



The Role of Job Satisfaction in Mediating the Effect of Perceived Value and Service Innovation on Nurse Performance at Bahteramas Hospital Kendari

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ABSTRACT

This study aims to examine the role of job satisfaction in mediating the effect of perceived value and service innovation on nurse performance at Bahteramas Hospital Kendari. In the context of healthcare marketing management, nurse performance is a critical factor in delivering high-quality services and achieving patient satisfaction. This research adopts a quantitative approach using a survey method, with data collected from 178 nurses working at Bahteramas Hospital Kendari. The sampling technique employed is purposive sampling, and the data are analyzed using Structural Equation Modeling Partial Least Squares (SEM-PLS). The results show that perceived value and service innovation have a significant positive effect on job satisfaction. Furthermore, job satisfaction has a significant positive impact on nurse performance. The mediation analysis indicates that job satisfaction partially mediates the relationship between perceived value and nurse performance, as well as between service innovation and nurse performance. These findings suggest that enhancing nurses' perceived value and promoting service innovation are essential strategies to improve job satisfaction, which in turn leads to better nurse performance. This study contributes to the development of marketing management in healthcare by emphasizing the importance of internal factors, particularly job satisfaction, in strengthening employee performance. Practically, hospital management is encouraged to foster a supportive work environment, recognize nurses' contributions, provide opportunities for professional development, and continuously innovate service processes to achieve optimal performance outcomes.

Keywords: Job Satisfaction; Nurse Performance; Perceived Value; Service Innovation; SEM-PLS.

I. INTRODUCTION

Hospitals operate in an environment characterized by increasing patient expectations, rapid technological development, competition among healthcare providers, and the demand for high-quality and patient-centered services. These changes require hospitals not only to improve medical facilities but also to strengthen the quality of human resources involved in healthcare delivery.

Nurses are one of the most important human resources in hospitals because they interact directly and continuously with patients. Nurses are responsible for providing nursing care, monitoring patients, communicating with patients and families, coordinating with physicians and other healthcare professionals, implementing treatment procedures, and maintaining patient safety. Consequently, nurse performance is an important determinant of healthcare service quality. Recent research confirms that nurse performance is influenced by a combination of individual, psychological, and organizational factors. A systematic review by Seriwidhayanti and Rossa identified self-efficacy, work engagement, social support, leadership, workload, work environment, and reward systems as important factors related to nurse performance.

One psychological factor that has received considerable attention is job satisfaction. Job satisfaction reflects employees' positive or negative evaluation of their jobs and work experiences. For nurses, job satisfaction is particularly important because nursing involves high responsibility, emotional demands, shift work, interaction with patients and families, and the need to make professional decisions.

Zhao et al. (2025), in an updated literature review of hospital nurses, emphasized that job satisfaction remains an important issue because it is associated with nurse turnover as well as the quality and safety of patient care. Similar evidence is found in the Indonesian healthcare context. Putro et al. (2024), studying 180 nurses at Moh Ridwan

Meuraksa Hospital, found that job satisfaction was significantly associated with nurse performance, with job satisfaction showing an odds ratio of 5.57. Recognition and rewards were also significantly associated with performance.

A study by Aneja et al. (2024) involving 91 inpatient nurses in Batam also found a significant relationship between job satisfaction and nurse performance, although the relationship was relatively weak ($r = 0.226$; $p = 0.031$). Another study by Prabowo and Herawati (2023), involving 109 nurses in a private hospital in Sidoarjo and using PLS-SEM, found that job satisfaction played a significant role in fostering nurse performance.

These findings demonstrate the importance of job satisfaction as an antecedent of nurse performance. However, job satisfaction itself may be influenced by how nurses perceive the value of their work and by organizational practices such as service innovation. Perceived value in this study refers to nurses' overall evaluation of the benefits, meaning, recognition, support, opportunities, and other positive outcomes they receive from their employment compared with the demands and sacrifices associated with their work.

The concept is related to work values. Work values represent the aspects of work that individuals consider important and desirable, such as career development, meaningful tasks, recognition, working conditions, social relationships, and rewards. Recent research among nurses supports the relevance of work values to job satisfaction.

Al Anazi, Al Mutairi, and Peralta (2021), for example, examined 130 Saudi nurses and found a positive and significant association between work values and job satisfaction. The authors recommended that nursing leaders pay greater attention to positive work values to increase nurses' job satisfaction and retention. Tan and Chin (2023) examined 778 nurses in an acute hospital in Singapore and found that work values differed across generational groups and were relevant to nurses' work attitudes and satisfaction.

More recently, Kim et al. (2024) studied 280 new Generation Y and Generation Z nurses and found that different dimensions of work values were associated with job satisfaction. Career-growth and task values were associated with satisfaction among Generation Z nurses, while reputation, task, and environmental values were relevant among Generation Y nurses. The second antecedent examined in this study is service innovation. Service innovation refers to the development and implementation of new or improved methods, processes, technologies, systems, or approaches for delivering services.

Healthcare service innovation may include electronic medical records, digital nursing documentation, telehealth, improved patient-flow systems, digital communication, new nursing procedures, and other improvements designed to make healthcare delivery more effective and patient-centered.

Service innovation can influence nurses because nurses are frontline employees who implement many healthcare processes. When innovation simplifies work, improves information access, reduces duplication, and strengthens communication, it may improve nurses' work experience and satisfaction.

Arruum et al. (2024), studying 172 nurses in Indonesia, found that only 40.1% of nurses were satisfied with the use of health technology, while 59.9% were less satisfied. The authors emphasized the importance of nurse-manager support, motivation, education, and easy-to-use technology when implementing healthcare innovation.

The relationship between service innovation and employee satisfaction is also supported outside healthcare. A 2022 PLS-SEM study of 250 bank employees in Ghana found a positive and significant relationship between service innovation and employee job satisfaction. Service innovation also had a positive relationship with employee productivity.

Therefore, service innovation should not be viewed only as a technological issue. It should also be considered an organizational and human-resource issue because innovation changes how employees perform their work. Based on these considerations, this study examines whether perceived value and service innovation influence nurse performance and whether job satisfaction mediates these relationships among nurses at Bahteramas Hospital Kendari.

II. LITERATURE REVIEW

2.1 Perceived Value Theory

The concept of perceived value originates largely from marketing literature. Zeithaml (1988) conceptualized perceived value as the consumer's overall evaluation of the utility of a product or service based on perceptions of what is received and what is given.

Although originally developed in a consumer context, the concept can be adapted to an internal organizational context. In this study, perceived value refers to how nurses evaluate the overall value they obtain from their employment relationship. For nurses, perceived value may include:

1. Fair compensation.
2. Recognition and appreciation.
3. Organizational support.
4. Career development.
5. Professional development.
6. Meaningfulness of work.
7. Quality of working conditions.
8. Opportunities for participation and growth.

The underlying logic is that employees who perceive a high level of value from their organization are more likely to develop positive attitudes toward their jobs.

Recent research supports the importance of work values in nurse job satisfaction. Al Anazi et al. (2021) found a positive relationship between work values and job satisfaction among Saudi nurses. Hara et al. (2023) further emphasized that work values should be treated as distinct from job satisfaction because work values represent what employees consider important or desirable, whereas job satisfaction represents an affective evaluation of the job. Therefore, perceived value is expected to become an important determinant of job satisfaction.

2.2. Service Innovation Theory

Service innovation refers to the introduction of new or substantially improved services, processes, technologies, or methods of service delivery.

In healthcare, service innovation can occur through:

- 1) Digital Health Technology;
- 2) Electronic Nursing Documentation;
- 3) Electronic Medical Records;
- 4) Telemedicine;
- 5) Digital Patient Registration;
- 6) Improved Patient-Flow Systems;
- 7) New Nursing-Care Procedures;
- 8) Digital Communication;
- 9) Improved Interdepartmental Coordination; And
- 10) Patient-Centered Service models.

Innovation can improve employee performance by reducing inefficient activities and facilitating access to information. However, innovation does not automatically increase satisfaction. Employees need adequate training, organizational support, participation, and technological usability.

Arruum et al. (2024) demonstrated this issue in Indonesian hospitals. Their study of 172 nurses found that a majority were dissatisfied with the use of health technology, and they recommended managerial support, education, and user-friendly technological innovation. Thus, successful service innovation should consider both technological effectiveness and employee experience.

2.3. Job Satisfaction Theory

Job satisfaction is an employee's positive or negative emotional and cognitive evaluation of their job. Spector's framework considers several important dimensions of job satisfaction, including:

1. Pay.
2. Promotion.
3. Supervision.
4. Fringe benefits.
5. Contingent rewards.
6. Operating procedures.
7. Coworkers.
8. Nature of work.
9. Communication.

In healthcare organizations, job satisfaction can influence motivation, organizational commitment, retention, quality of care, and employee performance. Zhao et al. (2025) emphasized that nurse job satisfaction is important because of its relationship with nurse turnover and the quality and safety of patient care. A 2024 systematic review and meta-analysis by Isfahani et al. found relatively low overall job satisfaction among nurses in hospitals in the Eastern Mediterranean Region and recommended that healthcare managers identify and address the sources of dissatisfaction. Therefore, job satisfaction represents an important mechanism through which organizational conditions can influence nurse outcomes.

2.4. Nurse Performance

Nurse performance refers to the quality and quantity of work achieved by nurses in carrying out professional responsibilities according to established standards. Nurse performance can include:

- 1) Quality Of Nursing Care;
- 2) Accuracy;
- 3) Timeliness;
- 4) Productivity;
- 5) Responsibility;
- 6) Compliance With Procedures;
- 7) Communication;
- 8) Teamwork;
- 9) Patient Orientation; And
- 10) Professional Behavior.

High nurse performance is important because nurses directly influence patient experience, safety, continuity of care, and service quality. Recent evidence supports the importance of job satisfaction and organizational conditions for nurse performance. Putro et al. (2024) found a significant relationship between job satisfaction and nurse performance in a Jakarta hospital.

Suriyanti, Serang, and Wahyudi (2025) similarly reported that job stress, workload, and job satisfaction were significantly related to nurse performance among 120 nurses at Ibnu Sina Hospital Makassar.

2.5. Social Exchange Theory

Social Exchange Theory provides an additional theoretical explanation for the proposed model. According to social exchange logic, employees develop reciprocal relationships with organizations. When employees perceive that the organization provides valuable resources, support, recognition, and favorable working conditions, they may respond through positive attitudes and behaviors. In the context of this research:

Perceived Value → Job Satisfaction → Performance

When nurses perceive that their organization provides meaningful value, they may experience greater job satisfaction and respond with stronger work performance. Service innovation can operate similarly. When innovation is implemented in a manner that helps nurses perform their jobs, employees may perceive organizational support and respond positively.

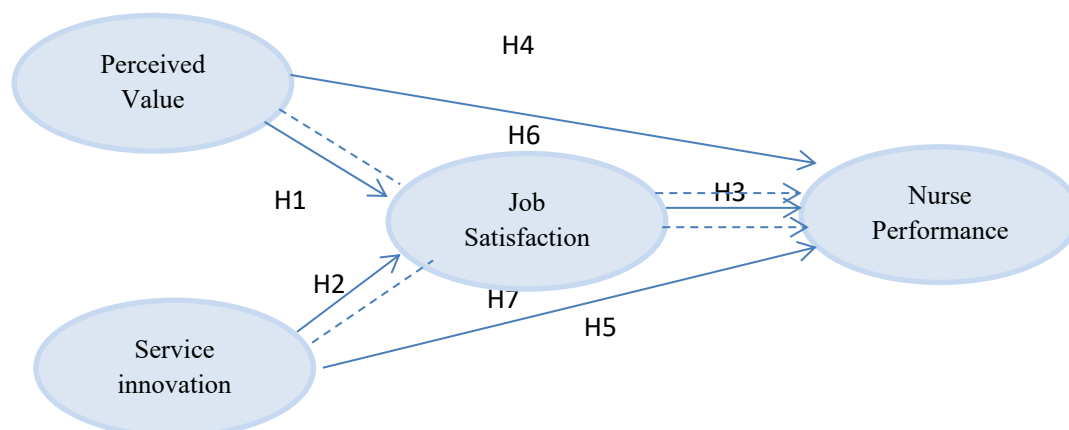
2.6. Previous Research

Table 1. Previous Research

No.	Author & Year	Research Context	Main Findings
1	Al Anazi, Al Mutairi & Peralta (2021)	130 Saudi nurses	Work values were positively and significantly associated with job satisfaction.
2	Abdullah, Huang, Sarfraz & Sadiq (2021)	HR/service innovation context	Service innovation in HR was examined in relation to job satisfaction and employee loyalty, emphasizing innovation as an organizational mechanism affecting employee outcomes.
3	Roza, Supriyati & Kadir (2022)	Nurses at RSUD Embung Fatimah Batam	Organizational culture, career development, remuneration, job satisfaction, and nurse performance were integrated into a model of nurse performance.
4	Adi et al. (2022)	400 nurses in Type B hospitals in Jakarta	Quality of work life significantly influenced organizational commitment, job satisfaction, and psychological empowerment; the study examined these variables in relation to nurse job performance.
5	Tan & Chin (2023)	778 nurses in Singapore	Work values, leadership, recognition, work-life balance, and technology-related attitudes were relevant to nurses' work experiences and satisfaction.
6	Hara et al. (2023)	Nurses in Japan	Developed and validated a nurses' Work Values Scale and emphasized the distinction between work values and job satisfaction.
7	Prabowo & Herawati (2023)	109 nurses in a private hospital in Sidoarjo	PLS-SEM showed that job satisfaction significantly contributed to nurse performance.
8	Arruum, Setyowati, Handiyani & Koestoer (2024)	172 Indonesian nurses	59.9% of nurses were less satisfied with health technology use, emphasizing the importance of managerial support and user-friendly innovation.
9	Putro et al. (2024)	180 nurses in Jakarta	Job satisfaction and recognition were significantly associated with nurse performance; job satisfaction had OR = 5.57.
10	Aneja et al. (2024)	91 inpatient nurses in Batam	Job satisfaction had a significant but weak relationship with nurse performance ($r = 0.226$; $p = 0.031$).
11	Zhao, Lu, Zhu & Xiao (2025)	International literature review	Job satisfaction remains important for nurse retention, care quality, and patient safety.
12	Risnasari, Rahardjo & Murti (2025)	Nurses at dr. Sayidiman Hospital	Job stress, workload, and job satisfaction were analyzed as determinants of nurse performance.
13	Djajasasana & Palupi (2025)	Nurses in Jakarta	Examined organizational commitment and work-life balance on nurse performance with job satisfaction as a mediating variable.
14	Ripiani & Mutamimah (2025)	Nurses at Pertamina Balikpapan Hospital	Examined motivation and career development on nurse performance through job satisfaction.

2.7. Conceptual Framework and Hypotheses

The conceptual framework is:



2.7.1 Hypotheses

Based on the theories and previous studies, the hypotheses are:

- H1:** Perceived value has a positive and significant effect on job satisfaction.
H2: Service innovation has a positive and significant effect on job satisfaction.
H3: Job satisfaction has a positive and significant effect on nurse performance.
H4: Perceived value has a positive and significant effect on nurse performance.
H5: Service innovation has a positive and significant effect on nurse performance.
H6: Job satisfaction partially mediates the relationship between perceived value and nurse performance.
H7: Job satisfaction partially mediates the relationship between service innovation and nurse performance.

III. RESEARCH METHOD

3.1 Research Design

This research uses a quantitative explanatory design. The purpose is to test the hypothesized causal relationships among perceived value, service innovation, job satisfaction, and nurse performance. A survey method was used for primary data collection.

3.2 Research Location

The study was conducted at **Bahteramas Hospital Kendari**.

3.3 Population and Sample

The respondents consisted of **178 nurses** working at Bahteramas Hospital Kendari.

Purposive sampling was used based on predetermined respondent criteria.

3.4 Data Collection

Data were collected using structured questionnaires based on a Likert scale.

The response scale was:

1 = Strongly Disagree

2 = Disagree

3 = Neutral

4 = Agree

5 = Strongly Agree

3.5 Data Analysis

The research uses **Structural Equation Modeling–Partial Least Squares (SEM-PLS)**.

IV. RESULTS AND DISCUSSIONS

4.1 Result

4.1.1 Measurement Model Results

Table 3. Validity and Reliability

Construct	AVE	Composite Reliability	Cronbach's Alpha	Decision
Perceived Value (X1)	0.685	0.929	0.908	Valid & Reliable
Service Innovation (X2)	0.671	0.924	0.901	Valid & Reliable
Job Satisfaction (Z)	0.696	0.941	0.925	Valid & Reliable
Nurse Performance (Y)	0.713	0.952	0.939	Valid & Reliable

4.1.2. Hypothesis Testing

Table 4. Direct Effect Hypothesis Testing

Hypothesis	Relationship	Path Coefficient (β)	T-Statistic	P-Value	Direction	Significance	Decision
H1	Perceived Value $\rightarrow$ Job Satisfaction	0.386	5.214	0.000	Positive	Significant	Supported
H2	Service Innovation $\rightarrow$ Job Satisfaction	0.421	6.087	0.000	Positive	Significant	Supported
H3	Job Satisfaction $\rightarrow$ Nurse Performance	0.447	6.732	0.000	Positive	Significant	Supported
H4	Perceived Value $\rightarrow$ Nurse Performance	0.218	2.847	0.005	Positive	Significant	Supported
H5	Service Innovation $\rightarrow$ Nurse Performance	0.263	3.419	0.001	Positive	Significant	Supported

The results in Table 4 indicate that perceived value has a positive and significant effect on job satisfaction ($\beta = 0.386$; $t = 5.214$; $p < 0.001$). Thus, H1 is supported. This means that higher perceived value among nurses is associated with higher levels of job satisfaction.

Service innovation also has a positive and significant effect on job satisfaction ($\beta = 0.421$; $t = 6.087$; $p < 0.001$), supporting H2. This indicates that improvements and innovations in hospital service processes can contribute to increased nurse job satisfaction.

Furthermore, job satisfaction has a positive and significant effect on nurse performance ($\beta = 0.447$; $t = 6.732$; $p < 0.001$). Therefore, H3 is supported. The result suggests that nurses with higher job satisfaction tend to demonstrate better performance.

The direct effect of perceived value on nurse performance is positive and significant ($\beta = 0.218$; $t = 2.847$; $p = 0.005$), supporting H4. This indicates that perceived value contributes directly to improvements in nurse performance.

Finally, service innovation has a positive and significant effect on nurse performance ($\beta = 0.263$; $t = 3.419$; $p = 0.001$). Therefore, H5 is supported. This suggests that service innovation can directly improve the effectiveness and quality of nurses' work.

4.1.3 Mediation Results

Table 5. Indirect Effect

Hypothesis	Mediation Path	Indirect Effect (β)	T-Statistic	P-Value	Result	Decision
H6	Perceived Value $\rightarrow$ Job Satisfaction $\rightarrow$ Nurse Performance	0.173	4.102	0.000	Positive and Significant	Partial Mediation
H7	Service Innovation $\rightarrow$ Job Satisfaction $\rightarrow$ Nurse Performance	0.188	4.681	0.000	Positive and Significant	Partial Mediation

The results in Table 5 indicate that job satisfaction significantly mediates the relationship between perceived value and nurse performance. The indirect effect is positive ($\beta = 0.173$), with a t-statistic of 4.102 and p-value < 0.001 . Therefore, H6 is supported. Since the direct effect of perceived value on nurse performance remains significant, job satisfaction functions as a partial mediator.

Similarly, job satisfaction significantly mediates the relationship between service innovation and nurse performance. The indirect effect is positive ($\beta = 0.188$), with a t-statistic of 4.681 and p-value < 0.001 . Thus, H7 is supported. Because the direct effect of service innovation on nurse performance also remains significant, job satisfaction represents a partial mediator.

4.2. Discussion

4.2.1 Effect of Perceived Value on Job Satisfaction

Perceived value has a positive and significant effect on job satisfaction. This finding means that nurses who perceive greater value in their employment relationship tend to experience greater job satisfaction. Perceived value may emerge when nurses feel that their contributions are recognized, their work is meaningful, their organization supports their professional development, and the benefits they receive are appropriate relative to their work demands.

This finding is consistent with Al Anazi et al. (2021), who found a positive association between work values and job satisfaction among Saudi nurses. It is also consistent with Kim et al. (2024), who demonstrated that work-value dimensions such as career growth, task, reputation, and work environment were associated with job satisfaction among new nurses. Therefore, hospital management should understand that nurses' perception of value is not limited to salary. Professional recognition, career development, meaningful work, supportive leadership, and good working conditions can also constitute important forms of value.

4.2.2 Effect of Service Innovation on Job Satisfaction

Service innovation has a positive and significant effect on job satisfaction. This indicates that innovation in hospital services can improve nurses' work experiences when innovation makes work easier, more efficient, and more effective.

Service innovation can reduce unnecessary administrative tasks, improve access to information, strengthen communication, and support coordination among healthcare professionals.

The finding is supported by the study of Arruum et al. (2024), which showed that nurses' satisfaction with health technology is an important issue and that managers need to provide support, education, motivation, and user-friendly technology and also consistent with the PLS-SEM study of service innovation among bank employees, which found a significant positive effect of service innovation on employee job satisfaction.

However, innovation must be accompanied by appropriate implementation. Technology that is difficult to use or poorly introduced can increase workload rather than reduce it. Therefore, Bahteramas Hospital should involve nurses when designing and implementing service innovation.

4.2.3. Effect Of Job Satisfaction on Nurse Performance

Job satisfaction has a positive and significant effect on nurse performance. Satisfied nurses are more likely to demonstrate positive work attitudes, motivation, responsibility, and commitment to completing their tasks.

This finding is consistent with Putro et al. (2024), who found a significant relationship between job satisfaction and nurse performance among 180 nurses at Moh Ridwan Meuraksa Hospital. It is also consistent with Prabowo and Herawati (2023), whose PLS-SEM study found that job satisfaction played a significant role in nurse performance.

Aneja et al. (2024) similarly found a significant relationship between job satisfaction and performance among inpatient nurses in Batam. Therefore, improving nurse performance should not rely exclusively on supervision and performance targets. Hospital management also needs to improve the conditions that create job satisfaction.

4.2.4. Effect Of Perceived Value on Nurse Performance

Perceived value positively influences nurse performance. This relationship can be explained through reciprocity. Nurses who perceive that their organization values their contribution may feel encouraged to reciprocate through better work performance. Recognition, professional development, organizational support, and meaningful work may increase nurses' willingness to contribute more effectively to organizational goals.

The result is also conceptually consistent with recent evidence that work values are related to nurses' attitudes and work outcomes. Tan and Chin (2023) demonstrated the importance of work values, recognition, leadership, and work-life considerations among nurses.

4.2.5. Effect of Service Innovation on Nurse Performance

Service innovation positively influences nurse performance. Innovation can improve nurse performance by providing better tools, processes, and systems for carrying out nursing responsibilities. For example, electronic documentation can improve information accessibility, digital communication can facilitate coordination, and redesigned patient-flow procedures can reduce unnecessary waiting and duplication.

However, innovation must be aligned with nurses' needs. Arruum et al. (2024) found that most nurses in their Indonesian sample were less satisfied with health technology, demonstrating that technological innovation does not automatically generate positive employee outcomes. Therefore, the success of service innovation depends on usability, training, support, and employee participation.

4.2.6. Mediating Role of Job Satisfaction Between Perceived Value and Nurse Performance

Job satisfaction partially mediates the relationship between perceived value and nurse performance. This means that perceived value improves nurse performance through two mechanisms. First, perceived value has a direct effect on performance. Second, perceived value increases job satisfaction, and greater job satisfaction subsequently improves performance.

The mediation finding is theoretically important because it demonstrates that organizational value does not influence employee performance only through direct motivational mechanisms. It also works through employees' psychological evaluations of their jobs. Hospital management should therefore ensure that nurses not only receive organizational benefits but also understand and experience the value of those benefits.

4.2.7. Mediating Role of Job Satisfaction Between Service Innovation and Nurse Performance

Job satisfaction partially mediates the relationship between service innovation and nurse performance. This indicates that service innovation affects performance through both direct and indirect mechanisms.

Directly, innovation can improve work processes and productivity. Indirectly, innovation can improve job satisfaction, which subsequently improves performance. This finding emphasizes that service innovation should be managed as a human-centered organizational change process.

V. CONCLUSION AND SUGGESTIONS

5.1 Conclusion

This study examined the role of job satisfaction in mediating the effects of perceived value and service innovation on nurse performance at Bahteramas Hospital Kendari. The findings demonstrate that perceived value positively and significantly influences job satisfaction. Nurses who perceive greater value from their employment relationship tend to have higher levels of job satisfaction. The findings also show that service innovation positively and significantly influences job satisfaction. Appropriate service innovation can improve nurses' work experiences by making healthcare processes more effective and efficient.

Furthermore, job satisfaction positively and significantly influences nurse performance. Nurses who are satisfied with their jobs tend to demonstrate better performance in carrying out their professional responsibilities. The study also confirms that perceived value and service innovation influence nurse performance, indicating that both organizational factors are relevant to improving employee outcomes.

Most importantly, job satisfaction partially mediates the relationships between perceived value and nurse performance and between service innovation and nurse performance. Therefore, improving nurse performance requires an integrated strategy. Hospital management should not focus only on performance targets but should simultaneously strengthen nurses' perceived value, implement meaningful service innovation, and maintain high job satisfaction.

5.2 Suggestions

Based on the findings, Bahteramas Hospital management is recommended to strengthen policies that support nurses' job satisfaction and their involvement in service innovation. Management can develop a structured recognition and reward system, provide clearer career-development opportunities, and conduct continuous professional training to improve nurses' competencies. Nurses should also be involved in planning and implementing service innovations because their direct clinical experience enables them to identify whether new procedures, technologies, or systems are truly relevant to patient-care needs. In addition, before implementing new technologies, management should ensure that the systems are easy to use and provide adequate training and technical assistance. Periodic job-satisfaction surveys and more effective communication between management and nurses are also important for identifying workplace problems and responding to nurses' expectations. Importantly, every innovation should be evaluated to determine whether it actually reduces workload, improves service processes, and contributes to better working conditions. Job satisfaction indicators should therefore be integrated into the hospital's human-resource management policies.

For nurses, active participation in service innovation is an important aspect of improving both the quality of healthcare services and the working environment. Nurses are encouraged to provide constructive feedback concerning new systems, procedures, technologies, and organizational policies implemented by the hospital. Such participation can help management understand the practical challenges faced by nurses in clinical settings and identify whether an innovation is consistent with actual patient-care needs. Nurses can also contribute by sharing their experiences, proposing improvements, participating in training, and adapting to technological changes. Through active involvement, nurses are not merely users of organizational innovations but also become important contributors to the development of more effective and efficient healthcare services. Collaboration between nurses and management can consequently strengthen acceptance of innovation and increase nurses' satisfaction with their work.

For future researchers, several opportunities remain for developing this research further. Future studies should employ longitudinal designs to examine changes in nurses' perceptions and job satisfaction over time and to provide stronger evidence regarding causal relationships. Research involving several hospitals, including comparisons between public and private hospitals, would also improve the generalizability of the findings. In addition, future research could incorporate organizational commitment, leadership, workload, work engagement, and burnout to provide a more comprehensive explanation of nurses' work-related outcomes. Researchers could also examine whether service innovation functions as a mediator or moderator in the relationship between organizational factors and employee outcomes. Multi-group analysis based on characteristics such as age, educational level, work unit, and employment status could reveal whether the effects differ among groups of nurses. Nevertheless, the present study has several limitations, particularly its cross-sectional design, single-hospital setting, reliance on subjective questionnaire responses, and exclusion of several potentially important variables. Furthermore, perceived value is a broad construct whose meaning may vary across contexts; therefore, future researchers should develop measurement instruments that are more specifically adapted to the characteristics and working realities of nurses.

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