

The Effect Of Motivation, Leadership And Work Environment On Employee Performance At Djatiroto Hospital, Lumajang With Job Satisfaction As An Intervening Variable

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Abstract

This study analyzes the influence of motivation, leadership, and work environment on employee performance with job satisfaction as an intervening variable at Djatiroto Hospital. Using quantitative methods and Structural Equation Modeling (SEM) analysis, data were obtained through questionnaires distributed to employees. The results showed that motivation had a significant positive effect on job satisfaction, while leadership and work environment did not have a significant effect. Motivation also did not have a significant effect on performance, while leadership had a significant positive effect. The work environment had a positive but insignificant effect on performance, while job satisfaction had a significant positive effect on employee performance. Path analysis revealed that job satisfaction mediated the relationship between motivation and performance, but not for leadership and work environment. This study recommends improving motivation strategies through fair incentives and clear career paths, evaluating leadership styles to be more adaptive and participatory, and optimizing the work environment to improve employee satisfaction and performance.

Keywords: Motivation, Leadership, Work Environment, Job Satisfaction, and Performance

INTRODUCTION

Based on Pancasila and the 1945 Constitution of the Republic of Indonesia, human resource development (HRD) in Indonesia is an inseparable part of national development. One of the legal bases is Article 27 Paragraph (2) of the 1945 Constitution, which states

424

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that "Every citizen has the right to work and a decent living for humanity." This provision emphasizes the importance of developing the quality of HRD to ensure the fulfillment of every citizen's basic rights to work and a dignified life. This is also clearly regulated in Law of the Republic of Indonesia Number 13 of 2003 concerning Manpower, which aims to create individuals who are whole, qualified, and have high moral integrity. This HRD development is in line with efforts to improve the welfare of the workforce both materially and spiritually.

In healthcare organizations such as hospitals, effective human resource management significantly impacts the quality of services provided. Therefore, ensuring employee well-being, including physical and mental well-being, is crucial. Achieved well-being will support increased productivity and employee performance in a safe and healthy work environment. In line with this, the 2023-2024 Collective Labor Agreement (PKB) of PT Nusantara Sebelas Medika, which oversees Djatiroto Lumajang Hospital, also contains provisions aimed at fostering and improving the quality of human resources within the company. Article 61 of the PKB regulates employee obligations and prohibitions within the framework of development, encompassing a series of obligations that must be complied with by all employees, ultimately contributing to improved performance and job satisfaction.

The PT Nusantara Sebelas Medika PKB establishes obligations that cover several important aspects, such as setting a good example in the workplace and creating a conducive and harmonious work environment. Employees are also required to carry out their duties with dedication, awareness, and responsibility, in an honest, orderly, effective, and efficient manner. Furthermore, employees are required to provide guidance to subordinates and encourage them in carrying out their duties to improve work performance.

Human resource management is a branch of management science that focuses on regulating the role of human resources in organizational activities. According to Schuler, Dowling, Smart, and Hubner (1992:16), human resource management is the recognition of the importance of an organization's workforce as a vital resource contributing to organizational goals, as well as the use of various functions and activities to ensure that workers are utilized effectively and fairly for the benefit of individuals, the organization, and society. In line with this view, Badriyah (2022:37) also emphasizes the importance of good human resource management to support optimal performance within an organization.



One important aspect of human resource management is work motivation. Work motivation is a key factor influencing employee performance. Motivation can be defined as an internal drive that drives individuals to achieve specific goals. In the context of hospital employees, high motivation can boost employee morale, making them more committed and productive in carrying out their duties.

Motivation is a key factor in improving employee performance and creating job satisfaction across various sectors. Research by Junaidin et al. (2022) shows that motivation has a positive and significant influence on job satisfaction and performance, with job satisfaction acting as a mediating variable that strengthens this relationship. Research by Perdana (2024) revealed that work motivation has a positive impact on job satisfaction and performance, with job satisfaction acting as a significant mediator. Both studies provide important evidence that work motivation is a factor influencing performance and satisfaction across various sectors. According to Robbins and Judge (2017:237), "Motivation is defined as a process that explains the intensity, direction, and persistence of an individual towards achieving a goal." These aspects are important because they include how strong the drive is (intensity), whether the drive leads to the right behavior (direction), and how long the individual remains motivated (persistence).

Leadership is a crucial factor influencing employee performance within an organization. Research by Andy Adam et al. (2021) revealed that "Leadership has a positive and significant influence on performance, with job satisfaction serving as a moderating factor that strengthens this relationship." This confirms that good leadership not only improves performance but also creates a work environment that supports employee motivation and satisfaction. Furthermore, research by Indahsari (2024) shows that "Leadership style has a positive and significant influence on performance, indicating that effective leadership can create a conducive work environment and encourage optimal performance." Robbins and Judge (2017:399) define "Leadership as the ability to influence a group so that common goals can be achieved." This implies that leadership includes actions to motivate, facilitate, and guide group members to act cooperatively and achieve desired goals.

The work environment is a complex system, consisting of various physical and non-physical elements that interact with each other and influence the behavior and performance of individuals within it. According to Sedarmayanti (2017) in Soelistya (2021:49), "The work environment includes physical aspects such as work facilities, room layout, and environmental conditions, as well as non-physical aspects such as interpersonal relationships, organizational culture, and work climate." These elements



collectively create a work atmosphere that can support or hinder employee performance. Research by Andy Adam, et al. (2021), shows that a supportive work environment can contribute significantly to increasing productivity and work quality. A good work environment can create a sense of comfort and security so that employees feel more involved and committed to the organization.

Research conducted by Gunawan et al. (2023) further confirms previous findings regarding the influence of the work environment on employee performance. The study empirically demonstrated that a positive and significant work environment correlates with individual performance. These findings align with various literature studies that discuss the importance of the work environment as a factor influencing employee performance. Therefore, it can be concluded that the work environment is a key factor that organizations need to consider to achieve optimal performance goals.

According to Robbins and Judge (2017:685), "Job satisfaction is defined as a positive feeling about one's job resulting from an evaluation of its characteristics." Job satisfaction arises when employees feel that the rewards received are in line with their expectations. This is in line with Perdana's research (2024), which shows that job satisfaction is not only directly influenced by leadership, motivation, and the work environment, but also plays a central role in strengthening the relationship between these three variables and performance. Performance improvements can be achieved optimally through efforts to create better job satisfaction, thus making job satisfaction a strategic focus in designing human resource management policies.

The research findings of Safitri et al. (2024) also support this view by confirming that job satisfaction has a positive and significant influence on employee performance. This finding reinforces the idea that job satisfaction is not only a supporting factor but also a key element in strategies to increase employee productivity. Therefore, creating optimal job satisfaction is an essential step in improving overall organizational performance.

According to Robbins and Judge (2017:685), performance is the total value of an employee's contribution to an organization through their behavior over a specific period of time. Employee performance reflects the level of achievement of an organization's goals, objectives, mission, and vision, as reflected in a company's strategic plan. In this context, employee performance is influenced not only by individual factors but also by the existing work environment. Research by Dewi and Frianto (2020) shows that the work environment has a positive and significant influence on performance. This study also revealed that job satisfaction acts as an intervening variable mediating the relationship between the work environment and performance, meaning a conducive work environment



can improve performance through increased job satisfaction. Research by Candra Mahardika et al. (2021) further strengthens this understanding by emphasizing that to improve performance, companies need to focus on developing effective leadership, providing appropriate motivation, and creating a supportive work environment.

At Djatiroto Hospital in Lumajang, East Java, several phenomena indicate opportunities for improving employee performance. While employee performance is generally considered good, there are indications that there is still room for improvement, such as the tendency for some employees to not provide formal notification when they cannot come to work, which could be caused by internal or external factors that affect their motivation. Furthermore, coordination between employees in several service units also needs to be improved to ensure smoother hospital operations.

Another phenomenon is the decision of several employees to discontinue their employment contracts or resign, which could indicate that aspects of job satisfaction and employee engagement need to be reviewed more closely. Although overall employee motivation is good, researchers' observations indicate that some employees sometimes display a lack of cooperation in completing work. To address this, hospital management has provided coaching to the relevant employees, which is documented in the coaching minutes in the HR department.

Djatiroto Hospital has implemented a decision-making approach that involves employees in various issues related to meeting workforce needs, infrastructure, and training. This approach aims to strengthen a sense of togetherness, increase responsibility, and encourage employee involvement in achieving shared goals. Overall, employee performance at this hospital can be described as excellent, as reflected in operational and financial performance that exceeds that of the previous year. This demonstrates that employee performance not only impacts hospital operations but also contributes to the hospital's financial performance, image, and reputation.

However, to continuously improve performance, Djatiroto Hospital needs to increase its focus on employee competency development through ongoing training. Appropriate training can enhance employee skills and knowledge, which in turn will improve the quality of care provided to patients. Regular evaluation of employee performance, with constructive feedback, will help them understand areas for improvement and motivate them to continue developing. With a comprehensive human resource management strategy, Djatiroto Hospital can continuously improve its service standards, ensure employee well-being, and provide maximum benefits to patients in the future.



This study was conducted to explore the factors that influence employee performance at Djatiroto Hospital, with a focus on the role of Motivation, Leadership, Work Environment, and Job Satisfaction. Given the importance of employee performance in achieving the hospital's vision and mission of quality, this study aims to provide a deeper understanding of how these factors interact and contribute to improving service quality. The results of this study are expected to provide useful recommendations for hospital management in designing policies that can improve employee performance, strengthen job satisfaction, and encourage more conducive leadership and work environments, in order to achieve optimal organizational goals.

Objectives

The purpose of this research is to find out:

1. Analyzing the influence of motivation on job satisfaction;
2. Analyzing the influence of leadership on job satisfaction;
3. Analyzing the influence of the work environment on job satisfaction;
4. Analyzing the influence of motivation on performance;
5. Analyzing the influence of leadership on performance;
6. Analyzing the influence of the work environment on performance;
7. Analyzing the influence of Job Satisfaction on Performance;
8. Analyzing the influence of Motivation on Performance through Job Satisfaction;
9. Analyzing the influence of leadership on performance through job satisfaction;
10. Analyzing the influence of work environment on performance through job satisfaction.

The conceptual framework in this study is described as follows:

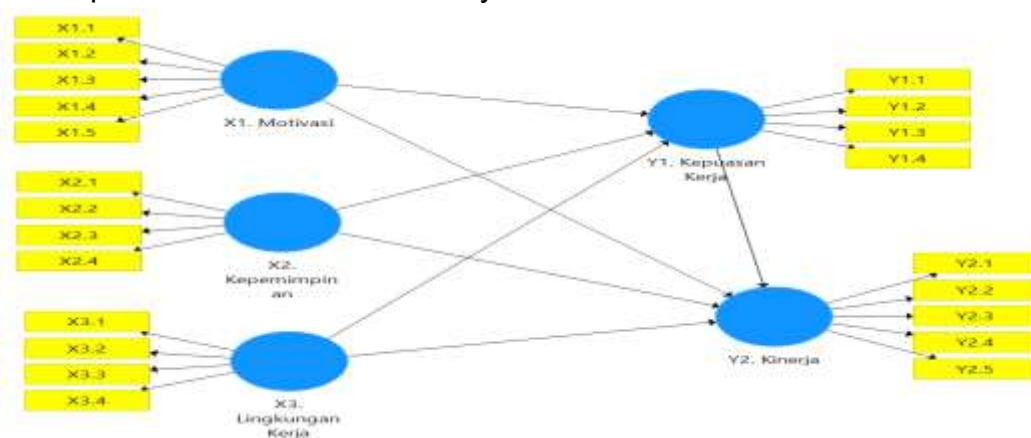


Figure 1: Conceptual Framework

DISCUSSION

The Influence of Motivation on Job Satisfaction

The results of the study indicate that motivation (X1) has a significant effect on job satisfaction (Y1). This is evidenced by the original sample value of 0.946 and a P-Value of 0.000 (<0.05). Thus, the first hypothesis (H1) is accepted, which means that increasing employee motivation at Djatiroto Hospital will directly increase the level of job satisfaction. Conversely, decreasing employee motivation will have a negative impact on job satisfaction. This finding is in line with previous research by Adam Andy et al. (2021), which also emphasized that motivation is a crucial factor in increasing job satisfaction. Therefore, the management of Djatiroto Hospital needs to continue to strengthen employee motivation strategies to ensure the sustainability of the quality of healthcare services.

The Influence of Leadership on Job Satisfaction

The results of the hypothesis test indicate that leadership (X2) has a negative but insignificant effect on job satisfaction (Y1). This is evident from the negative original sample value (-0.256) and the P-Value of 0.132 (>0.05). Thus, the second hypothesis (H2) is rejected, meaning that leadership at Djatiroto Hospital does not have a significant effect on job satisfaction. Although the results of this study reject previous findings by Perdana (2024), which stated that leadership has a significant effect on job satisfaction, these findings remain an important basis for further evaluation. By ensuring that the leadership implemented is in accordance with employee needs, Djatiroto Hospital can create a harmonious, supportive, and aligned work environment with organizational goals.

The Influence of Work Environment on Job Satisfaction

The results of the hypothesis test indicate that the work environment (X3) has a positive but insignificant effect on job satisfaction (Y1), with an original sample value of 0.076 and a P-Value of 0.083 (>0.05). The third hypothesis (H3) is rejected, meaning that although the work environment has a positive contribution, its influence is not significant enough to affect employee job satisfaction at Djatiroto Hospital. The results of this study differ from previous research by Martini et al. (2022), which concluded that the work environment has a significant effect on job satisfaction. However, these findings provide an important basis for further evaluation at Djatiroto Hospital, so that elements of the work environment can continue to be adjusted to employee needs and expectations.



The Influence of Motivation on Performance

The results of the hypothesis test indicate that motivation (X1) has a negative but insignificant effect on performance (Y2). This is reflected in the original sample value of -0.168 and a P-Value of 0.501 (>0.05). Thus, the fourth hypothesis (H4) is rejected, meaning that motivation does not have a significant effect on employee performance at Djatiroto Hospital. The results of this study differ from previous research by Adam Andy et al. (2021), which showed that motivation has a significant effect on performance. However, these findings provide important insights for Djatiroto Hospital to re-evaluate the motivational approach implemented and identify other factors that may further influence employee performance. Thus, strategic steps can be taken to create a more supportive work environment and ensure that the motivation provided has a direct impact on performance improvement.

The Influence of Leadership on Performance

The results of the study indicate that leadership (X2) has a positive and significant effect on employee performance (Y2) at Djatiroto Hospital. This is evidenced by the original sample value of 0.442 and the P-Value of 0.039 (<0.05), so the fifth hypothesis (H5) is accepted. This finding indicates that the more effective the leadership style applied, the higher the level of employee performance. The results of this study are also in line with previous research conducted by Indahsari (2024), which emphasized that effective leadership has a significant impact on improving employee performance. In the healthcare industry, good leadership not only contributes to employee well-being but also has direct implications for the quality of services provided to patients and overall organizational performance.

Influence of Work Environment on Performance

The results of the study indicate that the work environment (X3) has a positive but insignificant effect on employee performance (Y2) at Djatiroto Hospital, with an original sample value of 0.220 and a P-Value of 0.083 (>0.05), so the sixth hypothesis (H6) is rejected. Although a good work environment can contribute to performance, its influence is not statistically strong enough. These results indicate that efforts to improve performance are not enough to only improve the work environment, but also need to strengthen other aspects such as leadership and reward systems. This finding differs from the research of Dewi and Frianto (2020), which found a significant effect of the work



environment on performance, indicating that its impact can vary depending on the organizational context and other factors that influence employee productivity.

The Influence of Job Satisfaction on Performance

The results of the study indicate that job satisfaction (Y1) has a positive and significant effect on employee performance (Y2) at Djatiroto Hospital, with an original sample value of 0.312 and a P-Value of 0.041 (<0.05), so that the seventh hypothesis (H7) is accepted. This finding indicates that the higher the level of employee job satisfaction, the better the performance shown, both in terms of productivity, efficiency, and quality of service provided to patients. The results of this study are in line with previous research conducted by Safitri et al. (2024), which also found that job satisfaction has a significant effect on performance. Thus, hospital management needs to ensure that factors that influence job satisfaction, such as rewards, career development, and work-life balance, are still considered in order to improve employee performance and service quality sustainably.

The Influence of Motivation on Performance through Job Satisfaction

The results of the study indicate that motivation (X1) has a positive and significant effect on employee performance (Y2) at Djatiroto Hospital through job satisfaction (Y1) as an intervening variable. This is evidenced by the original sample value of 0.295 and P-Value of 0.040 (<0.05), so that the eighth hypothesis (H8) is accepted. This finding indicates that job satisfaction mediates the relationship between motivation and performance, where increasing employee motivation will increase their job satisfaction, which ultimately has a positive impact on performance. The results of this study are also in line with previous research conducted by Junaidin et al. (2022), which stated that job satisfaction is an important factor in mediating the relationship between employee motivation and performance.

The Influence of Leadership on Performance through Job Satisfaction

The results of the study indicate that leadership (X2) has a negative but insignificant effect on employee performance (Y2) at Djatiroto Hospital through job satisfaction (Y1) as an intervening variable. This is evidenced by the original sample value of -0.080 and P-Value of 0.226 (>0.05), so the ninth hypothesis (H9) is rejected. This finding indicates that changes in leadership quality are not sufficient to significantly influence employee job satisfaction and performance. The results of this study also show

432



differences with the research of Perdana (2024), which found that leadership has a significant effect on performance through job satisfaction. This difference may reflect variations in the organizational context and other factors that influence leadership dynamics and employee performance.

The Influence of Work Environment on Performance through Job Satisfaction.

The results of the study indicate that the work environment (X3) has a positive but insignificant effect on employee performance (Y2) at Djatiroto Hospital through job satisfaction (Y1) as an intervening variable. This is evidenced by the original sample value of 0.024 and P-Value of 0.461 (>0.05), so the tenth hypothesis (H10) is rejected. This finding indicates that although a better work environment tends to increase job satisfaction, this effect is not strong enough to significantly improve employee performance. The results of this study differ from those of Junaidin et al. (2022), who found that the work environment has a significant effect on performance through job satisfaction. This difference may be caused by differences in organizational context, workforce characteristics, or other factors that influence the relationship between the work environment, job satisfaction, and employee performance.

CONCLUSION

Based on the results of the analysis and discussion that have been described previously, conclusions can be drawn from the overall results of this research. This study shows that motivation significantly influences job satisfaction and performance through job satisfaction. Leadership only significantly influences performance, but not job satisfaction. The work environment has no significant effect on satisfaction or performance. Furthermore, job satisfaction has been shown to significantly influence employee performance. This means that motivation and job satisfaction are key factors in improving employee performance.

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