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Work Motivation, Job Satisfaction, And Organizational Commitment As Mediators Of The Effect Of Work Motivation On Employee Performance At RSU Negara

IGN Agung Mulya Negara[1], Ida Ketut Kusumawijaya[2], I Wayan Terimajaya[3]

[1,2]Master of Management Study Program, Faculty of Business, Tourism, and Education, Universitas Triatma Mulya, Indonesia
[3]Universitas Tabanan

Abstract

This study analyzes how work motivation shapes employee performance by positioning job satisfaction and organizational commitment as mediating mechanisms. The research object comprises all 53 employees of the Support Services Unit at RSU Negara. Data were collected using a five-point Likert scale questionnaire and analyzed using path analysis and the Sobel test. The results indicate that work motivation increases job satisfaction (β = 0.708; p < 0.001), organizational commitment (β = 0.551; p < 0.001), and employee performance (β = 0.335; p = 0.006). Job satisfaction (β = 0.323; p = 0.032) and organizational commitment (β = 0.265; p = 0.038) also contribute positively to performance. The indirect path through job satisfaction equals 0.229 and is significant based on Z = 2.10, whereas the path through organizational commitment equals 0.146 with Z = 1.95 and therefore does not meet the threshold for significance. The performance equation explains 66.5% of the variance in employee performance. These findings confirm that motivation remains the primary driver, but its impact is stronger when employees experience satisfactory working conditions. The practical implications of this study focus on strengthening performance-based rewards, improving compensation, providing development opportunities, and fostering a supportive work environment.

Keywords: work motivation, job satisfaction, organizational commitment, employee performance, mediation

INTRODUCTION

Hospitals are public service organizations that depend on the coordination of numerous functions simultaneously. Service quality is influenced not only by physicians

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and nurses but also by the laboratory, pharmacy, medical records, radiology, nutrition, cleaning, security, and administrative functions. When support tasks are delayed or inaccurate, the primary care pathway is disrupted. Therefore, the performance of support staff should be treated as part of the hospital's quality system rather than merely an administrative support function.

In human resource management, motivation explains the energy that drives an individual to direct effort toward specific goals. Motivation can arise from the desire to achieve, to build social relationships, or to obtain broader responsibilities (Sunyoto, 2015). Employees with strong work drive tend to be more diligent, take initiative, and be willing to maintain task completion standards. However, the relationship between motivation and performance is not always straightforward. High motivation can lose effectiveness if employees perceive that their work does not provide adequate rewards or fail to foster attachment to the organization.

Job satisfaction represents an emotional evaluation of the job, rewards, relationships with colleagues, development opportunities, and workplace conditions. Sutrisno (2019) and Handoko (2020) view satisfaction as a response to the congruence between work experiences received and employee expectations. When this congruence exists, employees are more likely to maintain work quality and reduce withdrawal behaviors. Conversely, dissatisfaction may manifest as absenteeism, reduced initiative, or reluctance to contribute beyond minimum requirements.

Organizational commitment describes the psychological bond between employees and the institution. Steers and Porter (2011) define it as the willingness to maintain membership and to direct effort toward organizational goals. Commitment can be affective, continuance-based, or normative. These three dimensions explain whether employees remain because they feel emotionally attached, consider the consequences of leaving, or feel a moral obligation to the organization.

Previous studies have linked motivation, satisfaction, commitment, and performance, but findings have not been entirely consistent. Setiawan et al. (2022) showed that job satisfaction can connect motivation and organizational commitment. In hospitals, Sari (2018) demonstrated the importance of job satisfaction as a mechanism linking organizational factors to performance. Other results indicate that organizational commitment can serve as a meaningful mediator (Erawati & Wahyono, 2019; Sari & Dewi,

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2020), whereas Shokib et al. (2022) found that mediation by job satisfaction does not always emerge across contexts.

These mixed findings reveal two research gaps. First, most studies have been conducted in non-health public agencies or companies, leaving the characteristics of hospital support work underexamined. Work in this setting involves high process interdependence; small errors in medication distribution, recording, or facilities can affect other service units. Second, job satisfaction and organizational commitment are often tested separately, although the two variables may operate through different mechanisms: satisfaction relates to day-to-day work experiences, while commitment reflects employees' longer-term relationship with the institution.

The situation at RSU Negara reinforces the relevance of these gaps. From January to October 2025, the average attendance of employees in the Support Services Unit was 95.11%, with monthly figures ranging between 92.37% and 97.93%. The highest absenteeism occurred in May and September, at 7.63% and 7.59%, respectively. These fluctuations do not directly prove poor performance but signal the need to examine employee work experiences. Preliminary observations also indicate delays in medical record input, medication distribution, and internal referral processes. At the same time, employees face routine work, uneven training opportunities, a reward system perceived as suboptimal, and unclear career development pathways.

Table 1. Employee Attendance in the Support Services Unit, RSU Negara, 2025

No.	Month	Number of staff	Attendance (%)	Attendance (%)
1	Januari	53	95,65	4,35
2	Februari	53	94,90	5,10
3	Maret	53	97,93	2,07
4	April	53	96,22	3,78
5	Mei	53	92,37	7,63
6	Juni	53	94,40	5,60
7	Juli	53	96,63	3,37

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No.	Month	Number of staff	Attendance (%)	Attendance (%)
8	Agustus	53	94,97	5,03
9	September	53	92,41	7,59
10	Oktober	53	95,66	4,34
	Rata-rata		**95,11**	**4,89**

Source: Data from Negara General Hospital, 2025 (compiled).

This attendance data should be interpreted in conjunction with job characteristics and employees' perceptions, as absenteeism may be influenced by authorised leave, holiday or health issues. The focus of this research is not to assess absenteeism as the sole measure of performance, but rather to explain how work motivation translates into outcomes through job satisfaction and organisational commitment. On that basis, the research model treats work motivation as an exogenous variable, employee performance as the main endogenous variable, and job satisfaction and organisational commitment as mediating variables.

Problem Formulation and Research Objectives

1) The problem statements are formulated to examine the following seven relationships:
2) Does work motivation affect employee job satisfaction?
3) Does work motivation affect employees' organizational commitment?
4) Does work motivation affect employee performance?
5) Does job satisfaction affect employee performance?
6) Does organizational commitment affect employee performance?
7) Does job satisfaction mediate the effect of work motivation on employee performance?
8) Does organizational commitment mediate the effect of work motivation on employee performance?

In line with these questions, this study aims to measure the direct effects among constructs and to compare the strength of the two mediation paths. Theoretically, the results are expected to clarify the psychological mechanisms linking motivation and

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performance in the health service context. Practically, the study findings can provide a foundation for the management of the State General Hospital to design more focused policies on rewards, competency development, work environment strengthening, and employee retention.

Conceptual Framework and Hypotheses

Motivation based on needs for achievement, affiliation, and power is expected to improve how employees evaluate their work and to strengthen their attachment to the organization. High satisfaction is then expected to encourage employees to maintain quality, quantity, timeliness, effectiveness, and autonomy in their work (Robbins, 2016). Strong commitment is also expected to increase willingness to take responsibility and to persist in achieving institutional objectives. Based on these relationships, seven hypotheses are proposed: H1 work motivation has a positive effect on job satisfaction; H2 work motivation has a positive effect on organizational commitment; H3 work motivation has a positive effect on performance; H4 job satisfaction has a positive effect on performance; H5 organizational commitment has a positive effect on performance; H6 job satisfaction mediates the effect of motivation on performance; and H7 organizational commitment mediates the effect of motivation on performance.

RESEARCH METHOD

The study uses an explanatory quantitative design. The population comprises 53 employees of the Support Services Division at the State General Hospital and the entire population was used as respondents through a census technique. Data were collected via observation, documentation, and a closed questionnaire with a Likert scale from 1 (strongly disagree) to 5 (strongly agree). Work motivation was measured through need for achievement, need for affiliation, and need for power (Sunyoto, 2015). Job satisfaction encompassed the work itself, compensation, coworker relations, development opportunities, and working conditions. Organizational commitment was measured through affective commitment, continuance commitment, and normative commitment. Employee performance included quality, quantity, timeliness, effectiveness, and autonomy (Robbins, 2016).

Analysis was conducted in three stages. First, data were summarized descriptively to depict respondent profiles and response tendencies. Second, instrument adequacy was tested using item-total correlations and Cronbach's Alpha; items were considered adequate if validity coefficients exceeded 0.30 and variable reliability surpassed 0.60.

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Third, inter-construct relationships were tested using path analysis through three equations: job satisfaction as a function of motivation, organizational commitment as a function of motivation, and performance as a function of motivation, satisfaction, and commitment. Mediation effects were determined using the Sobel test with a Z critical value of 1.98 at the 5% significance level. Tests for normality, multicollinearity, and heteroskedasticity were employed to ensure the equations met the assumptions of the analysis.

DISCUSSION

Respondent Characteristics and Variable Profiles

The respondent composition shows that the support services function was dominated by females, numbering 42 individuals or 79.2%, while males numbered 11 individuals or 20.8%. Tenure varied: 39.6% had worked less than five years, and 30.2% each were in the 5–10 years and over 10 years groups. Most respondents were older than 35 years (39.6%), followed by the 26–35 years group (37.7%). In terms of education, 41.5% had completed senior high school/vocational school (SMA/SMK), 28.3% held diplomas, and 30.2% held bachelor's degrees. The diversity of tenure and education indicates that the support unit combines new and experienced employees, therefore motivation policies need to accommodate non-uniform development needs.

Table 2. Respondent Characteristics

Characteristics	Category	Total	Percentage (%)
Gender	Men	11	20,8
	Women	42	79,2
Length of service	Under 5 years	21	39,6
	5–10 years	16	30,2
	Over 10 years	16	30,2
Age	Under 26 years	12	22,6
	26–35 years	20	37,7
	Over 35 years	21	39,6
Education	Upper Secondary School/Vocational School	22	41,5

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Characteristics	Category	Total	Percentage (%)
	Diploma	15	28,3
	Bachelor's degree	16	30,2

Sumber: Data penelitian, 2026 (diolah).

In general, respondents' perceptions fell within the good to very good category. Motivation had a mean of 4.27, performance 4.19, job satisfaction 3.94, and commitment 3.92. For motivation, the need for achievement was the highest indicator (4.53), followed by the need for affiliation (4.43), while the need for power was lower (3.85). This pattern indicates that employees are more driven by accomplishment and supportive working relationships than by the desire to obtain formal influence.

For job satisfaction, coworker relations had a mean of 4.22, whereas compensation scored only 3.45 and was the lowest indicator. These values suggest that the social climate is a strength, but perceptions of rewards still require attention. Affective commitment registered at 4.26 and normative commitment at 4.00; continuance commitment was lower at 3.49. This means employees tend to remain because of pride and moral obligation, rather than primarily because of the costs they would incur if they left the organization. For performance, autonomy was the highest indicator (4.30), while work quantity was the lowest indicator though still in the good category (4.09).

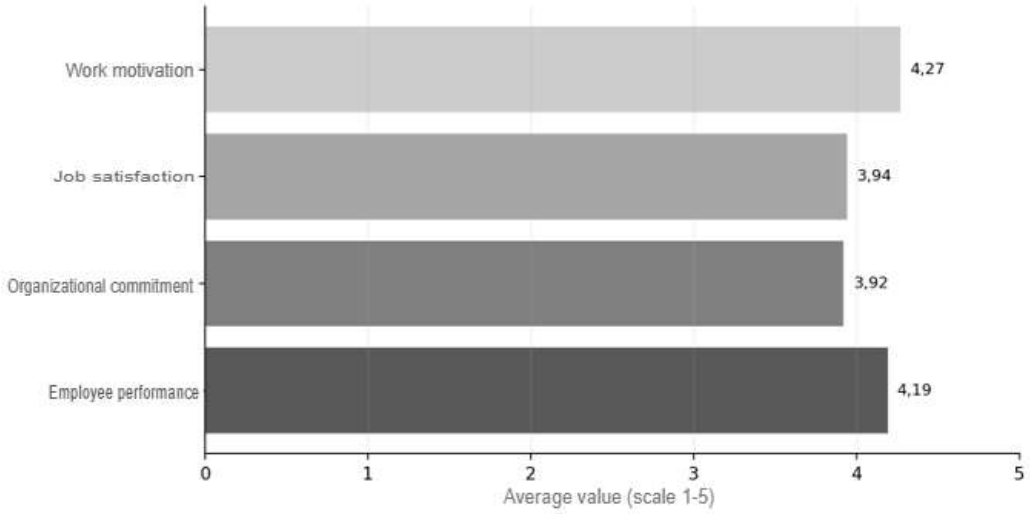


Figure 1. Mean Values of Study Variables
Source: Research data, 2026 (processed).

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Instrument and Model Adequacy

All instrument items had correlation coefficients above 0.30. The range of validity coefficients was 0.712–0.856 for motivation; 0.480–0.890 for satisfaction; 0.710–0.902 for commitment; and 0.729–0.921 for performance. Cronbach's Alpha values were 0.645, 0.822, 0.688, and 0.886, respectively. These results indicate that the indicators can be used to represent the constructs and exhibit adequate internal consistency.

Table 3. Summary of Descriptive Statistics, Validity, and Reliability

Variables	Average	Category	Validity period	Cronbach's Alpha
Work motivation	4,27	Very good	0,712–0,856	0,645
Job satisfaction	3,94	Good	0,480–0,890	0,822
Organisational commitment	3,92	Good	0,710–0,902	0,688
Employee performance	4,19	Good	0,729–0,921	0,886

Source: Research data, 2026 (processed).

Assumption testing produced a Kolmogorov–Smirnov value of 0.200, so the residuals can be treated as normally distributed. Tolerance values were above 0.10 and variance inflation factors were below 10, indicating that relationships among predictors do not cause problematic multicollinearity. The Glejser test also did not find any probabilities below 0.05. In the performance equation, motivation, satisfaction, and commitment together produced an R^2 of 0.665; thus 66.5% of performance variation can be explained by the model, while the remaining 33.5% relates to other factors not analyzed. The total coefficient of determination for the path model reached 0.884, indicating that the proposed relational structure has strong explanatory power.

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Direct and Indirect Effects

Table 4. Hypothesis Testing Results

Hipotesis	Relationships	Coefficient	t/Z	P	Decision
H1	Motivation → Satisfaction	0,708	7,161	<0,001	Accepted
H2	Motivation → Commitment	0,551	4,715	<0,001	Accepted
H3	Motivation → Performance	0,335	2,858	0,006	Accepted
H4	Satisfaction → Performance	0,323	2,204	0,032	Accepted
H5	Commitment → Performance	0,265	2,135	0,038	Accepted
H6	Motivation → Satisfaction → Performance	0,229	2,10	—	Accepted
H7	Motivation → Commitment → Performance	0,146	1,95	—	Rejected

Source: Research data, 2026 (processed). Mediation criteria: Z > 1,98.

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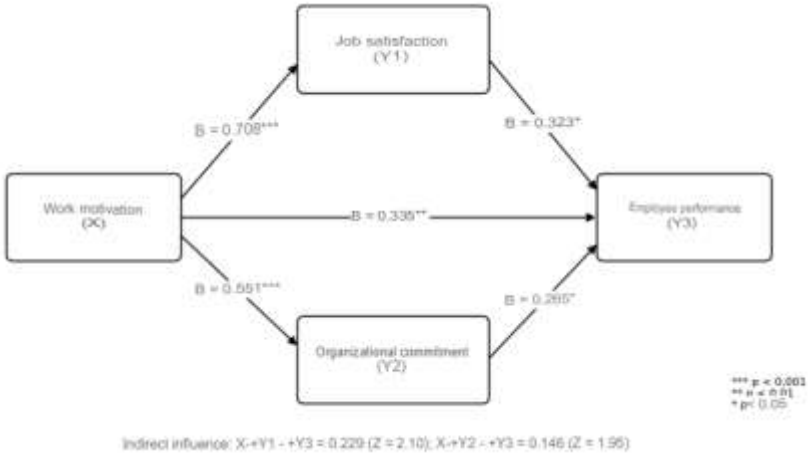


Figure 2. Research Findings Pathway Model
Source: Research data, 2026 (processed).

Work Motivation on Job Satisfaction

A coefficient of 0.708 indicates that motivation is a strong predictor of job satisfaction. The drive for achievement makes employees perceive their work as providing opportunities to demonstrate competence. The need for affiliation reinforces social support, while opportunities to assume responsibility give employees a sense that their roles are recognized. This combination improves job evaluations so that routine activities are not seen merely as obligations but as means of accomplishment and self-actualization.

These findings align with Erawati and Wahyono (2019) and Gustami et al. (2024), who identify motivation as an important factor in forming positive attitudes toward work. In the context of the State General Hospital, this influence is also evident from the high needs for achievement and affiliation. Although compensation received relatively low ratings, employees still reported satisfaction because tasks are meaningful and working relationships are conducive. This condition does not imply that compensation can be ignored; on the contrary, improving rewards has the potential to strengthen satisfaction that is already supported by intrinsic factors.

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Work Motivation on Organizational Commitment

Motivation has a positive effect on commitment, with a coefficient of 0.551. Employees who have achievement goals and good working relationships more readily identify with the hospital's objectives. Work drives also foster the experience that individual contributions matter for service continuity. That process strengthens pride in being part of the organization and a moral obligation to maintain work quality.

The results are consistent with Susita et al. (2020) and Setiawan et al. (2022), which show that motivation can strengthen employee attachment. The higher mean of affective commitment compared with continuance commitment confirms that employees' attachment at the State General Hospital is built more on a sense of belonging than on calculations of losses if they leave. Therefore, programs to enhance commitment should not only emphasize administrative retention but also recognition of contributions, involvement in decision-making, and communication about the impact of support functions on patients.

Work Motivation on Employee Performance

The direct effect of motivation on performance is 0.335. Although smaller than motivation's effect on satisfaction, this coefficient remains significant. Employees driven to achieve results and maintain good working relationships are more consistent in completing tasks accurately, independently, and effectively. The need for achievement also encourages evaluation of work outcomes, while the need for affiliation facilitates cross-functional coordination.

These results support Ma'ruf and Chair (2020) and Shokib et al. (2022). In hospital support work, motivation is not only related to the volume of work completed. Motivation also affects accuracy of record-keeping, readiness of facilities, and the speed of internal services. The high autonomy score indicates that the work drive has translated into the ability to complete tasks without repeated instructions. Nevertheless, the relatively lower work quantity suggests a need to simplify processes and equalize workloads so that employees' enthusiasm produces more optimal productivity.

Job Satisfaction on Employee Performance

Job satisfaction has a coefficient of 0.323 on performance. Employees who perceive their tasks as meaningful, receive coworker support, and work under adequate conditions tend to maintain service quality more consistently. Feeling valued reduces the gap between personal interests and organizational goals, so employees are willing to

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invest time and ability to complete tasks well.

This finding accords with Augustine et al. (2022) and Miryanti et al. (2024). At the State General Hospital, coworker relationships are a strong source of satisfaction, whereas compensation remains a primary area for improvement. An important implication is that improving performance is not achieved solely through instructions or targets. Management must ensure that workload, rewards, development opportunities, and working conditions are perceived as fair. When everyday work experiences improve, motivation is more readily converted into productive behavior.

Organizational Commitment on Employee Performance

A coefficient of 0.265 demonstrates that organizational commitment contributes directly to performance. Affective attachment fosters pride and a desire to maintain the hospital's reputation. Normative commitment drives employees to fulfill responsibilities because they feel morally obliged to provide the best service. Although continuance commitment has a lower mean, this pattern is not necessarily detrimental because employees do not remain primarily out of economic compulsion or limited options.

These results are consistent with Suarjana et al. (2017), Erawati and Wahyono (2019), and Sari and Dewi (2020). For public service organizations, commitment is important because service quality often depends on employees' willingness to coordinate and resolve problems that cannot be entirely governed by formal procedures. However, management must ensure that loyalty does not develop into passive acceptance of problems. Healthy commitment should be accompanied by opportunities to provide feedback and to improve work processes.

Mediation by Job Satisfaction

The indirect effect of motivation on performance via job satisfaction was 0.229. The Sobel Z value of 2.10 exceeds the critical value of 1.98, indicating that job satisfaction is a significant mediator. This finding shows that part of motivation's impact operates through changes in employees' evaluation of their work. Drives for achievement and affiliation first foster feelings of meaningfulness, appreciation, and comfort; these positive feelings then strengthen performance quality and consistency.

The mediation result supports Maulana et al. (2021) and Miryanti et al. (2024). Substantively, this pathway explains why motivational programs that consist solely of exhortations or targets often do not produce sustained effects. Motivation must be accompanied by work systems that provide positive experiences. Recognition of

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achievement, clear career development, supervisor support, and healthy working relationships are mechanisms that transform individual drives into performance. Thus, satisfaction functions as a psychological bridge, not merely a by-product of motivation.

Mediation by Organizational Commitment

The motivation commitment performance path produced a coefficient of 0.146. The Sobel Z of 1.95 falls slightly below the 1.98 criterion, so H7 is not supported at the 5% significance level. In other words, although motivation increases commitment and commitment increases performance, the combined path is not strong enough to demonstrate mediation statistically. Motivation's effect on performance is more evident via its direct path and via job satisfaction.

Managerial Implications

Based on these results, management should sustain intrinsic motivation through clear targets, timely feedback, recognition of achievements, and opportunities to lead improvement activities. Compensation also requires evaluation because it was the lowest-rated satisfaction indicator. Transparency of incentive bases, alignment with workload and job risk, and channels for raising grievances will help employees perceive the reward system as fairer.

Competency development should be tailored by tenure and educational background through targeted training, relevant rotations, and career planning. Well-rated coworker relationships can be reinforced through cross-unit coordination and root-cause evaluations to increase work quantity without sacrificing quality. Simultaneously, communicating how support functions affect patient safety and experience can convert affective commitment into active participation in improvement initiatives.

CONCLUSION

This study demonstrates that work motivation is an important driver of job satisfaction, organizational commitment, and performance among Support Services employees at the State General Hospital. Motivation exerts its strongest effect on job satisfaction, then on organizational commitment, while still retaining a direct effect on performance. Job satisfaction and commitment also make positive direct contributions to performance.

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The two mediation pathways produced different outcomes. Job satisfaction significantly transmits motivation's influence on performance, making positive work experiences the primary mechanism that converts individual drives into results. By contrast, organizational commitment was not supported as a mediator at the chosen significance threshold, even though both motivation→commitment and commitment→performance relationships were individually significant. Therefore, strengthening loyalty should continue, but improving performance will be more effective if motivation is accompanied by enhancements to job aspects that shape satisfaction.

For the State General Hospital, policy priorities should include recognition of achievement, review of compensation, development opportunities, improvement of working conditions, and cross-functional coordination. These policies should be accompanied by measurable indicators so changes in employee perceptions can be compared with productivity and service quality. This study is limited to a single organizational unit and uses perception data from one period, so generalization should be made cautiously. Future research may broaden the unit of analysis, use longitudinal designs, and include leadership, organizational culture, workload, and physical work environment as additional predictors.

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