

Understanding Employee Performance Through Job Satisfaction and Motivation in Public Hospitals

¹Mochamad Arief Rahman Ramadhian ✉, ²Dematria Pringgabaya

^{1,2}Program Studi Administrasi Bisnis, Fakultas Ekonomi dan Bisnis, Telkom University, Indonesia

ABSTRACT

Purpose— This study examines the influence of job satisfaction and work motivation on employee performance at Regency Regional General Hospital. Healthcare organizations depend on motivated employees to maintain service quality. Understanding how job satisfaction and motivation affect performance is essential for improving workforce management and efficiency.

Design/methods/approach—A quantitative research method was used. The study involved 45 hospital employees, selected through saturation sampling. Data were collected using structured questionnaires and analyzed with multiple linear regression in SPSS. Reliability and validity were confirmed through Cronbach's Alpha and normality tests.

Findings—The results show that job satisfaction significantly affects employee performance ($t = 2.142$, $p < 0.05$). Employees with higher satisfaction levels perform better. In contrast, work motivation does not significantly impact performance ($t = 0.674$, $p > 0.05$). This suggests that job satisfaction factors such as compensation, career growth, and work environment play a more crucial role than motivation alone.

Research implications/limitations—The study highlights the importance of improving job satisfaction in healthcare settings. However, as the study was conducted in one hospital, the findings may not be applicable to other sectors. Future research should compare results across different institutions and industries. Longitudinal studies could also explore how job satisfaction and motivation change over time.

Originality/value—This study contributes to human resource management research by showing that job satisfaction is more influential than motivation in improving performance. It supports Maslow's hierarchy of needs and Herzberg's Two-Factor Theory, particularly in the public healthcare sector. The findings provide insights for hospital administrators to enhance employee engagement and productivity.

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Introduction

Human resource management (HRM) plays a fundamental role in achieving organizational success by optimizing employee performance, motivation, and job satisfaction. Effective HRM practices contribute to organizational stability, productivity, and adaptability, particularly in service-oriented industries such as healthcare (Sedarmayanti, 2017). However, challenges

CONTACT: ✉ ariefrahmanramadhian@telkomuniversity.ac.id

related to job satisfaction and work motivation remain key concerns, influencing employee engagement, service quality, and overall organizational performance (Luthans, 2017). Research indicates that job satisfaction is directly linked to productivity, while motivation acts as a driving force that enhances an individual's commitment to organizational goals (Robbins, 2018).

Globally, the quality of human resources is a critical factor in determining national competitiveness. The World Economic Forum (WEF) Global Human Capital Report 2017 ranked Indonesia 65th out of 130 countries, significantly behind several ASEAN nations such as Singapore, Malaysia, Thailand, and the Philippines. This ranking underscores the need for continuous investment in workforce development, particularly in crucial sectors like public healthcare, where human capital directly affects service delivery and patient outcomes (WEF, 2017).

Job satisfaction and work motivation have been extensively studied as key determinants of employee performance. Robbins (2018) defines job satisfaction as an individual's overall attitude toward work, influenced by factors such as salary, job security, career advancement opportunities, and workplace relationships. Luthans (2017) explains that motivation is shaped by both intrinsic and extrinsic factors, affecting an employee's willingness to contribute to organizational goals. Maslow's hierarchy of needs (Enny, 2019) further emphasizes that employees' progression from basic needs to self-actualization significantly impacts their motivation and performance. High levels of job satisfaction have been associated with improved performance, reduced turnover, and stronger organizational commitment (Tjiptono, 2015; Han et al., 2020). However, some studies suggest that work motivation does not always directly influence performance, as other factors such as leadership style, organizational culture, and work environment may mediate this relationship (Hasibuan, 2017). This research contributes to this debate by examining the impact of job satisfaction and work motivation on employee performance in a public healthcare setting.

Regency Regional General Hospital, as a public healthcare institution, depends on a large workforce to provide essential medical services. To maintain service excellence, the hospital conducts annual employee performance evaluations through its General Personnel Section (UMPEG). However, recent assessments indicate persistent challenges related to job satisfaction, motivation, and service quality. A customer satisfaction survey involving 30 respondents revealed that 58.6% of patients were dissatisfied with hospital services, despite employee performance targets remaining relatively stable at 84.48% from 2017 to 2019. Furthermore, a preliminary survey on job satisfaction and work motivation found that 70% of employees felt that their job placement did not align with their educational background, leading to reduced efficiency and lower-quality service delivery. These findings highlight the need for further investigation into the relationship between job satisfaction, motivation, and employee performance.

This study aims to examine the level of job satisfaction and work motivation among employees at Regency Regional General Hospital, analyze key factors influencing employee motivation, evaluate staff performance, and investigate the combined effect of job satisfaction and work motivation on employee performance. Based on the theories and previous research, the following hypotheses are proposed:

- H1: Job satisfaction partially has a positive and significant effect on the performance of employees at Regency Regional General Hospital.
- H2: Work motivation partially has a positive and significant effect on the performance of employees at Regency Regional General Hospital.
- H3: Job satisfaction and work motivation together have a positive and significant effect on the performance of employees at Regency Regional General Hospital.

This study is expected to provide valuable insights into how job satisfaction and work motivation influence employee performance, particularly in public healthcare institutions. The findings will assist hospital administrators in developing HRM strategies to enhance workforce engagement, optimize job placement, and improve overall service quality. Additionally, this research contributes to the ongoing discussion on the role of HR development in public sector organizations, particularly in emerging economies such as Indonesia.

Methods

This study employs a quantitative research method, which is commonly used to test hypotheses and analyze relationships between variables using statistical techniques. According to Sugiyono (2015) in Siyoto & Sodik (2015:17), the quantitative approach is based on the positivist paradigm, aiming to study a specific population or sample by collecting numerical data and analyzing it statistically. The quantitative research method follows a structured process where data is collected systematically, analyzed objectively, and used to evaluate the hypotheses through measurable variables. This approach is often referred to as the scientific, positivistic, or empirical research method, widely applied in social and behavioral sciences.

The population in this study consists of employees of Regency Regional General Hospital, specifically those working in the UmdikRand Section, Finance Section, and Subdivision of Reporting Program Preparation and SIMRS, with a total of 45 respondents. A saturation sampling technique was employed, meaning that the entire population was selected as respondents due to the relatively small population size, ensuring comprehensive representation of the target group.

To analyze the relationship between the independent and dependent variables, this study employs Multiple Linear Regression Analysis, which allows for the examination of how multiple independent variables simultaneously influence a dependent variable (Indrawati, 2015:188). The regression model used in this study is formulated as follows:

$$Y = \alpha + \beta_1 X_1 + \beta_2 X_2$$

where:

- Y = Employee Performance (Dependent Variable)
- α = Constant
- β_1 = Regression coefficient for X_1 (Job Satisfaction)
- β_2 = Regression coefficient for X_2 (Work Motivation)
- X_1 = Job Satisfaction (Independent Variable)
- X_2 = Work Motivation (Independent Variable)

The multiple linear regression model was used to determine the effect of job satisfaction and work motivation on employee performance at Regency Regional General Hospital. The collected data were analyzed using descriptive statistics and inferential statistical techniques, including t-tests, F-tests, and coefficient of determination (R^2) to assess the significance and strength of relationships between variables. The results of these analyses provide empirical evidence on the extent to which job satisfaction and work motivation influence employee performance, contributing to strategic decision-making in human resource management.

Result

This study analyzed the influence of job satisfaction and work motivation on employee performance at Regency Regional General Hospital. The findings provide insights into the reliability and validity of research instruments, demographic characteristics of respondents, data normality, and statistical regression analysis.

Reliability and Validity Analysis

To ensure measurement accuracy and consistency, a reliability test was conducted using Cronbach's Alpha. A Cronbach's Alpha value above 0.6 indicates that the research instrument is reliable and suitable for further analysis. The results are presented below:

Table 1: Reliability Test Results

Variable	Cronbach's Alpha	Reliability Status
Job Satisfaction	0.803	Reliable
Work Motivation	0.882	Reliable
Employee Performance	0.737	Reliable

Source: Processed Data (SPSS, 2021)

These results confirm that all variables meet the acceptable reliability standard, ensuring that the questionnaire items used to measure job satisfaction, work motivation, and employee performance produce consistent results. Thus, the study's findings can be considered valid for drawing meaningful conclusions.

Respondent Characteristics

Understanding the demographic profile of respondents provides important context for interpreting the results. The study involved 45 employees from various departments at Regency Regional General Hospital, with a breakdown based on gender, age, employment tenure, and educational background.

- **Gender Distribution:** The sample consisted of 56% female (25 respondents) and 44% male (20 respondents), indicating that the majority of employees at the hospital are women.
- **Age Distribution:** The highest proportion of respondents was in the 31–40 age group (48%), followed by 26–30 years old (31%), 20–25 years old (14%), 41–45 years old (2%), and above 50 years old (5%). This suggests that most employees are in the prime working age range, which could positively influence job performance.
- **Employment Tenure:** 96% of respondents (43 employees) had worked for more than one year, while 4% (2 employees) had less than one year of experience. This indicates that most employees have substantial work experience, contributing to organizational stability and service efficiency.
- **Educational Background:** The majority of employees held a Bachelor's degree (55%), followed by High School graduates (29%) and Diploma holders (16%). A higher educational background may positively influence job satisfaction and professional competency, ultimately impacting employee performance.

Descriptive Analysis of Key Variables

To assess respondents' perceptions of job satisfaction, work motivation, and employee performance, a descriptive analysis was conducted. Each variable was evaluated using percentage scores, with higher percentages indicating more favorable responses. The results show that:

- Job Satisfaction: 74.9% (Good Category)
- Work Motivation: 76.2% (Good Category)
- Employee Performance: 78.5% (Good Category)

These findings suggest that employees generally exhibit high levels of job satisfaction and motivation, which contribute positively to their overall performance. A high score in job satisfaction reflects employees' positive perception of salary, promotion opportunities, supervision, and work environment, while a strong work motivation score indicates that employees feel driven to meet their professional and organizational goals. The relatively high employee performance score suggests that employees are meeting their expected work targets in terms of quality, quantity, and timeliness.

Normality Test

A histogram normality test and a P-P Plot of Regression Standardized Residuals were used to verify that the data met the assumption of normal distribution, which is a prerequisite for multiple regression analysis. The One-Sample Kolmogorov-Smirnov Test results are as follows:

Table 2: Normality Test Results (Kolmogorov-Smirnov Test)

Statistic	Value
N	42
Median	0.0000000
Standard Deviation	2.50786311
Absolute Difference	0.193
Positive Difference	0.193
Negative Difference	-0.126
Kolmogorov-Smirnov Z	1.250
Asymp. Sig. (2-tailed)	0.088

Source: Processed Data (SPSS, 2021)

Since the significance value (0.088) exceeds 0.05, the data are normally distributed, confirming that the assumptions required for multiple regression analysis have been met.

Multiple Linear Regression Analysis

A multiple linear regression analysis was performed to examine the influence of job satisfaction (X_1) and work motivation (X_2) on employee performance (Y). The regression equation is as follows:

$$Y = 3.115 + 0.201X_1 + 0.072X_2$$

where:

- Y = Employee Performance

- X_1 = Job Satisfaction
- X_2 = Work Motivation
- 3.115 = Constant (baseline employee performance when independent variables are 0)
- 0.201 = Regression coefficient for job satisfaction (positive effect)
- 0.072 = Regression coefficient for work motivation (positive but weaker effect)

A t-test was conducted to assess the individual impact of job satisfaction and work motivation on employee performance.

Table 3: Hypothesis Testing Results (t-Test)

Variable	t-Value	t-Table	Sig.	Result
Job Satisfaction (X_1)	2.142	2.023	0.039	Significant
Work Motivation (X_2)	0.674	2.023	0.505	Not Significant

Source: Processed Data (SPSS, 2021)

The results indicate that job satisfaction significantly influences employee performance, as shown by $t = 2.142 > 2.023$ and $p = 0.039 < 0.05$. This suggests that employees who experience higher job satisfaction tend to perform better. Conversely, work motivation does not have a significant effect on employee performance, as indicated by $t = 0.674 < 2.023$ and $p = 0.505 > 0.05$. These findings imply that while job satisfaction plays a crucial role in enhancing performance, work motivation alone may not be a dominant factor.

Taken together, the results suggest that improving job satisfaction, such as through fair compensation, career advancement opportunities, and supportive management, may be more effective in enhancing employee performance than focusing solely on motivational incentives. This highlights the importance of workplace policies that prioritize employee well-being and job alignment to maximize overall productivity.

Discussion

The findings of this study provide empirical evidence on the relationship between job satisfaction, work motivation, and employee performance at Regency Regional General Hospital, offering insights into workforce management in the healthcare sector. The results confirm that job satisfaction has a significant positive effect on employee performance, while work motivation does not significantly impact performance outcomes. These findings align with previous research, such as Robbins (2018) and Luthans (2017), which suggest that job satisfaction is a stronger predictor of performance than motivation alone. Employees who feel valued, adequately compensated, and provided with career growth opportunities are more likely to exhibit higher performance levels.

The insignificant effect of work motivation on performance contrasts with earlier studies that emphasize motivation as a key driver of productivity (Tjiptono, 2015; Han et al., 2020). However, this discrepancy may be attributed to the nature of the healthcare industry, where employee performance is heavily influenced by structural factors such as workload, patient demands, administrative policies, and professional development opportunities. Motivation alone may not be sufficient to enhance performance unless it is supported by organizational policies that promote job satisfaction, leadership engagement, and employee well-being.

From a practical perspective, these findings highlight the need for hospital administrators and HR managers to prioritize job satisfaction strategies as a means of improving employee

performance and service quality. Ensuring that employees are assigned roles that match their expertise and educational background can enhance job satisfaction and efficiency, especially since 70% of employees in this study reported job placements that did not align with their qualifications. Providing structured career progression pathways and continuous professional development opportunities can improve employee morale and long-term commitment. Establishing a supportive work environment, where leaders actively engage with employees, recognize their contributions, and address concerns, can significantly enhance workplace satisfaction and reduce burnout. Although motivation did not show a direct impact on performance, fair compensation, performance-based incentives, and benefits remain essential in maintaining employee commitment and reducing turnover.

Beyond its practical implications, this study contributes to the broader discussion on human resource management in service industries, particularly in public healthcare institutions. It supports the argument that job satisfaction plays a more substantial role in shaping performance than motivation alone, reinforcing Maslow's hierarchy of needs theory (Enny, 2019), which emphasizes the importance of higher-order needs such as esteem and self-actualization in professional settings. The findings also suggest that motivation theories such as Herzberg's Two-Factor Theory should be contextualized when applied to public sector organizations, as motivation can influence job engagement, but external factors such as organizational structure, work environment, and leadership style may mediate its direct effect on performance.

While this study provides valuable insights, certain limitations must be acknowledged. The research was conducted within a single healthcare institution, which may limit the generalizability of the findings to other organizations or industries. Future research could expand the scope by including comparative studies across multiple hospitals or different service sectors, allowing for broader analysis. Additionally, incorporating qualitative methods, such as in-depth interviews and focus group discussions, could provide a deeper understanding of employee experiences and perceptions regarding job satisfaction and motivation. Another promising direction for future research is examining the role of leadership styles, workplace culture, and employee engagement programs in moderating the relationship between job satisfaction, motivation, and performance. Longitudinal studies tracking changes in satisfaction and motivation over time could also provide more robust evidence on how HR strategies influence long-term employee outcomes.

Taken together, the results suggest that improving job satisfaction through better career advancement, fair compensation, and positive workplace conditions may be more effective in enhancing employee performance than focusing solely on motivational strategies. As public sector organizations, particularly in healthcare, continue to face workforce challenges, developing HRM policies that enhance job satisfaction and create supportive work environments will be crucial for ensuring long-term efficiency, employee retention, and service quality.

Conclusion

This study examined the influence of job satisfaction and work motivation on employee performance at Regency Regional General Hospital. The findings indicate that job satisfaction has a significant positive impact on employee performance, while work motivation does not have a direct and significant influence. This suggests that employees who feel satisfied with their jobs, receive fair compensation, have opportunities for career advancement, and experience supportive workplace conditions are more likely to perform well. In contrast, work

motivation alone is insufficient to drive performance improvements, highlighting the need for organizations to focus on job satisfaction factors rather than solely relying on motivational incentives.

The results have important practical implications for human resource management in public healthcare institutions. Hospital administrators should prioritize job satisfaction strategies by ensuring that employees are placed in roles that align with their skills and qualifications, improving work-life balance, and providing clear career development pathways. Additionally, enhancing leadership engagement and fostering a positive organizational culture can strengthen employee retention and commitment, ultimately leading to better service quality and patient satisfaction.

Although this study provides valuable insights, certain limitations must be acknowledged. The research was conducted within a single healthcare institution, which may limit the generalizability of the findings to other organizations or industries. Future research could expand the scope by including comparative studies across multiple hospitals or different service sectors, considering additional factors such as leadership style, organizational culture, and employee engagement. Furthermore, longitudinal studies could explore the long-term effects of job satisfaction and motivation on performance, providing a deeper understanding of workforce dynamics.

Overall, this study reinforces the importance of job satisfaction as a key driver of employee performance and suggests that organizations should develop strategic HR policies that focus on employee well-being, career fulfillment, and workplace support. By implementing these recommendations, public healthcare institutions can improve staff efficiency, patient care quality, and long-term organizational success.

Declarations

Author contribution statement

The lead author participated in the study's conceptualization and design, analysis, interpretation of data, and initial drafting of the paper. Each author contributed to the critical revision of the content for intellectual rigor and provided final approval for the published version. All authors are responsible for every aspect of the work.

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Data availability statement

The data supporting this study's findings are available from the corresponding author upon reasonable request. However, due to privacy and ethical considerations, the data are not publicly accessible.

Declaration of Interests Statement

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