



**PERCEIVED CAREER COMPROMISE AND
JOB SATISFACTION AMONG HOSPITAL NURSES
IN INDONESIA: THE MEDIATING ROLES OF IDEALISM
AND ABUSIVE SUPERVISION**

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ABSTRACT

Aim/Purpose	This study aims to examine the impact of perceived career compromise on job satisfaction and to investigate how idealism and abusive supervision mediate this relationship. It focuses on the professional experiences of nurses in Indonesia, exploring how career compromise and organizational dynamics shape satisfaction within a specific cultural and hierarchical context.
Background	Nurses play a critical role in healthcare systems, yet many face challenges that force them to compromise their professional goals. Understanding the mechanisms behind how such compromise affects job satisfaction is essential for effective healthcare workforce management.
Methodology	This study employed a quantitative method with data collected from 200 nurses in Mataram City, Indonesia. Partial least squares structural equation modeling (PLS-SEM) using SmartPLS was used to analyze the data.
Contribution	This study extends healthcare HRM literature by integrating ethical (idealism) and leadership (abusive supervision) variables as mechanisms through which career compromise may influence job satisfaction.
Findings	Structural model analysis revealed that predicted negative relationships between career compromise, idealism, and job satisfaction were significantly positive (unsupported). Conversely, direct paths from career compromise to abusive supervision and from idealism to job satisfaction were supported. Both idealism and abusive supervision were found to be significant mediators. These findings indicate that within Indonesia's seniority-based nursing culture, career compromise is reframed as professional stability and abusive supervision is reinterpreted as paternalistic guidance, paradoxically enhancing rather than reducing job satisfaction.
Recommendations for Practitioners	Healthcare organizations should cultivate effective nursing leadership and establish career development opportunities to sustain nurse job satisfaction, particularly when career aspirations are not fully met.
Recommendations for Researchers	Future researchers are urged to investigate additional mediators or moderators, such as resilience or organizational fairness, and to apply the model across various organizational contexts.
Impact on Society	This study enhances comprehension of the factors influencing nurse satisfaction, hence promoting improved workforce retention in healthcare, which directly affects the quality and continuity of patient care.
Future Research	Further research could use longitudinal designs or qualitative approaches to uncover deeper emotional responses to career sacrifice among healthcare workers.
Keywords	job satisfaction, perceived career compromise, idealism, abusive supervision, nurses, healthcare management

BACKGROUND

Job satisfaction is a critical indicator of employee well-being and organizational performance. It reflects how employees evaluate their work environment, relationships, and personal rewards (Falletta & Combs, 2021; Robbins & Judge, 2013). In hospitals, job satisfaction among nurses is closely tied to patient safety, service quality, and staff retention (Aloisio et al., 2021). Despite its importance, job satisfaction among nurses in Indonesia remains low. Studies conducted in Medan and Padang reported

that over 50 percent of nurses expressed dissatisfaction with their jobs (Barahama et al., 2019; Halijah, 2021). This persistent issue raises questions about what organizational and individual factors drive these attitudes.

One contributing factor is perceived career compromise. This occurs when individuals accept roles, responsibilities, or work environments that do not align with their original career goals or aspirations (Creed & Blume, 2013; Gottfredson, 1981). For many nurses, this compromise is not a matter of choice but a response to structural constraints such as job scarcity, heavy workloads, or a lack of opportunities for specialization. Career compromise may reduce motivation, diminish the sense of professional purpose, and erode long-term job satisfaction.

Some scholars have explored how individuals adapt to roles that conflict with their professional identity. Ashforth and Mael (1989), for example, discussed how employees sometimes reshape their roles to meet organizational norms. However, the concept of sacrifice in that context is rooted in identity negotiation rather than ethical trade-offs. In this study, we redefine career compromise not as a moral sacrifice but as a practical adjustment that nurses make when their ideal career paths become inaccessible.

While the act of compromise itself may lead to dissatisfaction, its impact is not uniform across individuals. Factors such as personal ethics and workplace climate may shape how nurses interpret and respond to their circumstances. Nurses with a strong sense of idealism, for instance, may find meaning in their work even when it falls short of their original ambitions. Idealism, rooted in the ethical belief that actions should not harm others, can provide psychological resilience in the face of professional setbacks (De Clercq, 2022; Forsyth, 1980; Gilang et al., 2019). On the other hand, negative supervisory experiences may intensify dissatisfaction. Abusive supervision, marked by disrespectful and psychologically harmful behavior, can erode morale and worsen the effects of career compromise (Tepper, 2000; I. Wang et al., 2021).

This is particularly relevant in the Indonesian health sector, where a culture of hierarchy and seniority is deeply embedded. A Global Leadership Study by Dale Carnegie Indonesia revealed major leadership blind spots, with only 32% of employees perceiving leaders as consistently honest. In hospital settings, this often manifests as rigid oversight and harsh criticism (Liang et al., 2024). Reports of mistreatment, such as the alleged harassment of a university anesthesia resident by senior colleagues, highlight the damaging effects of unchecked authority. A recent CNN (2024) Indonesia investigation described how seniority norms can justify arbitrary behaviors toward junior staff and reinforce a culture of silence. Nevertheless, while this culture of silence persists in physical workplaces, the younger generation is increasingly choosing alternative pathways through their online presence to voice dissent and express their collective interests (Fakhri et al., 2025).

Whether expressed through quiet endurance or active digital dissent, these organizational dynamics, including career misalignment, ethical strain, and abusive leadership, interact to shape how nurses perceive their roles. This is especially significant in cities like Mataram, where the healthcare infrastructure is still developing and reliable service delivery depends heavily on staff morale. Understanding how perceived career compromise interacts with personal ethics and supervisory experience provides insight into both individual psychological resilience and institutional performance. This study focuses on the contribution to theoretical development by examining mediated relationships between compromise and satisfaction. It also offers practical guidance for healthcare organizations seeking to improve workforce sustainability in complex and resource-constrained environments.

LITERATURE REVIEW AND HYPOTHESIS

CONSERVATION OF RESOURCES (COR) THEORY

According to Hobfoll's Conservation of Resources (COR) Theory, people are inherently driven to acquire, maintain, and safeguard important resources, including their health, sense of self, family, and

life's purpose. When these resources are lost, endangered, or not obtained, stress results (Hobfoll et al., 2018; Maghfira et al., 2021). According to the hypothesis, losing resources has a greater psychological impact than gaining them and frequently leads to increased stress and greater vulnerability to further losses. People are urged to use their leftover funds to recuperate and develop to lessen this (Hobfoll et al., 2016).

Depleted resources can lead to poor performance, job dissatisfaction, absenteeism, and even turnover in organizational contexts (Goldfarb & Ben-Zur, 2017; Halbesleben & Wheeler, 2015). To mitigate the consequences of resource depletion and promote recovery, COR theory also highlights the importance of positive crossing resources, such as assistance from superiors or colleagues. Therefore, preserving employee well-being and creating a pleasant organizational atmosphere in the workplace depend on efficient resource management (Shirom, 2011).

JOB SATISFACTION

A person's feelings about their employment are referred to as job satisfaction. It also includes a person's feelings and opinions on their present position (Håvold et al., 2021). According to Salsabila et al. (2021), job satisfaction is thought to raise one's standard of living and have a beneficial effect on performance. A happy person is more likely to be content, which encourages them to do their work well. A disgruntled individual, on the other hand, would complete work slowly or with little enthusiasm, ultimately making it more difficult to accomplish organizational objectives. While symptoms of bad behavior, such as sloth, may indicate unhappiness, positive actions at work indicate job satisfaction (Armstrong & Taylor, 2014).

CAREER COMPROMISE

Perceived career compromise occurs when individuals adjust their work ambitions to accommodate external situations, conditions, or unforeseen events (Gottfredson, 1981). While people may initially sacrifice their career aspirations due to a belief in achieving specific tasks or the perceived worth of their efforts (Lent et al., 1994), encountering obstacles in reaching their original objectives often leads them to alter plans or abandon them entirely. Such concessions from initial career decisions can have profound psychological and emotional repercussions.

Engaging in career compromise often leads to emotional distress, particularly when individuals are unable to attain their desired professional roles. This dissatisfaction hinders the accomplishment of personal career goals, fostering feelings of unhappiness and discontent (Gottfredson, 1981). Empirical evidence consistently supports this notion: a high degree of work compromise has been found to correlate with lower levels of work-related satisfaction (Tsaousides & Jome, 2008). Furthermore, studies have found that career compromise is negatively associated with overall employee well-being, particularly affecting job satisfaction, as measured by contentment with career progress, direction, and future prospects (Creed & Blume, 2013). The adverse effects extend to increased work stress, especially among early-career professionals. Ultimately, individuals who make career concessions often experience diminished job performance and general unhappiness, which can heighten their intention to quit (De Clercq, 2022).

Based on this compelling evidence, we propose that perceived career compromise unequivocally leads to a reduction in job satisfaction.

H1: The perceived career compromise negatively influences job satisfaction.

IDEALISM

According to previous studies, moral judgment is primarily influenced by two factors: the perceived advantages and disadvantages of an action, and its alignment with accepted norms. This perspective is encapsulated in Ethics Position Theory, which posits that an individual's response to a situation is contingent upon their personal values (O'Boyle & Forsyth, 2021). This theory utilizes idealism and relativism as its foundational dimensions to characterize individual ethical conduct (Forsyth, 1980).

Idealism is defined as a mindset that prioritizes maximizing positive outcomes and minimizing negative consequences, especially when others' well-being is involved (L. Wang & Calvano, 2015). Individuals with a high degree of idealism are more inclined to behave ethically due to their strong concern for collective welfare. Thus, idealism represents an outcome-oriented approach to moral decision-making.

Idealism serves as a critical personal resource that individuals draw on, particularly in the face of challenging professional circumstances. Drawing from conservation of resources theory, which identifies various psychological traits (such as self-efficacy and optimism) as valuable personal resources that individuals strive to acquire, retain, and protect (Chen et al., 2015; Hongyu, 2024), idealism serves as an internal wellspring of strength. It enables individuals to uphold their values and seek positive contributions even when confronted with adversity. However, when individuals repeatedly encounter perceived career compromise situations in which their work ambitions are significantly altered due to external pressures or conditions, this can impose a substantial strain on their idealistic outlook. The continuous conflict between deeply held idealistic aspirations and the reality of unavoidable concessions can lead to disillusionment and a reduction in one's overall idealism. Such experiences can deplete this personal resource, diminishing an individual's capacity to maintain an unwavering focus on ethical outcomes and the welfare of others.

H2: The perceived career compromise negatively influences idealism.

Furthermore, idealism significantly shapes an individual's job satisfaction. Idealism motivates individuals to make decisions that lead to beneficial outcomes for others, particularly when their organizational roles align with their core principles, thereby enhancing their job happiness (L. Wang & Calvano, 2015). When individuals can act in accordance with their idealistic beliefs, they experience a greater sense of purpose and fulfillment, contributing positively to their overall satisfaction with their work. Although highly idealistic individuals may encounter challenges during significant organizational changes that necessitate the compromise of their fundamental ideals (Broadbent, 2014), the inherent drive to contribute positively generally fosters greater job satisfaction. The ability to find meaning and positive impact in their work through their idealistic lens is a powerful determinant of their contentment.

H5: Idealism positively influences job satisfaction.

Building on the direct relationships outlined above, we propose that idealism mediates the relationship between perceived career compromise and job satisfaction. As demonstrated, perceived career compromise can deplete an individual's idealism (H2). This diminished idealism, in turn, lessens the positive influence that idealism typically has on job satisfaction (H4). Therefore, the negative impact of perceived career compromise on job satisfaction is partially explained by the erosion of an individual's idealistic outlook. This mediating effect suggests that idealism acts as a crucial psychological pathway through which career challenges ultimately affect an individual's work-related well-being.

H6: Idealism mediates the relationship between perceived career compromise and job satisfaction.

ABUSIVE SUPERVISION

A subordinate's assessment of a supervisor's persistently hostile behavior, encompassing both verbal and non-verbal actions but excluding physical contact, constitutes perceived abusive supervision (Tepper, 2000). It is crucial to note that abusive supervision is fundamentally a subjective appraisal of a leader's actions by subordinates, rather than an objective measure of the leader's actual behavior. This subjectivity arises because employees may interpret similar conduct differently; what one perceives as abusive, another might view as normal or appropriate. Such behavior is recognized as a form of toxic leadership and demands careful attention to foster a healthy work environment. The psychological stress induced by abusive supervisors can significantly contribute to poorer performance, diminished job satisfaction, and elevated employee turnover (Tepper, 2000). Research

extensively documents that exposure to abusive supervision can lead to mental health issues, emotional exhaustion during service delivery (H. Wang & Tang, 2022), and even counterproductive behaviors such as sabotage (Pradhan, 2022).

When individuals experience a perceived career compromise, they often experience frustration, disillusionment, and reduced organizational commitment. This state of compromise can manifest as decreased work engagement, lower performance, and negative workplace attitudes (Wu & Du, 2022). While perceived career compromise does not directly *cause* abusive supervision, an employee's negative behaviors and attitudes can, in some instances, serve as a trigger for supervisors to engage in abusive acts (Kim et al., 2016). Furthermore, research indicates that various factors related to managerial stress and resource depletion, such as job insecurity, can lead managers to engage in abusive supervision (Yang et al., 2025). Although the direct link from employee career compromise to supervisor's abusive behavior is complex, employees experiencing career compromise might, due to their increased psychological distress or vulnerability, become more susceptible to perceiving supervision as abusive, even if the supervisor's intent is not explicitly hostile. The sustained negative emotional state resulting from career compromise can thus intensify the perception of supervisory hostility.

H3: Perceived career compromise positively influences abusive supervision.

Abusive supervision profoundly impacts an employee's job satisfaction. The persistent hostile behavior from a supervisor creates a stressful and hostile work environment, leading to significant psychological distress among subordinates (Nguyen et al., 2024). This chronic stress erodes job enjoyment, diminishes morale, and fosters feelings of injustice and disrespect. Employees subjected to abusive supervision often experience reduced intrinsic motivation, increased emotional exhaustion (Wheeler et al., 2013), and a sense of powerlessness, all of which directly contribute to a substantial decline in their overall job satisfaction (Zhang et al., 2019). The toxic nature of such leadership fundamentally undermines the positive aspects of the work experience, leading to adverse outcomes, including increased turnover intention and negative emotions (H. Wang & Tang, 2022).

H4: Abusive supervision negatively influences job satisfaction.

Building on the relationships established for H3 and H5, we propose that abusive supervision mediates the relationship between perceived career compromise and job satisfaction. As previously argued, perceived career compromise, by fostering negative employee states or creating conditions that can trigger supervisor hostility, can lead to increased instances or perceptions of abusive supervision (H3). This heightened perception or experience of abusive supervision then acts as a significant stressor and a barrier to employee well-being, directly and substantially diminishing the nurses' job satisfaction (H5) (Scheuer et al., 2016). Therefore, abusive supervision is a critical mechanism by which the negative effects of perceived career compromise are amplified, ultimately exacerbating the decline in job satisfaction (Zhang et al., 2019). This highlights how the challenges employees face in their career aspirations can indirectly yet powerfully undermine their satisfaction through perceived supervisory mistreatment.

H7: Abusive supervision mediates the relationship between perceived career compromise and job satisfaction.

Based on the literature review, we have developed a set of hypotheses delineating the relationships among four key variables: perceived career compromise, job satisfaction, idealism, and abusive supervision. In scenarios where nurses encounter work conditions that diverge from their initial professional expectations, they may be compelled to make adjustments that constitute perceived career compromise. This phenomenon can consequently diminish their level of job satisfaction. This study, however, also considers two crucial factors that can influence this association. Idealism, an internal characteristic embodying nurses' dedication and empathy towards others, is hypothesized to mitigate the negative repercussions of career compromise. Conversely, an external factor, abusive supervision characterized by harsh treatment from superiors is expected to exacerbate the negative impact,

intensifying the challenges faced by nurses. Consequently, the conceptual framework for this research study is presented in Figure 1.

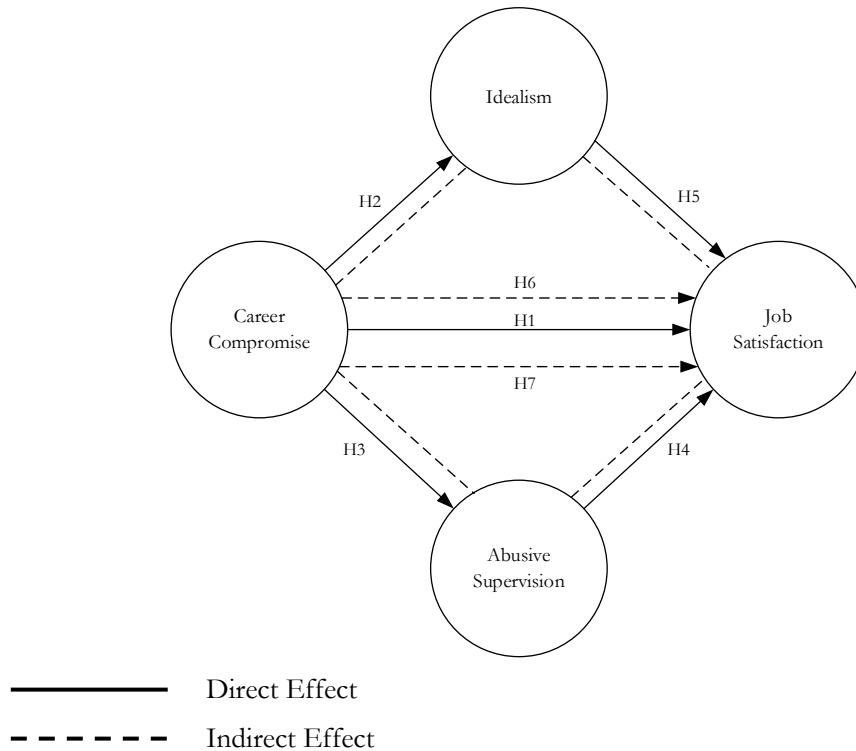


Figure 1. Research framework

RESEARCH AND METHOD

This study adopted a quantitative research design using a questionnaire for data collection. A total of 200 valid responses were obtained through convenience sampling, allowing voluntary participation from hospital employees in Mataram City. While this approach facilitated efficient participant recruitment, it limits the generalizability of the findings due to the localized sample source.

The questionnaire was distributed online, and responses were rated on a 5-point Likert scale ranging from 1 (“strongly disagree”) to 5 (“strongly agree”). Job satisfaction was measured using the Index of Work Satisfaction (Stamps & Piedmonte), with items adapted from Jernigan et al. (2002) to align with the hospital nursing context. Career compromise was assessed using six indicators from Creed and Gagliardi (2015), revised to include statements such as “My current job is a compromise of what I truly desire to pursue.” Idealism was measured using seven items from Forsyth’s Ethics Position Questionnaire (EPQ), as modified by L. Wang and Calvano (2015). Abusive supervision was evaluated with six items adapted from Tepper’s scale, revised by Lee et al. (2018).

Data were analyzed using SmartPLS 4.0 with the partial least squares structural equation modeling (PLS-SEM) technique (Hair et al., 2019). PLS-SEM was chosen because it supports predictive and exploratory modeling, accommodates smaller sample sizes, and does not assume multivariate normality (Hair et al., 2021), making it appropriate for this research context.

To ensure measurement validity and reliability, reflective constructs were assessed following established guidelines. Convergent validity was confirmed through outer loadings and average variance extracted (AVE) values exceeding 0.5. Although some indicators had loadings slightly below the 0.7 threshold, they were retained due to theoretical justification and acceptable construct reliability and

AVE values, consistent with Hair et al. (2021). Discriminant validity was verified using the Fornell–Larcker criterion and HTMT ratios, while reliability was confirmed through Cronbach’s alpha and composite reliability, both above 0.7. Model fit was supported by an SRMR value below 0.10, indicating adequate model quality. The operationalization of variables is summarized in Table 1.

Table 1. Variable operationalization

Variable	Questionnaire items	Source
Perceived Career Compromise (KOMP)	KOMP1: I feel like my current job direction is a compromise on what I really want to do.	(Creed & Gagliardi, 2015)
	KOMP2: I feel like my current job direction will result in less meaningful work than I really want.	
	KOMP3: I feel like my current job direction will result in work with less responsibility than I really want.	
	KOMP4: I feel like my current job direction will result in work that has less impact on others than I really want.	
	KOMP5: I feel like my current job direction is a compromise on the status I really want.	
	KOMP6: I feel like my current job direction is a compromise on the interests I have.	
Job Satisfaction (JS)	JS1: I feel that I am supervised more closely than necessary.	(Jernigan et al., 2002)
	JS2: There is a lot of teamwork between the nurses and physicians on my unit.	
	JS3: From what I have heard from and about nursing personnel at other hospitals, we are paid fairly at this hospital.	
	JS4: If I had to make the decision again, I would still choose to be a nurse.	
	JS5: There are many opportunities for nursing staff to participate in administrative decision-making processes.	
	JS6: I am satisfied with the types of activities I do in my job.	
Idealism (IDEAL)	IDEAL1: I must ensure that my actions never intentionally harm others even in the slightest degree.	(L. Wang & Calvano, 2015)
	IDEAL2: I feel that risk to others should not be tolerated, no matter how small.	
	IDEAL3: I believe that the potential for harm to others is always wrong, no matter how great the potential benefit.	
	IDEAL4: I feel that one should never harm another person psychologically or physically.	
	IDEAL5: I should not engage in actions that might threaten the dignity and well-being of another individual.	
	IDEAL6: I believe that the dignity and well-being of people should be the most important concern in society.	
	IDEAL7: I feel that it is never necessary to compromise the well-being of another person.	

Variable	Questionnaire items	Source
Abusive Supervision (AS)	AS1: I feel that my boss does not respect me.	(Lee et al., 2018)
	AS2: I feel that my opinions or feelings are often ignored by my boss.	
	AS3: I am often reminded by my boss about my past mistakes and failures.	
	AS4: I feel that my boss often blames me to save his reputation.	
	AS5: I feel that my boss often breaks his promises.	
	AS6: I feel that my boss expresses anger at me for things that have nothing to do with me.	

RESULT AND ANALYSIS

DEMOGRAPHICS PROFILE

The target population comprised groups of nurses employed at a hospital in Mataram City. A total of 230 respondents completed the questionnaire, of which 30 were retained as reserve cases during data processing to account for potential outliers within the primary sample of 200. Data screening was conducted using scatter plot analysis to detect and remove outliers, resulting in a final dataset of 200 valid responses. The dataset was subsequently analyzed using SmartPLS software. Respondent characteristics included gender, age, employment status, length of service, and work unit placement. Detailed demographic information is presented in Table 2.

Table 2. Demographic profile

Demographics	Categories	Frequency (n=200)	Percentage (%)
Gender	Male	69	34%
Age	20-25	33	16%
	26-30	68	34%
	30-35	66	34%
	35+	33	17%
Employment Status	Full time	139	69%
	Part-time	38	19%
	Part-time weekend	23	12%
Number of Years	<2 years	32	37%
	2-5 years	52	26%
	5-10 years	73	21%
	10+ years	43	16%
Unit Assignment	VIP Building	39	19%
	ICU	19	9%
	Emergency Room	51	26%
	PICU	16	8%
	Operation Room	16	8%
	Ward	50	25%
	Other	9	5%
Total		200	100%

ASSESSMENT OF MEASUREMENT MODEL ANALYSIS

The outer model test evaluates the reliability and validity of the four study variables. Hair et al. (2021) state that the assessment of the reflective measurement model includes outer loading, composite reliability, Cronbach's alpha, and average variance extracted. During the preliminary data processing, many measurement items were deemed invalid as they failed to meet the outer loading criterion of <0.7 , resulting in their exclusion. The findings of the reliability test analysis for valid measurement items indicate that some items remain below 0.7; however, they are included due to adherence to the rounding norm. Convergent validity values shown by outer loading vary from 0.692 – 0.940, above the rule of thumb of 0.7 (Hair et al., 2021) shown in Table 3.

Table 3. Convergent validity results

Variable	Measurement items	Indicator	Outer loading	AVE
Perceived Career Compromise	KOMP1	Career aspiration	0.692	
Idealism	IDEAL1	Avoidance of harming others	0.790	0.562
	IDEAL2	Risk to other	0.740	
	IDEAL4	Protection of physical and psychological well-being	0.708	
	IDEAL6	Priority of well-being	0.763	
	IDEAL7	Sacrifice of others' well-being	0.746	
Abusive Supervision	AS2	Ignoring option	0.924	0.849
	AS3	Past mistake	0.889	
	AS4	Blame-shifting	0.932	
	AS6	Expression of anger	0.940	
Job Satisfaction	JS1	Autonomy	0.792	0.584
	JS3	Pay	0.755	
	JS4	Professional Status	0.748	
	JS5	Organization policies	0.818	
	JS6	Task requirement	0.702	

All variables exhibited AVE values more than 0.5, demonstrating acceptable convergent validity. The discriminant validity was assessed using Fornell-Lecker Technique. The square root value of AVE for each construct that needs to be compared to other constructs in the model is known as the Fornell-

Lecker. If the AVE root is higher than the correlation value shown by the diagonal line in the following Table 4, discriminant validity is satisfied (Hair et al., 2021). Composite reliability comes last in the study of the measurement model. This is accomplished by examining the Cronbach's alpha and composite reliability values. The general rule is if the variable's value is greater than 0.7 (Hair et al., 2019). According to George and Malley, Cronbach's alpha is acceptable if the value pass 0.7, considered good above 0.8, and perfect above 0.9 (Arof et al., 2018).

Table 4 shows that the square root of AVE for each construct is higher than its correlations with other constructs, thereby meeting the Fornell–Larcker criterion. This indicates that all constructs in the model are conceptually distinct and that discriminant validity is achieved. For example, the AVE root for Abusive Supervision (0.922) exceeds its correlations with Perceived Career Compromise (0.854), Idealism (0.275), and Job Satisfaction (0.620), confirming that it measures a separate dimension.

Table 4. Fornell-Lecker result

	Abusive supervision	Perceived career compromise	Idealism	Job satisfaction
Abusive Supervision	0.922			
Perceived Career Compromise	0.854	0.833		
Idealism	0.275	0.383	0.750	
Job Satisfaction	0.620	0.654	0.625	0.764

Table 5 presents the composite reliability and Cronbach's alpha values for each construct. All constructs exceeded the recommended threshold of 0.70, confirming strong internal consistency. Abusive Supervision achieved the highest reliability (CR = 0.941; α = 0.958), indicating highly consistent measurement across items. Perceived Career Compromise, Idealism, and Job Satisfaction also demonstrated acceptable to excellent reliability, with CR values ranging from 0.809 to 0.850 and alpha values between 0.865 and 0.900. These results affirm that the measurement instruments used in the study are reliable and stable for assessing the constructs.

Table 5. Composite reliability result

Variable	Composite reliability	Cronbach alpha
Perceived Career Compromise	0.850	0.900
Idealism	0.809	0.865
Abusive Supervision	0.941	0.958
Job Satisfaction	0.822	0.875

ASSESSMENT OF STRUCTURAL MODEL ANALYSIS

The inner model test includes a hypothesis test assessing the influence among study factors. The assessment will be conducted in three phases, with the initial phase involving the evaluation of multicollinearity among study variables through the VIF (Variance Inflation Factor) metric. Hair et al. (2019) assert that an inner VIF value under 5 signifies the absence of multicollinearity among variables. The second involves evaluating the hypothesis concerning variables by examining the p-value. A p-value below 0.05 indicates a significant relationship between the variables. The third is the F square estimate, which assesses the impact of direct variables on other variables, while the upsilon v interpretation from Ogbeibu et al. (2021) will be employed for indirect influences. An assessment of the model's feasibility was conducted utilizing SRMR, focusing on the disparity between the correlation of the data matrix and the estimated correlation of the model.

The initial step before evaluating the inner model is conducting a multicollinearity test using the inner VIF statistical measure. The VIF score of the study model, as seen in Table 6, is below 5, signifying a minimal level of multicollinearity. This indicates the absence of bias in the parameter estimations derived from SEM PLS research. Table 7 presents the results of the direct effect hypothesis testing, conducted using a bootstrapping procedure with 5,000 subsamples and a two-tailed test at the 0.05 significance level.

Table 6. Multicollinearity test result

	Job satisfaction	Idealism	Abusive supervision
Job Satisfaction			
Career Compromise	4.060	1.000	1.000
Idealism	1.186		
Abusive Supervision	3.749		

Table 7. Direct effect hypothesis result

Hypothesis	Path coefficient	p-value	95% trust interval path coefficient		F square
H1: Perceived career compromise → Job satisfaction	0.210	0.019	0.015	0.361	0.028 small
H2: Perceived career compromise → Idealism	0.383	0.000	0.235	0.529	0.172 medium
H3: Perceived career compromise → Abusive supervision	0.854	0.000	0.809	0.899	1.706 very large
H4: Abusive supervision → Job satisfaction	0.315	0.000	0.161	0.497	0.069 small to medium
H5: Idealism → Job satisfaction	0.458	0.000	0.293	0.601	0.464 large

The first hypothesis (H1) was not supported because the observed significant positive path coefficient of 0.210 (p -value=0.019) contradicts the predicted negative direction; the 95% confidence interval ranges from 0.015 to 0.361, and the effect size is categorized as minimal at the structural level (F -square=0.028). Similarly, the second hypothesis (H2) was not supported, as the significant positive path coefficient of 0.383 (p -value=0.000) is contrary to the predicted negative influence of career compromise on idealism, with a 95% confidence interval of 0.235 to 0.529 and a moderate-to-large effect size (F -square=0.172). The third hypothesis (H3) was supported, indicating a strong positive influence of perceived career compromise on abusive supervision, evidenced by a path coefficient of 0.854 and a p -value of 0.000 (p -value < 0.05), with a 95% confidence interval ranging from 0.809 to 0.899 and a substantial effect size (F -square=1.706). The fourth hypothesis (H4) was not supported because the observed positive path coefficient of 0.315 (p -value=0.000) between abusive supervision and job satisfaction contradicts the originally predicted negative relationship; the 95% confidence interval for this path ranges from 0.161 to 0.497 with an effect size classified as small to moderate (F -square=0.069). Finally, the fifth hypothesis (H5) examining the path from idealism to job satisfaction, was supported with a significant path coefficient of 0.458 (p -value=0.000), a 95% confidence interval from 0.293 to 0.601, and a substantial effect size (F -square=0.464).

Subsequent to evaluating the hypothesis regarding direct effects among variables, the procedure advances to the examination of the hypothesis concerning mediation effects. The calculation for the indirect effect test (mediation) differs as it employs the upsilon v coefficient value (Lachowicz et al., 2018), with interpretations of 0.01 for low mediation, 0.075 for medium mediation, and 0.175 for

large mediation (Ogbeibu et al., 2021). Table 8 presents the outcomes of the Upsilon V calculation. This demonstrates how the mediating variable influences the two variables' relationship and amplifies the impact of perceived career compromise on job satisfaction.

Table 8. Upsilon V interpretation

No	Influence	Coefficient	Classification
1	Perceived career compromise → Idealism → Job satisfaction	$(0.383)^2 \times (0.458)^2 = 0.031$	Low
2	Perceived career compromise → Abusive supervision → Job satisfaction	$(0.854)^2 \times (0.315)^2 = 0.072$	Low to medium

The calculation of the upslon v coefficient is achieved by multiplying the squared outcomes of the direct effects of each variable inside the mediation influence pathway. The idealism variable had a minimal influence in moderating the relationship between perceived career compromise and job happiness. The impact of abusive supervision as a mediator between perceived career compromise and job happiness is categorized as low, nearing moderate influence. Upon acquiring the amount of the mediation factors' influence, the value is recorded in the subsequent indirect effect hypothesis test Table 9.

Table 9. Indirect effect hypothesis result

Hypothesis	Path coefficient	p-value	95% trust interval path coefficient		Upsilon V
			Below	Above	
H6: Perceived career compromise → Idealism → Job satisfaction	0.175	0.000	0.089	0.280	0.031
H7: Perceived career compromise → Abusive supervision → Job satisfaction	0.269	0.000	0.138	0.430	0.072

The sixth hypothesis (H6) was supported. The results indicate that idealism significantly mediates the relationship between perceived career compromise and job satisfaction ($p\text{-value} = 0.000$, $p < 0.05$), as evidenced by a path coefficient of 0.175. This finding confirms the mediating role of idealism as proposed in the hypothesis, validating that the variable serves as a significant indirect link in the model. At the structural level, this mediating effect is classified as minimal with an Upsilon V value of 0.031. The seventh hypothesis (H7) was supported. The data shows that abusive supervision significantly mediates the relationship between perceived career compromise and job satisfaction ($p\text{-value} = 0.000$, $p < 0.05$), with an observed path coefficient of 0.269. The results successfully validate the predicted mediation of abusive supervision within this relationship, confirming its role as a significant mediator. At the structural level, this mediating effect is categorized as low to moderate with an Upsilon V value of 0.072. Model fit was assessed using SRMR, shown in Table 10. The model achieved an SRMR value of 0.095, which is below the cut-off of 0.10 recommended by Schermelleh-Engel et al. (2003). This result indicates that the estimated model adequately fits the observed data, with only minimal discrepancies between observed and predicted correlations. Therefore, the measurement and structural models can be considered both reliable and valid for hypothesis testing.

Table 10. SRMR Result

	Estimated model
SRMR	0.095

DISCUSSION

This study, conducted among 200 nurses in a hospital in Mataram City, aimed to investigate the influence of perceived career compromise on job satisfaction, alongside the mediating roles of idealism and abusive supervision. Employing Partial Least Squares Structural Equation Modeling with four latent variables and 25 indicators, our analysis provides nuanced insights into these complex relationships within the specific cultural and organizational context of Indonesian nursing.

Contrary to a substantial body of prior research suggesting a negative impact of career compromise on job satisfaction (Creed & Gagliardi, 2015; De Clercq, 2022), our findings reveal a significant positive influence of perceived career compromise on job satisfaction (Path Coefficient = 0.210, $p < 0.05$). Although significant, hypothesis H1 is not supported because the observed positive direction contradicts the predicted negative relationship. This unexpected result challenges conventional understanding and necessitates a deeper theoretical and contextual interpretation. Through the lens of conservation of resources theory (COR) (Hongyu, 2024), individuals are driven to protect and acquire resources to mitigate stress.

In the specific context of the Indonesian healthcare system, characterized by rigid career structures, hierarchical workplaces, and limited upward mobility, career compromise may be reframed as a resource gain rather than a loss (Fu & Wang, 2026; Leck et al., 2025). Because career progression is often tied to institutional tenure rather than individual aspirations, compromising on specific goals allows nurses to secure the vital resources of employment stability and continuity (Hongyu, 2024). This interpretation is supported by empirical evidence from Indonesian researchers Halijah (2021) and Barahama et al. (2019), which confirms that Indonesian nurses often remain satisfied despite high workloads and systemic constraints. The nursing profession in Indonesia is imbued with strong social respect and a profound sense of service. This inherent meaning and purpose, derived from contributing to societal well-being, can counterbalance potential disappointment from unmet personal career goals. Consequently, compromise may paradoxically sustain job satisfaction by fostering a sense of stability, purpose, and the profession's perceived social value.

Regarding the psychological impact of career misalignment, our research indicates that perceived career compromise has a significant positive effect on idealism (Path Coefficient = 0.383, p -value < 0.05). However, hypothesis H2 is not supported, as the predicted direction was negative. This unexpected finding can be explained through the lens of COR theory. According to COR theory, individuals must strategically invest resources to protect against resource loss and recover from existing depletion. When nurses encounter career compromise, they experience a significant threat to their external condition resources, specifically their professional status and long-term career aspirations. The relationship suggests that as external career paths are constrained, nurses defensively reallocate their energy toward internal, more stable personal resources. By intensifying their reliance on internal ethical idealism, nurses are able to maintain a coherent professional identity despite the compromise of their external ambitions. This intensification serves as a psychological buffer; by doubling down on their commitment to maximizing positive outcomes for others, nurses protect their remaining psychological reservoirs from the loss spirals typically triggered by professional disappointment. Therefore, the experience of career compromise paradoxically drives nurses to strengthen their idealistic orientation as a vital mechanism for professional survival and resilience, rather than eroding their moral outlook (Chen et al., 2015; Hongyu, 2024).

The perceived career compromise on abusive supervision has a very strong positive influence (Path Coefficient = 0.854, p -value < 0.05), supporting hypothesis H3. This significant relationship can be

explained by the principle of reciprocal exchange, which posits that nurses experiencing career-related distress often respond with decreased work engagement or negative attitudes to preserve their psychological resources (Ostrom & Walker, 2003). From an instrumental perspective, supervisors may perceive this withdrawal as a lack of commitment or a performance deficit. Consequently, they may employ abusive behaviors, such as public belittling or harsh criticism, as a misguided tactic to correct the employee's performance (Selem et al., 2023; Walter et al., 2015). As a result, the nurses' internal sense of compromise triggers a destructive cycle of retribution and impaired exchange. In this cycle, perceived career sacrifice and supervisory hostility become mutually reinforcing, thereby justifying the exceptionally high correlation identified in this study (Kim et al., 2016; Selem et al., 2023).

The relation between abusive supervision and job satisfaction in the hypothesis H4 was not supported because the observed positive path coefficient of 0.315 (p -value=0.000) contradicts the originally predicted negative relationship; the 95% confidence interval for this path ranges from 0.161 to 0.497, with an effect size of F-square value at 0.069, indicating a small to medium effect. This finding is explained by paternalistic leadership theory, which posits that in high-power-distance and collectivist cultures like Indonesia, subordinates often interpret authoritative or strict supervisory behaviors not as hostility but as a form of paternalistic discipline and stringent training (Islam et al., 2022). Within the deeply embedded seniority culture characteristic of Indonesian hospitals, junior nurses may perceive intense oversight and harsh feedback from senior colleagues as a necessary form of professional guidance and paternalistic guidance essential for their skill acquisition and survival in a hierarchical clinical environment (Anh Vu et al., 2022; Zaman et al., 2020). Consequently, behaviors that might be classified as abusive in Western contexts are locally reinterpreted as a leader's commitment to subordinates' development, leading to a paradoxical increase in job satisfaction (Islam et al., 2022).

The relation explored in hypothesis H5, indicating the positive influence of idealism on job satisfaction among Indonesian hospital nurses, is strongly supported by a significant path coefficient of 0.458 (p -value=0.000), a 95% confidence interval ranging from 0.293 to 0.601, and a large effect size (F -square=0.464). This relationship is explained by COR theory, which identifies idealism as a potent internal resource and wellspring of strength that enables individuals to uphold their values and maintain a sense of purpose in the face of professional adversity (Hongyu, 2024). According to the COR framework, employees are inherently motivated to acquire and protect personal resources such as optimism and a sense of life's purpose to safeguard their well-being and prevent the psychological strain associated with resource depletion (Hobfoll et al., 2018). For nurses, a high degree of idealism ensures that their professional actions prioritize positive outcomes and collective welfare; when their organizational roles align with these core principles, they experience enhanced job happiness and a sense of inner harmony (Ravari et al., 2013; L. Wang & Calvano, 2015). In the Indonesian cultural context, where nursing is frequently imbued with altruistic and spiritual values, this idealistic orientation serves as a critical protective mechanism that enables practitioners to derive profound satisfaction and meaning from their work despite systemic or organizational constraints (Ravari et al., 2013).

The mediating relation in hypothesis H6 was supported, indicating that idealism significantly mediates the relationship between perceived career compromise and job satisfaction, as evidenced by a path coefficient of 0.175 and a p -value of 0.000 (p -value < 0.05). At the structural level, this mediating effect is classified as minimal with an Upsilon V value of 0.031. This positive mediation pathway can be explained through the Conservation of Resources Theory, which posits that individuals are driven to protect and acquire personal resources when faced with professional stressors (Hobfoll et al., 2018; Maghfira et al., 2021). In this context, perceived career compromise acts as a threat to a nurse's professional identity; to mitigate this strain, nurses intensify their reliance on idealism as a resilient personal resource and an internal wellspring of strength (Hongyu, 2024). By deepening their idealistic commitment to patient welfare and altruistic values, nurses can maintain a sense of purpose

and inner harmony, which in turn enhances their overall job satisfaction despite compromised career aspirations (Ravari et al., 2013; L. Wang & Calvano, 2015).

The mediating relation in hypothesis H7 was supported, as the data demonstrates that abusive supervision significantly mediates the relationship between perceived career compromise and job satisfaction (path coefficient = 0.269, p -value = 0.000). At the structural level, this mediating effect is categorized as low to moderate with an ϵ value of 0.072. While the positive direction of this mediation is unconventional in Western literature, it is logically supported by paternalistic leadership theory and the deeply embedded seniority culture characteristic of Indonesian hospitals (Anh Vu et al., 2022; Islam et al., 2022). Within this collectivist and hierarchical environment, nurses who experience career compromise may become more sensitive to supervisory oversight; however, they interpret this increased supervision not as a hostile act, but as a form of paternalistic guidance and professional training (Islam et al., 2022; Zaman et al., 2020). Consequently, strict or authoritative behavior by senior colleagues is culturally reinterpreted as a leader's commitment to the subordinate's professional development and survival in a complex clinical setting, paradoxically leading to increased job satisfaction (Islam et al., 2022).

CONCLUSION

This study investigated the complex relationships between perceived career compromise and job satisfaction among nurses in Mataram City, Indonesia, exploring the mediating roles of idealism and abusive supervision. Through the application of Partial Least Squares Structural Equation Modeling, the research provides critical insights into how cultural and organizational factors influence nursing professionals in the Indonesian healthcare context.

The structural model analysis revealed that several hypotheses regarding direct negative relationships were not supported, as significant positive findings contradicted the initial predictions. Specifically, the first hypothesis (H1) was not supported. While the results showed a significant influence of perceived career compromise on job satisfaction, the positive direction of this relationship contradicted the predicted negative effect. This effect was classified as minimal at the structural level. Similarly, the second hypothesis (H2) was not supported, as the significant positive path from career compromise to idealism ran contrary to the predicted negative influence, yielding a moderate-to-large effect size. Furthermore, the fourth hypothesis (H4) was not supported because the observed positive relationship between abusive supervision and job satisfaction contradicted the originally predicted negative relationship, with an effect size categorized as small to moderate.

In contrast, other direct effect hypotheses were fully supported. The third hypothesis (H3) was supported, indicating a strong positive influence of perceived career compromise on abusive supervision, representing a substantial effect size. The fifth hypothesis (H5) was also supported, confirming that idealism significantly and positively affects job satisfaction, with a substantial effect size.

Regarding mediation effects, the results confirmed the significant roles of both idealism and abusive supervision as indirect links. The sixth hypothesis (H6) was supported, showing that idealism significantly mediates the relationship between perceived career compromise and job satisfaction. At the structural level, this mediating effect is classified as minimal. The seventh hypothesis (H7) was also supported, as the data demonstrated that abusive supervision significantly mediates the relationship between perceived career compromise and job satisfaction. This mediating effect is categorized as low to moderate.

These findings suggest that within the hierarchical and resource-constrained nursing environment of Mataram City, traditional expectations of workplace dynamics are fundamentally altered. The positive relationship between career compromise and satisfaction, as well as the positive impact of abusive supervision on satisfaction, reflects a unique cultural landscape where compromise may be reframed as professional stability and strict oversight may be interpreted as necessary discipline or paternalistic

guidance within a seniority-based culture. Furthermore, the role of idealism as a significant mediator highlights how nurses draw on internal moral resources to maintain a sense of purpose and job satisfaction even when their career aspirations are not fully realized.

Several limitations must be acknowledged, including the use of convenience sampling within a single hospital and a cross-sectional design, which limits generalizability and the ability to infer long-term causality. Future research should consider longitudinal designs and broader, probability-based sampling across different regions to further validate these findings.

In conclusion, this study contributes to the cultural and institutional nuances when analyzing professional outcomes. While idealism serves as a vital protective mechanism and authoritative leadership can be reframed under specific cultural conditions, these factors do not replace the need for organizational improvements. Enhancing leadership practices, providing clear career development pathways, and strengthening institutional support remain essential strategies for sustaining the long-term satisfaction and retention of the nursing workforce.

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