

The Effect of Employer Branding, Employee Branding and Job Satisfaction and Engagement as Mediation Variables on the Performance of Nurses in A Hospital Type E

Windayanti¹, Wibowo², Hamidah³, Widarto Rachbini⁴

^{1,2,3,4}Universitas Pancasila, Jakarta, Indonesia

risetwinda@gmail.com

Abstract

This study aims to test, review and analyze in order to know, a picture of the influence of employer branding, employee branding, job satisfaction, and engagement as a mediating variable on the performance of hospital nurses type E. The study was conducted with a survey method against three hundred and fifty respondents using a questionnaire. While testing and data analysis were done using the technique of the analysis of Structural Equation Models (SEM) through the program SMART PLS Version 3.0. The results of the research show that Employer branding has a strong influence and positive impact on employee engagement. Employee branding influences the medium and positive impact on employee engagement. Job satisfaction influences the medium and positive impact on employee engagement. Employer branding influences the medium and positive impact on performance. Employee branding influences a weak and positive impact on performance. Job satisfaction has an influence is a weak and positive impact on performance. Engagement mediates the influence of employer branding on performance. Employee engagement mediates the influence of employee branding on performance. Employee engagement mediates the effect of job satisfaction on performance. Thus, engagement is proven to mediate the reinforcement influence on the performance of nurses in a hospital type E.

Keywords

performance; employer branding; employee branding; job satisfaction; engagement



I. Introduction

The business point of view of the hospital market in Indonesia is mainly driven by the growth of the population who need health services. The growth of the health service sector, in this case a competitive hospital, makes the hospital like a system in increasing public health awareness. This fact can cause health services to be continuously needed because of the increasing public awareness of a healthy lifestyle every day. The hospital is a form of business that has a service cycle that never stops, based on trust in the quality of services provided, has a high level of unpredictable service, patterns of customers or patients who come without a plan on the grounds that they will get more health services. Human Resources (HR) is the most important component in a company or organization to run the business it does. Organization must have a goal to be achieved by the organizational members (Niati et al., 2021). Development is a change towards improvement. Changes towards improvement require the mobilization of all human resources and reason to realize what is aspired (Shah et al, 2020). The development of human resources is a process of changing the human resources who belong to an organization, from one situation to another, which is better to prepare a future responsibility in achieving organizational goals (Werdhiastutie et al, 2020).

Hospitals as institutions that have capital-intensive, labor-intensive and technology-intensive characteristics must have nurses who have good performance in order to support hospital performance in order to support hospitals in providing health services for the community in a complete manner. Employee performance improvement applies to hospitals with hospital type classifications based on the Minister of Health of the Republic of Indonesia Number 986/Menkes/Per/11/1992, government general hospital services, the Ministry of Health and Regional Governments are classified into classes/types A, B, C, D and E (Azwar, 1996). The study of Otani et al from 2002 to 2007 in five hospitals in the Metropolitan St. Louis Mid Missouri and Southern Illinois United States show that there are six elements of nursing services, physician services, staff services, food services and room services provided by hospitals and services.

The declining performance of nurses is caused by the behavior and personal image of the organization. Reinforced by the results of research from Khanyapuss Punjaisri, Alan Wilson and Heiner Evanschitzky (2009); Narumon Kimpakorn, Gerard Tocquer (2009) emphasized that employee branding has an influence on employee performance. The decline in the performance of nurses is also influenced by the way the organization creates an image of its personal. This is reinforced by research by Mohamed Wahba and Dalia Elmanadily (2015) that employer branding has an influence on employee performance. Another factor that can reduce the performance of nurses is job satisfaction experienced by nurses in hospitals. The decline in the performance of nurses is also due to the lack of engagement between nurses and the organization which causes a decrease in nurse performance. This is reinforced by research by Steven (2012) which explains that employee engagement has an influence on employee performance. The decline in the performance of nurses is also due to the lack of engagement between nurses and the organization which causes a decrease in nurse performance. Engagement is also an important factor because therein lies the motivation and work spirit of employees in achieving maximum performance. This is reinforced by research by Steven (2012) which explains that employee engagement has an influence on employee performance.

The results of the pre-survey conducted in this study by distributing a survey to hospital nurses with 30 nurses as respondents, showed that the performance of hospital nurses was low. Based on the explanation above, the declining performance of nurses in type E hospitals is important to study because this nurse performance variable is one of the basic activities and one of the main goals in the organization's efforts to maintain its existence and this is important for achieving organizational goals. So that the phenomenon of the gap in this study, namely:

1. The quantity of work of nurses is not proportional to the benefits received Due to the absence of engagement between nurses in improving performance in hospitals.
2. The quality of work of nurses who do work that is not their duty so that employee branding is not created for nurses to hospitals which results in decreased nurse performance.
3. The absence of cooperation between nurses in carrying out nursing work which results in nurses not experiencing job satisfaction which can reduce the performance of nurses in hospitals
4. The purpose of the hospital is not well communicated to nurses which results in the image of the organization or employer branding not affecting employee performance.
5. Service standards are not well communicated to nurses which makes there is no engagement between nurses and hospitals, thus decreasing the performance of nurses.

Based on the gap phenomenon above in previous research, the image of type E hospitals discusses the external side of the organization, namely about EVP (Employee

Value Proportion), while in this study the focus does not discuss EVP but focuses on the internal side of nurses, namely in terms of social values that have an impact on the attachment between nurses with hospitals that can lead to motivation in improving nurse performance.

This is reinforced by the research of Mukesh K. Biswas, Damodar Suar (2014) entitled Employer Branding: A Human Resource Strategy which examines the influence of employer branding on employee performance. The research uses academic research objects, in this case the teaching staff who produce employer branding has an influence on employee performance. The similarity of the research conducted by Mukesh K. Biswas, Damodar Suar (2014) in this research is using the variable employer branding and employee performance. However, there are differences in the object of research, namely in this study examining type E hospital nurses.

Furthermore, the difference in research lies in Mukesh K. Biswas, Damodar Suar (2014) discussing the external side, while this study discusses the internal side. However, conceptually, employer branding can be used in research in Type E hospitals.

So it can be said that novelty in this study is to improve performance which is influenced by social value employer branding which has an impact on engagement between nurses and type E hospitals.

II. Review of Literature

2.1 Performance

According to Wibowo (2014), Armstrong and Baron in Wibowo (2012); Moehariono (2009) performance is the result of work that has a strong relationship with the organization's strategic goals, customer satisfaction. While the definition of performance according to Mangkunegara (2014) states that employee performance is the result of work in quality and quantity achieved by an employee in carrying out his duties in accordance with the responsibilities given to him. Performance can also be interpreted as work performance or work implementation or performance results (Suwatno and Donni, 2013). August W. Smith stated that "performance is output derives from processes, human otherwise (Suwatno and Donni, 2013).

2.2. Employer Branding

Employer branding is defined as a company's attempt to show current and prospective employees that their company is a desirable place to work. Employer branding carried out by companies can produce attributes, namely: attractiveness to existing employees and job seekers. Employer branding can be a factor of excellence because employees who work in the company will feel their needs are being cared for more in treading their careers which has an impact on the growth of comfort and loyalty. In addition, employer branding can be an advantage because the employees will feel that they are in a workplace where the environment is conducive, comfortable and in accordance with what is expected by the organization.

2.3. Employee Branding

Minchinton (2014) states that employee branding is "the image projected by employees through their behaviors, attitudes and actions". Employee branding is an effort to shape employee behavior so that they project the brand identity of a product or

organization through their daily work behavior. Employee behavior that can help establish brand building is courtesy (respectful behavior), responsiveness (responsibility), reliability (reliability) and empathy for other people/parties.

2.4 Job Satisfaction

Job satisfaction is a feeling of well-being that employees feel at work due to several aspects of work that can affect the relationship between workers and organizations, clients, and families making it important for work quality, Melo, Barbosa, & Souza, (2011). This is reinforced by research conducted by Lu, Barribal, Zhangn & While (2012) which states that job satisfaction is an individual's assessment of his work where job satisfaction or dissatisfaction does not only depend on working conditions but also on the expectations of the individual. Luthans (2005).

2.5 Engagement

Engagement is an idea in organizational behavior that has become an attraction in recent years. This attraction arises because employee engagement affects the company's overall performance. Engaged employees have energy and relate effectively to work activities. The popular view of engagement not only makes employees contribute more, but also makes them have higher loyalty thereby reducing the desire to leave the company voluntarily, Macey & Schneider (2011). Therefore, it can be said that employee engagement is not a momentary feeling towards certain circumstances, but engagement refers to a more stable thing that focuses on how psychological experiences and work contexts affect the process of employees in presenting themselves to their work. This indicates that employees are enthusiastic about their work.

III. Research Method

This type of research used in this study using quantitative research methods. Quantitative research is a type of research that uses a deductive-inductive approach.

The method used in this research is descriptive survey and verification explanatory survey method which is carried out through data collection in the field. The investigation was carried out using causality because it would examine the causal relationship and the influence between the variables studied. This study uses a cross sectional that is a collection of data to be studied on a phenomenon in a certain period of time.

Based on the preliminary study in the field, the researcher confirmed the supporting data in the form of secondary data from a type E hospital. While the data needed as primary data was carried out directly from the research site (respondents) using a questionnaire. This step is done because the research is quantitative research. A comprehensive description of the research steps, which is a research design, includes plans and research structures that are prepared to obtain answers to research questions.

IV. Results and Discussion

4.1 Validity Test, Reliability Test and Inner Model Test

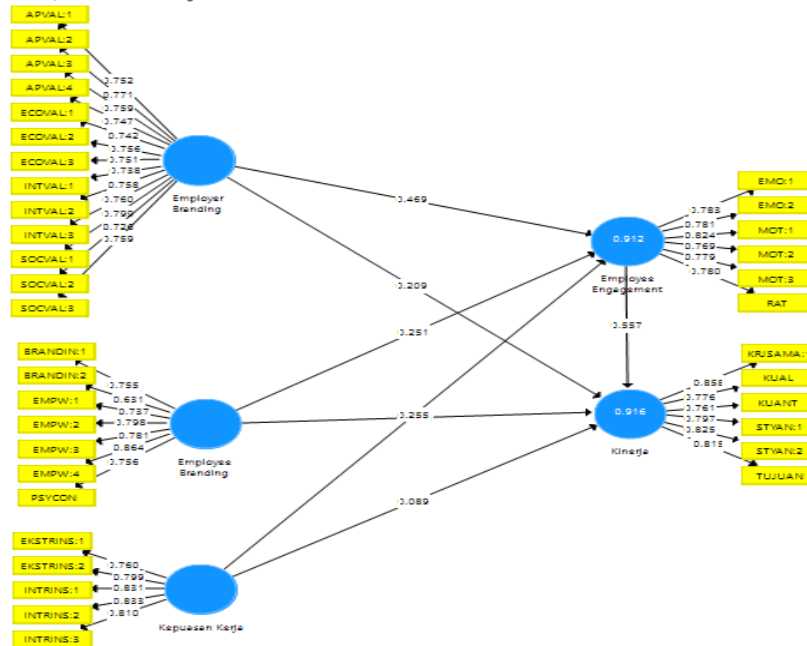


Figure 2. Loading factor Research Model with Smart PLS

Overall, indicators that have a loading value greater than 0.60 have a high level of validity, thus meeting convergent validity. The evaluation of discriminant validity can be seen from the average variance extracted (AVE) for each construct or latent variable. The model has better discriminant validity if the square root of the AVE for each construct is greater than the correlation between the two constructs in the model. In this study, the AVE value on employee branding, job satisfaction, employer branding, engagement and performance variables was above 0.5. So that there is no problem with convergent validity in the model being tested so that the constructs in this research model can be said to have good discriminant validity.

Discriminant validity is used to ensure that each concept of each construct or latent variable is different from other variables. The research variables have good discriminant validity, where the indicators in the construct indicator block are better than the construct blocks of other variables.

The value of composite reliability for all constructs is above the value of 0.70. Thus, it can be concluded that all constructs have good reliability in accordance with the required minimum value limit. Cronbach's alpha value for all constructs is above 0.60. Thus, it can be concluded that all constructs have good reliability in accordance with the minimum required value limit.

The value of R^2 has a value of 0.61 on the performance variable in other words the performance variable is influenced by other variables in the model by 61%. The remaining 39% is influenced by other factors outside the model. The R^2 value of the engagement variable is 0.62 in other words the engagement variable is influenced by other variables in the model by 38%. The remaining 8.8% is influenced by other factors.

4.2 Causality Test

Analysis of the influence between variables in this study can be seen from the calculation of the model using PLS using the bootstrapping feature. From the results of the

bootstrapping calculation, a statistical T value will be obtained for each relationship or path. Analysis of the direct influence between variables as well as testing the hypothesis in this study which is set with a significance level of 0.05. The hypothesis can be accepted if the value of T statistic is greater than T count, which is 1.96. The calculation results for the influence between variables in this study are illustrated in Figure 4.8. In addition, this analysis will look at the direct and indirect effects between variables. Indirect effect aims to see the exogenous wafer indirectly through other variables as endogenous and being exogenous to endogenous variables.

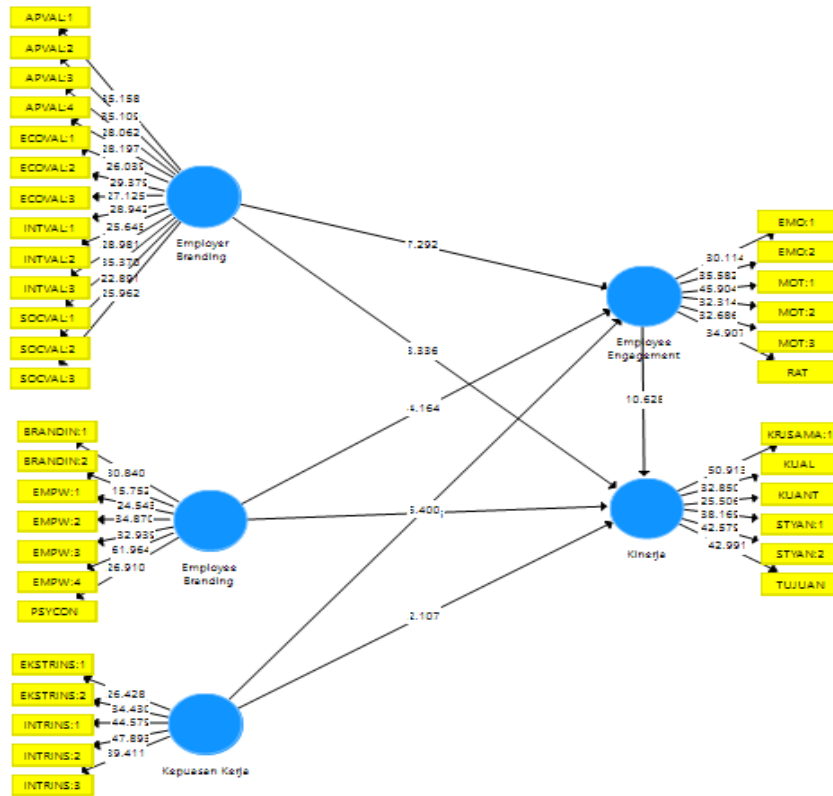


Figure 3. Variable Causality Research Model

In this analysis, compare t-statistics with t-table as an indicator to determine the relationship between exogenous and endogenous variables. In addition, comparing the P-value with the level of significance, with a benchmark if the p-value is less than the level of significance of 0.05, then the exogenous variables affect the endogenous variables.

The results of the total effect, produce a regression equation for exogenous variables to endogenous variables as follows:

$$\text{Engagement} = 0.469 \text{ Employer Branding} + 0.251 \text{ Employee Branding} + 0.255 \text{ Job Satisfaction}$$

$$\text{Performance} = 0.471 \text{ Employer branding} + 0.260 \text{ Employee branding} + 0.231 \text{ Job satisfaction} + 0.557 \text{ Engagement}$$

4.3 Effect of Employer Branding on Engagement

The employer branding variable is partially proven to have a relationship and has a positive significant effect on engagement with the t-value at the significance level, the t-

value is $4.164 > t_{table} 1.96$ (criteria value) and the P-value is $0.000 < 0.05$. The indicator constructs that make up the employer branding variable and are explained by the indicators: Interest value, Social Value, Economic value, and Application value. The contribution of indicators that have a more dominant loading factor to form the construct of the employer branding variable is explained by the Social Value dimension with a cross loading value of 0.799. Thus, the decision on the results of the 1st Hypothesis testing stated that reject H_0 and accept H_a , that the employer branding variable proved to have a positive and significant effect on engagement. The indicator constructs that make up the measured dominant value variable have a dominant value explained or reflected by the Motivational indicator, with a standard loading factor value of 0.824.

4.4 Effect of Employee Branding on Engagement

The employee branding variable is partially proven to have a relationship and has a positive significant effect on engagement with the t-value at the significance level, the t-value $4.1634 > t_{table} 1.96$ (criteria value) and the P-value $0.000 < 0.05$. Dimensional constructs that make up the employee branding variable and are explained by indicators: Psychological contract, Employee empowerment, Brand Internalization. The contribution of indicators that have a more dominant loading factor to form the variable construct of employee branding is explained by the Employee empowerment indicator, with a cross loading value of 0.864. Thus the decision on the results of the 2nd Hypothesis testing stated that reject H_0 and accept H_a , that the employee branding variable proved to have a positive and significant effect on engagement. The indicator constructs that make up the measured dominant value variable have a dominant value explained or reflected by the Motivational indicator, with a standard loading factor value of 0.824.

4.5 Effect of Job Satisfaction on Engagement

Partial job satisfaction was proven to have a positive and significant relationship and significant effect on engagement with the t-value at the significance level, the t-value $5,400 > t_{table} 1.96$ (criteria value) and the P-value $0.001 < 0.05$. The dimension construct that forms the job satisfaction variable and is explained by the dimensions: Extrinsic Factors and Intrinsic Factors. The contribution of the dimensions that have a more dominant loading factor to form the construct of the job satisfaction variable is explained by the Intrinsic factor dimension with a cross loading value of 0.833. Thus the decision on the results of the 3rd Hypothesis testing stated that reject H_0 and accept H_a , that the job satisfaction variable proved to have a positive and significant effect on employee engagement. The dimension constructs that make up the measured dominant value variable have a dominant value explained or reflected by the Motivational dimension, with a standard loading factor value of 0.824.

4.6 Effect of Employer Branding on Performance

The employer branding variable is partially proven to have a relationship and has a positive significant effect on performance with the t-value at the significance level, the t-value is $3.336 > t_{table} 1.96$ (criteria value) and the P-value is $0.001 < 0.05$. The indicator constructs that make up the employer branding variable and are explained by the following indicators: Interest value, Social Value, Economic value, and Application value. The contribution of indicators that have a more dominant loading factor to form the construct of the employer branding variable is explained by the Social Value indicator with a cross loading value of 0.799.

Thus, the decision on the results of the 4th Hypothesis testing stated that reject H0 and accept Ha, that the employer branding variable proved to have a positive and significant effect on performance. The indicator construct that forms the measured dominant value variable has a dominant value explained or reflected by the cooperation indicator, with a standard loading factor value of 0.858.

4.7 Effect of Employee Branding on Performance

The employee branding variable is partially proven to have a relationship and has a positive significant effect on performance with the t-value at the significance level, the t-value $2.175 > t_{table} 1.96$ (criteria value) and the P-value $0.030 < 0.05$. The contribution of dimensions that have a more dominant loading factor to form the variable construct of employee branding is explained by the employee empowerment indicator, with a cross loading value of 0.864.

Thus, the decision on the results of the 6th Hypothesis testing stated that reject H0 and accept Ha, that the employee branding variable proved to have a positive and significant effect on performance. The dimensional constructs that make up the measured dominant value variable have a dominant value explained or reflected by the cooperation indicator, with a standard loading factor value of 0.858.

4.8 Effect of Job Satisfaction on Performance

Partial job satisfaction variable proved to have a positive significant relationship and effect on Performance with the t-value at the significance level, the t-value $2.107 > t_{table} 1.96$ (criteria value) and the P-value $0.036 < 0.05$. The dimension construct that forms the job satisfaction variable and is explained by the indicators: Extrinsic Factors and Intrinsic Factors. The contribution of indicators that have a more dominant loading factor to form the variable construct of job satisfaction is explained by the intrinsic factor indicator with a cross loading value of 0.833.

Thus the decision on the results of the 8th Hypothesis testing stated that reject H0 and accept Ha, that the job satisfaction variable proved to have a positive and significant effect on performance. The constructs that make up the measured dominant value variable have the dominant value explained or reflected by the cooperation indicator, with a standard loading factor value of 0.858.

4.9 Effect of Engagement on Performance

The engagement variable is partially proven to have a relationship and has a positive significant effect on performance with the t-value at the significance level, the t-value $10.628 > t_{table} 1.96$ (criteria value) and the P-value $0.000 < 0.05$. Dimensional constructs that make up the engagement variable and are explained by indicators: rational, emotional, and motivational. the indicator construct that makes up the measured dominant value variable has a dominant value explained or reflected by the Motivational indicator, with a standard loading factor value of 0.824.

Thus, the decision on the results of the 7th Hypothesis testing stated that reject H0 and accept Ha, that the engagement variable proved to have a positive and significant effect on performance. The construct of performance indicators that make up the measured dominant value variable has a dominant value explained or reflected by the cooperation indicator, with a standard loading factor value of 0.858.

4.10 Mediation of Engagement on Employer Branding Variables on Performance

Testing the indirect effect as shown in table 4.20. Shows P-value $0.000 < 0.05$ and $t_{count} 5.726 > t_{table} 1.96$ (criteria value) which shows that it is proven that the employer branding variable has an indirect significant effect on the performance variable or the engagement variable mediates the influence of the employer branding variable on the performance variable.

The contribution of indicators that have a more dominant loading factor to form the construct of the employer branding variable is explained by the Social Value indicator with a cross loading value of 0.799. Meanwhile, the engagement indicator construct that forms the dominant value variable measured has a dominant value explained or reflected by the Motivational indicator, with a standard loading factor value of 0.824. Thus, the decision of the 8th hypothesis test results stated that reject H_0 and accept H_a , that the engagement variable mediates the influence of the employer branding variable on the performance variable.

4.11 Mediation of Engagement on Employee Branding Variables on Performance

When viewed from the indirect effect test as shown in table 4.20. Shows P-value $0.000 < 0.05$ and $t_{count} 3.974 > t_{table} 1.96$ (criteria value) which indicates that the employee branding variable has an indirect significant effect on the performance variable or the engagement variable mediates the effect of the employee branding variable on the performance variable.

The indicator constructs that make up the employee branding variable and are explained by the following dimensions: psychological contract, employee empowerment, brand internationalization. The contribution of indicators that have a more dominant loading factor to form the variable construct of employee branding is explained by the dimension of employee empowerment with a cross loading value of 0.864. Meanwhile, the indicator constructs that make up the measured dominant value variable have a dominant value explained or reflected by the Motivational indicator, with a standard loading factor value of 0.824.

Thus the decision on the results of the 9th Hypothesis testing stated that reject H_0 and accept H_a , that the engagement variable mediates the effect of the employee branding variable on the performance variable.

4.12 Mediation of Engagement on The Variable Job Satisfaction on Performance

When viewed from the indirect effect test as shown in table 4.20. Shows P-value $0.000 < 0.05$ and $t_{count} 4.781 > t_{table} 1.96$ (criteria value) which indicates that the job satisfaction variable has an indirect significant effect on the performance variable or the engagement variable mediates the effect of the job satisfaction variable on the performance variable. Meanwhile, the engagement indicator construct that forms the dominant value variable measured has a dominant value explained or reflected by the Motivational indicator, with a standard loading factor value of 0.824.

The contribution of indicators that have a more dominant loading factor to form the variable construct of job satisfaction is explained by the intrinsic factor dimension with a cross loading value of 0.833. Thus, the decision on the results of the 10th Hypothesis testing stated that reject H_0 and accept H_a , that the engagement variable mediates the effect of the job satisfaction variable on the performance variable.

4.13 Discussion

The results of testing and analysis as evidence of findings show a strong indication that employer branding can have an influence on "engagement" in type E hospital nurses, especially on the engagement indicator construct that forms the dominant value variable which is measured to have a dominant value explained or reflected by the Motivational indicator, with a standard loading factor value of 0.824. The findings of this study are in line with and strengthen the results of research by Bernard Kunerth and Richard Mosley (2011), Croston (2012) which states that employer branding has an influence on employee engagement.

The results of testing and analysis as evidence of findings show a strong indication that employee branding can have an influence on "engagement" in hospital Type E nurses. The findings from this study are in line with and strengthen the results of research by Minchinton (2013), Macey & Schneider (2011), Jean Cushen (2016), that employee branding is part of the process towards engagement so that employee branding has an influence on engagement.

The variable of job satisfaction at hospitals Type E can be said to be one of the important factors to consider in increasing engagement. The findings from this study are in line with Federick Herzberg's belief that motivators or job satisfaction are in the work itself and give individuals the desire to work and do a good job, Marquis & Huston (2012), Schermerhorn, Hun, Osborn, & Uhl-Blen (2013). that the motivating factors consist of work performance, recognition, the work itself, work responsibilities, promotion opportunities and the possibility of developing in the organization.

The results of testing and analysis as evidence of findings show a strong indication that employer branding can have an influence on the "performance" of hospital nurses. The results of testing with the SEM approach resulted in employer branding having an influence on employee performance, Khanyapuss Punjaisri, Alan Wilson and Heiner Evanschitzky (2009). Based on previous research, it can be assumed that employer branding has an influence on employee performance.

From the test of this data, it shows that the dimension construct is more descriptive (dominant) towards the formation of the employee branding construct for hospital type E nurses. The findings of this study are in line with and strengthen the research results of Johns (2012), William (2012, Thomas (2012). Gobe (2011), Johns (2012), William (2012) argue that "employee performance is the result of work in quality and quantity that achieved by employees in carrying out their duties in accordance with the responsibilities assigned to them.

The engagement variable mediates the effect of the employee branding variable on the performance variable. The results of research from Khanyapuss Punjaisri, Heiner Evanschitzky and Alan Wilson (2009), Research by W. Richard Carter, Paul L. Nesbit, Richard J. Badham, Sharon K. Parker and Li-Kuo Sung (2016) show that employee branding has an influence on employee performance. The engagement variable mediates the effect of job satisfaction on the performance variable. Research on engagement and employee performance from Anitha J (2014) states that engagement has a significant impact on employee performance. Research by W. Richard Carter, Paul L. Nesbit, Richard J. Badham, Sharon K. Parker and Li-Kuo Sung (2016) resulted in support that engagement has an influence on employee performance.

IV. Conclusion

Based on the results of the analysis and discussion above, several conclusions can be drawn regarding the variables of employer branding, employee branding, job satisfaction, engagement, and the performance of type E hospital nurses as follows:

1. Employer branding has a strong and positive influence on employee engagement.
2. Employee branding has a moderate and positive effect on employee engagement.
3. Job satisfaction has a moderate and positive effect on employee engagement.
4. Employer branding has a strong and positive influence on performance.
5. Employee branding has a weak and positive effect on performance.
6. Job satisfaction has a weak and positive influence on performance.
7. Employee engagement has a strong and positive influence on performance.
8. Employee engagement mediates the influence of employer branding on performance.
9. Employee engagement mediates the effect of employee branding on performance.
10. Employee engagement mediates the effect of job satisfaction on performance.

References

- Anitha J., (2014). "Determinants of employee engagement and their impact on employee performance". *International Journal of Productivity and Performance Management*, Vol. 63 Issue: 3, hlm 308-323
- Anthony, A., Bailey, F. A., & Al-Meshal, S. (2016). "The roles of employee job satisfaction and organizational commitment in the internal marketing-employee bank identification relationship". *International Journal of Bank Marketing*, Vol 34, hlm 821 - 840.
- Arofiati, Fitri dan Wahyuni. (2011). Hubungan antara Tingkat Pengetahuan Perawat tentang kode etik keperawatan dengan Kinerja Perawat dalam Memberikan attitudes and behaviours". *European Journal of Marketing*, Vol 46, Issue 3, hlm 469 - 488.
- Aushan keperawatan di RS. PKU Muhammadiyah tahun 2009. *Jurnal Kesehatan Suara Forikes*. Vol. 11 (No.2) Hal 117.
- Azwar, A (1996). *Menjaga Mutu Pelayanan Kesehatan*. Jakarta: Pustaka Sinar Harapan
- Backhaus, K.B., and Tikoo, S., (2004), *Conceptualizing and Researching Employer Branding Carer Development International*, Vol. 0, No.4/5, Hal. 501-517.
- Bakotić, D. (2016). "Relationship between job satisfaction and organizational performance". *Economic Research-Ekonomska Istraživanja*, Vol 29 Issue :1, hlm 118-130
- Biswas, M. K., & Damodar, S. (2014). "Antecedents and Consequences of Employer Branding". *Journal of Business Ethics*, Vol 136, hlm 57 - 72.
- Boccuzzo, G., Fabbris, L., & Paccagnella, O. (2016). "Job-major match and job satisfaction in Italy". *International Journal of Manpower*, Vol 37 Issue :1, hlm 135-156
- Bougie, & Sekaran. (2011). *Research Methods for Business: A skill Building Approach*. New York: John Wiley & Sons.
- Carter, W. R, et.al. (2016). "The effects of employee engagement and self-efficacy on job performance: a longitudinal field study". *The International Journal of Human Resource Management*, Vol 136, hlm 1 - 20.
- Chaturvedi, V. (2007). *Employer Branding: A Ripple Effect for organizational effectiveness*.
- Chin, Thoo, et.al. (2015). "Employee Branding And Service Quality: The Moderating

- Effect Of Employees' Role Behavior". *Sains Humanika*, Vol 5, hlm 23 - 29.
- commitment". *Journal of Services Marketing*, Vol 24, hlm 378 - 388.
- Crossman, A., & Abou-Zaki, B. (2010). "Job satisfaction and employee performance of Lebanese banking staff". *Journal of Managerial Psychology*, Vol. 18 Issue: 4, hlm 368-376
- Cushen, J. (2016). "Branding Employee". *Qualitative Research in Accounting & Management*, Vol 6 Issue :1, hlm 102-114
- Darda, A., Rojikun, A., & Yusuf, Y. (2022). *Anteseden Kinerja Pegawai* (1st ed.). Eureka Media Aksara.
- Doni, Juni, P., & Suwatno. (2013). *Manajemen SDM dalam Organisasi Publik dan Bisnis*. Bandung: Alfabeta.
- Edward, M. R. (2012). "An integrative review of employer branding and OB theory". *Personnel Review*, Vol 39, hlm 5 - 23.
- Ewing, M.T., Pitt, L.F, de Bussy, N.M. and Berthon, P(2002). Employment branding in the knowledge economy, *international journal of advertising*, Vol. 21, Hal.3-22.
- Iesreni, Y. W. (2009). "Hubungan Karakteristik Perawat dengan Kinerja Perawat di RSJ Prof. HB. Sa'anin Padang Tahun 2008". *MNM*, Vol 1.
- Iskandar, R. (2008). Pengaruh pelatihan komunikasi terhadap kepuasan pasien yang dirawat di ruang rawat inap dewasa RSUD Tasikmalaya. Tesis. Tidak dipublikasikan.
- Jamaludin. (2005). Hubungan antara kinerja perawat pelaksana dengan kepuasan pasien di ruang rawat inap RSUD Bekasi. Tesis. Tidak dipublikasikan.
- Kimpakorn, N., & Gerard. T. (2009). "Service brand equity and employee brand
- King, C., & Debra, G. (2010). "Examining the antecedents of positive employee brand-related
- Kunerth, B., & Richard, M. (2011). "Applying employer brand management to employee engagement". *Strategic HR Review*, Vol. 10, hlm 19-26
- Lumbanraja, P., & Nizma, C. (2015). "Pengaruh Pelatihan dan Karakteristik Pekerjaan terhadap Prestasi Kerja Perawat di Badan Pelayanan Kesehatan Rumah Sakit Umum Daerah Langsa". *Jurnal Manajemen dan Kewirausahaan*, Vol 12 Issue 2, hlm 143.
- Macey, W.H., Schneider, B., Barbera, K.M. & Young, S.A. (2009). *Employee Engagement: Tools for Analysis, Practice, and Competitive Advantage*. New York: John Wiley & Sons.
- Mangkunegara, A. P. (2014). *Manajemen Sumber Daya Manusia Perusahaan*. Bandung: Remaja Rosdakarya.
- Maulana, A. E. (2009). *Kekuatan Employer Branding*.ircmb
- Maymand, M. M., & Fard, R. S. (2015). "Effect Of Employee Branding on Market Share In Iranian Banking Industry (Case Study: Mellat Bank)". *Journal of Asian Scientific Research*, Vol 5, hlm 73 - 91.
- Mellin, E. (2005). *Employer branding: Likenesses and differences between external and internal employer brand images*.
- Minchington, B. & Estis, R. (1 Juli 2009). "6 Steps to an employer brand strategy". [Online]. Diakses 29 Juni 2021 melalui <http://www.ere.net/2009/05/18/6-steps-to-an-employer-brand-strategy/>.
- Minchington, B. (2010). "Why is employer branding vital for corporations?". [Online]. Diakses 29 Juni 2021 melalui <http://brettminchington.com/free-resources/strategy/81-why-is-employer-branding-vital-for-corporations.html>
- Minchington, B. (2014). "Employer branding global trends study report. Employer Brand International". [Online]. Diakses 29 Juni 2021 melalui

- <https://www.slideshare.net/brettminch/2014-employer-branding-global-trends-survey-report-by-employer-brand-international>
- Mulyadi. (2016). *Pengantar Manajemen*. Bogor: IN MEDIA.
- Neeti, L. C., & Sharma, S. (2014). "Employer branding: Strategy for improving employer attractiveness". *International Journal of Organizational Analysis*, Vol 22, hlm 48 - 60.
- Niati, D. R., Siregar, Z. M. E., & Prayoga, Y. (2021). The Effect of Training on Work Performance and Career Development: The Role of Motivation as Intervening Variable. *Budapest International Research and Critics Institute (BIRCI-Journal): Humanities and Social Sciences*, 4(2), 2385–2393. <https://doi.org/10.33258/birci.v4i2.1940>
- Notoadmojo, S. (2005). *Metodologi Penelitian Kesehatan*. Jakarta: Rineka Cipta
- Otani, K., et.al. (2009). "Patient Satisfaction: Focusing on "Excellent". *Journal of Healthcare Management*, Vol 54 Issue 2, hlm 93.
- Peraturan Menteri Kesehatan Republik Indonesia Nomor: 986/MENKES/PER/11/1992 tentang pelayanan rumah sakit umum pemerintah Departemen Kesehatan dan Pemerintah Daerah.
- Piyachat, B., Kuntonbutr, C. & Panisa, M., (2014). "The mediate effect of employee engagement on the relationship between perceived employer branding and discretionary effort". *DLSU Business and Economics Review*, Vol 24, hlm 59 - 72.
- Potter, A.P. & Perry, G.A. (2007). *Fundamental of Nursing: concepts, process & practice*. St. Louis: Mosby Year Book.
- Pritchard, K. (2008). "Employee engagement in the UK: meeting the challenge in the public sector". *Development and Learning in Organizations*, Vol 22, hlm 15 - 17.
- Punjaisri, K., Alan, W. & Evanschitzky, H. (2009). "Internal branding to influence employees' brand promise delivery: a case study in Thailand". *Journal of Service Management*, Vol 20, hlm 561 - 579.
- Punjaisri, K., Alan, W. & Evanschitzky, H. (2009). "Internal branding: an enabler of employees' brand-supporting behaviours". *Journal of Service Management*, Vol 20, hlm 209 - 226.
- Ramdhani, A. (2011). *Penilaian Kinerja*. PT. Sarana Panca Karya Nusa.
- Robbins, S.P. (2008). *Organizational behavior: Concepts, controversies, and Applications*. Jakarta: Pearson Education Asia.
- Shah, M. M., et al. (2020). The Development Impact of PT. Medco E & P Malaka on Economic Aspects in East Aceh Regency. *Budapest International Research and Critics Institute-Journal (BIRCI-Journal) Volume 3, No 1, Page: 276-286*.
- Siengthai, S., & Pila-Ngarm, P. (2015). "The interaction effect of job redesign and job satisfaction on employee performance". *Evidence-based HRM a Global Forum for Empirical Scholarship*, Vol 4, hlm 162 - 180.
- Sudaryani, (2008). *Pengaruh Pendidikan Kesehatan persiapan pasien pulang terhadap kepuasan pasien tentang pelayanan keperawatan di RSUD Kabupaten Madiun*. Tesis. Tidak dipublikasikan.
- Suryawati, C., Dharminto, Zahroh, S. (2006). "Penyusunan indikator kepuasan pasien rawat inap rumah sakit di provinsi Jawa Tengah". *Jurnal Manajemen Pelayanan Kesehatan*, Vol. 09, Hal 177-184.
- Tomlinson, G. (2010). "Building a culture of high employee engagement". *Strategic HR Review*, Vol 9, hlm 25 - 31.
- Tuominen, S., et.al. (2016). "The internal branding process and financial performance in service companies: An examination of the required steps". *Journal of Brand*

- Management, Vol 23, Issue 3, hlm 306 - 326.
- Veithzal, R., & Ella, J. S. (2009). *Manajemen Sumber Daya Manusia untuk perusahaan dari teori ke praktek*, Jakarta: Rajagrafindo Persada.
- W.Y. Tam, V., & Zeng, S.X. (2014). "Employee job satisfaction in engineering firms". *Engineering, Construction and Architectural Management*, Vol 21, hlm 353 - 368.
- Wahba, M., & Dalia, E. (2015). "Human Resources Management Practices & Employer Branding Comparative Study Between Service And Product Sector". *International E-journal of Advances in Social Sciences*, Vol 1 Issue: 2, hlm 1- 255.
- Weihui Fu & Satish. P. D., (2014). "The Impact of Caring Climate, Job Satisfaction, and Organizational Commitment on Job Performance of Employees in a China's Insurance Company". *Journal of Business Ethics*, Vol 124, Issue 2, hlm 339 - 349.
- Werdhiastutie, A. et al. (2020). *Achievement Motivation as Antecedents of Quality Improvement of Organizational Human Resources*. *Budapest International Research and Critics Institute-Journal (BIRCI-Journal) Volume 3, No 2, Page: 747-752*.
- Wibowo. (2010). *Budaya Organisasi*, Jakarta: Rajagrafindo Persada.
- Wibowo. (2014). *Manajemen Kinerja*. Jakarta: Rajawali Pers.
- Wibowo. (2015). *Perilaku dalam Organisasi*. Jakarta: Rajawali Pers.
- Windy, R. (2007). *Hubungan karakteristik pasien dan lingkungan dengan kepuasan pasien terhadap pelayanan keperawatan di Rumah Sakit Islam Sukapura*, Tesis. Tidak dipublikasikan.
- Yasbek, P. (2004). *The business case for firm-level work-life balance policies: a review of the literature*
- Yuwono, C. (2010), *Human Resources Department Holiday Inn Resort Batam*.