
THE EFFECT OF MOTIVATION AND WORK ENVIRONMENT ON EMPLOYEE PERFORMANCE MEDIATED BY JOB SATISFACTION IN EMPLOYEES OF SUKAJADI BANYUASIN REGIONAL GENERAL HOSPITAL, SOUTH SUMATRA

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ABSTRACT

This study aims to analyze the influence of motivation and work environment on employee performance at the Sukajadi Regional General Hospital, Banyuasin, South Sumatra, with job satisfaction as a mediator. In the context of health organizations, employee performance plays an important role in maintaining the quality of service. Using quantitative methods, this study explores the relationship between these variables through relevant data analysis. The results of the study show that motivation and work environment have a positive and significant influence on employee performance, and job satisfaction functions as a mediator that strengthens the relationship between motivation, work environment, and employee performance. This finding is expected to provide insight for the development of more effective management strategies in improving employee performance in the hospital environment.

KEYWORDS *motivation, work environment, employee performance*



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INTRODUCTION

In every organization or company, it must aim to provide good and satisfactory quality of work or output (Kareem & Hussein, 2019); Otoo et al., 2019). Where this output or result can be achieved through the performance provided by each driving element in the organization and company, especially employees (Kareem & Hussein, 2019) (Otoo et al., 2019). Employees as human resources are an important element that brings the direction and goals of progress and development of organizations and companies (Otoo et al., 2019). Therefore, the quality of good performance of employees is something that needs to be considered by organizations and companies.

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Hospitals are one of the institutions or organizations that have a close relationship between the progress and success of the organization and the performance of the employees in it. As a healthcare institution, hospitals have a great mission to provide high-quality healthcare services to the community (Krijgsheld, Tummers, & Scheepers., 2022; Curado & Santos, 2022). The performance of employees in various hospital departments, such as doctors, nurses, administrative officers, and other medical personnel, has a direct impact on the quality of services provided (Krijgsheld, Tummers, & Scheepers., 2022; Curado & Santos, 2022). Good quality of service includes aspects such as speed of service, accuracy of diagnosis, ease of access, and positive interactions between patients and employees (Krijgsheld, Tummers, & Scheepers., 2022; Curado & Santos, 2022). Optimal employee performance will ensure that all these aspects are met.

Employee performance in hospitals is not only related to medical duties, but also involves active involvement in administration and management (Ward, 2018). A well-performing doctor not only has high medical expertise but is also able to communicate with patients, work in a team, and carry out his administrative duties efficiently (Ward, 2018). Likewise with nurses, administrative officers, and other medical personnel, optimal performance includes various aspects that synergize to create comprehensive and quality health services (Ward, 2018). The importance of employee performance in hospitals is also closely related to patient safety. Good performance ensures that medical procedures are performed appropriately, drug prescriptions are written correctly, and communication between medical teams runs smoothly (Ward, 2018).

In addition, employee performance is also related to the efficient use of hospital resources, including time and energy (Haddon, 2018). Employees who work efficiently can optimize work processes, minimize patient wait times, and avoid delays in medical procedures. The importance of employee performance in hospitals also creates a positive image for the institution (Haddon, 2018; Chen et al., 2020). Good performance creates patient trust in the hospital and stimulates patient loyalty to the services provided. Patients who are satisfied with the service have a tendency to return to the same hospital for the next health service (Chen et al., 2020).

In the era of global competition in the world of healthcare, the reputation of hospitals greatly determines their competitiveness. Hospitals that are known for their superior employee performance will be more in demand by the public, as well as have greater opportunities to cooperate with third parties, including health insurance and other medical institutions (Chen et al., 2020). By understanding the importance of employee performance in hospitals, it can be formulated that efforts to improve service quality must start from improving employee performance. By providing the right support and development to employees, both in terms of motivation, skill improvement, and work facilities, hospitals can create a work environment that supports the realization of optimal employee performance. Along with that, it is hoped that the health services provided by the hospital will be of higher quality, have a positive impact on the community, and strengthen the hospital's position as a leading health service provider.

In Indonesia itself, competition in the health sector is quite high, judging from the growth in the number of hospitals in Indonesia. This is especially true in 2022 which reaches 3,072 hospitals, where the role of employee performance is increasingly becoming the main focus. In an effort to provide quality health services, hospitals must continue to work hard to meet the expectations of the community and maintain service standards according to the accreditation guidelines that have been set. Thus, the importance of employee performance in hospitals is not only limited to organizational needs, but also as a real effort in making a positive contribution to public health as a whole.

Sukajadi Regional General Hospital is one of the health institutions in the Sukajadi area, Banyuasin, South Sumatra Province. This hospital is precisely located in the Talang Kelapa area and is one of the major hospitals in the area. With the vision and mission of Banyuasin Bangkit, all hospitals strive to improve health degrees and provide quality, quality and sympathetic health services. As a hospital that has a high goal orientation, the quality of services provided is an important factor for the continuity of the hospital and the image of the hospital. Where the quality of service and the image of this hospital can be seen through the performance of hospital employees. So that in this case, the Sukajadi Regional General Hospital can pay attention to several factors that affect employee performance such as motivation and work environment (Edizal et al., 2022; Sadewo et al., 2021) and job satisfaction (Candra et al., 2023).

Motivation, in this context, plays an important role as an intrinsic factor that encourages employees to excel in carrying out their duties. Noermijati (2015) explained that intrinsic motivation is a factor that comes from within the individual. Some aspects of intrinsic motivation that can affect employee performance include responsibility, progress, achievement, recognition, the job itself, and interpersonal growth. Therefore, a deep understanding of how these factors interact with intrinsic motivation will provide valuable insights in the context of hospitals.

In addition to intrinsic motivation, there is also the role of extrinsic motivation as a maintenance factor that supports the sustainability of the existence of employees in the organization. According to Noermijati (2015), extrinsic factors involve company and administrative policies, salary, status, job security, working conditions, and interpersonal relationships with colleagues and superiors. In the context of hospitals, these factors are crucial to ensure the sustainability of quality health services. Therefore, in understanding the complexity of employee performance at the Sukajadi Regional General Hospital, Banyuasin, it is necessary to understand how motivation, both intrinsic and extrinsic, can affect their performance.

This study will delve deeply into how these motivations relate to the work environment in hospitals and the extent to which job satisfaction acts as a mediator that moderates the relationship between motivation, work environment, and employee performance. Thus, it is hoped that this research can make an important contribution to the development of a more effective management strategy at Sukajadi Hospital and will improve the quality of health services provided by the hospital.

Employee performance is a crucial element that is the main focus of the organization, in line with the view of Odehshawabkeh, R. & Alsawalhah, A. (2019) who states that the success of an organization depends on employee performance as the main source of competitive advantage. The work environment, as a place where daily activities are carried out, has a significant role in shaping and influencing employee performance (Heizer, J. et al., 2016). Factors such as safety, quality of work life, and work efficiency can be affected by the physical condition of the workplace environment. A conducive work environment not only affects performance but can also have a positive impact on job continuity. On the other hand, an unconducive work environment can have a negative impact on job continuity, in line with the emphasis of Heizer, J. et al., (2016) on the importance of physical aspects of the workplace in affecting employee performance and safety.

In the context of Sukajadi Hospital, a deep understanding of how the work environment affects employee performance is key. Factors such as company policies, salary, job security, working conditions, and interpersonal relationships with coworkers and employers can play an important role in shaping a conducive work environment.

The importance of job satisfaction in an organization cannot be ignored, because it has a significant impact on employee performance. Robbins and Judge (2008) define job satisfaction as a positive feeling towards work that arises from the evaluation of the characteristics of the job. In the context of Sukajadi Hospital, a deep understanding of job satisfaction is essential to understand and improve the quality of employee performance in the hospital environment. Job satisfaction, as explained by Robbins (2006), is a person's general attitude towards work. In the context of hospitals, where employees contribute directly to the well-being and service of patients, job satisfaction is not only an individual factor but also has an impact on the overall performance of the organization. Employee job satisfaction in hospitals can be reflected in positive feelings towards responsibility, career advancement, achievement, recognition, the job itself, and interpersonal growth (Robbins and Judge, 2008).

In this study, job satisfaction is a critical element because it plays a mediator role between employee motivation and performance. Employees who feel satisfaction with their work tend to have optimal performance and have a positive impact on the overall performance of the organization (Robbins and Judge, 2008). On the other hand, low job satisfaction can have a negative impact on productivity and efficiency, which in turn can affect the quality of healthcare services in hospitals.

This research is interesting because this research was conducted in one of the hospitals on a large scale that plays a role in health services and becomes a referral hospital for the lower level. In addition, this study is also interesting because of the findings in the preliminary observation where the results state that the performance of Sukajadi Hospital employees has a great influence on the sustainability and operational activities of the hospital. So that when there is a decrease in employee performance, the hospital must act quickly to analyze and find the problems that occur or the factors that cause a decrease in employee performance, both the factors of the employee himself and the factors arising from the work or the hospital.

In addition, this research also has an interesting to do because there is a research gap in previous research. As in the research conducted by Kumari et al. (2023) stated that motivation has a significant effect on performance. The results of Kumari et al. (2023) are in line with the results of Sadewo et al. (2021), which found that motivation has a significant effect on employee performance. Research with the same results was also found in the results of a study conducted by Edizal et al. (2022), which found that motivation had a significant effect on employee performance. As well as research conducted by (Sunarsih, 2017) which also found that motivation has a significant effect on employee performance. In contrast to research conducted by several researchers, such as (Çetin & Aşkun, 2018), (Jufrizen, 2017), (Rosmaini & Tanjung, 2019), all of which found the same result that motivation did not have a significant effect on employee performance.

In a study that focuses on testing and analyzing the influence of the work environment on employee performance, a study conducted by Sadewo et al. (2021), found that the work environment has a significant effect on employee performance. In contrast to the research conducted by (Johari et al., 2018), which states that the work environment has no influence or impact on employee performance. Another research gap was also found in research that focused on the relationship between job satisfaction and employee performance. In a study conducted by (Sunarsih, 2017), it was found that job satisfaction did not have a significant effect on employee performance. This is different from research conducted by (Candra et al., 2023), which found that job satisfaction has a significant effect on employee performance.

Based on the description of the above background, this study needs to be studied using a quantitative analysis entitled *The Influence of Motivation and Work Environment on Employee Performance with Job Satisfaction as Mediation in Employees of the Sukajadi Regional General Hospital, Banyuasin, South Sumatra*".

RESEARCH METHODS

The object in the study refers to a variable that is the focus of the research to be carried out (Supriati, 2015). The research object in this study consists of three variables, namely independent variables, dependent variables, and mediation variables. The independent variables in this study consist of motivation and work environment, while the dependent variables in this study are employee performance. This study also uses mediation variables as the object of research, namely job satisfaction. The relationship between variables in this study serves to provide information obtained from empirical data which is then analyzed to draw conclusions (Sekaran & Bougie, 2016).

Population according to Sugiyono (2012) is a generalization area where it consists of objects or sub-objects that have a certain quantity and characteristics and then determined by the researcher to be studied and then drawn conclusions. The population in this study is all employees of the Sukajadi Regional General Hospital, Banyuasin, South Sumatra.

Sugiyono (2012) defines the sample as part of the number and characteristics of the population. Where if the population is large and the research is not possible to study everything in the population, a sample from the population is drawn as a

representative form of the population. This study uses a saturated sampling technique, which means that all members of the population are taken as samples.

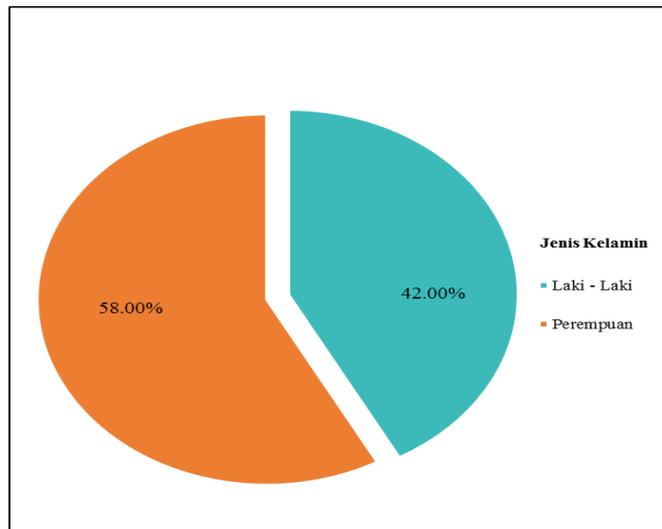
The data in this study only uses primary data. Primary data (data from direct sources), namely data on respondent demographics (age, gender) and data on motivation, work environment, employee performance, and job satisfaction.

This research involves conceptualizing latent variables consisting of several indicators to measure the variables being investigated. In addition, the relationship between variables is also explored through mediation testing, so this study is appropriate to be analyzed using the PLS-SEM method. Partial Least Squares Structural Equation Modeling (PLS-SEM) is a statistical approach used to model the relationship between variables in a framework with a partial approach. This method is not only useful for analyzing cause-and-effect relationships, but also correlational relationships between variables in the model (Hair & Alamer, 2022). The PLS approach consists of two main stages: a measurement model, in which the reliability and validity of indicators are evaluated, and a structural model, in which path analysis is used to validate the hypothesis (Henseler et al., 2015).

The tools used for data processing and analysis in this study are SmartPLS 3 and Microsoft Excel. SmartPLS is a popular software for data analysis using the PLS-SEM technique (Henseler et al., 2015). SmartPLS will be used to conduct analysis using the PLS-SEM technique, while Microsoft Excel will be used to support the processing and organization of survey and testing data. To ensure the validity and reliability of the variables as well as the measurement instruments or indicators used in the study, the test measurement model (outer model) is used. This aims to ensure that the data obtained is relevant to the measured variable and is consistent across the sample. The measurement model test in data analysis using PLS-SEM consists of a validity test and a reliability test.

RESULT AND DISCUSSION

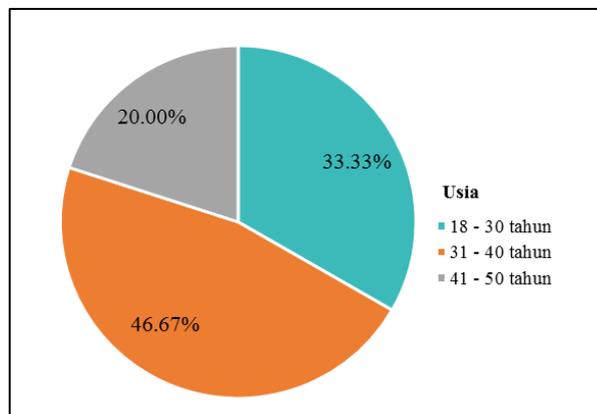
This study uses an online questionnaire to collect responses from respondents distributed during the June 2024 period. The questionnaire was in the form of a google form link which was distributed to all employees of Sukajadi Hospital, Banyuasin, South Sumatra. A total of 150 eligible respondents have filled out the questionnaire. The following is an overview of the general characteristics of the respondents.



Source: Data processed

Figure 1 Percentage of respondents by gender

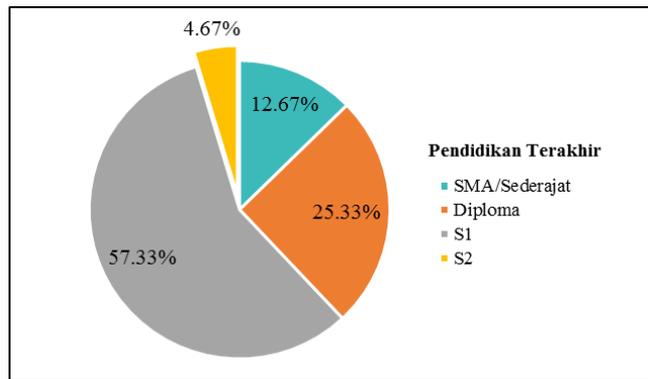
Based on figure 1, it can be seen that the number of female respondents exceeds the number of male respondents. Male respondents amounted to 63 people with a percentage of 42 percent, while female respondents amounted to 87 people or 58 percent of the total respondents. This shows that the majority of respondents in this study are female employees at Sukajadi Banyuasin Hospital.



Source: Data processed

Figure 2 Percentage of respondents by age

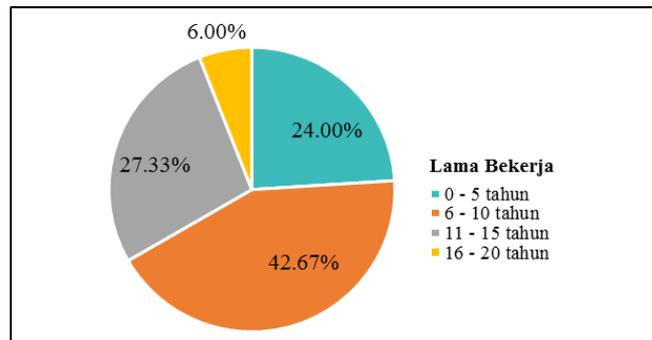
Based on figure 2, the age of the employees of Sukajadi Banyuasin Hospital who are respondents ranged from 18 to 50 years old and were grouped into three age categories: 18 to 30 years old, 31 to 40 years old, and 41 to 50 years old. Employees in the age group of 31 to 40 years dominated, with a percentage of 46.67 percent or 70 respondents. In contrast, the 41 to 50 year old age group had the lowest percentage, which was 20 percent or 30 respondents. The age group of 18 to 30 years consisted of 33.67 percent or 50 respondents.



Source: Data processed

Figure 3 Percentage of respondents based on last education

Based on figure 3, the majority of respondents had the last S1 education, with a percentage of 57.33 percent or 86 people. On the other hand, respondents who had the last S2 education were the smallest group, with a percentage of 4.67 percent or 7 people. Meanwhile, respondents with the last education of high school/equivalent and Diploma included 12.67 percent or 19 people, and 25.33 percent or 38 people, respectively.



Source: Data processed

Figure 4 Percentage of respondents by education group

Overview of Motivation, Work Environment, Job Satisfaction and Employee Performance of Sukajadi Hospital

An overview of each variable studied in this study was obtained through descriptive analysis. The study used a Likert scale with a value range of 1 to 5, where each value reflects a different level of agreement: strongly disagree for a value of 1, disagree for a value of 2, neutral for a value of 3, agree for a value of 4, and strongly agree for a value of 5. To facilitate interpretation, the average of respondents' results is divided into specific intervals according to the scale, as shown in table 1 (Sekaran & Bougie, 2016).

Table 1. Average categories of answers in intervals

Value	Categories Answer
(1)	(2)
1,000 – 1,800	Strongly disagree

1,801 – 2,600	Disagree
2,601 – 3,400	Neutral
3,401 – 4,200	Agree
4,201 – 5,000	Strongly Agree

Source: Sekaran and Bogie (2020)

Based on table 1, an average score between 1,000 and 1,800 is classified as "strongly disagree", an average score between 1,801 to 2,600 is classified as "disagree", an average score between 2,601 and 3,400 is classified as "neutral", an average score between 3,401 to 4,200 is classified as "agree", and an average score between 4,201 and 5,000 is classified as "strongly agree" (Sekaran & Bougie, 2016).

Overview of Motivation of Sukajadi Hospital Employees

The following is shown the average result of each indicator that forms the motivation variable.

Table 2. Descriptive motivation of Sukajadi Hospital employees

Variable	Indicator	Code	Mean	Category
(1)	(2)	(3)	(4)	(5)
Motivation	The monthly income I receive is enough to replace the cost of transportation to go to work at Sukajadi Hospital	M1	3,873	Agree

Table 3. Descriptive motivation of Sukajadi Hospital employees
(continued)

Variable	Indicator	Code	Mean	Category
(1)	(2)	(3)	(4)	(5)
	Health insurance at Sukajadi Hospital really guarantees my physical and mental health while working	M2	3,473	Agree
	Employees receive praise for their personal development and growth	M3	3,820	Agree
	Existing safety standards have been able to create conducive and safe conditions for all employees	M4	3,767	Agree
	Communication with colleagues is important so I want to work better	M5	3,680	Agree

Source: processed data

If all the indicators that form the motivation variable are averaged, the average motivation value of the respondents of RSUD employees is 3,723 which shows that on average the respondents tend to agree with the statement about work motivation. This indicates that on average, the respondents of Sukajadi Hospital employees have good work motivation. Of the five indicators of work motivation, the M1 indicator, namely "The monthly income I receive is enough to replace the

cost of transportation to go to work at Sukajadi Hospital" received the best response with an average of 4,053. On the other hand, the M2 indicator, namely "Health insurance at Sukajadi Hospital really guarantees my physical and mental health while working" received the lowest approval rate with an average score of 3,473. Overall, table gives an indication that the employees of Sukajadi Hospital who are respondents have positive feelings about work motivation.

Overview of the Work Environment of Sukajadi Hospital Employees

The following is displayed the average result of each indicator that forms the work environment variable.

Table 3. Descriptive work environment of Sukajadi Hospital employees

Variable	Indicator	Code	Mean	Category
(1)	(2)	(3)	(4)	(5)
Work Environment	The working environment of employees at Sukajadi Hospital is calm and free from engine noise	L1	3,747	Agree
	I participated in maintaining cleanliness at Sukajadi Hospital	L2	3,853	Agree
	I believe in my direct supervisor along with colleagues	L3	3,860	Agree
	I received training to improve work efficiency	L4	3,767	Agree
	Coworkers trust each other at work	L5	3,840	Agree

Source: processed data

If all indicators that form the variables of the work environment are averaged, the average value of the respondents' perception of the work environment of RSUD employees is 3,813, which shows that on average respondents tend to agree with statements about the work environment. Of the five indicators related to the work environment, the L3 indicator, namely "I believe in my direct supervisor along with colleagues" received the best response with an average of 3,860. On the other hand, the L1 indicator, namely "The working environment of employees at Sukajadi Hospital is calm and free from machine noise" received the lowest approval level with an average score of 3,747. Overall, table gives an indication that the employees of Sukajadi Hospital who are respondents have positive feelings about their work environment.

Overview of Job Satisfaction of Sukajadi Hospital Employees

The following is displayed the average result of each indicator that forms the job satisfaction variable.

Table 3. Descriptive job satisfaction of Sukajadi Hospital employees

Variable	Indicator	Code	Mean	Category
(1)	(2)	(3)	(4)	(5)
Job Satisfaction	My monthly compensation is proportional to the activities I complete	K1	3,575	Agree
	When I work overtime, the pay I receive is based on the tasks I complete	K2	3,680	Agree
	My main task is well understood and executed	K3	3,307	Neutral
	Sukajadi Hospital has clear rules to handle job transfers	K4	3,627	Agree

Table 4. Descriptive job satisfaction of Sukajadi Hospital employees (continued)

Variable	Indicator	Code	Mean	Category
(1)	(2)	(3)	(4)	(5)
	I am satisfied with the existing policy at Sukajadi Hospital and its implementation to employees	K5	3,567	Agree

Source: processed data

Table 5.

Variable	Indicator	Code	Mean	Category
(1)	(2)	(3)	(4)	(5)
Performance	My work always achieves or exceeds the goals set by Sukajadi Hospital	KI1	3,440	Agree
	I've managed to get more work done than ever before	KI2	3,553	Agree
	I am very disciplined about attendance	KI3	3,660	Agree
	The attendance rate at Sukajadi Hospital is high during working hours	KI4	3,427	Agree
	Always open to other people's differences of opinion	KI5	3,453	Agree

If all the indicators that form the job satisfaction variable are averaged, the average value of job satisfaction of RSUD employees respondents is 3,551 which shows that on average respondents tend to agree with statements about job satisfaction. Of the five indicators related to job satisfaction, the K2 indicator, namely "When I work overtime, the pay I receive is based on the tasks I complete" received the best response with an average of 3,680. On the other hand, the K3 indicator, namely "My main task can be understood and carried out well" received

the lowest approval level with an average score of 3,307 which is classified as a neutral category. This gives an idea that the average respondent does not have a certain tendency, both positive and negative towards these indicators. Overall, table gives an indication that the employees of Sukajadi Hospital who are respondents have positive feelings towards their work.

Overview of Sukajadi Hospital Employee Performance

The following is displayed the average result of each indicator that forms the performance variable.

Table 5. Descriptive performance of Sukajadi Hospital employees

Variable	Indicator	Code	Mean	Category
(1)	(2)	(3)	(4)	(5)
Performance	My work always achieves or exceeds the goals set by Sukajadi Hospital	KI1	3,440	Agree
	I've managed to get more work done than ever before	KI2	3,553	Agree
	I am very disciplined about attendance	KI3	3,660	Agree
	The attendance rate at Sukajadi Hospital is high during working hours	KI4	3,427	Agree
	Always open to other people's differences of opinion	KI5	3,453	Agree

Table 6

Variable	Indicator	Code	Mean	Category
(1)	(2)	(3)	(4)	(5)
Performance	My work always achieves or exceeds the goals set by Sukajadi Hospital	KI1	3,440	Agree
	I've managed to get more work done than ever before	KI2	3,553	Agree
	I am very disciplined about attendance	KI3	3,660	Agree
	The attendance rate at Sukajadi Hospital is high during working hours	KI4	3,427	Agree
	Always open to other people's differences of opinion	KI5	3,453	Agree

Source: processed data

If all performance shaping indicators are averaged, the average value of the respondents' perception of RSUD employees towards their performance is 3,507, which shows that on average respondents tend to agree with statements about performance. Of the five performance-related indicators, the KI3 indicator, namely "I am very disciplined about attendance" received the best response with an average of 3,660. On the other hand, the KI1 indicator, namely "My work always achieves or exceeds the goals set by Sukajadi Hospital" received the lowest approval level with an average score of 3,440. Overall, table 3 gives an indication that the employees of Sukajadi Hospital who are respondents have positive feelings about their performance.

Analysis of the Intervariable Influence on Employees of Sukajadi Hospital

The descriptive analysis only provides an overview of the characteristics of motivation, work environment, job satisfaction, and employee performance of Sukajadi Hospital. To determine the variables that affect employee performance and job satisfaction, an inferential analysis was carried out using Partial Least Squares Structural Equation Modeling (PLS-SEM). This method was chosen because in addition to being useful for analyzing cause-and-effect relationships, it is also effective in evaluating correlation relationships between variables in the model. PLS-SEM involves two main stages: first, the measurement model, which evaluates the reliability and validity of the indicator; Second, structural models, which use path analysis to validate hypotheses. The data processing process in this study was carried out with the help of SmartPLS 3 software.

Based on the figure 4, the employees of Sukajadi Banyuasin Hospital who were selected as respondents had varied work experience. This is shown from the grouping of respondents according to the length of work at the hospital. The characteristics of working length are grouped into four groups, namely 0 to 5 years, 6 to 10 years, 11 to 15 years, and 16 to 20 years. The majority of respondents have worked for 6 to 10 years, which is 42.67 percent or as many as 64 respondents. On the other hand, the smallest percentage is owned by respondents with a working period of 16 to 20 years, which is 6 percent or as many as 9 respondents. Meanwhile, there were 24 percent or as many as 36 respondents with less than 6 years of service. It can also be seen that respondents with a working period of 11 to 15 years are 27.33 percent or as many as 41 respondents.

If all performance shaping indicators are averaged, the average value of the respondents' perception of RSUD employees towards their performance is 3,507, which shows that on average respondents tend to agree with statements about performance. Of the five performance-related indicators, the KI3 indicator, namely "I am very disciplined about attendance" received the best response with an average of 3,660. On the other hand, the KI1 indicator, namely "My work always achieves or exceeds the goals set by Sukajadi Hospital" received the lowest approval level with an average score of 3,440. Overall, table 4.3 gives an indication that the employees of Sukajadi Hospital who are respondents have positive feelings about their performance.

Measurement Model (Outer Model)

The outer model or also known as the measurement model is created to evaluate the relationship between indicators and their latent variables. The PLS

Algorithm is used as a regression sequence to test this model, where the weight vectors satisfy a fixed-point equation as a result of the convergence process. The analysis was carried out in two stages, namely validity and reliability tests. This study examines the evaluation of the outer model, namely the validity and reliability test of the instrument as well as the discriminant validity. The output of the outer model of the PLS test is shown in figure 4.5.

This research was carried out with a data collection technique using an online questionnaire designed through Google Form. During the June 2024 period, this study succeeded in collecting data from 150 respondents who met the criteria, namely employees of Sukajadi Hospital located in Banyuasin, South Sumatra. The questionnaire used in this study consisted of several indicators that represented the variables studied, namely 5 motivation indicators, 5 work environment indicators, 5 job satisfaction indicators, and 5 performance indicators.

The analysis of the results of filling out the questionnaire was carried out using the Partial Least Squares Structural Equation Modeling (PLS-SEM) method using the SmartPLS application. This method allows the research to evaluate and model the relationship between variables simultaneously. The analysis process is divided into two main stages: outer model analysis (validity and reliability test) and inner model analysis (structural model analysis). The validity test was carried out with convergent validity (factor loading and AVE) and discriminate validity (cross loading and HTMT). The results of the validity test concluded that all indicators were proven to be valid. The reliability test was carried out using Cronbach's alpha and composite reliability. The results of the reliability test concluded that all latent variables were proven to be reliable.

After conducting an outer model analysis, the next stage is to conduct an inner model analysis (structural model analysis). The structural model analysis consisted of R-Square (R²), effect size (f²), predictive relevance (Q²), Goodness-of-Fit (GoF), and path coefficient. Based on the R² value in the job satisfaction structural model, the motivation and work environment variables were simultaneously able to explain job satisfaction by 45.9 percent, while the other 54.1 percent were explained outside the model. In addition, based on the R² value in the performance structural model, the motivational variables and the work environment simultaneously explained performance through job satisfaction by 50.7 percent, while the other 49.3 percent were explained outside the model.

Furthermore, the Q² value predicts job satisfaction of 0.440 and for performance of 0.349. Second, the Q² predict value is greater than 0 which proves that the model has good predictive relevance so that the model can be said to have the ability to predict endogenous variables well in the study.

The results of the parameter test prove that motivation and a positive work environment have a direct effect on job satisfaction in employees of Sukajadi Banyuasin Hospital, South Sumatra. These two results are in line with the research of Fotis & Kamariotou (2021) and (Wibowo, 2014), as well as Aruan & Fakhri (2015) which prove that motivation and work environment have a positive impact on job satisfaction. Thus, the management of Sukajadi Hospital needs to increase motivation in its employees and it is important to pay proper attention to the work environment so that it can increase employee job satisfaction.

The results of the parameter test also prove that positive motivation has a direct effect on the performance of Sukajadi Hospital employees which is in line with the research of (Tumilaar, 2015). Therefore, increasing employee motivation is crucial for the management of the hospital because motivation has an important role in determining the extent of employee performance in the workplace. On the other hand, the results of the parameter test could not prove that there was a direct influence of the work environment on the performance of Sukajadi Hospital employees, which is in line with the research of (Junaidin et al., 2022) and Logahan, Tjoe, and Naga (2012).

Furthermore, the results of the parameter test prove that positive job satisfaction has a direct effect on the job satisfaction of Sukajadi Hospital employees which is in line with the research of (Basri & Rauf, 2021). Thus, the management of Sukajadi Hospital is important to give employees a sense of satisfaction with their work to increase employee productivity and performance. In addition, these results also prove that job satisfaction can mediate the influence of motivation and work environment on performance.

Mediation analysis shows the important role of job satisfaction in bridging the influence of motivation and work environment on performance. This can be seen especially in the work environment variable, where the work environment variable is not proven to have a direct effect on performance but is proven to affect performance when mediated by job satisfaction. The test results prove that motivation and work environment are proven to positively affect performance through job satisfaction in Sukajadi Hospital employees, where the results are in line with the research of Yandra (2021) and Pawirosumarto et al. (2017). Thus, it is important for the management of Sukajadi Hospital to be able to increase motivation and provide a comfortable, safe, adequate work environment so as to increase job satisfaction in employees and ultimately increase employee productivity and performance.

The Importance Performance Map Analysis (IPMA) concluded that there are 7 indicators that are considered important for Sukajadi Hospital employees in improving employee performance, but have not shown good performance. The seven indicators are comparable monthly compensation (K1), comparable overtime pay (K2), ease of understanding and carrying out main tasks (K3), the availability of clear rules related to job transfer (K4), satisfaction with the hospital policy and its application to employees (K5), health insurance is able to ensure physical and mental health (M2), and the importance of communication with colleagues (M5). These seven indicators can be considered as the main focus in improving the performance and productivity of Sukajadi Hospital employees.

CONCLUSION

Based on the results and analysis that has been carried out, the conclusions that can be drawn are as follows at Sukajadi Hospital, Banyuasin, South Sumatra, motivation and work environment have a direct positive influence on employee job satisfaction. Motivation and job satisfaction have a direct positive influence on employee performance at Sukajadi Hospital, Banyuasin, South Sumatra. Meanwhile, the work environment does not show a direct influence on employee

performance. Work motivation and work environment have a positive indirect influence on employee performance at Sukajadi Hospital, Banyuasin, South Sumatra through job satisfaction.

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