
The Role of Shared Leadership and Work Environment in Strengthening the Influence of Compensation on Nurse's Performance

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Abstract:

There were many empirical studies proved that Compensation influenced the Nurse's Performance, however there were only few studies observing Shared Leadership and Work Environment which can strengthen the influence of Compensation on Nurse's performance.

Therefore, the objectives of the study are to prove that Shared Leadership and Work Environment are the moderating variables of the influence of Compensation on Nurse's Performance. The sample respondents of this study were 139 nurses of Ngudi Waluyo Wlingi Regional Hospital, Blitar, East Java.

This study used WarpPLS program to answer the objectives of the study. The results of this study show that compensation significantly influences the Nurse's Performance, while Shared Leadership significantly strengthens the influence of Compensation on Nurse's Performance.

However, there is no evidence found to prove that work environment strengthens the influence of Compensation on Nurse's Performance. The uniqueness of the study shows that Shared Leadership strengthens the influence of Compensation on Nurse's Performance as indicated by the coordination indicator led by the leader.

Keywords: *Compensation, Shared Leadership, Work Environment, Nurse's Performance.*

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1. Introduction

Selecting a job is not merely based on the compensation that people will get, but sometimes there is something beyond it. As for some nurses, the basic reason of being the nurses might be due to the short distance between their home and the work place. It means it is not because they will get more salary. This phenomenon is different from the most common reality that more salary people get, more performance they will show. However, this assumption needs to be examined further by conducting a research to disclose whether the compensation influences the nurse's performance.

The results of previous empirical studies show the inconsistency results of the influence of the compensation on the nurse's performance. Some researchers found that the compensation positively influence the nurse's performance, whereas others show that there is no influence of the compensation on the nurse's performance. These inconsistency results lead to a further research which adds the work environment variable and shared leadership as the moderating variable.

Work environment and shared leadership are selected as the solution to overcome the inconsistency result of the previous studies. In addition, the work environment and shared leadership are still rarely used as the moderating variable of the compensation and performance. Therefore, this study aims at disclosing whether work environment strengthen the influence of compensation on the performance, and also finding out whether the shared indicator strengthen the employee's performance.

2. Literature, Hypotheses, and Framework

2.1. Compensation and Nurse's Performance

There are four keys that make the employee compensation management success which are: (1) providing health quality maintenance; (2) maintaining work productivity by keeping the employees working on-track, (3) giving more priority on employee's satisfaction, (4) controlling the cost (Guzik *et al.*, 1999). According to Gupta and Shaw (2013) that compensation system is important and interesting. Nevertheless, there are some debates on the study concerning employee's compensation including: (1) compensation becomes one of reasons of the crucial effects on human capital's quality and effectiveness; (2) based on psychological point of view, compensation has an effect on the employee's behaviour and attitude; (3) some of compensation's decision are not expensive.

The development on the compensation study runs dynamically. The influence of the compensation variable, both non-executive and executive, on the performance has positive effects as stated by Feng *et al.* (2015). Compensation, both performance-based compensation, compensation based on individual performance, and a strong team identity, positively affects the performance (Blazovich, 2013). Shin-Rong *et al.*

(2012) who state that the compensation made by director economically has a positive effect on the market performance and company support this finding.

A study conducted by Vandersteegen *et al.* (2014) on 34 OECD developed countries, which has become the members of OECD in between 1970-2001 shows that the compensation decrease the maintenance cost by 0.11%. Meanwhile, another research concerning the influence of the compensation on employee's performance states that the quality of the compensation is influenced by: (1) the quality of the people who apply, (2) the quality of those hired, (3) the likelihood of job acceptance, (4) the motivation and performance level of the workforce, and (5) the quality of who stays with the company (Gupta and Shaw, 2014).

Brown *et al.* (2016) state that "We further find that the relation between task difficulty and compensation plan selection is fully mediated by participants' assessments of their relative skill". This research used the web-based software in the computer library by involving 148 undergraduate students from public university. Whereas, based on Onishi's research (2013), he states that the compensation in form of revenue-based compensation plans can increase the patent/copyright numbers.

H₁: Compensation has positive effect on Nurse's Performance.

2.2. Work Environment

Some characteristics of the work environment are health, basic competition standard, work competency, work policy, and motivation (Tengland, 2011). In addition, there are significant different found between the employees of Japanese Company and European Company. The employees of Japanese company show high training evaluation than those from European company (Duignan and Yoshida, 2007)

In addition, Anitha (2014) in her study shows that there is an involvement of the employees (r^2 , 0.672). This involvement is good for the work environment as found in work environment variables, co-workers and team works have a huge influence. Thus, it can be inferred that the involvement of the employees has a significant effect on the employees' performance (r^2 , 0.597).

Belfield & Marsden (2003) state that the relation between work environment and performance have been found to have strong evidence that monitoring environment structure and work place must be matched to elevate the performance. This finding is supported by Adomako dan Danso (2014) who also disclose that the environmental policy has a negative effect on the company's performance. However, political relation and environmental dynamics have become the moderating variables of the influence of environmental policy on the company's performance as shown by the positive and significant relation.

The research result of Akhtar and Fischer (2014) show that supervisory environment (semi-autonomous supervisory) has a strong positive effect on the trust and satisfaction of FCS, and on the warehouse service quality which positively influence the company's development.

H₂: Work Environment as a moderating variable for the effect of Compensation on Nurse's Performance.

2.3. Shared Leadership

Pearce *et al.* (2009) states that "Shared leadership is a dynamic, unfolding, interactive influence process among individuals, where the objective is to lead one another toward the achievement of collective goals. This influence process often involves peer influence and at other times involves upward or downward hierarchical influence." Meanwhile, Hoch and Dulebohn (2013) affirm that "Shared leadership represents a form of team leadership where the team members, rather than only a single team leader, engage in leadership behaviors".

Furthermore, it is found that some empirical studies concerning shared leadership are correlated to the culture (Hoch, 2014; Erkutlu, 2012; Fausing, 2015). Therefore, there is no study found to have shared leadership as the moderating variable of the influence of compensation on the performance. Based on these, the third hypothesis of this study is:

H₃: Shared Leadership as a moderating variable for the effect of Compensation on Nurse's performance.

3. Research Method

Sample Size

The population of this study is nurses of General Hospital "Ngudi Waluyo", Wlingi, Blitar, East Java, Indonesia. The numbers of all the nurses are 312. In this study, the purposive sampling technique was used to define the respondents in which the criterion of the respondent is a nurse who has worked more than 3 (three) years. Therefore, based on this criterion, there were 139 nurses who become the samples of this study.

Data Collection Procedures

The questionnaires which were written in Indonesian had been distributed to 139 nurses. The interview session was also conducted to have further information concerning compensation, work environment, shared leadership, and nurse's performance which were not stated in the questionnaires.

Data Measurement

The data were measured by using Ordinal Scale. The measurement scale used was Likert Scale 5 items consisting of:

1. Strongly disagree : 1
2. Agree : 2
3. Neutral : 3
4. Agree : 4
5. Strongly Agree : 5

Data Analysis

Data analysis was conducted by using structural equation model with WarpPLS approach. For the analysis of the moderation variable, it used moderation regression approach by adding the interaction variable between independent variable and moderation variable. The regression moderation model used is as follows:

3.1. Regression model approach

The proposed model in this research is:

$$Y = \beta_0 + \beta_1X + \beta_2Z_1 + \beta_3Z_2 + \beta_4X*Z_1 + \beta_5X*Z_2 + \varepsilon$$

Where:

- Y = Nurse's Performance
- β_0 = Intercept
- β_1, \dots, β_5 = Regression Coefficient
- X = Compensation
- Z_1 = Work Environment
- Z_2 = Shared Leadership
- $X*Z_1$ = Interaction of Compensation and Work Environment
- $X*Z_2$ = Interaction of Compensation and Shared Leadership
- ε = error

Table 1. Research variables, indicators and Items

Variable	Indicator	No.	Item
Compensation	Salary	1.	The salary I receive from the hospital can elevate my work spirit.
		2.	The salary I receive is above the regional minimum wage (UMR).
		3.	The salary I receive can cover my basic needs.
	Incentive	4.	The incentive I receive from the hospital motivates my work spirit.
		5.	I always receive the incentive every month.
		6.	The incentive I receive can cover my additional needs besides the basic needs.
	Overtime pay	7.	I receive the overtime pay from the hospital.
		8.	The overtime pay I receive is suitable with my work result.
		9.	The overtime pay I receive from my work on the

			national holidays or beyond the normal working hours can increase my work spirit.
	Vacation	10.	The hospital where I work has a vacation program for its employees every year.
		11.	The hospital has the vacation program for its employees each year.
	Employee Service	12.	The hospital where I work gives recognition to the employees who get achievements.
		13.	The hospital where I work gives meal allowance.
Work Environment	Safety	14.	The hospital provides health insurance to its employees.
		15.	The safe environment of my work place makes me more productive.
	Comfortable Workplace	16.	The leader of the hospital gives more attention to the employee work place.
		17.	The air circulation in my room has met the requirements.
	Facilities to do the work tasks	18.	Facilities at my office room are very complete and fit the needs of the room.
		19.	Facilities which are available at my office room speed up the service process to the patients.
Shared Leadership	Sosial Process	20.	My leader often socializes with the employees
		21.	My leader is able to socialize with local communities.
		22.	The hospital leader often socializes his/her work programs while delivering the speeches in the national day celebration.
	Dynamic	23.	My leader is happy to make any changes to make things better.
		24.	My leader is happy to receive any suggestion from the employees.
		25.	My leader is willing to accept and constructive criticism.
		26.	My leader persuades the employess to keep updating.
	Multidirectional	27.	My leader is able to direct the employees in various matters related to health service.
		28.	My leaders is able to direct the employees related to the health service activities.
	Collective Activity	29.	My leaders is able to make routine activity plans.
		30.	The leader of the hospital and the society do social activities together.
	Influence	31.	My leader has an influence on the employees' achievement.
	Coordination	32.	My leader is able to coordinate with the employees.
		33.	Every month, the top leader has a coordination meeting with the middle leaders.
	Communication	34.	My leader has a good communication with the employees.
35.		My leader always communicates to the employees for every decision made.	
36.		My leader provides opportunities to the employees to have two ways communication by using the existing	

			communication lines.
	Distribution	37.	My leader delegates the tasks properly to the employees.
		38.	My leader give a great contribution for the development of the service in the hospital.
Nurse's Performan ce	Work quality	39.	I can accomplish my task with high accuracy.
		40.	I work with pleasure.
		41.	I can finish my job on time.
	Work quantity	42.	I can accomplish all the tasks form my leader.
		43.	My workload can be the source of my stress.
	Work knowledge	44.	I understand the work guideline to accomplish the job.
		45.	The tasks which are delegated to me are in line with the knowledge i have.
		46.	I am able to finish the job which are under my responsibilities.
	Independenc e	47.	I am pleased if there is a freedom in working.
		48.	I have been able to finish my job efficiently.
		49.	I finish my job based on the priority scale.
	Creativity	50.	I often give input to solve the problems.
		51.	I ask to my co-worker if there are work problems related to other fields.
		52.	I often give examples on how to finish the job by using more effective methods.
	Team Cooperation	53.	I often work with other employees to finish the job.
54.		I am able to coordinate with other division to finish the job.	
55.		I am able to build the network with other parties to finish the job.	
Attendance/ discipline	56.	I never come late.	
	57.	I alway follow the regulation.	
	58.	I always attend the monthly coordination meeting.	

4. Result and Discussion

4.1. Result

4.1.1. Description of Respondents

Table 2. Description of the Respondent based on Gender, Age, Education, and Marital Status

Respondent Characteristics	Percentage
Gender	
Men	35%
Women	65%
Age	
<30 years old	36%
31-39 years old	32%
40-50 years old	27%
>50 years old	5%

Education	
D3	64%
D4	1%
S1	35%
S2	0%
S3	0%
Marital Status	
Married	79%
Single	18%
Widower	0%
Widow	3%

Based on Table 2 above, it can be concluded that the majority of the respondents (65%) is female, aged between 31-39 years old (36%), have Diploma 3 background (64%) and married (79%).

4.1.2. Validity and Reliability test

The validity test shows that all indicators are valid, as all items of indicators have significant probability score < 0.05 . *Cronbach alpha* value of each variable is more than 0.60, indicating that the data is reliable (Table 3).

Table 3. Items, Mean Score, Factor Loading and Cronbach Alpha for Construct Variabels

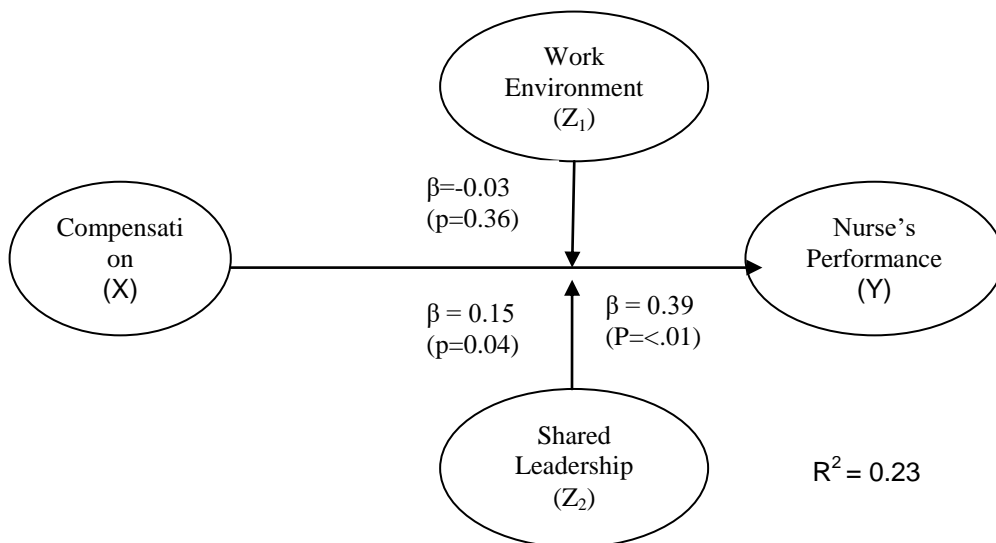
Construct	Item	Mean Score	Factor Loading	Cronbach Alpha
Compensation	X1	3,98	0.527	0.855
	X2	3.60	0.428	
	X3	3.51	0.663	
	X4	3.88	0.604	
	X5	3.97	0.538	
	X6	3.68	0.591	
	X7	2.45	0.686	
	X8	2.43	0.613	
	X9	2.53	0.698	
	X10	2.65	0.646	
	X11	3.06	0.655	
	X12	3.32	0.679	
	X13	2.50	0.523	
Nurse's Performance	Y1	3.78	0.733	0.927
	Y2	4.14	0.680	
	Y3	3.96	0.719	
	Y4	3.84	0.789	
	Y5	3.07	0.120	
	Y6	3.87	0.580	
	Y7	4.04	0.745	
	Y8	4.04	0.730	
	Y9	3.66	0.241	
	Y10	3.81	0.614	

	Y11	3.87	0.651	
	Y12	3.52	0.767	
	Y13	3.97	0.630	
	Y14	3.61	0.728	
	Y15	3.97	0.635	
	Y16	3.95	0.756	
	Y17	3.80	0.749	
	Y18	3.42	0.579	
	Y19	3.91	0.722	
	Y20	3.71	0.736	
Work Environment	Z1.1	3.86	0.675	0.873
	Z1.2	3.83	0.752	
	Z1.3	3.58	0.791	
	Z1.4	3.58	0.797	
	Z1.5	3.41	0.840	
	Z1.6	3.65	0.838	
Shared Leadership	Z2.1	3.61	0.781	0.967
	Z2.2	3.60	0.824	
	Z2.3	3.60	0.772	
	Z2.4	3.73	0.751	
	Z2.5	3.65	0.859	
	Z2.6	3.63	0.869	
	Z2.7	3.84	0.846	
	Z2.8	3.77	0.841	
	Z2.9	3.76	0.840	
	Z2.10	3.59	0.820	
	Z2.11	3.65	0.628	
	Z2.12	3.66	0.765	
	Z2.13	3.71	0.840	
	Z2.14	3.63	0.758	
Z2.15	3.90	0.744		
Z2.16	3.70	0.758		
Z2.17	3.71	0.769		
Z2.18	3.82	0.782		
Z2.19	3.71	0.759		

4.1.3. Regression Analysis

The result of regression analysis for two moderating variables (Work Environment_Z1; and Shared Leadership_Z2) is as follow:

Figure 1. Regression Analysis for Two Moderating Variables



The diagram can be presented in the regression model as follow:

$$Z_Y = 0.39Z_X - 0.03Z_{X*Z_1} + 0.15Z_{X*Z_2}$$

(<.01) (0.36) (0.04)

The R-square value is 0.23, it means that the ability of X (Compensation), X*Z1 (Interaction of Compensation and Work Environment), and X*Z2 (Interaction of Compensation and Shared Leadership) to explain Y (Nurse’s performance) at (23%), while the rest (77%) belongs to other variables which are not used in the model.

4.1.4. Hypothesis testing

Hypothesis Testing: *Compensation has positive effect on Nurse’s Performance.*

Proposed Hypothesis	Hypothesis	Estimate	p-value	Rejected/Supported
Compensation → Nurse’s Performance	H1	0.39	<.01	Supported
X → Y				

Hypothesis Testing: *Work Environment as a moderating variable for the effect of Compensation on Nurse’s Performance.*

Proposed Hypothesis	Hypothesis	Estimate	p-value	Rejected/Supported
Work Environment as a	H2	0.03	0.36	Rejected

moderating variable for the effect of Compensation → Nurse's Performance $X * Z_1 \rightarrow Y$				
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Hypothesis Testing: Shared Leadership as a moderating variable for the effect of Compensation on Nurse's Performance.

Proposed Hypothesis	Hypothesis	Estimate	p-value	Rejected/Supported
Shared Leadership as a moderating variable for the effect of Compensation → Nurse's Performance $X * Z_2 \rightarrow Y$	H3	0.15	0.04	Supported

4.2. Discussion

4.2.1. Effect of Compensation on Nurse's Performance

Regression test shows that compensation has positive and significant influence on the performance of the nurses of Ngudi Waluyo Hospital, Wlingi, Blitar, with probability <0.01 . This result supports the research findings conducted by Feng et al., 2015; Blazovich, 2013; and Shin-Rong et al., 2012. Thus, it can be concluded that the higher the salary that nurses get, the better their performance will be.

4.2.2. Work Environment as Moderating Variable

To prove that work environment acts as moderation variable, the influence of the interaction of compensation (X) and work environment (Z1) on nurse's performance can be seen in the regression model. Work environment shows no supporting evidence that it moderates the influence of compensation on nurse's performance. It is shown by coefficient interaction X and Z1 which has probability score 0.36 (>0.05). This study result also shows that work environment cannot increase or decrease the influence of compensation on employee's performance.

This is caused by the low mean value score for the availability of facilities to do the tasks (3.53), comfortable workplace (3.58), and safety (3.85). Another reason is that the competitiveness of the health service industries depend on a high technology (Sakas, 2014), and comfortable workplace (Olson, 1998). Therefore, it can be

inferred that if the hospital uses the old technology and the work environment is unsatisfying, they will decrease the level of competitiveness.

4.2.3. Shared Leadership as Moderating Variable

To prove that shared leadership is moderating variable, the influence of the interaction of compensation (X) and shared leadership (Z2) toward nurse's performance can be seen in the regression model. Shared leadership shows that there is supporting evidence that it moderates the influence of compensation on nurse's performance. It is shown by coefficient interaction X and Z2 which has probability (<0.05). This research result also shows that shared leadership can play a role in increasing the influence of compensation on nurse's performance. Research finding of the study clearly explain Wang *et al.* (2010) research finding. Based on the finding of the research, they disclose that the interaction of the leadership style and the human resource management strategy significantly contributes to the organizational performance. It can be further explained that shared leadership is a part of leadership style (Horner, 1997), and compensation is a part of human resource management strategy (Miner and Crane, 1995). It is, therefore, research finding of the study supports Wang *et al.* (2010).

5. Contribution

5.1. Contribution of the study for the science

- 1) This study adds the validation of compensation influence in health service organization toward the performances of the nurses;
- 2) This study also proves that the shared leadership becomes the moderating variable of the influence of compensation on the nurse's performance.
- 3) This study gives development of idea that work environment and shared leadership are both moderating variables for compensation influence in health service organization toward the work performance of the nurses. Furthermore, this study produces advanced idea of validation that work environment plays a role as independent variable for dependent variable (nurse's performance), and it is mediating variable of compensation influence on nurse's performance.

5.2. Contribution of the study for the practice

Based on the research finding, business practitioners in health service business can increase the performance of the employees by using leadership effort to motivate nurses that they are a very important part of health service organization and thus that motivation will increase their ability in nurse's performance.

5.3. Limitations of Research

This study is limited by sample of the hospital's nurses which majority has Diploma-3 (D-3), therefore: (1) the study cannot describe the performance achievement of the hospital; (2) different interpretation due to the educational level of the nurses.

6. Conclusions and Suggestions

Conclusion: Compensation in the management of health service has positive and significant influence on the nurse's performance. There is no supporting proof that work environment is moderating variable of the compensation influence on organization performance in health service public organization. Shared leadership is supported with evidence that it is a moderation variable of compensation influence on organization performances at health service public organization.

Suggestion: For the next research, verification that confirms work environment variable as independent variable of nurse performance, or as mediating variable for the influence of compensation on nurse's performance needs to be done. For the practitioners of Regency Hospital health service to apply Shared Leadership culture considering that today is a digital era, thus a strong teamwork in activity unit in health service at Public Hospital is needed. For the next research, it is suggested that studies at all activity units in health service at Public Hospital to be able to represent the institution's performance.

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