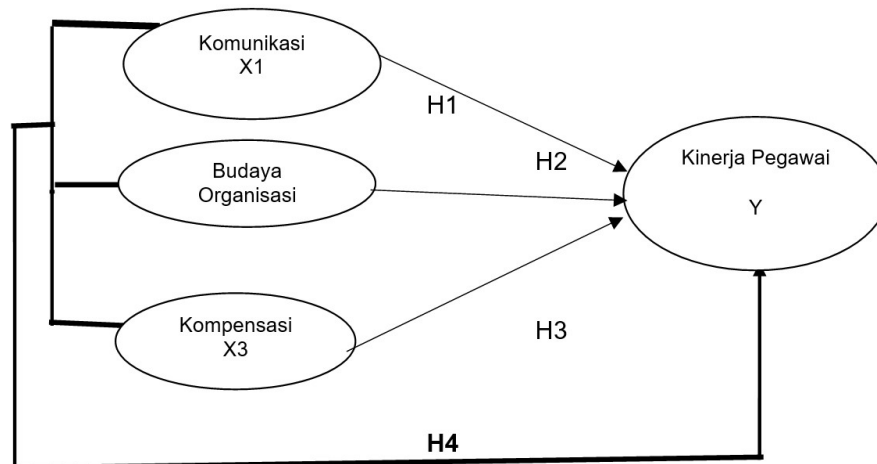


The concept of flow of thought from each of the research variables above, explains the relationship between the communication variable (X1), organizational culture variable (X2), and compensation variable (X3) which tend to affect the employee performance variable (Y).

Hypothesis

The research hypothesis can be described as follows:

- 1) Communication is thought to have a significant effect on the performance of nurses at inpatient installation E RSUP Prof dr. RD Kandou Manado.
- 2) Organizational culture is suspected to have a significant effect on the performance of nurses at the inpatient installation E RSUP Prof. dr. RD Kandou Manado.
- 3) Compensation is thought to have a significant effect on the performance of nurses at inpatient installation E RSUP Prof. dr. RD Kandou Manado.
- 4) Communication, organizational culture and compensation are suspected to have a simultaneous effect on the performance of nurses at the inpatient installation E RSUP Prof. dr. RD Kandou Manado.



Research methods

Types of research

This research was conducted to determine the effect of communication, organizational culture, and compensation on employee performance. Thus this research is an associative research. According to Sugiyono(2010) associative research is "Research that aims to determine the effect or relationship between two or more variables." Associative research has a higher level when compared to descriptive research and comparative research.

Research sites

The research location is in the Inpatient Installation E RSUP Prof. dr. RD Kandou Manado.

Population and Sample

The population is the entire research subject (Arikunto, 2004). The population is a generalization area consisting of objects/subjects that have certain qualities and characteristics determined by researchers to be studied and then drawn conclusions (Sugiyono, 2010). The population in this study were ASN (nurses) totaling 35 people. The sampling technique in this study is saturated sampling, where the entire population is the sample of this study.

Method of collecting data

The data used in this study is quantitative.

- 1) Sources of data, in the form of primary data and secondary data, namely data directly collected by researchers from the first source (respondents).
- 2) Data collection techniques, by using a questionnaire (questionnaire), observation, documentation, namely:
 - Survey using a questionnaire
 - Documentation
 - Observation

Research Instrument Scale

The scale of the research instrument used in this study is the Likert Scale, which is a scale used to measure attitudes, opinions and perceptions of a person or group about social events or phenomena. By using a Likert Scale, the dimensions are translated into variables and then the variables are translated into indicators that can be measured.

Finally, these measurable indicators can be used as a starting point for making instrument items in the form of questions or statements that need to be answered by respondents. The form of this questionnaire is semi-closed, which is partly in the form of closed questions whose answers must be chosen by the respondent based on the choices provided. The scale used to measure the level of assessment involves a scale of 1 to 5, namely (Sugiyono, 2010):

Likert scale

Scale	Score
Strongly agree	5
Agree	4
Neutral	3
Do not agree	2
Strongly Disagree	1

Source: (Sugiyono, 2010)

Validity Test and Research Instrument Reliability Test

Validity test

Validity test is used to measure the validity or validity of a questionnaire. A questionnaire is said to be valid if the questions on the questionnaire are able to reveal something that will be measured by the questionnaire.

Reliability Test

The reliability test in this study was carried out using the one-shot measurement method. Measurement in this way was only carried out once and then the results were compared with other questions or measured the correlation between the answers to the questions.

Data Analysis Techniques

Classic assumption test

Some of the assumption tests used are as follows (Ghozali, 2013):

- a) Normality test is used to test whether in a regression model, the independent variables or both have a normal distribution or not. According to Santoso, to detect the existence of a normality is to look at the spread of data (points) on the diagonal source of the graph with the following conditions:
- b) If the data spreads around the diagonal and follows the direction of the diagonal line, the regression model meets the assumption of normality.
- c) If it spreads far from the diagonal line or does not follow the direction of the diagonal line, the regression model does not meet the assumption of normality.
- d) Multicollinearity test aims to test the regression model found a correlation between the independent variables. A good regression model should not have a correlation between the independent variables.
- e) Heteroscedasticity test is a variable variation that is not the same for all observations. In this test, errors that occur are random but show a systematic relationship according to the magnitude of one or more independent variables. Heteroscedasticity in regression can cause:
 - 1) The estimator obtained becomes inefficient, this is because the variation is no longer minimal (inefficient).

- 2) The standard error of the regression coefficient will be affected, so that it gives a wrong indication and the coefficient of determination shows that the explanatory power is too large.

Multiple Linear Regression Analysis

Multiple regression analysis is used to predict how the condition (increase and decrease) of the dependent variable, if two or more independent variables as predictors are manipulated (increase in value). So multiple regression analysis will be carried out if the number of independent variables is at least two.

a. The T test basically shows how far the influence of one explanatory/independent variable individually in explaining the variation of the dependent variable (Ghozali, 2013). The steps used to test the t statistic are as follows:

1) Composing Ho and Ha

- The null hypothesis (Ho). There is no partial effect of communication, organizational culture, compensation on employee performance.
- Alternative hypothesis (Ha). There is a partial effect of communication, organizational culture, compensation on employee performance.

2) Reject or accept the hypothesis.

b. The F test basically shows whether all the independent variables included in the model have a joint effect on the dependent variable (Ghozali, 2013). The steps used to test the F statistic are as follows:

1) Composing Ho and Ha

- The null hypothesis (Ho). There is no effect of communication, organizational culture, compensation, on employee performance simultaneously (simultaneously).
- Alternative hypothesis (Ha). There is the influence of communication, organizational culture, compensation, on employee performance simultaneously (simultaneously).

2) Reject or accept the hypothesis.

Definition of Operational Variables and Measurement Indicators

The operational definition of research variables is an explanation of each variable used in research on the indicators that make it up. The operational definitions of variables and indicators used in this study are as follows:

1) Independent Variable (Independent Variable)

The independent variable is a variable that affects or is the cause of the change or occurrence of the dependent variable. The independent variables in this study consisted of three variables, namely:

a. Communication (X1)

Pace and Faules (1998) state that communication is a process of transferring understanding in the form of ideas or information from one person to another. There are five important indicators that must be considered for the organization to run effectively, namely:

1. Quality of information.

2. Information dissemination

3. Information load.

4. Information accuracy.

b. Organizational culture(X2)

According to Robbins (2008) mentions 7 main characteristics that can be used as indicators of organizational culture, including:

1. Innovation and risk taking.

2. Pay attention to details.

3. Results orientation.

4. People orientation.

5. Team orientation.

6. Aggressiveness.

7. Stability.

c. Compensation (X3)

The compensation indicators according to Simamora (2014) employee compensation indicators are:

1. Fair salary according to work.

2. Incentives that match the sacrifices.

3. Allowances in line with expectations.

4. Adequate facilities.

d. Employee Performance (Y)

The level of achievement of individual work (employees) after trying or working hard or the final result of an activity.

Employee performance is measured using indicators (Setiyarti and Mulyanto, 2013):

a. work quantity.

b. Work quality.

c. Cooperation in carrying out tasks.

d. Work accuracy.

e. Knowledge

Research Results and Discussion

Description of Research Object

RSUP Prof. DR. RD Kandou Manado as one of the UPT owned by the Ministry of Health located in the city of Manado, North Sulawesi Province, began operating in 1936 under the name Koningen Wilhelmina Ziekenhuis. The government changed its name to Gunung Wenang Hospital in 1946, in 2004 there was a change of name to RSUP Prof. Dr. RD Kandou.

VISION :

Becoming a Teaching Hospital with Quality and Fair Services Supported by Productive Human Resources and Reliable Financial Governance

MISSION:

- Improving health services through the development of superior services supported by the latest infrastructure.
- Creating human resources that are productive, professional and with integrity through education, training and research.
- Strengthening integrated, transparent, independent and accountable financial governance using the latest information technology.
- *MOTTO :*

“Customer Satisfaction Above All”

Characteristics of Respondents

Characteristics of respondents are seen based on gender, age, and last education level.

Respondents Based on Gender

Gender is related to the suitability of the individual with his work and organization.

Gender	Amount	Percentage (%)
Man	3	5.8%
Woman	32	94.2%
Total	35	100%

From the table above, it can be seen that a study of 35 respondents showed that male respondents were 5.8%, which means fewer than female employees, which amounted to 94.2%.

Respondents Based on Age

The age factor is one of the characteristics of a person that influences in determining the performance of an employee.

Age	Amount	Percentage (%)
20-30 years old	10	19.6
31-40 years old	15	60.9
41-50 years old	8	15.6
51 years old	2	3.9
Total	35	100

The table above shows that of the 35 respondents, they are of productive age, where most of them are in the age group of 31 to 40 years with a total of 19.6% of the total respondents.

Respondents Based on Education

The category of respondents based on education level consists of 4 categories, namely Vocational High School, Diploma, Undergraduate, Postgraduate.

Last education	Number of Respondents	Percentage
SMK	2	3.9%
Diploma	9	17.6%
Bachelor	23	76.6%
Postgraduate	1	1.9%
Total	35	100%

DATA ANALYSIS RESULTS

Validity and Reliability Test

Whether or not an item of this research instrument is valid refers to the total value of the Pearson product moment correlation item at a significance level of 5% (0.05). If the probability of the correlation result (sig) is less than 0.05 (5%) then the research instrument item is declared valid and vice versa if the probability of the correlation result (sig) is greater than 0.05 (5%) then the research instrument item is declared invalid (Sugiyono, 2018). This validity test uses questionnaire data filled out by respondents.

Variable	Question Items	r (correlation)	Significance	Information
Communication (X1)	X1.1	0.467	0.002	Valid
	X1.2	0.388	0.005	Valid
	X1.3	0.515	0.000	Valid
	X1.4	0.749	0.000	Valid
	X1.5	0.713	0.000	Valid
	X1.6	0.563	0.000	Valid
	X1.7	0.511	0.000	Valid
	X1.8	0.632	0.000	Valid
Organizational culture (X2)	X2.1	0.447	0.000	Valid
	X2.2	0.775	0.000	Valid
	X2.3	0.880	0.000	Valid
	X2.4	0.920	0.000	Valid
Compensation (X3)	X3.1	0.692	0.001	Valid
	X3.2	0.698	0.000	Valid
	X3.3	0.753	0.000	Valid
	X3.4	0.745	0.000	Valid
	X3.5	0.853	0.000	Valid
	X3.6	0.852	0.000	Valid
	X3.7	0.821	0.000	Valid
	X3.8	0.846	0.000	Valid
Nurse Performance (Y)	Y1.1	0.523	0.000	Valid
	Y1.2	0.806	0.002	Valid
	Y1.3	0.706	0.000	Valid
	Y1.4	0.737	0.000	Valid
	Y1.5	0.641	0.000	Valid
	Y1.6	0.770	0.000	Valid
	Y1.7	0.643	0.000	Valid
	Y1.8	0.310	0.002	Valid
	Y1.9	0.391	0.005	Valid

	Y1.10	0.404	0.003	Valid
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Based on table 5.4 above, the results obtained that all instrument items are valid because they have a probability value (sig) less than 0.05.

Reliability testing was carried out using the SPSS version 25.0 program based on the Cronbach Alpha value. The questionnaire can be said to be reliable if it has a Cronbach Alpha reliability coefficient of 0.6 or more. The results of reliability testing on all variable items are shown in the following table:

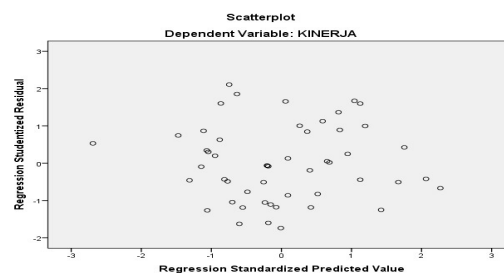
No	Variable	Alpha Cronbach
1.	<i>Communication</i> (X1)	0.736
2.	<i>Organizational Culture</i> (X2)	0.806
3.	<i>Compensation</i> (X3)	0.787
4.	Nurse Performance (Y)	0.802

Based on table 5.5 above, it can be seen that all instrument items have Cronbach's Alpha values above 0.6. This means that all items are reliable. Thus the whole question (questionnaire) can be used for research.

Classic assumption test

Heteroscedasticity Test

According to Ghozali (2018), one way to see if the heteroscedasticity requirements are met in the regression model is to look at the points on the scatter plot graph. If these points form a certain pattern, the regression indicates the existence of heteroscedasticity. The results of the heteroscedasticity test are shown in the image below:

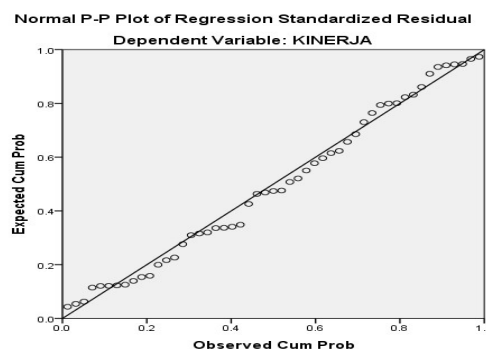


The test results in the image above show that there are no symptoms of heteroscedasticity because the dots spread randomly and do not show a certain pattern.

Normality test

Normality testing is done by using a normal probability plot graph. The results of the normality test are shown in the image below:

Normality



From the picture above, it can be seen that the points are around the diagonal line, it can be said that the regression model has data that is normally distributed.

Multicollinearity Test

Multicollinearity was tested by calculating the value of VIF (Variance Inflating Factor). If the VIF value is < 5 then there is no multicollinearity or non-multicollinearity (Ghozali, 2018). The test results are shown in the following table:

Independent variable	VIF	Information
Communication (X1)	1,259	Non-Multicollinearity
Organizational culture (X2)	1,646	Non-Multicollinearity
Compensation (X3)	1.750	Non Multicollinearity

Based on the table above, it is concluded that the regression model does not detect multicollinearity (between independent variables in the model is strongly correlated) because the VIF (Variance Inflating Factor) value is < 5 .

Coefficient of Determination

The coefficient of determination is used to calculate the contribution of the influence of the independent variables as a whole to the dependent variable. The coefficient of determination is calculated by multiplying the value of R square by 100% ($r^2 \times 100\%$). The following is a table of Coefficient of Determination in the output model summary which shows the value of the coefficient of determination in the following table:

Coefficient of Determination

Model Summary^b

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.700a	.634	.607	1.67377

a. Predictors: (Constant), compensation, organizational culture, communication

b. Dependent Variable: Performance

From The results of data analysis in table 5.7 show the correlation coefficient (R) of 0.700 indicating that the relationship between communication (X1), organizational culture (X2) and compensation (X3) on nurse performance (Y) has a strong relationship while the results of the coefficient of determination (R²) is 0.634 which shows that the nurse performance variable (Y) is influenced by the communication variable (X1), organizational culture (X2) and compensation (X3) by 63.4% while the remaining 36.6% is influenced by other variables not examined

Multiple Linear Regression Analysis Test

F Uji test

This test was conducted to determine the effect of all the independent variables contained in the model together (simultaneously) on the dependent variable. The test is carried out by comparing the values of Fcount and Ftable at $\alpha = 0.05$ with the following criteria:

1. If Fcount $<$ Ftable, then Ho is accepted and Ha is rejected, meaning that there is no significant effect.
2. If Fcount \geq Ftable, then Ho is rejected and Ha is accepted, meaning that there is a significant effect

F Test Results (Simultaneous)**ANOVA^a**

Model	Sum of Squares	df	Mean Square	F	Sig.
Regression	212,491	3	70,830	16,634	.000b
Residual	200,137	47	4.258		
Total	412,627	50			

a. Dependent Variable: PERFORMANCE

b. Predictors: (Constant), COMPENSATION, COMMUNICATION, ORGANIZATIONAL CULTURE

From the results of the analysis in table 5.8 shows that the value of $F_{count} = 16634$ $F(0.05)$. X_1 , X_2 , X_3 have a significant effect on Y . This shows that the value of F_{count} is greater than F_{table} and at $\alpha = 0.05$. Thus H_0 is rejected and H_a is accepted.

T Uji test

This test is conducted to determine how much influence the independent variable or independent variable has. partially significant effect on the dependent variable or the dependent variable (performance). This partial test or t test is carried out by comparing the significant value of t with a significant level or $\alpha = 0.05$. The results of the t test or partial test for more details can be seen in the results of the partial test in the table as follows:

Coefficients^a

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	9.850	4,569		2.156	.036
COMMUNICATION	.645	.100	.659	6.473	.000
ORGANIZATIONAL CULTURE	.169	.153	.146	2.453	.042
COMPENSATION	.269	.061	.284	2,774	.008

a. Dependent Variable: PERFORMANCE

Based on the results above, it can be concluded that:

1. Communication variable (X_1), the significance value is 0.000. Because the probability of significance < 0.05 , H_0 is rejected and H_a is accepted, thus communication has a significant effect on nurse performance
2. Organizational culture variable (X_2), the significance value is 0.042. Because the probability of significance < 0.05 , H_0 is rejected and H_a is accepted, thus organizational culture has a significant effect on nurses.
3. Compensation variable (X_3), the significance value is 0.008. Because the probability of significance is < 0.05 , H_0 is rejected and H_a is accepted, thus compensation has a significant effect on nurse performance.

Discussion

Technique Data analysis conducted by researchers has gone through a systematic analysis process. The analytical tool used is multiple ray regression which fulfills the requirements of the analysis, namely the classical assumption test so that the results of the analysis can be used to test the research hypothesis. From the results of the analysis, there are two main findings, namely the simultaneous and partial effects.

The Influence of Communication (X1), Organizational Culture (X2), and Compensation (X3) on Nurse Performance (Y) Prof Dr. RD Kandouw

From The results of hypothesis testing with the F (simultaneous) test show that the Fcount value of 16,634 is greater than Ftable 2.156, so it can be concluded that the communication variable (X1) organizational culture (X2), and compensation (X3) simultaneously affect the nurse performance variable (Y) .

Thing This means that the results of the analysis that show the regression coefficients have a positive effect on the variables of communication, organizational culture and compensation in accordance with the theory which states that good communication, organizational culture, work relations will determine the achievement of an organization's goals. Organizational culture also greatly affects the performance of employees because the higher the culture possessed by employees of the organization, the performance of employees increases. Compensation also has an influence on employee performance because by compensating employees it will motivate them to work so that performance will increase.

The Effect of Communication (X1) on Nurse Performance at Prof. Dr. General Hospital. RD Kandou

Based on the results of multiple linear analysis by looking at the t test (partial) shows that the communication variable (X1) has a tcount value of 6.473 with a significant level of 0.000. The value of tcount 6,473 > ttable 2,156. Then H0 is rejected and Ha is accepted.

Thing This shows that the sign of the communication variable regression coefficient (X1) partially has a positive and significant effect on employee performance (Y). This means that the results of the analysis that show the regression coefficient has a positive effect on the communication variable in accordance with the theory which states that communication has a positive effect on employee performance. The meaning is that well-established communication makes nurses understand their duties, by giving a good impression of the communication so that nurses can do their jobs according to the orders of their superiors or organizations. A good impression makes communication more quality so that it is better for nurses in carrying out their duties, thus performance will increase. With good communication, employees will better understand and understand the tasks that will be given by superiors through good directions from superiors, both formally and informally. Good communication also helps superiors get information about how the work progress of each employee during work, employees can convey all the obstacles they face in doing their job. Good communication can also help employees convey new ideas they have to superiors to help the organization progress. Communication is also very helpful among employees to cooperate and coordinate with each other in doing their work. Good communication also helps superiors get information about how the work progress of each employee during work, employees can convey all the obstacles they face in doing their job. Good communication can also help employees convey new ideas they have to superiors to help the organization progress. Communication is also very helpful among employees to cooperate and coordinate with each other in doing their work. Good communication also helps superiors get information about how the work progress of each employee during work, employees can convey all the obstacles they face in doing their job. Good communication can also help employees convey new ideas they have to superiors to help the

organization progress. Communication is also very helpful among employees to cooperate and coordinate with each other in doing their work.

Therefore, it is very important to foster good communication as a form or way of conveying messages between superiors and employees and fellow employees, so that the intent of the message can be well received.

The Influence of Organizational Culture on Nurse Performance at Prof. Dr. Dr. R. Kandou

Based on the results of multiple linear analysis by looking at the t-test (partial) shows that the organizational culture variable (X2) has a t-value of 2.453 with a significant level of 0.042. The value of $t_{count} 2.453 > t_{table} 2.156$. Then H_0 is rejected, H_a is accepted. This means that the regression coefficient sign of the organizational culture variable (X2) indicates that it partially has a positive and significant effect on employee performance. This means that the results of the analysis showing the regression coefficient have a positive effect on the organizational culture variable. The results of this study prove that organizational culture has a positive and significant effect on performance, meaning that if organizational culture is improved, the performance of nurses at Prof. Dr. Dr. R. Kandou will improve significantly. With regard to these results, organizational culture is a special feature of the institution at Prof Dr. dr R. Kandou is an aspect that must be maintained as a competitive advantage in the face of intense business competition.

The Effect of Compensation on Nurse Performance at Prof. Dr. General Hospital. Dr. R. Kandou

Based on the results of multiple linear analysis by looking at the t-test (partial) shows that the compensation variable (X3) has a tcount value of 2.774 with a significant level of 0.008. The value of tcount is $2.774 > t_{table}$ is 2.156. Then H_0 is rejected and H_a is accepted. This means that the sign of the regression coefficient of the compensation variable (X3) indicates that it partially has a positive and significant effect on the performance of nurses. This means that the results of the analysis that show the regression coefficient has a positive effect on the performance variable. This means that if the compensation is increased, the performance of nurses at Prof. Dr. RSUP. Dr. R. Kandou will improve significantly. It is undeniable that compensation is a variable that has a strong appeal, especially for government organizations that aim to earn profits.

Conclusions

The conclusions in this study include:

1. Communication, Organizational Culture and Compensation simultaneously have a significant effect on the performance of nurses at Prof. Dr. General Hospital. Dr. RD Kandou Manado.
2. Partial communication has a significant effect on the performance of nurses at Prof. Dr. General Hospital. Dr. RD Kandou Manado.
3. Organizational Culture partially has a significant effect on employee performance at Prof Dr. Dr. RD Kandou Manado.
4. Compensation partially has a significant effect on employee performance at RSUP Prof. Dr. Dr. RD Kandou Manado.

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