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The Mediating Role of Job Satisfaction in the Effect of Motivation and Career Development on Employee Performance at the Management Unit of Mangusada Regional Hospital, Badung Regency

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Abstract

Employee performance in public health-care organisations is a key determinant of service quality, yet the factors that shape it continue to yield inconsistent findings. This study analyses the effect of motivation and career development on employee performance and examines the mediating role of job satisfaction at the management unit of Mangusada Regional Hospital, Badung Regency. A quantitative approach was adopted. The population consisted of 125 management employees, and the sample was determined using the Slovin formula with a 5% margin of error, yielding 95 respondents selected through simple random sampling. Data were collected using a five-point Likert-scale questionnaire and analysed with Structural Equation Modelling–Partial Least Squares (SEM-PLS) using SmartPLS software. The results indicate that motivation (β = 0.312; p = 0.048) and career development (β = 0.624; p = 0.000) exert a positive and significant effect on job satisfaction, and that job satisfaction (β = 0.633; p = 0.000) exerts a positive and significant effect on employee performance. However, neither motivation (β = 0.136; p = 0.086) nor career development (β = 0.226; p = 0.062) has a significant direct effect on employee performance. Job satisfaction was found to fully mediate the effects of both motivation (β = 0.398; t = 1.990) and career development (β = 0.395; t = 4.390) on employee performance. The model explains 91.5% of the variance in employee performance.

Keywords: Motivation, Career Development, Job Satisfaction, Employee Performance, Hospital

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INTRODUCTION

In an era of globalisation characterised by rapid change, organisations are required to optimise their human resources, since organisational continuity depends heavily on employee performance. Colquitt, LePine, and Wesson (2022) assert that people constitute the most valuable resource within an organisation. Performance is understood as work output that can be concretely demonstrated and measured (Armstrong & Taylor, 2023). In public-sector organisations, and particularly in regional hospitals, employee performance plays a strategic role because it is directly linked to the quality of administrative services, the speed of decision-making, the effectiveness of inter-unit coordination, and public satisfaction with health-care provision.

Mangusada Regional Hospital in Badung Regency is owned by the Badung Regency Government, and its operational success is determined not only by medical personnel but also by the performance of management employees responsible for administration, planning, finance, personnel affairs, and logistics. The management unit comprises 125 employees. Nevertheless, preliminary observations and interviews with structural officials indicate that employee performance is not yet fully optimal: administrative tasks are not always completed within the targeted timeframe, inter-departmental coordination remains suboptimal, work output does not consistently meet quality standards, and work initiative is relatively low.

This suboptimal performance is assumed to relate to three factors, namely job satisfaction, career development, and motivation. Preliminary interviews revealed that opportunities for advancement are unevenly distributed, workloads across units are unbalanced, and recognition of work output is insufficient. Career development is likewise perceived as inequitable, particularly for employees who already hold structural positions and therefore face limited promotion prospects. Furthermore, although various forms of compensation and training have been provided, employee work motivation is considered less than optimal because rewards for achievement are perceived as not reflecting individual performance.

Previous studies on the determinants of employee performance still report inconsistent results. Some studies find that job satisfaction, motivation, and career development have a positive effect on performance, whereas others report insignificant effects. This inconsistency suggests that the relationships among these variables are context-dependent and warrant further investigation, particularly in government health-care organisations, whose characteristics differ from those of previously studied settings. The novelty of this study lies in testing a job-satisfaction mediation model for two

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antecedents simultaneously motivation and career development within the management unit of a regional hospital using a SEM-PLS approach.

Accordingly, this study aims to analyse the effect of motivation and career development on job satisfaction; the effect of motivation, career development, and job satisfaction on employee performance; and the mediating role of job satisfaction in the relationship between motivation and career development on the one hand and the performance of management employees at Mangusada Regional Hospital, Badung Regency, on the other.

LITERATURE REVIEW

This study is grounded in organizational behavior theory, which positions employees' psychological factors as the mechanism through which productive work behaviour is formed. Motivation is defined as the drive that stimulates employees to work with full effort and energy (Manullang, 2023). Career development refers both to the impetus to advance in one's work and to organisational efforts to help employees enhance their competencies and attain their career goals (Dessler, 2021; Nawawi, 2016). Job satisfaction is a positive emotional state resulting from an employee's appraisal of their job and work experience (Nugroho & Kunartinah, 2012), whereas employee performance is the work output, in both quality and quantity, achieved in accordance with assigned responsibilities (Mangkunegara, 2020).

Motivation and Job Satisfaction

Motivation encourages employees to work with enthusiasm and commitment, allowing them to derive meaning from their work. When employees' needs are met through their work, feelings of enjoyment and satisfaction emerge. Kurnia et al. (2025) found that motivation has a significant effect on job satisfaction. Based on this reasoning, the following hypothesis is proposed:

H1: Motivation has a positive and significant effect on employee job satisfaction.

Career Development and Job Satisfaction

Career development provides employees with opportunities to enhance their capabilities and advance along their career path, thereby generating positive perceptions of their work. Dessler (2021) states that career development yields benefits in the form of job satisfaction, and Lisdiani (2025) found that career development has a

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positive effect on job satisfaction. Based on this reasoning, the following hypothesis is proposed:

H2: Career development has a positive and significant effect on employee job satisfaction.

Job Satisfaction and Employee Performance

Satisfied employees tend to demonstrate better attendance and performance records, whereas dissatisfied employees are prone to declining work morale (Handoko, 2024). Lusri et al. (2025) found that job satisfaction has a positive and significant effect on employee performance. Based on this reasoning, the following hypothesis is proposed:

H3: Job satisfaction has a positive and significant effect on employee performance.

Motivation, Career Development, and Employee Performance

Theoretically, motivation and career development are believed to drive performance attainment. Lusri et al. (2025) found that motivation has a positive effect on performance, while Dewi and Utama (2025) found that career development has a positive and significant effect on employee performance. Based on this reasoning, the following hypotheses are proposed:

H4: Motivation has a positive and significant effect on employee performance.

H5: Career development has a positive and significant effect on employee performance.

The Mediating Role of Job Satisfaction

Motivation and career development are presumed to influence performance indirectly, that is, by first fostering job satisfaction. Lantara (2025) found a significant indirect effect of motivation on performance through job satisfaction, while Bianca et al. (2013) found that career development affects job satisfaction, which in turn improves performance. Based on this reasoning, the following hypotheses are proposed:

H6: Motivation has a positive and significant effect on employee performance through job satisfaction.

H7: Career development has a positive and significant effect on employee performance through job satisfaction.

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Based on the hypotheses developed above, the conceptual framework of this study is presented in Figure 1.

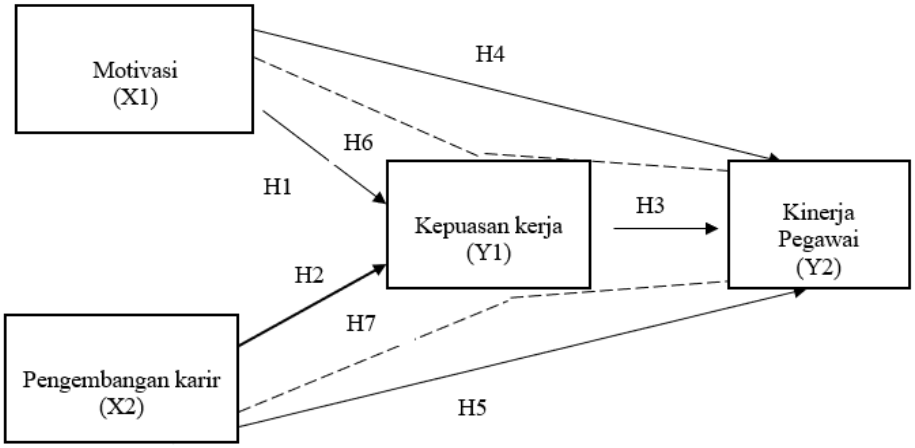


Figure 1: Framework

METHODOLOGY

This study employs a quantitative approach with a causal design to explain the relationships among the variables. The exogenous variables are motivation (X1) and career development (X2); the intervening variable is job satisfaction (Y1); and the endogenous variable is employee performance (Y2). The study population comprised all 125 management employees of Mangusada Regional Hospital, Badung Regency. The sample was determined using the Slovin formula with a 5% margin of error, yielding 95 respondents selected through simple random sampling. Data were collected primarily through the distribution of questionnaires, supplemented by in-depth interviews and observation. Each item was measured on a five-point Likert scale ranging from 1 (strongly disagree) to 5 (strongly agree).

Motivation was measured using four indicators: physiological needs, safety and security needs, social needs, and the need for recognition of one's abilities (Hasibuan, 2020). Career development was measured using six indicators: work achievement, exposure, organisational loyalty, mentors and sponsors, opportunities to grow, and

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management support (Handoko, 2024). Job satisfaction was measured using four indicators: the work itself, pay, supervision, and co-workers (Afandi, 2021), while employee performance was measured using six indicators: understanding of core duties and functions, innovation, work speed, work accuracy, cooperation, and service quality (Fadel, 2025).

Data were analysed using Structural Equation Modelling–Partial Least Squares (SEM-PLS) with SmartPLS software. This method was chosen because it can simultaneously test complex relationships among latent variables, does not require normally distributed data, and is suitable for prediction-oriented research (Ghozali, 2021; Hair, Hult, Ringle, & Sarstedt, 2022). Evaluation of the measurement (outer) model covered convergent validity (outer loadings and average variance extracted, AVE), discriminant validity (cross loadings and the Fornell–Larcker criterion), and reliability (composite reliability and Cronbach's alpha). Evaluation of the structural (inner) model used the coefficient of determination (R^2) and predictive relevance (Q^2). Hypotheses were tested through a bootstrapping procedure, with a hypothesis accepted when the t-statistic exceeded 1.96 and the p-value was below 0.05. The type of mediation was determined following the classification of Hair et al. (2022): full mediation occurs when the indirect effect is significant while the direct effect is not.

DISCUSSION OF FINDINGS

Respondent Characteristics

The characteristics of the 95 respondents are presented in Table 1.

Table 1. Respondent Characteristics (n = 95)

Characteristic	Category	Frequency	Percentage (%)
Gender	Male	35	36.8
	Female	60	63.2
Age	30–39 years	20	21.1
	40–49 years	25	26.3
	> 50 years	50	52.6
Highest education	Senior high school	20	21.1

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Characteristic	Category	Frequency	Percentage (%)
	Diploma	50	52.6
	Bachelor's degree	25	26.3
Length of service	1–10 years	5	5.3
	11–20 years	20	21.1
	21–30 years	50	52.6
	31–40 years	20	21.1

Source: Processed primary data, 2026

Table 1 shows that respondents were predominantly female (60 respondents; 63.2%). By age, the majority were over 50 years old (50 respondents; 52.6%). In terms of education, most held a diploma (50 respondents; 52.6%), while by length of service the majority had worked for 21–30 years (50 respondents; 52.6%). This composition indicates that the management unit is dominated by senior staff with extensive work experience.

Description of Research Variables

The mean respondent ratings for the four variables are presented in Table 2. Interpretation follows the category >4.20–5.00 = very high / very good.

Table 2. Mean Respondent Ratings of the Research Variables

Variable	Mean	Category
Motivation (X1)	4.37	Very high
Career development (X2)	4.28	Very high
Job satisfaction (Y1)	4.32	Very good
Employee performance (Y2)	4.29	Very good

Source: Processed primary data, 2026

Table 2 shows that all variables fall within the very high / very good category. Motivation obtained the highest mean (4.37), with physiological needs as the highest-

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rated indicator (4.39) and safety needs as the lowest (4.32). Career development obtained a mean of 4.28, with management support as the highest-rated indicator (4.33) and opportunities to grow as the lowest (4.24). Job satisfaction obtained a mean of 4.32, with the work itself rated highest (4.35) and pay rated lowest (4.29). Employee performance obtained a mean of 4.29, with work accuracy rated highest (4.37) and cooperation (4.20) and service quality (4.21) rated lowest.

Evaluation of the Measurement Model (Outer Model)

The results of the construct validity and reliability assessment are presented in Table 3.

Table 3. Results of Construct Validity and Reliability Testing

Variable	Outer loading	AVE	CR	Remarks
Motivation (X1)	0.913–0.957	0.889	0.970	Valid & reliable
Career development (X2)	0.901–0.957	0.894	0.981	Valid & reliable
Job satisfaction (Y1)	0.955–0.970	0.927	0.981	Valid & reliable
Employee performance (Y2)	0.929–0.967	0.900	0.982	Valid & reliable

Note: CR = composite reliability. Source: Processed primary data, 2026

All indicators recorded outer loadings above 0.70, ranging from 0.901 to 0.970, thereby satisfying convergent validity. The AVE values of all constructs exceeded 0.50 (0.889–0.927), and the cross-loading examination and Fornell–Larcker criterion showed that the square root of the AVE of each construct was greater than its correlations with the other constructs, thus establishing discriminant validity. Composite reliability values for all constructs exceeded 0.70 (0.970–0.982), indicating that all instruments are reliable and suitable for structural model testing.

Evaluation of the Structural Model (Inner Model)

The coefficient of determination (R^2) for job satisfaction was 0.808, meaning that 80.8% of the variance in job satisfaction is explained by motivation and career development. The R^2 value for employee performance was 0.915, meaning that 91.5%

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of the variance in employee performance is explained by motivation, career development, and job satisfaction. The predictive relevance calculation produced a Q^2 value of 0.984, approaching unity, indicating that the model possesses very good predictive relevance.

Hypothesis Testing

The results of the direct and indirect effect tests are presented in Table 4.

Table 4. Hypothesis Testing Results (Direct and Indirect Effects)

Hyp.	Relationship	Coef. (β)	t-stat.	p-value	Remarks
H1	Motivation → Job satisfaction	0.312	1.985	0.048	Accepted
H2	Career development → Job satisfaction	0.624	4.067	0.000	Accepted
H3	Job satisfaction → Employee performance	0.633	5.970	0.000	Accepted
H4	Motivation → Employee performance	0.136	1.721	0.086	Rejected
H5	Career development → Employee performance	0.226	1.870	0.062	Rejected
H6	Motivation → Job satisfaction → Employee performance	0.398	1.990	–	Accepted
H7	Career development → Job satisfaction → Employee performance	0.395	4.390	–	Accepted

Source: Processed primary data, 2026

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The final structural model, together with the path coefficients and their significance values, is presented in Figure 2.

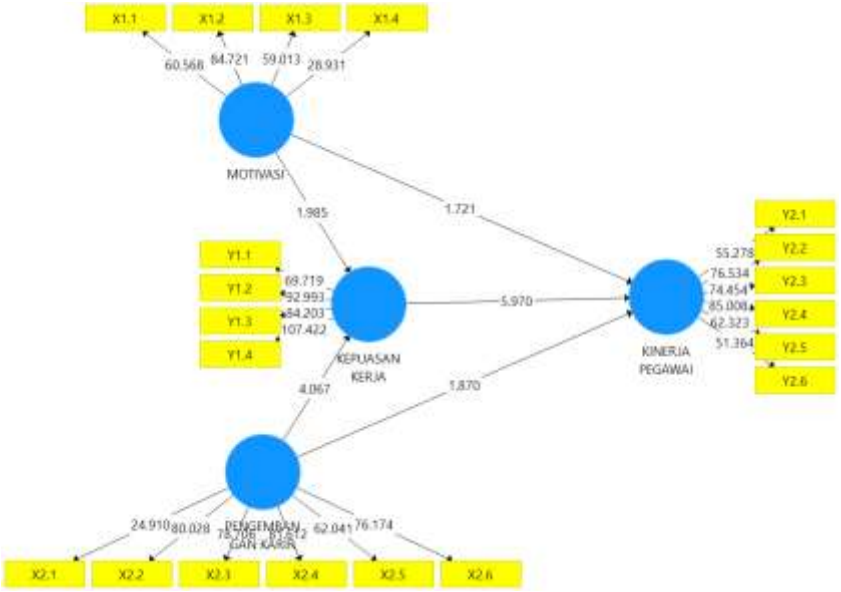


Figure 2. Structural Model Resulting from the Study

Table 4 shows that, of the five direct paths, three are significant (H1, H2, H3) and two are not (H4, H5). Both mediating paths (H6 and H7) are significant, with t-statistics of 1.990 and 4.390 respectively, exceeding 1.96. Because the direct effects of motivation and career development on performance are not significant while their indirect effects are, job satisfaction acts as a full mediator on both paths.

The effect of motivation on job satisfaction

Motivation has a positive and significant effect on job satisfaction (β = 0.312; p = 0.048); H1 is therefore accepted. The higher employees' motivation, the greater the job satisfaction they experience. The fulfilment of physiological needs such as salary, allowances, and work facilities, together with a sense of security, harmonious social relationships, and recognition of employees' abilities, fosters satisfaction with the job. This finding is consistent with Kurnia et al. (2025), who reported a significant effect of motivation on job satisfaction.

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The effect of career development on job satisfaction

Career development has a positive and significant effect on job satisfaction (β = 0.624; p = 0.000); H2 is therefore accepted. This is the largest coefficient among the paths leading to job satisfaction, identifying career development as the strongest predictor of job satisfaction. Management support, opportunities to participate in training, and the presence of mentors and sponsors strengthen employees' confidence in their career prospects and thus enhance satisfaction. This finding is consistent with Dessler (2021) and Lisdiani (2025).

The effect of job satisfaction on employee performance

Job satisfaction has a positive and significant effect on employee performance (β = 0.633; p = 0.000); H3 is therefore accepted. Satisfied employees display higher morale, stronger commitment, and positive work behaviours such as discipline, cooperation, and initiative in completing tasks. This finding supports Lusri et al. (2025), who reported a significant effect of job satisfaction on performance.

The effects of motivation and career development on employee performance

Motivation (β = 0.136; p = 0.086) and career development (β = 0.226; p = 0.062) do not have a significant direct effect on employee performance; H4 and H5 are therefore rejected. Although the direction of both effects is positive, neither is strong enough to explain variation in performance directly. In the hospital context, employee motivation is already very high and embedded as professional awareness, so differences in motivation between employees are no longer a principal differentiator of performance. Meanwhile, the benefits of career development are longer-term in nature and are not immediately reflected in daily work output. This finding diverges from Lusri et al. (2025) and Dewi and Utama (2025); the difference is presumed to stem from variations in organisational characteristics, work culture, and respondent profiles, given that hospital employees' performance is more strongly determined by operational factors such as competence, work procedures, and inter-unit coordination.

The mediating role of job satisfaction

The mediation test shows that job satisfaction fully mediates the effects of both motivation (β = 0.398; t = 1.990) and career development (β = 0.395; t = 4.390) on employee performance; H6 and H7 are therefore accepted. This pattern confirms that motivation and career development do not automatically improve performance but must

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first generate job satisfaction. Fulfilled motivation and career development opportunities perceived as fair cultivate feelings of being valued and satisfied, which in turn encourage employees to perform more effectively. This finding is consistent with Lantara (2025) for the motivation path and Bianca et al. (2013) for the career development path, and it reinforces the view that job satisfaction is the key psychological mechanism translating organisational antecedents into performance.

CONCLUSION

This study concludes that motivation and career development have a positive and significant effect on job satisfaction, and that job satisfaction has a positive and significant effect on employee performance. However, motivation and career development do not have a significant direct effect on employee performance. Job satisfaction was shown to fully mediate the effects of both motivation and career development on employee performance. The model explains 91.5% of the variance in employee performance. Accordingly, enhancing motivation and career development will improve performance more effectively when these efforts first increase employees' job satisfaction.

Theoretically, this study strengthens organizational behavior theory by positioning job satisfaction as a full mediator of two antecedents simultaneously within the context of regional hospital management. Practically, the management of Mangusada Regional Hospital is advised to prioritise the improvement of job satisfaction in its human resource management, among other things by strengthening employees' sense of safety and workplace protection, expanding opportunities for competency development, reviewing the compensation system particularly the pay dimension, which received the lowest rating and reinforcing inter-unit cooperation and service quality. This study is limited in that it was conducted in a single unit of a single hospital, was confined to four variables, relied on respondent perceptions gathered through questionnaires, and employed a cross-sectional design. Future research is encouraged to broaden the organisational scope, incorporate additional variables such as leadership, organisational culture, or organisational commitment, and consider a longitudinal design.

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