

Determination of Nurses' Job Satisfaction in Private Hospitals in Karawang and its Implications on Performance

Saur Panjaitan^{1*}, Rahmat Hidayat²
^{1,2}Pelita Bangsa University, West Java, Indonesia,
Correspondence: saur.panjaitan@pelitabangsa.ac.id¹

Abstract

Hospitals are organizations operating in the public health sector. Nurses are the most important part of a hospital. Therefore, nurses' performance in hospitals must be good. For nurses to work well, there must be job satisfaction from the nurses. The purpose of this study was to determine the effect of talent management and democratic leadership style on job satisfaction and its implementation on nurse performance in private hospitals in Karawang Regency, West Java with a sample of 205 respondents from 20 private hospitals. The researcher took samples from all of these hospitals. This study used the SEM method, by applying the steps of the SEM method. The researcher used the Lisrel 8.8 tool. In analyzing the data, the researcher used an analysis test by looking at the SLF value, GOF test, construct reliability, and extract validity. The results of this study indicate that talent management and democratic leadership have an effect on job satisfaction with a large influence of 53 and 27 percent. Meanwhile, on performance, talent management and democratic leadership style have no effect. Job satisfaction in this study has a large influence on performance with an SLF value of 1.00 and job satisfaction is a mediating variable that can mediate the variables of talent management and democratic leadership style on performance, because the influence of talent management and democratic leadership is greater when mediated by job satisfaction.

KEYWORDS

performance; job satisfaction; talent management; democratic leadership.

Introduction

A hospital is an important organization where sick people surrender and hope for healing from what they suffer (Eko et al., 2020). When a patient is hospitalized, apart from doctors, nurses are an important aspect of a hospital, because nurses always accompany patients who are hospitalized 24 hours a day. Even a doctor cannot carry out his duties properly if he is not assisted and accompanied by a nurse. So the role of a nurse is very important in a hospital so that the hospital can achieve its vision and mission. In general, a hospital has a vision to help patients get cured and provide the best service for patients. The vision of a hospital cannot be separated from a nurse, by providing services, accompanying patients, providing fast action, motivating patients and so on.

So that the hospital can achieve its vision and mission, the performance of a nurse is needed. A nurse, if assessed from performance indicators, must be able to take good action when a patient needs help, serve the patient by giving the right medicine as the quality of a nurse. When there are many patients, it requires a nurse's response and dexterity. Therefore, a nurse must be disciplined in managing her time and work, because the health and even the life of a patient sometimes does not only depend on a doctor, but depends more on a nurse on duty in the hospital.

In order for a nurse to perform well in a hospital, it is hoped that she will be satisfied with her work so that the nurse can carry out the duties and obligations of a nurse well. There are several aspects or variables that support and influence the performance and

satisfaction of a nurse in a hospital. This includes how the hospital develops the talents of a nurse, both from the recruitment process, training and career development. The second is how the manager or director applies the leadership style in the hospital. A democratic leadership style greatly influences a nurse's satisfaction in a hospital. How do leaders ask for nurses' opinions about patient handling, what is needed for an outpatient, what needs to be added and improved for inpatient facilities and so on. This cannot be separated from the cooperation between the leadership and nurses in the hospital, so democratic leaders are needed in this situation.

The existence of Human Resources (HR) is an important factor in a hospital, whether private or government. With the existence of Human Resources or what is called HR, we can train our abilities in organizations and companies. Good human resources can make a company quality. Companies must also have a very fast, precise and efficient response. By competently managing and utilizing human resources, employee productivity will increase and the quality will support the company's development (*HUMAN RESOURCES MANAGEMENT AND TOTAL QUALITY, 2022*). The main asset is Human Resources (*Sara et al., 2021*). HR are assets that are utilized to synergize different assets to accomplish hierarchical objectives. Without HR, different assets are inactive and less helpful in accomplishing authoritative objectives (*Mathews et al., 2020*). The job of representatives is extremely enormous in making organization progress, what should be considered is worker performance, in particular assistance.

Performance is part of a person's capacity and ability. For a nurse, performance is the ability to carry out tasks and overcome every hospital problem. In the interim, (*Ahmad, n.d.*) Expressed that performance is the accomplishment of comes about because of doing specific assignments. (*Febriyana et al., 2024*) describe performance is the result of a Performance is the work results expected by an organization for its continued existence. In healthcare organizations, nurse performance is crucial for the sustainability of the hospital and the health of patients. (*Studies, 2024*)

Numerous past investigations have analyzed the connection between ability the board and performance. Research led by (*Zaman et al., 2018*) shows that ability the executive's affects worker performance, and that implies that the higher the ability the board a representative has, the better the worker's presentation will be. (*Doan et al., 2022*) likewise expressed that ability the executives decidedly affects worker performance, and that implies that representative ability the board is very much impacted by representative performance so efficiency worker performance action can be expanded. Nonetheless, research led by (*Kanakriyah, 2021*) shows Ability the board significantly affects worker performance, and that truly intends that on the off chance that ability the executives isn't overseen well, there will be lopsidedness and bad form which can disturb the general supportability of representative performance. As indicated by (*Abdullah & Tursoy, 2023*) expressed that ability the board affects worker performance, and that implies ability the executives doesn't influence representative performance.

KPI (Key Performance Indicator) also assess the quantity of employee work seen from the work knowledge related to job tasks that will directly affect the quantity of work results that are still minimal in terms of training, often receiving complaints from hospital users; Getting time nurses are still often late for work for various reasons. This can be overcome by the placement and initial selection of nurses and training provided through the development of talent management and understanding of job satisfaction that will have an impact on the interpersonal skills of nurses to improve performance in the hospital. (*Mabaso, n.d.*). Improving employee

performance is a program that is closely related to the maintenance program. This maintenance includes the mental, physical condition and employee loyalty to their work at the company. Maintenance programs can run well if the company simultaneously provides the welfare programs needed by each employee and adheres to internal and external consistency within the company in the hope of improving employee performance (*Puspaningtyas et al., 2025*).

The program improves employee performance which has good quality if it pays attention to an effective approach to motivating employees through an innovative reward approach, because motivation has a few objectives including empowering representative enthusiasm and spirit, expanding representative confidence and occupation fulfillment, expanding representative work efficiency, keeping up with steadfastness and steadiness of organization workers, expanding discipline and decreasing representative truancy, making worker obtainment more compelling, making a decent working environment and connections, expanding imagination and representative support in exercises (*Elrayah & Semlali, 2023*).

There are 5 regions, to be specific drawing in, choosing, utilizing, creating and holding in the ability the executives technique. Interest as ability the board produces work with great HR (*Tien & Sadiq, 2021*). (*Kareem et al., 2024*) expressed that further developing worker performance is the organization's capacity to hold potential representatives who the organization needs to stay steadfast. Where further developing worker performance is likewise a representative's craving to remain with the organization for quite a while. Workers should be genuinely focused on and really focused on by chiefs by executing ability the executives, if not representative confidence, dedication, mentality and discipline will decline.

As per (*Yang & Zhang, 2024*) Democratic leadership style greatly influences nurse performance, and it means that this democratic leadership style encourages dynamic collaboration, inclusion, and shared decision-making with representatives or groups they lead, thereby improving nurse performance. Every decision taken democratically will produce good results for hospital users, and the collaboration of democratic leaders and nurse performance will be very good. (*Igalla et al., 2020*) and (*Yalçinkaya & Da, 2021*) The statement states that a democratic leadership style has a positive effect on performance, resulting in ideal performance. This is because decisions made collectively tend to be implemented effectively. Similarly, it states that a democratic leadership style influences nurse performance. What's more, as per (*Hidayat, 2020*), it shows that the democratic leadership adversely affects representative performance.

Job satisfaction is an individual's overall mentality towards his work. Assuming they are happy with the work they do, they will deliver positive performance. Past examination led by (*Hidayat, 2021*) expressed that Job satisfaction significantly affects representative performance, and that implies that the higher the worker's presentation, the more it empowers work fulfillment. Further exploration led by (*Avengelistia et al., 2022*) shows that there is a positive impact of occupation fulfillment on representative performance. In any case, this examination is contrarily corresponding as per (*Ilmiah & Vol, 2025*) which expresses that there is no impact between Job satisfaction and representative performance. As per (*Priliiana & Hidayat, 2025*), Job satisfaction has a negative and not huge impact on representative performance, implying that despite the fact that workers feel happy with their work, the effect on their exhibition isn't enormous or critical.

These investigations show that there is as yet an examination hole between ability the board and representative work fulfillment. Research directed by (*Fauziah & Panjaitan, 2025*) and (*Hidayat & Kusumah, 2019*) states that talent

management greatly influences job satisfaction, and that means the higher the management skills an employee has, the higher the employee's job satisfaction.. Rather than the exploration above, as per (ITALIANI, 2013), Talent management has no negative impact and does not change or affect employee job satisfaction.. As made sense of in research led by (Yulianisa et al., 2023) and (Permana et al., 2021) Democratic leadership style significantly influences job satisfaction in an organization.. This is unique in relation to explore led by (Santika, 2020) and (Tanjung et al., 2020) which shows that democratic leadership style does not significantly influence employee performance satisfaction in an organization.

Literature Review

Talent management and democratic leadership are important aspects of human resource management in a healthcare organization. Good nursing resource management, through nurse talent management and good leadership towards nurses, will help achieve organizational goals. Furthermore, it will have a significant impact on nurse job satisfaction in healthcare organizations. HR functions include guidance, training, supervision, provision of equipment, and appropriate legal advice for the company. These are all part of talent management. HR aims to develop the organization and interact with various parties within the company, and this can be achieved through good leadership. Support from talent management is crucial for effective HR. Good human resources can improve the quality of the organization. The organization must also be responsive, appropriate, and efficient.. Quality HR will support business growth. (Agustian et al., 2023). HR assume a significant part in the running of the association, workers are supposed to further develop execution, for that representatives need to have solid abilities or abilities in dealing with each work, dependable abilities can further develop representative execution The main asset is HR (Riyanto et al., 2023).

HR is assets that are utilized to synergize different assets to accomplish authoritative objectives (Amelia et al., 2022). Without HR, different assets are inactive and less helpful in accomplishing authoritative objectives (R. S. Dewi & Nurhayati, 2021). The job of workers is exceptionally enormous in making organization progress, what should be considered is representative execution, specifically administration. The outcome of an organization still up in the air by the administrations gave. Each organization generally attempts to work on the exhibition of its representatives, with the expectation that the organization's objectives will likewise be accomplished. Workers are not simply protests in accomplishing objectives, yet additionally subjects or entertainers. They can become organizers, implementers and regulators who generally assume a functioning part in acknowledging organization objectives, and have contemplations, sentiments and wants that can impact their mentality towards work.

HR is a significant part of life in an organization. In this manner, proficient administration is expected to make equilibrium and cooperative energy between representative requirements and company capacities. Aside from that, representatives likewise should be dealt with sympathetically so they can work really and productively (Tien & Sadiq, 2021). Organizations, both those participated in assembling and administrations, deal with countless workers. This is difficult, different representative foundations should be considered so pioneers are expected to have the skill to be great supervisors. Talent management is a cycle that includes numerous HR to evaluate worker execution in the organization. Ability the executives is a HR the board apparatus to adjust worldwide rivalry. Lately, ability the board has turned into the primary plan in associations in light

of the significance of ability the executives in accomplishing greatness for an organization. Worker execution is impacted by ability the executives. Talent Management likewise shapes the reason for deciding, finding, creating and overseeing worker execution to accomplish benefits.

As per Edwin B. Flippo in (Yulianisa et al., 2023) Human Asset The board is arranging, sorting out, coordinating and firing work relations, creating pay, coordinating, keeping up with and firing business relations with HR to accomplish individual, authoritative and local area targets. As per George R. Terry in (Agustian et al., 2023) Standards of The board, the executives is a cycle that utilizes logical and creative techniques to carry out the elements of arranging, coordinating, coordinating and controlling the exercises of a furnished gathering with assets/creation variables to accomplish that objective. Accomplish foreordained objectives successfully and proficiently.

As per (Cooke et al., 2014) Human asset the executives is characterized as a system in carrying out administration capabilities, specifically arranging, putting together, driving and controlling, in each action or functional capability of HR beginning from the most common way of drawing in, choosing, preparing and improvement, situation which incorporates advancements, downgrades and moves, execution examinations, pay, modern relations, and end of work, which are pointed toward expanding the useful commitment of the association's HR towards accomplishing hierarchical objectives all the more really and effectively.

Job Performance

Obviously, won't job performance simply be made, in light of the fact that representative presentation is the accomplishment of a work bring about a work cycle which depends on inherent capacities or capacities got from the growing experience as well as inspiration to succeed and to work on individual execution and accomplish organization objectives. Execution is a component of inspiration and capacity. Execution is In the meantime, (Gemely, 2020) execution is the accomplishment of comes about because of doing specific undertakings.

(Terhadap et al., 2021a) defines execution as the work product that a person achieves in finishing the tasks assigned to him, which depends on his ability (expertise, experience) and motivation (time responsibility). Job performance is the result of work that includes areas of strength for the association's fundamental goals, including obligation to the association, customer loyalty, and providing a financial commitment to the organization in order to develop the executives' abilities. Job performance is the amount of work that a person or group inside an organization may complete in accordance with their specific authority and responsibilities in order to properly achieve the goals of the organization in question, without disobeying rules and in accordance with morality and ethics., (Lionetto et al., 2020).

As per (Fitriya & Kustini, 2022) Job performance is an accomplishment or degree of advancement made by a person or organization in finishing tasks within a given time frame. Job performance can also be seen as an achievement in providing services to the community within a timeframe. Job performance is the outcome that an individual or group within an association can achieve in accordance with their specific authority and responsibilities in order to lawfully achieve the association's goals, doesn't disregard the law and is as per standards and morals. (Soejarminto & Hidayat, 2022) . A unique human asset the board approach is required for the metropolitan public help area. Since populace thickness is straightforwardly corresponding to the expansion in the requirement for public administrations (Aeknarajindawat & Jermisittiparsert, 2020) The indicators needed to measure employee performance according to Mitchell and Larson (1987) in (Doan et al., 2022)

are as follows: Quantity, Quality, Timeliness, and Collaboration Ability

Job Satisfaction

As per (Terhadap et al., 2021b) stated that job satisfaction is a crucial issue that should be viewed equally and crucially with nurse efficiency and performance. Dissatisfaction is often associated with poor leadership and management within the organization. Therefore, a nurse's job satisfaction is something that should not be overlooked. Job satisfaction is a pleasant, positive emotional attitude and a feeling of happiness among employees toward their work, arising from the assessment of the work situation, the achievement of targets, and the fulfillment of needs. As per Handoko (2015) in (Pragusti et al., 2023) Job satisfaction is a deep-seated state in which employees feel good or bad about their jobs. Employee ratings, overall attitudes toward their jobs, pay, and social relationships at work are all factors that can influence job satisfaction, the work environment, and the work itself.

Job satisfaction is defined by (Yulianisa et al., 2023) as a positive emotional state, resulting from an assessment of one's job or work experience". Meanwhile, according to (Stephen Robbins 2015:67) in (Robbins, S. P. (2019). MANAJEMEN SUMBER DAYA MANUSIA Eri Susan 1. Jurnal Manajemen Pendidikan, 9(2), 952-962. Robbins, 2019) states that job satisfaction is the outcome of a representative's labor in terms of the quantity and quality of work completed in fulfilling his duties in accordance with those assigned to him.

Experts' understanding leads us to the conclusion that an employee's attitude towards his or her job, including feelings of happiness or dissatisfaction, is reflected in the idea of job satisfaction. Job satisfaction can be interpreted as an employee's perspective on everything they encounter at work. The environment has a direct impact on feelings and behavior at work, which is reflected in employee performance. Widodo (2015) in (Harahap & Khair, 2019) states that there are several indicators of job satisfaction, namely Salary, The work itself, Coworkers, Boss and Promotion

Talent Management

Talent Management is a progression of exercises completed by organizations to track down the right workers and spot them perfectly located through a course of distinguishing proof, improvement, safeguard and situation in suitable positions (Murray & Holmes, 2021). As per (I. A. R. S. Dewi, 2020) states that the progress of each and every organization Not entirely settled by ability the board and representative improvement systems. In the ongoing period of globalization, each organization administrator has the test of keeping workers drew in and expanding and holding representatives who have potential and ability. Moreover, the idea of Talent Management were found and created during The Second Great War (I. A. R. S. Dewi, 2020).

Talent Management is a significant part of corporate system in most corporate associations (E Avriani, RB Putra, 2021). As per Schullion and Collings 2011 in (Mende & Dewi, 2021) Talent Management has the point of aiding increment, hold and foster representatives to address the difficulties presently looked by different associations or organizations and work on authoritative execution through addressing hierarchical necessities.

As per Collings and Mellahi in (Kusuma, 2017) Characterizing Talent Management as exercises and cycles that recognize key places that add to practical upper hand, fostering a gathering of high-potential and high-performing gifts to do the capabilities these capabilities and the improvement of human asset procedures that work with these positions being involved by skilled individuals, individuals who

are focused on the association. As per Aina and Atan 2020 in (Doan et al., 2022) there are 4 signs of the executives ability, in particular: Ability Fascination, Ability maintenance, Learning and Advancement Learning and Improvement (L&D) and Vocation Advancement.

Democratic Leadership

Democratic Leadership style has a positive relationship with worker work fulfillment. Tannenbanum and Schmidt (2012) in (Kurniawan DP, 2018) characterize Democratic Leadership as authority where direction is decentralized and shared by all subordinates. (Raupu et al., 2021) in states There are several qualities that are based on consensus among the people. Leaders are happy to accept ideas, conclusions, and even analysis from others. Workers generally strive to focus on cooperation to achieve goals by sincerely providing employees with the widest possible opportunities for development. They then correct any errors found, so that subordinates do not repeat the same mistakes, which are then revised so that employees do not make the same mistakes. They always strive to make employees more successful than their superiors, and strive to develop their own abilities as leaders. (Bwalya, 2023).

As per Anderson in (Iwan et al., 2024) characterizes a democratic leader as an individual who shares decision making with different individuals. He underlines that vote based authority is connected with higher confidence much of the time. As per Woods 2004 in (Kotamena et al., 2020) Vote based authority style is the capacity to impact others so they will coordinate in accomplishing the objectives that have been set through different exercises that will be completed mutually between the leader and subordinates.

A cozy relationship and aiding each other with collaborators and pioneers is vital and has areas of strength for a with work fulfillment and doesn't have anything to do with the states of the work environment and the kind of work. Pioneers who energize better execution by giving exercises that impact their subordinates to accept that significant outcomes can be accomplished with serious exertion. A pioneer is always respected and not feared because of his behavior in hierarchical life. His conduct will urge his subordinates to develop and foster their advancement and inventiveness. He genuinely pays attention to the conclusions, ideas and even analysis of others, particularly his subordinates.

As per (Haq, 2021), the markers for estimating vote based authority style are Give opportunity of assessment to subordinates, Tackle issues together, Including subordinates in different issues including direction, The leader passes on definite data with respect to the individuals' obligations and obligations and Accomplish hierarchical focuses by sharing thoughts.

Methods

The research framework was developed for the research results in accordance with the research model. This study has two independent variables, one dependent variable, and one mediating variable all included in this study. Talent management (X1) is the first independent variable, and democratic leadership (X2), which may affect performance (Y), is the second independent variable. Job satisfaction serves as a mediating variable (Z). In this study there are 7 hypotheses, 5 of which are to determine the relationship between variables, namely it is suspected that talent management has an effect on job satisfaction, democratic leadership has an effect on job satisfaction, talent management has an effect on job satisfaction and performance, and the fifth is job satisfaction has an effect on performance. Two mediating hypotheses are talent management has an effect on performance through job

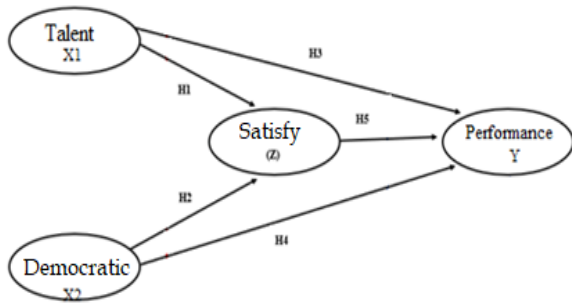


Figure 1. Research Design

Source: Designed by Author (2026)

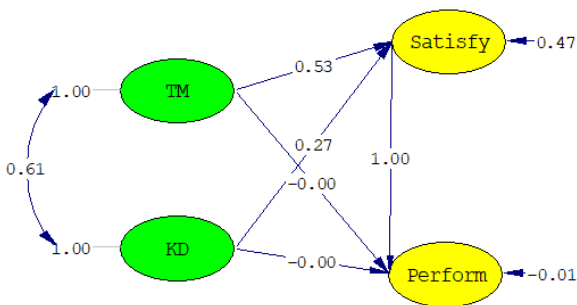


Figure 2. Standardized Result

Source: processed data Lisrel 8.8 (2025)

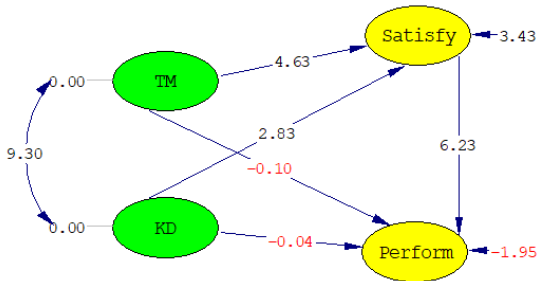


Figure 3. Tvalue Result

Source: processed data Lisrel 8.8 (2025)

satisfaction and democratic leadership has an effect on nurse performance through nurse job satisfaction in private hospitals in Karawang.

This study employed quantitative research methodology. According to (Mardillah & Rahardjo, 2017) Quantitative research is an investigative technique aimed at understanding social issues that emphasizes the examination of theories involving measurable variables. The findings from this study were subsequently evaluated through statistical methods to verify the accuracy of the proposed theoretical assertions. Within a quantitative framework, the connections among variables will be assessed through statistical analysis tools while applying theory in an impartial manner.

Population and Sample

Population is a general area consisting of objects or subjects that meet certain criteria and are used by researchers to conduct research and develop conclusions (Nur'aeni & Hidayat, 2017). The sample involved in this study was nurses working in private healthcare facilities in

Karawang Regency. The sample represents a portion of the overall population. Twenty private hospitals in Karawang were selected as the research objects. The characteristics of the hospitals used as research objects are hospitals that have met the complete requirements for a hospital, namely hospitals that have standardized equipment, emergency units, pharmacies, laboratories, and so on. The sample was also taken based on a specific category, namely nurses who have become permanent nurses at the hospital. The sample was taken with an even distribution across all hospitals that were the research objects.

According to (Fitriya & Kustini, 2022) Simply put, a sample is a portion of the population used as the real source of data for a study. In other words, a sample is an illustration of a portion of the population that represents the entire population. Calculations using the Slovin formula reveal that 205 of the 422 total population members were used as the sample.

The data processing technique used in this study was the Structural Equation Model (SEM) to test the proposed hypotheses. SEM is used to evaluate the relationships between factors that constitute the hypotheses in the study. The Structural Equation Model (SEM) consists of several steps: Formulating the Model, Creating a Path Diagram, Formulating Measurement and Structural Equations, Selecting Input Data and Model Estimation, and Model Identification.

Using the SEM method, the researcher tested the effect of independent variables on the dependent and mediating variables. Previously, the researcher analyzed the data using the SLF test, the Goodness of Fit test, and validity and reliability tests. According to (Priliana & Hidayat, 2025) Underlying Condition Displaying (SEM) is a quantification system that is cross-sectional, straight and general. SEM combines factor examination, means assessment, and regression as an important part. Data validation was used using the triangulation method).

Result and Discussion

The initial step the researcher took was to analyze the data by considering several factors. First, they examined the influence value on each indicator, or SLF value. If the value of the relationship between the variable and the indicator obtained a standard value of more than 0.5 and a t-value of more than 1.96, then the indicator of that variable was categorized as feasible. Second, they examined the Goodness of Fit test value, which considered RMSEA, GFI, NFI, NNFI, CFI, IFI, and AGFI. They also examined the CR and VE values (reliability and validity). In this data analysis test, the researcher found that all indicators from all variables fell into the feasible category and were good for further data processing.

Structural Model Analysis

The analysis model underlying this research is to examine how independent variables are able to influence the dependent variable and how mediating variables are able to mediate the independent variables and the dependent variable. In this case, the independent variables are talent management and democratic leadership, the independent variable is performance and the mediating variable is job satisfaction. The structural model was analyzed using LISREL 8.80. The standardized path coefficients are presented in Figure 2, while the significance of the relationships based on t-values is shown in Figure 3.

It is often clear from Figures 1 and Figure 2 that the independent factors and dependent variables in the underlying model are interrelated. The table below shows an interesting test of continuous effects regarding the relationship between the independent variables or the average between two independent factors. In addition to the t-value, Table 1 displays the next coefficient value, or in other words, know that in Figure 1 is the value of the influence of variable X on Y. While Figure 2

Table 1. Significant among Variables

No	Structure	Tvalue	ttable	Test Result
1	Talent => Work satisfaction	4,63	1,96	Significant
2	Demokratic Leadership=> Work satisfaction	2,83	1,96	Significant
3	Talent => Performance	-0,10	1,96	Not Significant
4	Demokratic Leadership=> Performance	0,04	1,96	Not Significant
5	Work satisfaction => Performance	6,23	1,96	Significant

Source: processed data Lisrel 8.8 (2023)

explains whether the independent variable affects Y or not. The main path coefficient is considered significant if the t-value ≥ 1.96 ; if the t-value is less than 1.96, the path coefficient is considered insignificant..

In table 1 it can be seen the relation between endogen variable and exogen variable. The table shows that the Talent management has an effect on job satisfaction with the t count of 4.63 which is greater than the t table of 1.96. Democratic leadership also influences job satisfaction with a t count of 2.83 which is greater than the t table. Meanwhile, regarding performance, talent management has no effect on performance with t calculated to be smaller than t table, as well as democratic leadership, it also has no effect on performance. Job satisfaction as a mediating variable has a big influence on performance.

Hypothesis testing

Following the completion of measurement and structural analysis, the subsequent phase involves conducting hypothesis testing in the manner detailed below.

The Influence of Talent on Work satisfaction

The initial hypothesis (Ha) proposes that Talent impacts job satisfaction. From the analysis, it can be determined that the t-calculated figure exceeds the t-table figure, specifically $4.63 > 1.96$, this is indicating significance. Therefore, it is evident that Management of talent has a considerable and meaningful impact on job satisfaction, which means that Hypothesis 1 (Ha) is confirmed.

The Influence of Democratic Leadership on Work satisfaction

The subsequent hypothesis (Ha) indicates that Democratic Leadership affects job satisfaction. According to the data presented, the calculated t-value exceeds the table t-value, specifically 2.83 is greater than 1.96, which indicates significance. Therefore, it can be concluded that Democratic Leadership is validated with a substantial impact of 27% and significantly influences job satisfaction, meaning that Hypothesis 2 (Ha) is supported.

Influence of Talent on Performance

The third hypothesis (Ha) states that talent management has no impact on performance. From the data presented, the calculated t-value is smaller than the t-value in the table, namely $-0.10 < 1.96$, indicating insignificance. Therefore, it can be concluded that talent has no effect on performance, which means Hypothesis 3 (Ha) is not accepted.

Influence of Democratic Leadership on Performance

The fourth hypothesis (Ha) proposes that Democratic Leadership has an impact on performance. According to the data presented, the calculated t-value is less than the t-table value, specifically $0.10 < 1.96$, indicating a lack of significance. Therefore, it can be concluded that Democratic Leadership does not positively or significantly affect performance, which means that Hypothesis 4 (Ha) is not accepted.

The Effect of Work satisfaction on Performance

The fifth hypothesis (Ha) states that job satisfaction impacts performance. Based on the data presented, the calculated t-value is higher than the t-table value, which is 6.23 compared to 1.96, with an effect size of 100% (because the other variables have no effect), indicating significance. Therefore, it can be concluded that job satisfaction has a positive and significant impact on performance, which means Hypothesis 5 (Ha) is accepted.

The Influence of Talent Management on Performance through Job Satisfaction

In this study, the influence of talent management on performance through job satisfaction was 2.42, which concludes that job satisfaction effectively mediates talent management and nurse performance in private hospitals in Karawang Regency. Therefore, if talent management is good, nurses will be satisfied and their performance will improve.

The Influence of Democratic Leadership on Performance through Job Satisfaction

In this study, the influence of Democratic Leadership on performance through job satisfaction was 2.42, which concludes that job satisfaction effectively mediates Democratic Leadership and nurse performance in private hospitals in Karawang Regency. Therefore, if Democratic Leadership is good, nurses will be satisfied and their performance will improve.

Conclusion

Based on the research findings, it can be concluded that talent management and democratic leadership each influence employee job satisfaction. This indicates that effective talent management and the implementation of a participatory leadership style can increase job satisfaction levels. However, partially, talent management and democratic leadership do not directly influence employee performance. On the other hand, job satisfaction has been shown to influence performance, suggesting that employee performance is more influenced by perceived job satisfaction. Furthermore, the research findings also indicate that job satisfaction acts as a mediating variable in the relationship between talent management and democratic leadership on performance. Therefore, improved employee performance can be achieved indirectly through increased job satisfaction, which is influenced by effective talent management and democratic leadership.

Author contributions

The author conceived and designed the study, developed the research model and instrument, collected the data, conducted the data analysis, interpreted the findings, and wrote and revised the manuscript.

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