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The Mediating Role Of Job Satisfaction In The Effect Of Employee Engagement And Motivation On Employee Performance At Negara General Hospital

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Abstract

Employee performance is a key indicator of organizational success, particularly in hospitals, where the accuracy and speed of laboratory services directly support medical diagnosis and clinical decision-making. Signs of suboptimal employee engagement, work motivation, and job satisfaction in the hospital laboratory indicate the need to examine the factors that shape performance. This study aims to analyze the effect of employee engagement and motivation on employee performance, with job satisfaction as a mediating variable, among the laboratory employees of Negara General Hospital. This study employs a quantitative approach with a survey method. The population consists of all 40 employees of the Integrated Laboratory Unit, who were also taken as the sample using saturated sampling. Data were collected through a questionnaire and analyzed using path analysis in SPSS, while the mediating effect was tested using the Sobel test. The results indicate that employee engagement and motivation each have a positive and significant effect on job satisfaction and on employee performance. Job satisfaction has a positive and significant effect on employee performance. Job satisfaction mediates the effect of employee engagement on employee performance (Z = 3.42) and also mediates the effect of motivation on employee performance (Z = 1.97). The model explains 86.7% of the variation in employee performance. These findings suggest that hospital management can improve performance by strengthening employee engagement, sustaining motivation, and creating conditions that increase job satisfaction.

Keywords: employee engagement, motivation, job satisfaction, employee performance, path analysis.

INTRODUCTION

Employee performance is a principal indicator of the success of any organization, whether public or private. In an increasingly dynamic environment, employee

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engagement and motivation are often regarded as important factors that raise productivity and work effectiveness. Employee engagement, defined as the emotional and cognitive involvement of employees in their work, encourages them to contribute more fully to their daily tasks (Badrianto & Maryadi, 2023). Motivation is an internal or external drive that moves a person toward a goal. According to Robbins and Judge (2019), motivation is a process that explains the intensity, direction, and persistence of a person's effort to reach a goal. Job satisfaction is a positive emotional state that arises when individuals evaluate their job or work experience as a whole (Robbins & Judge, 2019).

Hospitals are complex service institutions that depend heavily on professional human resources, in both medical-technical and administrative fields. Negara General Hospital is a Type C hospital owned by the Jembrana Regency Government and has achieved Plenary accreditation. It provides emergency, outpatient, and inpatient services, supported by units such as the laboratory and radiology. In recent years, private hospitals and clinics offering similar services have grown in number, and the referral system of the national health insurance program (BPJS) applies the same rules to public and private hospitals. Under these conditions, the hospital must continuously improve the quality of its services, and service quality depends on the people who deliver it.

Previous studies support the relationships among these variables. Lesmana and Handayani (2025) and Nordianto and Irbayuni (2024) found that engagement positively and significantly affects employee performance and that job satisfaction mediates this effect. Wahyudin et al. (2025) reported that motivation positively affects performance and that job satisfaction mediates the effect of motivation on performance. However, the results are not always consistent. Wijaya and Prawitowati (2023) found that motivation had a positive but insignificant effect on performance and job satisfaction. This inconsistency justifies further testing in a different setting, namely a public hospital laboratory.

The Integrated Laboratory Unit of Negara General Hospital shows several phenomena that deserve attention. In a unit expected to work quickly, carefully, and accurately, some employees appear to work merely to fulfil obligations, without enthusiasm or initiative. This is seen in low participation in internal meetings, few suggestions for improving examination flows, and limited involvement in competence-building activities. Work motivation is also affected by high workload during peak periods, strict accuracy demands, perceived rewards that do not match workload, delays in replacing equipment, and limited training opportunities. Job satisfaction varies as well, especially regarding compensation, career development, promotion clarity, supervisor support, and crowded working space. Preliminary observation shows that examination turnaround times sometimes exceed service standards, some results lack accuracy, and target achievement fluctuates.

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The earlier studies cited above were conducted in companies and government offices, whereas this study examines the same variables in a hospital laboratory. A laboratory is a distinctive setting because its staff must combine speed with high accuracy, and a single error can lead to an incorrect diagnosis or medical decision. The unit is also small and closely coordinated, so the attitudes of each employee shape the quality of the whole service. Studying engagement, motivation, and job satisfaction together in this setting can therefore show which factors management should strengthen first.

Based on the foregoing, this study aims to analyze: (1) the effect of employee engagement on job satisfaction; (2) the effect of motivation on job satisfaction; (3) the effect of employee engagement on employee performance; (4) the effect of motivation on employee performance; (5) the effect of job satisfaction on employee performance; (6) the mediating role of job satisfaction in the effect of employee engagement on employee performance; and (7) the mediating role of job satisfaction in the effect of motivation on employee performance, at Negara General Hospital.

LITERATURE REVIEW AND HYPOTHESES DEVELOPMENT

Employee engagement is the level of psychological connection, commitment, and emotional involvement of employees in their work (Dessler, 2020). It is reflected in vigor, dedication, and absorption (Andrian, 2020). Motivation is the driving force that makes a person enthusiastic about working effectively and cooperatively to achieve organizational goals (Hasibuan, 2020). Job satisfaction is a pleasant emotional attitude toward one's job, shaped by the work itself, pay, promotion, supervision, and coworkers (Afandi, 2021). Employee performance is the quality and quantity of work achieved by an employee in carrying out assigned duties and responsibilities (Mangkunegara, 2017).

Figure 1 illustrates the conceptual framework. Employee engagement and motivation are the independent variables, job satisfaction is the mediating variable, and employee performance is the dependent variable.

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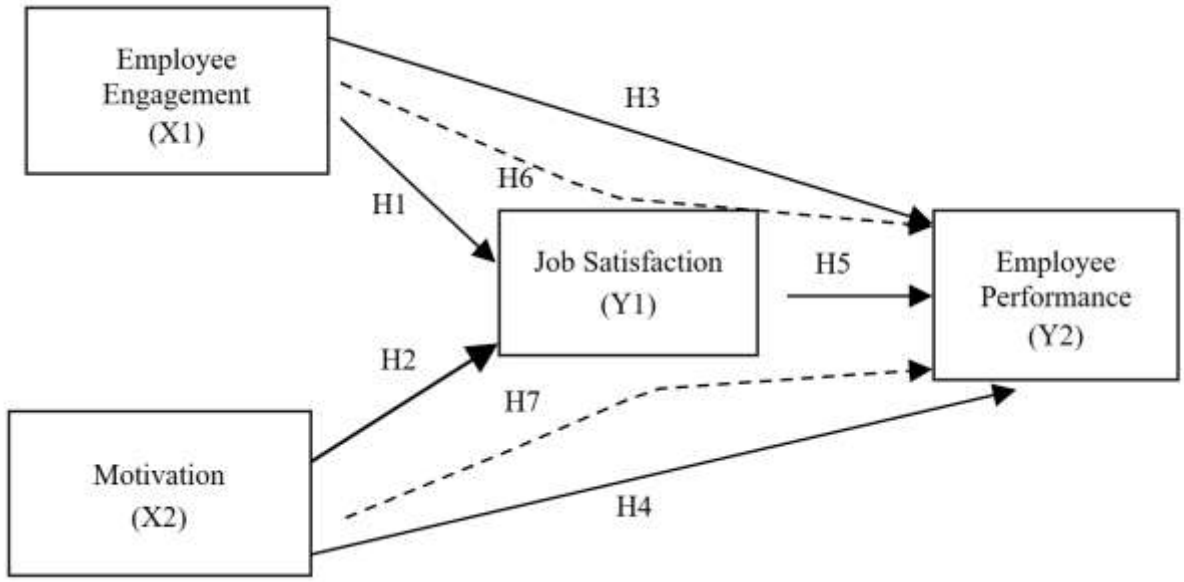


Figure 1. Conceptual Framework of Job Satisfaction as a Mediating Variable in the Effect of Employee Engagement and Motivation on Employee Performance

Drawing on the theoretical review and prior empirical studies, particularly Lesmana and Handayani (2025), Nordianto and Irbayuni (2024), Sucahyowati and Cahywandi (2022), Intizam et al. (2025), Chaerunissa and Pancasasti (2021), and Wahyudin et al. (2025), the following hypotheses are proposed:

H1: Employee engagement has a positive effect on job satisfaction.
H2: Motivation has a positive effect on job satisfaction.
H3: Employee engagement has a positive effect on employee performance.
H4: Motivation has a positive effect on employee performance.
H5: Job satisfaction has a positive effect on employee performance.
H6: Job satisfaction mediates the effect of employee engagement on employee performance.
H7: Job satisfaction mediates the effect of motivation on employee performance.

RESEARCH METHOD

This study employs a quantitative approach with an associative research design to examine causal relationships among variables. The independent variables are employee engagement (X1) and motivation (X2). The dependent variable is employee performance (Y2), and the mediating variable is job satisfaction (Y1). The population comprises all employees of the Integrated Laboratory Unit of Negara General Hospital, totaling 40 individuals. Because the population is below 100, all members were taken as the sample using saturated sampling, so 40 respondents participated.

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Data were collected through a closed, five-point Likert-scale questionnaire (1 = strongly disagree to 5 = strongly agree), distributed directly on paper or through an online form, and supported by documentation. Each variable was measured using theoretically grounded indicators: employee engagement (vigor, dedication, absorption, turnover); motivation (physical needs, safety and security needs, social needs, esteem needs); job satisfaction (work itself, pay, promotion, supervision, coworkers); and employee performance (work quality, work quantity, timeliness, commitment). Data analysis employed descriptive statistics to characterize the respondents and their perceptions of the variables, followed by instrument testing (validity and reliability), classical assumption tests (normality, multicollinearity, heteroscedasticity), and path analysis to examine direct and indirect effects. The mediating role of job satisfaction was tested using the Sobel test with the assistance of SPSS.

RESULTS AND DISCUSSION

Respondent Characteristics

The study involved 40 laboratory employees of Negara General Hospital. Most respondents were female, aged 26–35 years, had worked for less than five years, and held a Diploma.

Table 1. Respondent Characteristics

No	Characteristics	Number (persons)	Percentage (%)
1	Gender		
	- Male	7	17.5
	- Female	33	82.5
2	Length of Service		
	- < 5 Years	18	45.0
	- 5–10 Years	6	15.0
	- > 10 Years	16	40.0
3	Age		
	- < 26 Years	6	15.0
	- 26–35 Years	22	55.0
	- 40–45 Years	6	15.0
	- > 50 Years	6	15.0
4	Education		
	- Senior High School/Vocational School	1	2.5
	- Diploma	35	87.5
	- Bachelor's Degree	3	7.5
	- Master's Degree	1	2.5

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Validity and Reliability Test

All indicators for employee engagement, motivation, job satisfaction, and performance were valid, with correlation coefficients above 0.30. All variables were also reliable, with Cronbach's Alpha above 0.60. The classical assumption tests were also met: the data were normally distributed (Kolmogorov-Smirnov significance = 0.200), and there was no multicollinearity (all VIF values below 10) and no heteroscedasticity (Glejser significance above 0.05).

Table 2. Validity and Reliability Test Results

Variable	Indicator	Validity Test (Pearson Correlation)	Description	Reliability Test (Cronbach's Alpha)	Description
Employee Engagement (X1)	X1.1	0.714	Valid	0.749	Reliable
	X1.2	0.786	Valid		
	X1.3	0.777	Valid		
	X1.4	0.748	Valid		
Motivation (X2)	X2.1	0.672	Valid	0.674	Reliable
	X2.2	0.710	Valid		
	X2.3	0.703	Valid		
	X2.4	0.575	Valid		
Job Satisfaction (Y1)	Y1.1	0.793	Valid	0.885	Reliable
	Y1.2	0.880	Valid		
	Y1.3	0.826	Valid		
	Y1.4	0.873	Valid		
	Y1.5	0.772	Valid		
Employee Performance (Y2)	Y2.1	0.796	Valid	0.811	Reliable
	Y2.2	0.819	Valid		
	Y2.3	0.803	Valid		
	Y2.4	0.779	Valid		

Path Analysis Results and Hypothesis Testing

The model fit test shows that 86.7% of the variation in employee performance can be explained by employee engagement, motivation, and job satisfaction. The remaining 13.3% is explained by factors outside the model, such as leadership, organizational culture, organizational commitment, workload, and competence. A summary of the direct and indirect effect testing is presented in Table 3.

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Table 3. Results of Direct and Indirect Effect Testing

No	Relationship Between Variables	Direct Effect	Indirect Effect	Total Effect	Sig.	Description
1	Employee Engagement (X1) → Job Satisfaction (Y1)	0.626	-	0.626	0.000	H1 accepted
2	Motivation (X2) → Job Satisfaction (Y1)	0.255	-	0.255	0.034	H2 accepted
3	Employee Engagement (X1) → Employee Performance (Y2)	0.402	-	0.402	0.002	H3 accepted
4	Motivation (X2) → Employee Performance (Y2)	0.221	-	0.221	0.029	H4 accepted
5	Job Satisfaction (Y1) → Employee Performance (Y2)	0.576	-	0.576	0.000	H5 accepted
6	Employee Engagement (X1) → Job Satisfaction (Y1) → Employee Performance (Y2)	-	0.361 (0.626 × 0.576)	0.361	-	H6 accepted
7	Motivation (X2) → Job Satisfaction (Y1) → Employee Performance (Y2)	-	0.147 (0.255 × 0.576)	0.147	-	H7 accepted

The results show that employee engagement has a positive and significant effect on job satisfaction (coefficient = 0.626; p = 0.000), so H1 is accepted. Motivation also has a positive and significant effect on job satisfaction (coefficient = 0.255; p = 0.034), so H2 is accepted. Employee engagement has a positive and significant effect on employee performance (coefficient = 0.402; p = 0.002), so H3 is accepted. Motivation has a positive and significant effect on employee performance (coefficient = 0.221; p = 0.029), so H4 is accepted. Job satisfaction has a positive and significant effect on employee performance (coefficient = 0.576; p = 0.000), so H5 is accepted. The mediation test using the Sobel test shows that the indirect effect of employee engagement on performance through job satisfaction yields a Z value of 3.42, which is greater than the critical value of 1.96 at the 5% significance level; H6 is therefore accepted. Likewise, the indirect effect of motivation

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on performance through job satisfaction yields a Z value of 1.97, which is slightly greater than the critical value of 1.96; H7 is therefore accepted.

DISCUSSION

The finding that employee engagement positively affects job satisfaction is consistent with Lesmana and Handayani (2025) and Nordianto and Irbayuni (2024). Laboratory employees show enthusiasm, dedication, and pride in their work, even under heavy workload. When employees feel that their work is meaningful and appreciated, their satisfaction rises. The positive effect of motivation on job satisfaction agrees with Sucahyowati and Cahywandi (2022) and Wahyudin et al. (2025). The strongest motivator in the laboratory is the need for safety and security (mean = 4.27), which suits work involving biological and chemical risks, followed by physical and social needs. By contrast, the need for esteem scored lowest (mean = 3.88), suggesting that recognition for ability still needs attention.

Employee engagement also directly improves performance, in line with Chaerunissa and Pancasasti (2021) and Nordianto and Irbayuni (2024). Engaged employees are more careful, proactive, and responsible, which matters in a laboratory where small errors can affect diagnosis. Motivation also directly improves performance, consistent with Wahyudin et al. (2025). Both intrinsic motivation, such as a sense of responsibility toward patient safety, and extrinsic motivation, such as a safe working environment and good relations with colleagues, push employees to work productively.

Job satisfaction has the largest direct effect on performance (0.576). This is consistent with Robbins and Judge (2019), who note that positive feelings toward the job encourage focused, responsible, and goal-oriented behavior. Satisfaction was driven mainly by harmonious coworker relationships (mean = 4.33), supervisor support, and pride in the work, while promotion remained the weakest aspect (mean = 3.98). The mediation results show that job satisfaction works as a bridge in both pathways. Engagement alone does not guarantee optimal performance unless employees also feel satisfied. Similarly, motivation becomes stronger and more sustainable when it is accompanied by satisfaction. These results agree with Lesmana and Handayani (2025), Intizam et al. (2025), and Wahyudin et al. (2025).

CONCLUSION

Based on the results of the analysis and discussion, employee engagement and motivation each have a positive and significant effect on job satisfaction and on employee performance among the laboratory employees of Negara General Hospital. Job satisfaction has a positive and significant effect on employee performance. Job satisfaction mediates the effect of employee engagement on performance and also

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mediates the effect of motivation on performance. The model explains 86.7% of the variation in employee performance.

The implication is that hospital management should improve performance through two pathways: directly strengthening engagement and motivation, and increasing job satisfaction as a bridge toward better performance. Practical steps include open communication, appreciation of achievements, fair rewards, a clear promotion path, adequate safety equipment, and continuous training. This study is limited to one hospital laboratory with 40 respondents and a cross-sectional, perception-based questionnaire. Future research is recommended to add variables such as leadership, organizational culture, or workload, to include other hospitals, and to use qualitative or mixed methods.

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