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The Influence of Compensation and Employee Engagement on Employee Performance: A Study at Bogor Hospital

[1]Aza El Munadiyan, [2]Ikmal
[1,2]Budi Bakti School of Management; Bogor, Indonesia
e-mail: [1]azaelm@stimbudibakti.ac.id

Abstract

Human resource management literature indicates that compensation and employee engagement are two important factors influencing employee performance. However, empirical findings in the healthcare sector, particularly in developing countries, remain inconsistent. This study aims to analyze the influence of compensation and employee engagement on employee performance at Bogor Hospital in Bogor. This study used a quantitative approach with an associative design. Data were collected through a Likert-scale questionnaire from 55 permanent employees and analyzed using validity and reliability tests, simple and multiple linear regression, t-tests, F-tests, Pearson correlation, and the coefficient of determination. The results showed that compensation had a positive and significant effect on employee performance, while employee engagement had a positive but insignificant effect in the multiple regression model. Simultaneously, both variables significantly influenced employee performance, contributing 46.0%. The novelty of this study lies in the finding that, in the context of private hospitals in Indonesia, compensation plays a more dominant role than employee engagement, contrasting with the dominant findings in Western literature that position engagement as the primary predictor of performance. This research contributes to the literature on contextual human resource management and provides strategic implications for HR management in the healthcare sector.
Keywords: Compensation; Employee Engagement; Employee Performance; Hospitals; Human Resource Management

INTRODUCTION

The healthcare sector represents one of the most human resource–intensive industries, where service quality is inseparable from the performance of employees who directly interact with patients. Hospitals, as highly complex service organizations, depend not only on advanced medical technology and infrastructure but also on the effective management of human resources to ensure safe, empathetic, and sustainable healthcare delivery. The World Health Organization underscores that the performance of healthcare workers is a central determinant of service quality and health system sustainability worldwide (World Health Organization, 2020). Consequently, identifying key factors that drive employee performance in hospital settings constitutes an important academic and practical issue, particularly in developing countries where healthcare systems face persistent structural and resource constraints.

The strategic human resource management perspective, employee performance is conceptualized as a multidimensional outcome shaped by organizational policies, managerial practices, and individual psychological states. Performance does not emerge automatically but is constructed through dynamic interactions between economic incentives, work environments, and employee attitudes (Armstrong & Taylor, 2020). Among the wide range of determinants examined in the literature, compensation and employee engagement have consistently attracted scholarly attention due to their direct relevance to motivation, commitment, and productivity in service-oriented organizations.

Compensation has traditionally been viewed as a foundational mechanism of the employment relationship, reflecting both economic exchange and organizational recognition of employee contributions. Competitive and equitable compensation systems are associated with higher motivation, lower turnover intention, and improved individual performance (Milkovich & Newman, 2018). Empirical studies in healthcare and other service sectors confirm that compensation exerts a positive and significant influence on employee performance, particularly in environments characterized by high work pressure and strict performance standards (Zunaidah et al., 2020; Santi & Isyanto, 2023). These findings reinforce the argument that material rewards remain a critical driver of employee behavior, especially in contexts where financial security is a primary concern.

From a human resources perspective, several empirical studies confirm that compensation and psychological factors are closely related to performance. Hidayatullah et al. (2024) found that organizational culture and employee motivation significantly influence job satisfaction, which directly impacts performance. Meanwhile, Munadiyan (2024) demonstrated that psychological engagement plays a crucial role in shaping loyalty and sustainable behavior, which is conceptually relevant to employee engagement in an organizational context. Engaged employees are more likely to demonstrate superior task performance, organizational citizenship behavior, and resilience in demanding work environments (Saks, 2006; Bakker & Albrecht, 2018). This perspective suggests that beyond financial incentives, employees' emotional and cognitive attachment to their work plays a crucial role in shaping performance outcomes.

Despite the growing consensus regarding the importance of employee engagement, empirical evidence on its relationship with employee performance remains mixed, particularly within healthcare organizations in developing economies. Some studies report a strong and direct effect of engagement on performance, while others indicate that its influence diminishes when economic factors such as compensation and job security are insufficient (Aiyub et al., 2021). These inconsistencies point to a significant research gap concerning the contextual conditions under which employee engagement effectively translates into improved performance.

Hospitals in developing countries present a distinctive context characterized by high workloads, emotional labor, limited staffing, and constrained financial resources. Under such conditions, the effectiveness of psychological drivers such as employee engagement may depend heavily on the extent to which employees perceive compensation as fair and adequate. This raises a critical theoretical question regarding whether employee engagement functions as an independent predictor of performance or whether its impact is contingent upon economic factors such as compensation. Addressing this issue is essential for refining human resource theories and for guiding hospital management practices in resource-constrained environments.

Based on these considerations, this article aims to examine the relationships between compensation, employee engagement, and employee performance in the hospital sector. Using a quantitative research design with statistical analysis to assess these relationships, the study seeks to respond to existing inconsistencies in prior findings by offering context-specific evidence from a developing country setting. The results are expected to contribute to the human resource management literature by clarifying the interplay between economic and psychological factors in shaping employee performance, while also providing practical insights for hospital administrators in designing more balanced and effective human resource strategies.

LITERATURE REVIEW

Compensation and Employee Performance

Compensation is defined as the totality of rewards received by employees in exchange for their contributions to the organization, both financial and non-financial (Milkovich & Newman, 2018). In modern human resource management practices, compensation serves not only as a means of fulfilling employees' economic needs but also as a strategic instrument to influence behavior, motivation, and work performance (Armstrong & Taylor, 2020). Theoretically, the relationship between compensation and employee performance can be explained through the expectancy theory proposed by Vroom (1964). This theory states that individuals will increase work effort when they believe that their effort will result in good performance (expectancy), that performance will be followed by certain rewards (instrumentality), and that these rewards have meaningful value to the individual (valence). In the context of service organizations such as hospitals, a fair, transparent, and consistent compensation system is an essential prerequisite for creating perceptions of fairness and increasing employee work motivation.

Furthermore, equity theory asserts that perceptions of compensation fairness directly influence employee attitudes and performance. When employees perceive their compensation as commensurate with their contributions and comparable to that of their coworkers, they tend to perform more optimally (Colquitt et al., 2015). Conversely, perceptions of compensation unfairness have the potential to trigger decreased performance, job dissatisfaction, and increased intention to leave the organization. Several empirical studies support the positive relationship between compensation and employee performance. Zunaidah et al. (2020) found that compensation significantly impacts employee performance in the service sector, particularly through increased motivation and work discipline. Similar findings were reported by Santi and Isyanto (2023), who demonstrated that a strategically designed compensation system can improve the quality and quantity of employee output. More recent international studies also confirm that competitive compensation contributes to increased productivity and work effectiveness, particularly in organizations that rely on high labor intensity, such as hospitals (Pfeffer, 2018; Newman et al., 2022). Based on the theoretical foundation and empirical findings, the first hypothesis is formulated as follows: Compensation has a positive and significant effect on employee performance.

Employee Engagement and Employee Performance

The concept of employee engagement was first introduced by Kahn (1990) as a psychological state in which individuals express themselves physically, cognitively, and emotionally in carrying out their work roles. Employees with high levels of engagement tend to demonstrate enthusiasm, dedication, and active involvement in their work, as well as a strong emotional attachment to the organization. In contemporary literature, employee engagement is viewed as a multidimensional construct reflecting employees' levels of energy (vigor), mental involvement (absorption), and dedication to their work (Bakker & Demerouti, 2017). This perspective positions engagement as a positive psychological state that plays a crucial role in driving superior performance and proactive work behavior.

Saks (2006) asserts that employee engagement contributes to improved performance by increasing organizational commitment, job satisfaction, and reducing counterproductive behavior. Engaged employees not only fulfill formal job demands but are also willing to exert discretionary effort to achieve organizational goals. Bakker and Albrecht (2018) even stated that employee engagement has become a key source of competitive advantage for modern organizations, particularly in service industries that rely on intensive human interaction. However, empirical evidence regarding the effect of employee engagement on employee performance is inconsistent, particularly in developing countries. Several studies have found that the effect of engagement on performance is weak or insignificant when employees face economic uncertainty, low levels of well-being, or inadequate compensation systems (Aiyub et al., 2021). These findings indicate that employee engagement is highly contextual and can be influenced by structural organizational factors.

The stressful working conditions in the hospital sector, high emotional burdens, and demands for continuous service delivery have the potential to impact employee engagement levels. Empirical testing of the relationship between employee engagement and performance in the context of hospitals in developing countries is crucial for enhancing theoretical and practical understanding. Based on these arguments, the second hypothesis is formulated as follows: H2: Employee engagement has a positive and significant effect on employee performance.

Compensation, Employee Engagement, and Employee Performance

An integrative approach to human resource management emphasizes that employee performance is the result of the interaction between the organization's reward system and the individual's psychological state. Compensation and employee engagement do not stand alone but interact to influence employee attitudes and work behaviors (Bakker & Demerouti, 2017). Conceptually, fair and adequate compensation can function as a job resource that fosters employee engagement. When employees feel financially valued, they tend to develop stronger emotional and cognitive attachments to their jobs, which ultimately leads to improved performance (Pfeffer, 2018). Employee engagement can act as a psychological mechanism that bridges the influence of compensation on employee performance. Several empirical studies support this integrative model. Bakker and Demerouti (2017) showed that work resources, including reward systems, significantly contribute to increased engagement and performance. Recent research by Newman et al. (2022) also confirmed that the combination of competitive compensation and high levels of engagement results in more sustainable employee performance than when the two factors are analyzed separately. Simultaneous testing of the effects of compensation and employee engagement on employee performance is relevant, given the characteristics of the healthcare sector, which demands a balance between economic well-being and employee psychological attachment. Based on this framework, the third hypothesis is formulated as follows: Compensation and employee engagement simultaneously have a significant effect on employee performance.

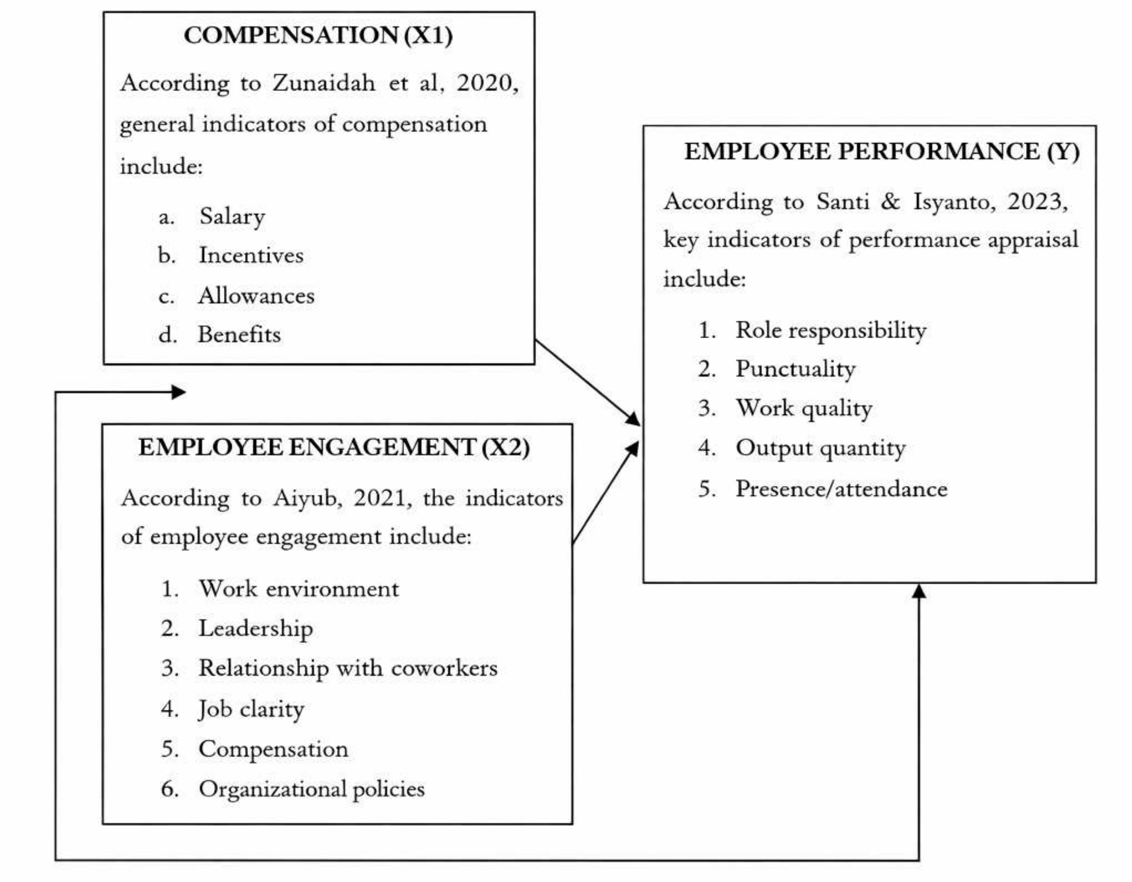

Figure 1. Hypothesis framework

RESEARCH METHODOLOGY

This study adopted a quantitative associative design to examine the relationships between compensation, employee engagement, and employee performance in a hospital setting. A quantitative approach was employed to enable objective hypothesis testing and statistical assessment of explanatory relationships among economic and psychological variables in human resource management. The population comprised all permanent employees of Bogor Hospital, Indonesia. The study was conducted within a single organizational context to maintain institutional homogeneity. The unit of analysis was individual employees. Purposive sampling was applied with inclusion criteria of permanent employment status and a minimum tenure of one year. Based on these criteria, 55 respondents were included in the analysis. This sample size meets the minimum requirements for multiple regression analysis with two independent variables and is considered adequate for explanatory research (Hair et al., 2019).

Data were collected using a structured self-administered questionnaire distributed directly to respondents. Anonymity and confidentiality were ensured to reduce social desirability bias and enhance response accuracy. The use of a standardized instrument supports consistency and replicability. All constructs were measured using indicators adapted from established literature. Compensation was measured through perceptions of financial and non-financial rewards, including salary adequacy, incentives, benefits, and recognition (Milkovich & Newman, 2018). Employee engagement was assessed as a positive psychological state characterized by vigor, dedication, and absorption (Bakker & Demerouti, 2017). Employee performance was measured using task-related indicators covering work quality, quantity, timeliness, and responsibility (Armstrong & Taylor, 2020). All items were rated on a five-point Likert scale ranging from strongly disagree to strongly agree, a scale widely used in organizational research (Hair et al., 2019).

Construct validity was evaluated using item-level Pearson Product Moment correlation, with items considered valid at a five percent significance level. Reliability was assessed using Cronbach's Alpha, with values of 0.70 or higher indicating acceptable internal consistency (Hair et al., 2019). All measurement items were adapted from prior empirical studies and contextualized to the hospital setting to enhance measurement accuracy and replicability.

Data analysis was conducted using statistical software. Simple linear regression analysis was employed to examine the partial effects of compensation and employee engagement on employee performance, while multiple linear regression analysis was used to assess their simultaneous effects. The regression model is specified as follows:

$$Y = \alpha + \beta_1 X_1 + \beta_2 X_2 + \varepsilon \tag{1}$$

Hypothesis testing was performed using t-tests to evaluate partial effects and an F-test to assess simultaneous effects, with a significance level set at five percent. The explanatory power of the model was evaluated using the coefficient of determination. These analytical procedures were selected due to their suitability for examining linear relationships among variables and their widespread use in similar empirical studies, thereby enhancing methodological transparency and replicability.

RESULTS AND DISCUSSION

This study examined the effects of compensation and employee engagement on employee performance at Bogor Hospital, using data collected from 55 permanent employees participated as research respondents in 2025. The respondents were selected using purposive sampling, with the following criteria: permanent employment status, a minimum tenure of one year, and active involvement in either clinical or administrative functions. In terms of gender, the respondent group consisted of 23 male employees (41.8%) and 32 female employees (58.2%), indicating a relatively balanced gender distribution that reflects the workforce composition at Bogor Hospital. Regarding length of service, the majority of respondents had been employed for more than one year. Specifically, 24 respondents (43.6%) had worked for 1–3 years, followed by 19 respondents (34.5%) with 4–6 years of service. A smaller proportion of respondents, 10 employees (18.2%), had less than one year of work experience, while only 2 respondents (3.6%) had been employed for more than six years. The variation in tenure is an important characteristic, as length of service may influence employees' understanding, engagement, and perceptions of organizational policies, including compensation systems, work environment, and individual performance. Respondents were drawn from various units within the hospital, including medical staff, administrative personnel, and supporting service units, ensuring that the data provide a comprehensive internal representation of organizational conditions at Bogor Hospital.

Statistical analyses included instrument validity and reliability tests, simple and multiple linear regression, correlation analysis, and coefficient of determination. The validity test using the Pearson Product Moment correlation indicated that all questionnaire items measuring compensation, employee engagement, and employee performance had correlation coefficients exceeding the critical value at the 5% significance level. This confirms that all measurement items were valid and capable of representing their respective constructs. Reliability testing using Cronbach's Alpha showed that all variables achieved alpha values above the minimum threshold of 0.70, indicating satisfactory internal consistency. These results confirm that the research instrument was reliable and suitable for further statistical analysis.

Effect of Compensation on Employee Performance

The results of the partial t-test indicate that compensation (X1) has a positive and statistically significant effect on employee performance (Y). The statistical output shows a t-value of 6.209 with a significance level of $p < 0.001$, which is below the conventional threshold of 0.05. The simple linear regression analysis produced the equation $Y = 11.219 + 0.685X_1$, indicating that a one-unit increase in compensation is associated with an increase of 0.685 units in employee performance, assuming other factors remain constant. Furthermore, the Pearson correlation coefficient ($R = 0.649$) suggests a strong and positive relationship between compensation and employee performance. The coefficient of determination ($R^2 = 0.421$) indicates that 42,1% of the variance in employee performance can be explained by compensation, while the remaining variance is influenced by other variables not included in the model. These findings are consistent with reward theory and expectancy theory, which posit that adequate and fair compensation enhances employees' motivation and work outcomes. Empirically, this result aligns with previous studies (e.g., Zunaidah et al., 2020) that emphasize compensation as a critical determinant of employee performance across organizational contexts

Table 1. Results of simple linear regression and t-test

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1(Constant)	11,219	3,577		3,136	.003
Kompensasi	.685	.119	.644	6, 209	<, 001

Source: Author's data processing (2025)

Effect of Employee Engagement on Employee Performance

The partial regression results demonstrate that employee engagement (X2) has a positive and significant effect on employee performance (Y). The t-test yields a t-value of 4.717 with a significance level of $p < 0.001$, confirming the acceptance of the alternative hypothesis. The simple linear regression equation $Y = 12.008 + 0.633X_2$ indicates that an increase of one unit in employee engagement corresponds to an increase of 0.633 units in employee performance. The correlation coefficient ($R = 0.544$) reflects a moderate positive relationship between employee engagement and performance. The coefficient of determination ($R^2 = 0.296$) suggests that 29.6% of the variation in employee performance is explained by employee engagement, while the remaining 70.4% is attributable to other organizational and individual factors. This finding supports the theoretical framework proposed by Kahn (1990) and Saks (2006), which emphasizes psychological engagement as a driver of performance outcomes. Consistent with prior empirical research, the results indicate that engaged employees tend to exhibit higher levels of responsibility, work quality, and productivity.

Table 2. Results of simple linear regression and t-test

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (constant) Employee engagement	12,008 .633	4,512 ,134	 .544	2,661 4,717	.010 <,001

Source: Author's data processing (2025)

Simultaneous Effect of Compensation and Employee Engagement on Employee Performance

The results of the multiple regression analysis reveal that compensation and employee engagement jointly have a significant effect on employee performance. The F-test produces an F-value of 22.177 with a significance level of $p < 0.001$, indicating that the regression model is statistically significant. The regression equation obtained is $Y = 6.637 + 0.531X_1 + 0.286X_2$, suggesting that both variables contribute positively to employee performance. The multiple correlation coefficient ($R = 0.678$) indicates a strong positive relationship between the independent variables and employee performance. However, the partial regression coefficients show that only compensation has a statistically significant effect on employee performance ($\beta = 0.504$; $t = 3.983$; $p < 0.001$), while employee engagement, although positive, is not statistically significant ($\beta = 0.246$; $t = 1.944$; $p = 0.057$). The coefficient of determination ($R^2 = 0.460$) indicates that 46.0% of the variance in employee performance is jointly explained by compensation and employee engagement. This result suggests that compensation plays a more dominant role in influencing employee performance within the studied context, while employee engagement may act as a complementary factor whose effectiveness depends on organizational and structural conditions, in line with prior findings in human resource management literature.

The findings of this study provide several important theoretical and practical insights into human resource management in the healthcare sector, particularly in developing country contexts. First, the significant effect of compensation on employee performance aligns with expectancy theory (Vroom, 1964), which posits that employees exert greater effort when they believe their performance will lead to valuable rewards. In the context of Bogor Hospital, compensation appears to function as a critical extrinsic motivator that enhances discipline, responsibility, and productivity. This result supports prior studies emphasizing the strategic role of compensation in service organizations (Milkovich & Newman, 2018; Pfeffer, 2018).

Second, the positive relationship between employee engagement and performance supports the conceptual framework proposed by Kahn (1990) and subsequent empirical studies (Saks, 2006; Bakker & Albrecht, 2018). However, the moderate explanatory power of engagement suggests that its effectiveness may be contingent upon structural conditions, particularly compensation adequacy. This finding is consistent with studies in developing economies, which report that engagement may have limited impact when employees' basic economic needs are not fully satisfied (Aiyub et al., 2021). Third, the simultaneous analysis demonstrates that compensation and employee engagement jointly provide a more comprehensive explanation of employee performance. This supports integrative HRM models, which argue that organizational performance is maximized when both material rewards and psychological engagement are addressed concurrently (Bakker & Demerouti, 2017). In healthcare organizations, where employees face high workloads and emotional demands, the synergy between fair compensation and strong engagement becomes especially critical. From a theoretical perspective, this study contributes to the HRM literature by reinforcing the contextual nature of employee engagement in developing-country healthcare settings. Practically, the findings suggest that hospital management should avoid relying solely on engagement initiatives without ensuring fair and competitive compensation systems.

CONCLUSION

This study finds that paying employees fairly and keeping them motivated are both important for how well they perform at Bogor Hospital, but the impact of each varies in size and importance. The partial analysis shows that paying employees well has a strong, positive, and significant impact on how well they perform. This suggests that giving fair and enough pay is still the main reason employees work hard, stay disciplined, and produce good quality work in a hospital setting. Pay is a big part of why people perform differently, showing that it's a key outside reason for working hard in healthcare settings.

Employee engagement has a positive and important impact on how well employees perform. When looked at on its own, it shows that being mentally involved, committed, and excited about work really helps employees do their jobs more effectively. However, its ability to explain things is not as strong as compensation, suggesting that being engaged on its own might not be enough to really improve performance results.

The regression analysis done at the same time shows that both pay and how involved employees feel together explain more of the differences in how well employees perform. Even though employee engagement was important on its own, when looking at both compensation and engagement together, compensation ends up being the main factor, and employee engagement doesn't seem as important anymore. This finding shows that at Bogor Hospital, how engaged employees are can help things go better, but this effect might depend on whether they are paid fairly and on the overall conditions within the hospital's structure. Employees tend to turn their involvement into better work results when their basic money needs are taken care of first.

This study shows that in healthcare settings, especially in developing countries, material rewards are still very important for making psychological engagement effective. It supports the idea that human resource management practices depend on the situation and context. In real situations, these results suggest that hospital leaders should focus on creating fair, open, and rewarding pay structures, and also work on keeping staff motivated by offering good leadership, interesting jobs, and a friendly workplace. Combining financial rewards with psychological motivation is important for keeping employee performance and service quality stable and better over time in healthcare organizations.

FUTURE RESEARCH

This study used a small group of people, specifically full-time employees from a single hospital, which may limit how well the results can be applied to other settings. Future studies should include a larger group of people and more healthcare facilities, such as public and private hospitals, so that broader comparisons can be made and the results can be applied to more situations. Second, this study used a cross-sectional design, meaning it looked at employee opinions at a single point in time, and therefore cannot fully explain cause-and-effect relationships. Future research could use longer-term or repeated data collection to examine how changes in pay and how employees feel about their jobs over time affect their performance, especially when company or policy changes.

Third, this study only looked at compensation and employee engagement as factors influencing employee performance. Future studies should include more factors such as leadership style, workload, workplace culture, job satisfaction, and job stress. This would help reduce the problem of missing variables and create a better understanding of how employees perform in healthcare settings. Fourth, future studies could examine how employee engagement can act as a mediator or moderator in the relationship between pay and performance. They might use more sophisticated methods such as structural equation modeling or hierarchical regression to analyze this relationship more deeply. This would allow researchers to determine whether engagement helps, hurts, or transmits the influence of pay on how well someone performs their job. Finally, it is recommended that future research use both numerical methods and methods that collect detailed information, such as interviews or focus groups, to better understand the real-life situations and feelings of employees. Combining various research methods can help better understand statistical results and strengthen the insights in studies of human resource management in healthcare settings.

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