
The Influence Of Organizational Support And Structural Empowerment Of Nursing Performance With Psychological Empowerment As Mediation : Study In General Hospital RSUDZA

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Abstract

This study examines the effect of organizational support and structural empowerment on the performance of nurses with psychological empowerment as an intervening variable in the regional general hospital Dr. Zainoel Abidin Banda Aceh (RSUDZA). The study population is the nurses Dr. Zainoel Abidin Banda Aceh numbered 520 people. Determination of the samples amount uses the Slovin formula, thus, the number of samples chosen in the study was 133 respondents or employees. The research model is analyzed using Structural Equation Modeling (SEM). The test result on nurses RSUDZA proves that the organizational support has a positive and significant effect on psychological empowerment among nurses, structural empowerment has a positive and significant effect on psychological empowerment among nurses, organizational support has a positive and significant effect on nurse performance, structural empowerment has a positive effect as well as significant to nurse performance, Psychological empowerment has a positive and significant effect on nurse performance, Organizational Support has an effect on nurses performance through Psychological empowerment, and Structural Empowerment has an effect on nurses performance through Psychological empowerment. These findings contribute academically, especially in the renewal of the theory and can be a reference for practical leaders, especially those in the RSUDZA. The novelty of this research resides in the use of psychological empowerment as a mediator to stimulate the effect among variables, which was still infrequently discussed in the previous combination models, and also the use of the new object in the research model... The limitation of the study is the scope of variables.

Keyword: Organizational Support, Structural Empowerment, Nurse Performance, Psychological Empowerment.

1. Introduction

Quality health services cannot be provided by hospitals if they do not have a good performing medical team. The performance of medical personnel is a work that can be achieved by team members / medical groups in an institution that organizes health services, according to the authority and responsibilities of each member of the team that has been determined, in an effort to complete work tasks to achieve the goals of the institution (Dreu & Weingart, 2003). As the main hospital resource, medical personnel are holding the key role of operational activities in the hospital in order to provide health services to the community. Without medical staff such as

doctors and nurses, for example, community service activities will experience enormous obstacles and do not even run at all.

Given the importance of nurses' performance as a medical team, improving nurse performance is very important for improving public services in hospitals. The performance of nurses as medical personnel is related to various factors, including psychological empowerment, organizational support and structural empowerment. Various attempts were made and carried out by the management at the hospital to improve the performance of the medical team in the form of education and training, the provision of adequate work facilities, compensation policies and so forth. There is a link between the performance of the medical team and psychological empowerment as stated by (Spreitzer, 1995) that psychological empowerment can improve team performance because it has a feeling of having work results and team members have a greater level of initiative. Furthermore, organizational support is also related to performance, where organizational support for an employee such as nurses in a hospital can have an impact on performance. The better organizational support, the better the nurse's performance. This is due to organizational support can encourage someone to work better so that their performance increases. Finally, structural empowerment is related to the delivery of decision making and how the decision is. Structural empowerment in the form of an autonomy of decision-making that is oriented to the implementation of work and the achievement of organizational goals, will make the work team members able to carry out their duties properly, and not depend on the orders of their superiors structurally. This is what causes structural empowerment to have an impact on improving team performance.

Organizational support and structural empowerment can not only affect performance, but can also affect the perception of psychological empowerment. Efforts to improve the performance of nurses as medical personnel at the Regional General Hospital Dr. Zainoel Abidin (RSUDZA) Banda Aceh is very important to be carried out by the leadership of the hospital. This is very reasonable because the hospital and all its staff provide public services to meet the community's need for health services. A decrease in the performance of the medical team will not only adversely affect the performance of the hospital in general, but can have a negative impact on people's perceptions of the hospital's services.

The results of the initial survey conducted by researchers at RSUDZA obtained empirical evidence that the performance of nurses was relatively different from one another. This was revealed from a number of complaints or complaints made by patients in connection with the services they received. Although in general hospital services have been perceived well by the community, a small number of patients who complain of medical services are an indication of the emergence of problems in hospital services, especially related to medical services. Not all nurses can work carefully and accurately, capable of completing all tasks assigned, always on time at work and not all nurses voluntarily want to work outside working hours. This indicates that there are problems in the nurse's performance. Even though most of the nurses already have relatively good performance, the existence of some of them with poor performance is an important issue to look at, considering the service they provide is directly related to public services in the health sector. The aforementioned phenomena that underlie the spirit of the author to examine how the influence of organizational support and structural empowerment on the performance of nurses with psychological empowerment as an intervening variable.

2. Literature Study

Employee Performance

(Sedarmayanti, 2016) stated, performance, means: (1) Deeds, work performance, work performance, efficient work performance; (2) The achievement / achievement of a person regarding the tasks assigned to him; (3) An employee's work, a management process or an organization as a whole, where the results of the work must be demonstrated concretely and measurably (compared to established standards); and (4) Work results that can be achieved by a person or group of people in an organization, in accordance with their respective authorities and responsibilities in the context of achieving the objectives of the organization concerned legally, do not violate the law and are morally and ethically appropriate. While (Mathis & Jackson, 2006) said, "employee performance is basically what employees do or don't do. Employee performance is what influences how much they contribute to the organization which includes, among others: (1) Quantity of output, (2) Quality of output, (3) Duration of output, (4) Attendance at work, and (5) Cooperative Attitude.

Based on the opinion it is clear that an employee's performance is basically a work ability possessed by an employee at work that can be measured quantitatively or qualitatively. In quantitative measurements, good performance can be seen from the increase in the amount of output produced, as well as the effectiveness and efficiency of carrying out its work, and also for other quantitative measures. In addition to qualitative measurements, performance that is said to be good is shown in the improvement in quality of work results.

(Bernardin & Russell, 2012) stated a person's performance can be measured using 6 indicators, namely: (1) Quality is the level at which the final results achieved are near perfect in the sense of meeting the objectives expected by the organization; (2) Quantity is the amount produced expressed in terms of a number of work units or the number of activity cycles produced; (3) commitment is the level of activity the work is completed at the desired initial time; (4) Independence is an employee can perform his work function without asking for help from others; and (5) commitment means that employees have full responsibility for their work

Psychological Empowerment

Psychological empowerment is a motivation in a person which is manifested in the four reflections of individual orientation cognition for their work, namely competence, impact, understanding and self-determination (Greenberg & Baron, 2007).

Psychological empowerment in general is an action that focuses on employees so that employees can develop their potential. Psychological empowerment is intrinsic motivation that is instilled in the four dimensions of an individual's consciousness (cognition) of work role orientation, which includes meaning, self-efficacy, self-determination and impact. The existence of psychological empowerment will greatly help the organization achieve its goals because of high potential employees. (Spreitzer, 1995) describes empowerment as an increase in work motivation in a person which is manifested in the four reflections of individual orientation cognition for their work, namely competence, impact, understanding and self-determination.

Through psychological empowerment, employees will be able to see their abilities and will be able to influence their work and organization in a better and meaningful way. They will also hope to make more efforts, act more independently, and have a higher commitment to the organization in a meaningful way (Spreitzer, 1995). Many companies have paid attention to the psychological empowerment of their employees, especially companies with relatively good human resource systems so that they have innovated and entered the realm of the psychology of their employees. What is done is certainly expected to have an impact especially on the ability of employees to produce high performance, quality service, or even his confidence in what he does

will produce results well. Self-determination greatly influences the decisions made by each employee in his attachment to the organization and his work.

(Bandura, 2018) explained psychological empowerment can be measured using several indicators as follows: (1) The competency possessed is put to good use; (2) Have opportunities to influence organizational performance; (3) Job targets or objectives assigned in accordance with their wishes; (4) Free to make their own decisions at work; and (5) Free to determine the best way to complete the task.

Organizational Support

According to (Robbins & Judge, 2014) Organizational support is the level to which employees believe the organization appreciates their contribution and cares about their well-being. Human resources feel their organization is supportive when rewards are considered fairly, employees have a voice in decision making, and their supervisors are seen as supportive. (Shanock & Eisenberger, 2006)

explain that employees or individually in an organization will develop a total belief to determine the readiness of the organization's personification in giving rewards for business or work that is increasing and meeting the needs of employees to be praised and valued. This is the core support of the organization. The support is determined by the frequency of extremism and efforts to give praise and awards and other prizes such as salary, appraisal, and additional work responsibilities. Harmonious statements found by (Robbins & Judge, 2014)

in his research which revealed that individuals feel their organization provides support to their employees when awards are considered fairly, employees have a voice in decision making, and supervisors of their superiors are considered to be supportive. Thus, organizational support is still highly awaited by its employees, even at every level. Many organizations or companies that have been very concerned about the form of support for their employees, especially companies that are still based on "people" where employees still function regularly. This makes employees increasingly feel they have hope and attachment between their lives and the organization or company, because the organization or company is very concerned with their needs ranging from welfare to the reward they want to get.

(Robbins & Judge, 2014) explained organizational support can be measured using indicators as follows: (1) The organization is proud of the achievements of its employees; (2) The leader is proud of his employees; (3) The organization cares about the input of its employees; (4) The organization values employee contributions; and (5) paying attention to employee welfare.

Structural Empowerment

Empowerment in general includes the idea of decentralizing decision-making authority and responsibilities to subordinates and allowing them to work and think strategically to complete the work assigned to improve the quality of their work to achieve organizational goals (Barton & Barton, 2011). Empowerment can be defined as the authority in making decisions in a certain area of operations without having to obtain authorization from others (Luthans, 2006). While (Sударusman, 2004) interpreted empowerment that is as giving autonomy, authority, trust, and encouragement of individuals in an organization to develop regulations in order to complete the work. Empowerment is explained as the surrender of authority and responsibility to workers regarding all product development and decision making. So empowerment can also be

interpreted as giving broader authority as a result of the increased trust of the supervisor to employees in carrying out their duties.

Structural empowerment (structural empowerment) bases the work on the characteristics and design of work and its central focus is on delegating authority and responsibilities from higher management to employees as subordinates (Campion, Papper, & Medsker, 1996). Structural empowerment is related to the delivery of decision making and how the decision is made so that the transfer of authority and responsibility for certain tasks can be carried out by employees (Conger & Kanungo, 1988).

(Conger & Kanungo, 1988) explained structural empowerment can be measured using indicators as follows: (1) The existence of granting authority for employees to make decisions; (2) Employee independence in completing work is charged; (3) Granting autonomy to employees; (4) Organizational confidence in employees; and (5) There is encouragement to employees in determining the best way to get the job done.

Research paradigm

Based on the discussion of the problem and research literature, the researcher formulates the paradigm and research hypothesis as follows.

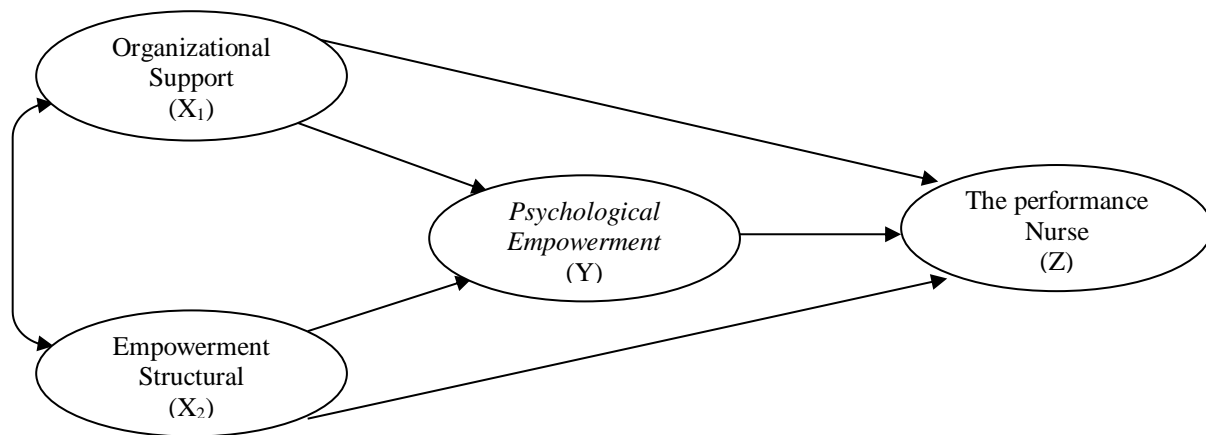


Figure 1. Research Model

- H1: The condition of organizational support, structural empowerment, psychological empowerment and nurse performance at RSUZA are good.
- H2: Organizational support influences the psychological empowerment of nurses in RSUDZA.
- H3: Structural empowerment influences the psychological empowerment of nurses in RSUDZA.
- H4: Organizational support influences the performance of nurses in RSUDZA.
- H5: Structural empowerment influences the performance of nurses in RSUDZA.
- H6: Psychological empowerment influences the performance of nurses in RSUDZA.
- H7: Organizational support influences the performance of nurses in Banda Aceh Regional Public Hospital through psychological empowerment as an intervening variable.
- H8: Structural empowerment influences the performance of nurses in Banda Aceh Regional Public Hospital through psychological empowerment as an intervening variable.

3. Research Methods

This research was conducted at RSUDZA which is located in Banda Aceh, Indonesia. While the research variables are nurse performance, psychological empowerment, organizational support and structural empowerment. The study population was pilgrims to nurses of RSUDZA as many as 520 people. Determination of the number of samples used Slovin formula. Thus the total sample of 133 nurses or 25.5 percent of the total population.

Data were collected using a questionnaire. The list of questions is asked and assessed using a Likert scale. Data were analyzed using Structural Equation Modeling (SEM) technique. The SEM equation model can combine a set of statistical techniques that allow testing for a relatively complex set of relationships simultaneously (Hair, Hult, Ringle, & Sarstedt, 2016). SEM is able to enter latent variables into the analysis. Before testing the hypothesis, confirmatory factor analysis (CFA). CFA in SEM needs to be done to ensure that the indicators are fit (Silva & Alwi, 2008).

In this study, researchers construct constructs for each variable studied based on previous theories, and the binding conditions for measuring the performance of the organization under study, namely:

1. Performance with measurement indicators (1) Quality, which is the level at which the final results achieved are near perfect in the sense of meeting the objectives expected by the organization; (2) Quantity, is the amount produced expressed in terms of a number of work units or the number of activity cycles produced; (3) commitment, i.e. the level of activity the work is completed at the desired initial time; (4) Independence, is an employee can perform his work function without asking for help from others; and (5) commitment, means that employees have full responsibility for their work.
2. Psychological empowerment with measurement indicators (1) Competencies possessed are utilized properly; (2) Have opportunities to influence organizational performance; (3) Job targets or objectives assigned in accordance with their wishes; (4) Free to make their own decisions at work; and (5) Free to determine the best way to complete the task
3. Organizational support with measurement indicators (1) The organization is proud of the achievements of its employees; (2) The leader is proud of his employees; (3) The organization cares about the input of its employees; (4) The organization values employee contributions; and (5) paying attention to employee welfare.
4. Structural Empowerment with measurement indicators (1) The existence of granting authority for employees to make decisions; (2) Employee independence in completing work is charged; (3) Granting autonomy to employees; (4) Organizational confidence in employees; and (5) There is encouragement to employees in determining the best way to get the job done.

4. Results and Discussion

Structural model analysis that explains the test of influence between variables is presented in the following path diagram:

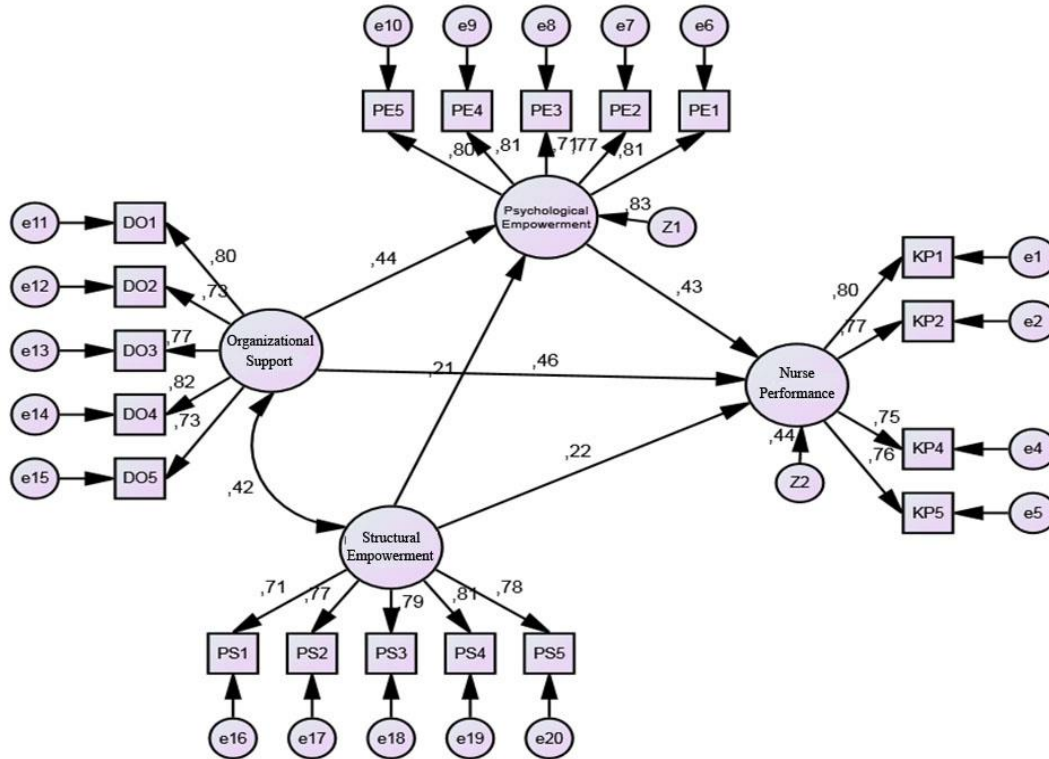


Figure 2. Full Structural Model Results

The results of testing by the full Structural model for testing hypotheses after going through the fulfillment of SEM assumptions, are more clearly found in the following table:

Table 1. Hypothesis Testing Results

		Estimate	C.R.	P
Psychological Empowerment	<--- Organizational Support	0.436	4.463	***
Psychological Empowerment	<--- Structural Empowerment	0.207	2.841	***
Nurse Performance	<--- Psychological Empowerment	0.425	5.071	***
Nurse Performance	<--- Structural Empowerment	0.223	3.076	.002
Nurse Performance	<--- Organizational Support	0.459	5.110	***

Source: Primary Data, 2020 (processed)

By looking at the numbers in table 1 above it can be understood that for exogenous constructs (organizational support and structural empowerment) affect psychological empowerment and nurse performance. In addition, psychological empowerment also affects the performance of nurses. Thus, the presence of psychological empowerment can be interpreted as an intermediary or mediating variable that is thought to have a role in the relationship between organizational support and structural empowerment towards nurse performance. In other words, the effect of organizational support and structural empowerment on nurse performance is not only possible to occur directly (direct effect), but also may occur indirectly (indirect effect)

through psychological empowerment as an intermediate variable. The estimated coefficient of organizational support for psychological empowerment is 0.436. According to the statistical method, the magnitude of the direct effect between the two variables is sought by squaring the estimated coefficient values. So that it can be interpreted that the direct influence of organizational support for psychological empowerment is 19.01% (0.436^2). For more details about the comparison of direct effects and indirect effects between these variables, see the following table.

Table 2. Direct and Indirect Effects (Indirect Effect) Between Variables

Shape Influence	Analyzed Variables	Coefficient Lane	The amount of influence
<i>direct effect</i>	Organizational support (X1) for psychological empowerment (Y)	0.436	19.01%
	Structural empowerment (X2) to psychological empowerment (Y)	0.207	4.28%
	Organizational support (X1) for nurse performance (Z)	0.459	21.07%
	Structural empowerment (X2) to nurse performance (Z)	0.223	4.97%
	Psychological empowerment (Y) on nurse performance (Z)	0.425	18.06%
<i>indirect effect</i>	Organizational support (X1) for nurse performance (Z) through psychological empowerment (Y)	(0.436 x 0.425)	18.53%
	Structural empowerment (X2) to nurse performance (Z) through psychological empowerment (Y)	(0.207 x 0.425)	8.80%

Source: Primary Data, 2020 (processed)

Nurse Performance Analysis, Psychological Empowerment, Organizational Support and Structural Empowerment

The first formulation of the problem, objectives and research hypotheses are related to the descriptive description of each research variable namely nurse performance, psychological empowerment, organizational support and structural empowerment. Nurses' assessments of each of these variables are based on the number of choices they answer or give to all statement items in each study variable. As explained earlier, the average score of nurses' performance scores was 3.672. This figure is around the 3.41-4.20 interval for the good category. Thus it can be interpreted in general the performance of nurses in RSUDZA is included in the good category. Furthermore, the average score of psychological empowerment, organizational support and structural empowerment is also at an interval of 3.41-4.20 as shown in the following table.

Table 3. Recapitulation of Description of Each Variable

Variable	Average score	Category	Information
Nurse Performance	3.672	3.41 – 4.20	Good
Psychological Empowerment	3.725	3.41 – 4.20	Good
Organizational Support	3.758	3.41 – 4.20	Good
Structural Empowerment	3.794	3.41 – 4.20	Good

Source: Primary Data (Processed), 2020.

From the table above it can be understood that in general the performance of nurses, psychological empowerment, organizational support and structural empowerment are included in the good categories. Thus the first hypothesis (H_1) which states the conditions of organizational support, structural empowerment, psychological empowerment and performance of nurses in RSUDZA are categorized as good acceptable.

Analysis of the Effect of Organizational Support on Nurse Psychological Empowerment

Organizational support positively and significantly influences the psychological empowerment of nurses in RSUDZA, shown in the existing coefficient of 0.436 with a significance value of p-value of 0.001. Referring to the estimated coefficient, the direct effect (direct effect) of organizational support for psychological empowerment of 19.01 percent (0.0436^2). This means that nurses who have a good perception of the organization's support of the hospital will have a good assessment of psychological empowerment. With the support of the organization for all tasks and work assigned to nurses, they will feel psychological empowerment. Conversely, nurses who have a poor assessment of organizational support, will feel psychologically empowered. Thus there is a direct relationship between organizational support and psychological empowerment among nurses. Looking at these explanations for the second hypothesis (H_2) which reveals organizational support effect on psychological empowerment of nurses in RSUDZA can be accepted.

Analysis of the Effect of Organizational Support on Nurse Psychological Empowerment

Structural empowerment also has a positive and significant effect on psychological empowerment, indicated by the coefficient value of 0.207 with the significance value seen at the p-value of 0.001. The direct effect of structural empowerment on psychological empowerment was 4.28 percent (0.207^2). This means that the existence of structural empowerment can make nurses feel psychologically empowered. There is a direct relationship between the two variables, indicating that the empowerment of nurses who are structural in nature can provide feelings of pleasure in themselves. Finally they feel that their competencies can be put to good use, they are also independent in completing the tasks given and have the opportunity to provide the best in order to support the operational activities of the hospital. This is what causes the positive and significant influence of structural empowerment on psychological empowerment among nurses in the hospital. Based on the explanation above, the third hypothesis (H_3) which states structural empowerment influences the psychological empowerment of nurses in Banda Aceh Regional Public Hospital.

Analysis of the Effect of Organizational Support on Nurse Performance

Organizational support has a significant effect on the performance of nurses in RSUDZA, as indicated by the coefficient value of 0.459 and the significance value of p-value 0.001. The direct effect of organizational support on nurse performance was 21.07 percent (0.459^2). Nurses who have a relatively good assessment of organizational support will tend to have better performance than those who have a poor assessment. Conversely, nurses with poor assessment of organizational support have an impact on decreasing their performance in carrying out tasks. So the better the organizational support the better the nurse's performance. Seeing this explanation, for the fourth hypothesis (H_4) which suspects that organizational support influences the performance of nurses in RSUDZA, it is acceptable.

Analysis of the Effect of Structural Empowerment on Nurse Performance

Structural empowerment positively and significantly influences the performance of nurses in RSUDZA. This is indicated by the existing coefficient of 0.223 with a significance value at the p-value of $0.002 < 0.05$. The direct effect of structural empowerment on nurse performance was 4.97 percent (0.223^2). This can be interpreted that the better the nurses' assessment of structural empowerment the better their performance in completing nursing tasks at the hospital. Conversely, when structural empowerment is perceived as unfavorable, then the condition adversely affects the performance of nurses. In other words, the better the structural empowerment the better the nurse's performance. So there is a direct relationship between increasing or decreasing performance with structural empowerment. Based on the explanation above, the fifth hypothesis (H_5) which states structural empowerment influences the performance of nurses in Banda Aceh Regional Public Hospital.

Analysis of the Effect of Psychological Empowerment on Nurse Performance

Psychological empowerment positively and significantly influences the performance of nurses in RSUDZA, with the existing coefficient of 0.425 with a significance value at p-value of $0.001 < 0.05$. The direct effect of psychological empowerment on nurse performance was 18.06 percent. This can be interpreted that the better the nurses' assessment of psychological empowerment, the better their performance in completing nursing tasks at the hospital. Those who feel empowered in the workplace will be encouraged to innovate in carrying out the work that is charged. The better the assessment of psychological empowerment the higher the desire to improve the quality of work results and be serious in completing work. Conversely, when nurses feel the absence of psychological empowerment, then these conditions can have an impact on decreasing their performance in carrying out tasks. By looking at the explanation above, the sixth hypothesis (H_6) which states psychological empowerment affects the performance of nurses in RSUDZA can be accepted.

Analysis of the Effect of Organizational Support on Nurse Performance Through Psychological Empowerment

The influence of organizational support on nurse performance can not only occur directly, but can also occur indirectly through psychological empowerment as an intervening variable. Hypothesis testing about the existence of psychological empowerment as an intermediary variable between nurse performance and organizational support refers to (Baron & Kenny, 1986)

which says that the effect of mediation occurs when there are 4 following criteria: (1) Exogenous variables affect endogenous variables, (2) Endogenous variables affect mediation variables, (3) Mediation variables must affect endogenous variables and (4) Full / Perfect Mediation occurs if the influence Exogenous variables on endogenous variables are directly insignificant, but the effect is significant when involving mediating variables, then partial mediation occurs when the influence of exogenous variables on endogenous variables either directly or indirectly is significant.

Operationally, the mediation effect testing procedure is according to (Baron & Kenny, 1986) as explained above requires the existence of three stages of data processing using linear regression. The first stage examines the effect of partial organizational support on psychological empowerment, then the second stage continues with testing the effect of partial organizational support on nurse performance. The third stage then examines the effect of organizational support and psychological empowerment together on nurse performance.

The results of the first stage of regression showed that the influence of organizational support for psychological empowerment was significant with a sig value of 0.001. Furthermore, the results of the second stage of regression indicate that the effect of organizational support on nurse performance is also significant with a sig value of 0.001. Furthermore, the results of the third stage of the regression test the effect of organizational support and psychological empowerment simultaneously on nurse performance also showed that the two variables significantly affected each sig value of 0.001. In order to facilitate the analysis of testing the psychological empowerment effects of mediation as an intermediary variable between the two variables can be seen in the following figure.

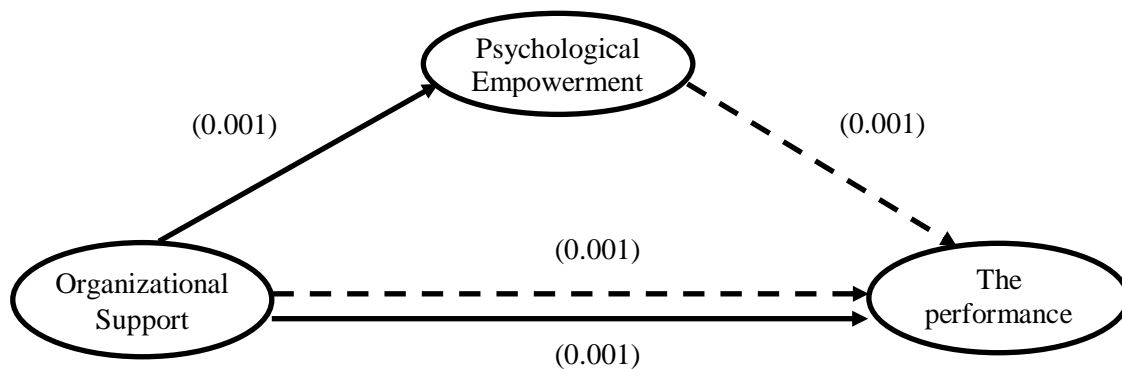


Figure 3. Testing the Psychological Empowerment Mediation Effect between Support Organization and Performance of Nurses

Based on the picture above, it can be seen that the effect of organizational support on psychological empowerment is significant, and the effect of organizational support on nurse performance is also significant. Likewise, the direct effect of the two variables together (indicated by a dashed line) that each variable also has a significant effect on nurse performance. This means that the psychological mediation effect of empowerment as an intermediary variable between management support and nurse performance is a partial mediation. So the seventh hypothesis (H₇) which stated, organizational support affects the performance of nurses in Banda Aceh Regional Public Hospital through psychological empowerment as an intervening variable can be accepted.

Analysis of the Effect of Structural Empowerment on Nurse Performance Through Psychological Empowerment

The influence of structural empowerment on nurse performance does not only occur directly (direct effect), but also indirectly (indirect effect) through psychological empowerment as an intervening variable. Testing the mediating effects of psychological empowerment as an intermediary variable between the two variables also refers to opinions (Baron & Kenny, 1986), which is done by three-stage regression. The first stage regression results show that the effect of structural empowerment on psychological empowerment is significant with a sig value of 0.000. Furthermore, the results of the second stage of regression indicate that the effect of structural empowerment on nurse performance is also significant with a sig value of 0.000. Furthermore, the results of the third stage of the regression test the effect of structural empowerment and psychological empowerment simultaneously on the nurse's performance also showed that the two variables significantly affected each sig value of 0.001. In order to facilitate the analysis of testing the psychological empowerment effects of mediation as an intermediary variable between the two variables can be seen in the following figure.

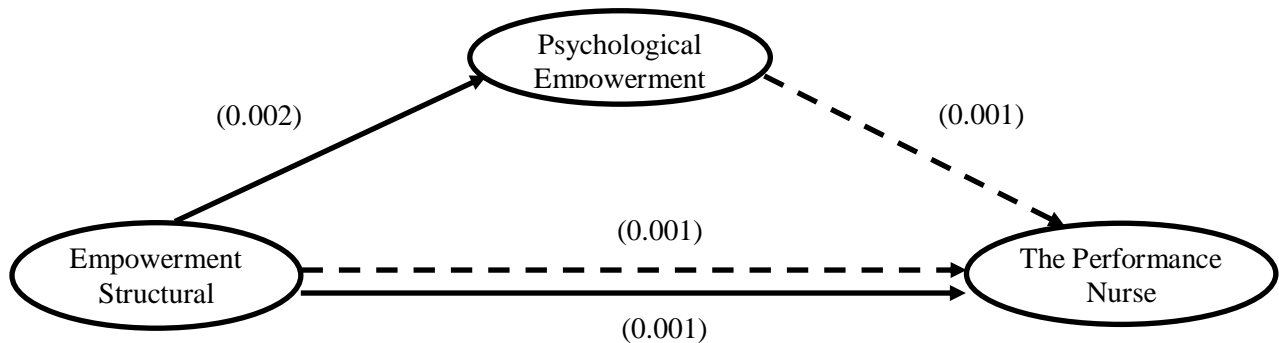


Figure 4. Testing the Psychological Empowerment Mediation Effects between Structural Empowerment and Nurse Performance

Based on the picture above, it can be seen that the effect of structural empowerment on psychological empowerment is significant, and the influence of psychological empowerment on nurse performance is also significant. Furthermore, the results of testing simultaneously the effect of structural empowerment and psychological empowerment simultaneously on the performance of nurses (depicted in a dashed line) also showed that each of these variables was significant with a sig value of 0.001. This means that the psychological mediation effect of empowerment as an intermediary variable between structural empowerment and nurse performance is also a partial mediation. So the eighth hypothesis (H_8) which states, structural empowerment affects the performance of nurses in Banda Aceh Regional Public Hospital through psychological empowerment as an intervening variable can be accepted.

5. Conclusions

The result of the research on nurses in RSUDZA finds generally the nurses have already been in good performance. Even if there are among those with poor performance, only a small portion of the total number of nurses. In addition, nurses' assessment of organizational support, structural empowerment and psychological empowerment in general are also included in the

good category. Organizational support has a positive and significant effect on psychological empowerment among nurses. Nurses who feel that there is organizational support regarding their existence in carrying out their duties will have a better assessment of psychological empowerment. Conversely, when assessments of organizational support are not good enough, then these conditions can make them feel less empowered psychologically.

Structural empowerment has a positive and significant effect on psychological empowerment among employees. The better the assessment of structural empowerment, the better their assessment of psychological empowerment. Conversely, when structural empowerment is perceived poorly, this condition can make nurses feel less or psychologically empowered. Organizational support has a positive and significant effect on the performance of nurses in RSUDZA. The better organizational support, the better the nurse's performance. Conversely, a decrease in organizational support can directly adversely affect nurses' performance.

Structural empowerment has a positive and significant effect on the performance of nurses in RSUDZA. The better structural empowerment the better the nurse's performance. Conversely, a decrease in structural empowerment can directly adversely affect the performance of nurses. Psychological empowerment has a positive and significant effect on the performance of nurses in RSUDZA. Nurses who feel psychological empowerment will have better performance compared to those who feel psychologically empowered. Conversely, a decrease in psychological empowerment results in a decrease in nurse performance.

Organizational support influences the performance of nurses in Banda Aceh Regional Public Hospital through psychological empowerment as an intervening variable. The mediating effect that arises by psychological empowerment as a mediating variable between the two variables is partial mediation. Thus it can be concluded that psychological empowerment is a necessity for improving the performance of nurses in the hospital. Structural empowerment influences the performance of nurses in Banda Aceh Regional Public Hospital through psychological empowerment as an intervening variable. The mediating effect that arises by psychological empowerment as a mediating variable between the two variables is also a partial mediation.

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