

## ANALYSIS OF WORK MOTIVATION AND WORK DISCIPLINE TOWARDS WORK SATISFACTION AND ITS IMPLICATIONS ON EMPLOYEE PERFORMANCE (SURVEY STUDY AT BHAYANGKARA HOSPITAL LEVEL III MANADO)

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### Abstract

Work motivation plays an important role for hospital employees because it can be a motivator for individuals to carry out an activity optimally. This is also related to work discipline and job satisfaction. So that employee performance needs to be measured to determine the ability of employees to support the hospital institution's strategy in improving services. This study aims to analyze the work motivation, work discipline, job satisfaction and employee performance at Bhayangkara Hospital Level III Manado. This study uses a quantitative approach. The sample in this study amounted to 78 respondents. Data analysis used is descriptive analysis and verification analysis using path analysis. The results of the descriptive analysis study on work motivation, work discipline, job satisfaction and employee performance with a good assessment, there are still some that need to be improved. While the results of the verification study, the path analysis model shows the value of the path coefficient of the work motivation variable on employee performance is positive and the value of the indirect influence path coefficient is greater than the direct influence ( $24.2\% > 8.8\%$ ), likewise the work discipline variable on employee performance is positive and the value of the indirect influence coefficient is greater than the direct influence ( $48.1\% > 34.3\%$ ) meaning that the job satisfaction variable as an intervening variable is able to mediate the work motivation variable and the work discipline variable on the employee performance variable.

**Keywords:** Work Discipline, Job Satisfaction, Employee Performance, Work Motivation

### Introduction

Hospitals, as service organizations, have a very close relationship with resource management, both in the form of facilities and infrastructure, as well as human resources. In terms of human resources, hospitals are resource-intensive organizations due to the wide variety of professions and the large number of workers employed within them. The resources available within a hospital are crucial for providing services to patients (Suwanto, 2018). This research was conducted at the Bhayangkara Hospital Level III Manado. Based on observations and preliminary survey results, the Bhayangkara Hospital Level III Manado must be competitive and provide primary healthcare facilities for the Indonesian National Police (INP) and the public by providing excellent healthcare services. Bhayangkara Hospital Level III Manado has been operating since 2020 and is classified as a Class C hospital according to Minister of Health Regulation Number 3 of 1996. Therefore, it has been contributing to the community for 29 years and continues to grow annually (Profile of Bhayangkara Hospital Level III Manado, 2024). The delivery of quality service in a hospital institution depends

heavily on the activity and creativity of its human resources. Therefore, a manager's primary concern is motivating their employees to work. The manager plays a crucial role in motivating employees to work according to the hospital's established programs (Sutrisno, 2020).

Employee performance is crucial in organizations because it demonstrates progress achieved over time or within a specific timeframe, ultimately leading to the success of the organization. Performance can only be measured if the individual or group has established success criteria (Sulistiyani, 2018). In other words, performance is the work results achieved by an individual in carrying out assigned tasks according to established criteria (Suwanto, 2018).

Employee performance is fundamentally individual, as each employee has varying levels of ability in carrying out their work. A person's performance depends on a combination of ability, effort, and opportunities. According to Suwanto (2020), employee performance is the ultimate measure of an employee's success in carrying out their work. Therefore, an employee's ability to achieve work is accountable. Performance is crucial for achieving goals and will motivate individuals to improve. Employee performance must be measured to determine their ability to support the organization's strategy. Employee performance is the work achievement resulting from the implementation of a work plan created and then executed by the human resources working in the organization to achieve organizational goals (Bintoro, 2017).

A current phenomenon is the decline in employee performance in hospitals, caused by the employees' own performance. Based on employee interviews, issues related to employee performance arise from a lack of motivation, both internally and externally. This is evident in the suboptimal performance of employees. Therefore, employee motivation is crucial for achieving job satisfaction. Work motivation is a process whereby needs drive a person to undertake a series of activities that lead to the achievement of specific goals. Achieving these goals will satisfy or fulfill those needs. The more appropriate motivational efforts are, the higher employee productivity, benefiting both the company and the employees (Dicky, 2017). High employee motivation will have a positive impact on the company and will influence the creation of organizational commitment. Considering the definition of motivation, people without motivation will not achieve high work performance (Bintoro, 2017). Work motivation itself is a force, both internal and external, that drives a person to engage in work behavior, with appropriate direction, intensity, and over a specific period of time (Yusuf, 2015).

Work motivation plays a crucial role for hospital employees because it can drive individuals to perform an activity to their full potential (Titisari, 2014). Motivation is a potential force within an individual that can develop on its own or be influenced by various external factors, both material and non-material, which can positively or negatively impact performance depending on the situation and conditions encountered (Yusuf, 2015). Each employee has a different level of motivation, depending on their education level and economic circumstances. Those who are more educated and economically independent tend to have different sources of motivation, not only from traditional motivational factors such as formal authority and incentives, but also influenced by various other needs. Therefore, it is not surprising that employees with high work motivation typically demonstrate high performance. Therefore, it is crucial to stimulate and increase employee motivation so they can achieve optimal performance (Zainal, 2018).

Bintoro (2017) explains that achieving hospital goals requires solid collaboration between the organization and all employees. Employee performance will determine the organization's future fate. To motivate employees, hospitals must be able to motivate them to carry out their work according to the hospital's targets. Kasmir (2018) suggests that work motivation can provide the energy that drives all existing potential, creating high and noble desires, and fostering togetherness. Motivation is fundamental, driving someone to work. This suggests that employee work motivation can improve performance, discipline, and work quality. In an institution, employee motivation can be created by

establishing preferred roles and recognizing and rewarding employees' abilities or achievements within the hospital, which in turn impacts job satisfaction (Tirisari, 2014).

Job satisfaction is a pleasurable emotional state characterized by a love for one's work. Employees who are satisfied with their jobs tend to be more productive, less absent, make positive contributions, and remain with the company. Conversely, dissatisfied employees tend to do the opposite (Bintoro, 2017). Several factors influence employee job satisfaction, including morale, discipline, job performance, job security, and challenges. Improving employee job satisfaction is crucial for companies. High job satisfaction not only helps retain talented employees but also increases productivity and work quality, and can lead a company to success (Sulistiyani, 2018).

Research by Ian (2022) states that performance is the result of employee effort, influenced by abilities and perceptions of roles and tasks. Research by Sri (2023) suggests that employee performance reflects the overall state of a company over a specific period. It represents the results or achievements influenced by the company's operational activities in utilizing its resources and increasing job satisfaction. This suggests that low employee morale is caused by a lack of job satisfaction. It is the responsibility of every agency to create job satisfaction for its employees, as job satisfaction is believed to encourage and influence employee morale, leading to effective performance. Managers are also required to provide a positive and pleasant work environment and ensure job safety, so that employees feel enthusiastic and satisfied with their work. Work discipline is crucial for increasing productivity, work quality, enhancing professionalism, advancing careers, and enhancing job satisfaction.

Based on the data of employees at Bhayangkara Hospital TK.III Manado, which is quite large, it is interesting to know the extent to which employees produce their performance through motivation and job satisfaction, so it is considered necessary to analyze the extent of motivation and level of satisfaction of employees working at Bhayangkara Hospital TK. III Manado. This study aims to analyze the work motivation, work discipline, job satisfaction and employee performance at Bhayangkara Hospital Level III Manado.

## **Method**

This study uses a quantitative research design with a descriptive analysis approach and verification analysis using path analysis. This study was conducted at Bhayangkara Hospital TK. III Manado. This study began on July 3, 2025, to July 10, 2025. The sampling technique used a random sampling technique. The sample in this study amounted to 78 respondents. The instrument used by the researcher was a questionnaire consisting of 40 statements. The variables in this study were work motivation (X1), work discipline (X2), job satisfaction (Y), and employee performance (Z). Data analysis used descriptive analysis, verification analysis, correlation coefficient analysis, and determination analysis (R2). Hypothesis testing used partial tests (t-test) and simultaneous tests (F-test).

## Results

### Descriptive Analysis

**Table 1. Work Motivation**

Variable	Total Score	Average	Category
Work Motivation	3.057	3.06	Fairly Good

Source: Primary Data Processing Results, 2025

It can be seen that the total score for the work motivation variable is 3.057 with an average of 3.06. Therefore, from these calculations, it can be concluded that respondents' perceptions of work motivation are in the fairly good category.

**Table 2. Work Discipline**

Variable	Total Score	Average	Category
Work Discipline	3.148	3.15	Fairly Good

Source: Primary Data Processing Results, 2025

It can be seen that the total score for the Work Discipline variable is 3.148 with an average of 3.15. Therefore, from these calculations, it can be concluded that respondents' perceptions of Work Discipline are in the fairly good category.

**Table 3. Job Satisfaction**

Variable	Total Score	Average	Category
Job Satisfaction	3.015	3.02	Fairly Good

Source: Primary Data Processing Results, 2025

It can be seen that the total score for the Job Satisfaction variable is 3.015 with an average of 3.02. Therefore, from these calculations, it can be concluded that respondents' perceptions of Job Satisfaction are in the fairly good category.

**Table 4. Employee Performance**

Variable	Total Score	Average	Category
Employee Performance	2.768	2.77	Fairly Good

Source: Primary Data Processing Results, 2025

The total score for the Employee Performance variable is 2.768, with an average of 2.77. Therefore, the calculation results indicate that respondents' perceptions of Employee Performance are in the fairly good category.

## Verification Analysis (*Path Analysis*)

**Tabel 5. Direct and Indirect Influence**

Variable	Path Koef	Influence	
		Direct	Indirect
X1 → Y	0.280	0.280 x 0.280 = 0.078	
X2 → Y	0.555	0.555 x 0.555 = 0.308	
Y → Z	0.866	0.866 x 0.866 = 0.750	
X1 → Z	0.297	0.297 x 0.297 = 0.088	
X2 → Z	0.586	0.586 x 0.586 = 0.343	
X1 → Z → Y			0.280 x 0.866 = 0.242
X2 → Z → Y			0.555 x 0.866 = 0.481

The table shows that the total contribution of work motivation to employee performance is 8.8%, and the indirect effect of work motivation on employee performance through job satisfaction is 24.2%. This indicates that the indirect effect is greater than the direct effect, with a value of  $24.2\% > 8.8\%$ . This means that job satisfaction, as an intervening variable, mediates the relationship between work motivation and employee performance.

Furthermore, the total contribution of work discipline to employee performance is 34.3%, and the indirect effect of work discipline on employee performance through job satisfaction is 48.1%. This indicates that the indirect effect is greater than the direct effect, with a value of  $48.1\% > 34.3\%$ . This means that job satisfaction, as an intervening variable, mediates the relationship between work discipline and employee performance.

## Hypothesis Testing

### Hypothesis Testing the Effect of Work Motivation on Job Satisfaction

The p-value was 0.006, meaning  $p\text{-value} < \alpha = 0.05$ , and the calculated t-value was greater than 2.00. This means that H01 is rejected and Ha1 is accepted, indicating a significant effect between work motivation and job satisfaction. Therefore, the hypothesis stating that there is a significant effect between work motivation and job satisfaction can be accepted.

### Hypothesis Testing the Effect of Work Discipline on Job Satisfaction

The p-value was 0.000, meaning  $p\text{-value} < \alpha = 0.05$ , and the calculated t-value was greater than 1.99. This means that H02 is rejected and Ha2 is accepted, indicating a significant effect between work discipline and job satisfaction. Therefore, the hypothesis stating that there is a significant effect between work discipline and job satisfaction can be accepted.

### Hypothesis Testing the Effect of Work Motivation and Work Discipline on Job Satisfaction

The calculated F-value was 54.188, with degrees of freedom ( $n-k-1$ ) or  $78-2-1 = 75$ . The F-table value was 3.12, while the calculated F-value was 54.188. Therefore, the calculated F-value  $>$  F-table means H0 is rejected and Ha is accepted. This means there is a significant effect between the variables of Motivation and Work Discipline on Job Satisfaction, thus accepting Hypothesis.

### Hypothesis Testing the Effect of Job Satisfaction on Employee Performance

The obtained p-value was 0.000, meaning  $p\text{-value} < \alpha = 0.05$ , and the calculated t-value was greater than 1.99. This means that H04 is rejected and Ha4 is accepted. Therefore, there is a significant

effect between job satisfaction and employee performance. Therefore, the hypothesis stating that there is a significant effect between job satisfaction and employee performance can be accepted.

### Hypothesis Testing the Effect of Work Motivation on Employee Performance

The p-value is 0.001, meaning  $p\text{-value} < \alpha = 0.05$ , and the calculated t-value is greater than 1.99. This means that  $H_05$  is rejected and  $H_a5$  is accepted. There is a significant effect between work motivation and employee performance. Therefore, the hypothesis stating that there is a significant effect between work motivation and employee performance is accepted.

### Hypothesis Testing the Effect of Work Discipline on Employee Performance

The p-value is 0.000, meaning  $p\text{-value} < \alpha = 0.05$ , and the calculated t-value is greater than 1.99. This means that  $H_06$  is rejected and  $H_a6$  is accepted. There is a significant effect between work discipline and employee performance. Therefore, the hypothesis stating that there is a significant effect between work discipline and employee performance is accepted.

### The Influence of Work Motivation on Employee Performance Through Job Satisfaction

To test the significance of job satisfaction as a mediating variable in the model, the Sobel test results can be examined. First, find the calculated t-value for work motivation obtained from the path analysis calculation in the first substructure, which is 2.854. Then, find the calculated t-value for job satisfaction on employee performance obtained from the path analysis calculation in the second substructure, which is 15.112. Once each calculated t-value is known, the next step is to enter these values into the Sobel test calculator, resulting in the following results:

**Table 6. Results of the Sobel Test: Work Motivation on Employee Performance Mediated by Job Satisfaction**

Input:	Test statistic:	p-value:
$t_a$ <input type="text" value="2.854"/>	Sobel test: <input type="text" value="2.80442573"/>	$p$ -value: <input type="text" value="0.00504063"/>
$t_b$ <input type="text" value="15.112"/>	Aroian test: <input type="text" value="2.79851589"/>	$p$ -value: <input type="text" value="0.0051338"/>
Goodman test: <input type="text" value="2.81037317"/>	$p$ -value: <input type="text" value="0.00494841"/>	
<input type="button" value="Reset all"/> <input type="button" value="Calculate"/>		

Based on the calculation results, the calculated t value for the mediation effect test on this hypothesis is 2.804. If  $\alpha = 0.05$  then the t table = 1.99. From the calculation above, it can be concluded that the calculated t of 2.804 is greater than the t table of 1.99 with a significance level of 0.05, so it can be concluded that Job Satisfaction is able to mediate the relationship between Work Motivation and Employee Performance. Thus, hypothesis 7 can be accepted and the type of Job Satisfaction mediation is partial mediation, where both Job Satisfaction and no Work Motivation still have a significant influence on Employee Performance. The Influence of Work Discipline on Employee Performance Through Job Satisfaction

To test the significance of job satisfaction as a mediating variable in the model, the Sobel test results can be examined. First, find the calculated t-value for work discipline obtained from the path analysis calculation in the first substructure, which is 5.656. Then, find the calculated t-value for job satisfaction on employee performance obtained from the path analysis calculation in the second substructure, which is 15.112. Once each calculated t-value is known, the next step is to enter these values into the Sobel test calculator, resulting in the following results:

**Table 7. Results of the Sobel Test for Work Discipline on Employee Performance Mediated by Job Satisfaction**

Input:	Test statistic:	p-value:
$t_a$ <input type="text" value="5.656"/>	Sobel test: <input type="text" value="5.2971444"/>	$1.2e-7$
$t_b$ <input type="text" value="15.112"/>	Aroian test: <input type="text" value="5.287001"/>	$1.2e-7$
	Goodman test: <input type="text" value="5.30734642"/>	$1.1e-7$
<input type="button" value="Reset all"/> <input type="button" value="Calculate"/>		

Based on the calculation results, the calculated  $t$  value for the mediation effect test on this hypothesis is 5.297. If  $\alpha = 0.05$  then  $t$  table = 1.99. From the calculation above, it can be concluded that the calculated  $t$  of 5.297 is greater than the  $t$  table of 1.99 with a significance level of 0.05, so it can be concluded that Job Satisfaction is able to mediate the relationship between Work Discipline and Employee Performance. Thus, hypothesis 8 can be accepted and the type of Job Satisfaction mediation is partial mediation, where both Job Satisfaction and no Work Discipline still have a significant influence on Employee Performance.

## Discussion

### Descriptive Analysis

#### Work Motivation

Respondents' assessment results for work motivation were categorized as quite good, although there are still some areas for improvement. The importance of work motivation for hospital employees is underscored by its direct impact on employee performance, which is crucial for improving patient care and satisfaction. Research by Kosasih (2021) shows that while work motivation plays a role, work discipline emerges as a more important factor in driving performance outcomes in the hospital environment. Work motivation is linked to employee engagement and productivity. Studies show that motivated employees are more likely to provide high-quality patient care, leading to increased patient satisfaction. Motivation can be enhanced through training and recognition programs, which in turn foster a supportive work environment (Sulistyani, Kosasih, Syahidin, 2023).

According to research by Rizka (2020), work motivation for hospital employees is crucial because it has positive impacts, including: high work motivation can increase employee efficiency and productivity, reduce errors and improve work quality, increase patient and family satisfaction, improve care quality and reduce complications, increase job satisfaction and reduce stress, increase employee retention, and reduce turnover. Furthermore, hospitals with motivated employees tend to have a better public reputation, and motivated employees tend to be more trusted by patients and the public. Therefore, work motivation for hospital employees is crucial for improving productivity, service quality, job satisfaction, and the hospital's image and reputation (Sri, 2023).

#### Work Discipline

Respondents' assessments of work discipline were categorized as quite good, although some areas still require improvement. The importance of work discipline for hospital employees is a key factor in assessing and measuring service improvement. Research by Evi (2021) explains that work discipline plays a crucial role in maintaining smooth hospital operations, increasing productivity, and creating a positive work environment. Without discipline, hospitals can potentially experience various problems, including decreased productivity, increased errors, and difficulty achieving organizational goals (Adamy, 2020). Work discipline has been identified as a key determinant of employee

performance, with significant positive effects noted in various studies. A high level of discipline ensures that employees adhere to protocols and standards, which is crucial in a healthcare environment where compliance can impact patient outcomes. While work discipline is crucial, the emphasis on discipline suggests that without a structured approach to work ethics, motivation alone may not be sufficient to achieve optimal performance in a hospital setting (Fathoni, 2022).

### **Job Satisfaction**

Respondents' assessments of job satisfaction were categorized as quite good, although there are still areas for improvement. Job satisfaction is a form of satisfaction and happiness with one's current job. This satisfaction is achieved because the company effectively meets employee needs, such as achieving work goals, a dynamic work environment, and other aspects that support employees' work. Job satisfaction can be reflected in several changes in attitudes, such as high levels of morale, discipline, motivation, productivity, and work achievements (Handoko, 2019). According to Handoko (2019), job satisfaction not only affects individual employee well-being but also directly contributes to overall company performance and productivity. For this reason, a thorough understanding of job satisfaction and the factors that influence it is crucial. Research by Ian (2022) states that in the context of employee retention, the role of job satisfaction becomes increasingly critical. Maintaining employee loyalty and long-term retention is a challenge faced by many organizations. Hospitals that successfully create a satisfying work environment tend to retain their employees longer, indicating that job satisfaction directly impacts employee retention (Mondy, 2018).

### **Employee Performance**

Respondents' assessments categorized employee performance as good, although some areas still require improvement. Employee performance is a crucial factor in driving a company's success. A team with productive members can help the company achieve its goals more efficiently. Improved employee performance is characterized by increased productivity. Employees are able to complete their work ahead of schedule or even exceed targets. Employees can use their time more efficiently and produce higher-quality results (Lesmana, Kosasih, Kadarisman, Yuliaty, 2024). A hospital's reputation is often reflected in the behavior of its employees. If employees have a good attitude and performance, this can attract more people to work for the company. Your company's branding also improves, becoming a desirable employer. When each employee delivers their best performance and is supported by appreciation and recognition from the hospital, this can increase employee loyalty. Employees perceive that their performance is rewarded and recognized by the hospital. This makes employees more loyal and reluctant to leave the hospital. Thus, increasing the performance of the pegwau can achieve good work quantity, work quality, accuracy and good teamwork (Fauzi, 2019).

### **Verification Analysis (*Path Analysis*)**

#### **The Influence of Work Motivation on Job Satisfaction at Bhayangkara Hospital Level III, Manado**

Work motivation has a positive and significant impact on job satisfaction. Work motivation serves as a stimulus for each employee to carry out their duties. With good motivation, employees will feel happy and enthusiastic about their work, resulting in significant employee development and growth at the hospital. When employees are highly motivated, this will lead to positive outcomes, namely job satisfaction (Hasibuan, 2018). According to Sinambela's theory (2018), job satisfaction is a form of satisfaction and happiness in one's current job. This satisfaction is achieved because the company can effectively meet employee needs, such as achieving work goals, a dynamic work environment, and other aspects that support employees' work. This job satisfaction can be reflected in

several changes in attitudes, such as high levels of morale, discipline, motivation, productivity, and work achievements.

### **The Effect of Work Discipline on Job Satisfaction at Bhayangkara Hospital, Level III, Manado**

Work discipline has a positive and significant effect on job satisfaction. Good work discipline can increase satisfaction and happiness in the workplace, reduce stress and anxiety, improve work quality and results, and increase trust from coworkers and superiors. This is also consistent with research by Ian (2022), who explained that a strong commitment to work discipline can increase job satisfaction, high motivation can improve work discipline and job satisfaction, and a supportive work environment can enhance both discipline and job satisfaction. Therefore, good work discipline can improve job satisfaction and work quality, but it needs to be balanced with flexibility and creativity to achieve optimal results (Sri, 2023).

### **The Simultaneous Effect of Work Motivation and Work Discipline on Employee Performance at Bhayangkara Hospital, Level III, Manado**

Work motivation and work discipline simultaneously have a positive and significant effect on employee performance. The simultaneous influence of work motivation and work discipline on employee performance is that good work motivation and discipline can significantly improve employee performance, increase productivity and work results, and improve the quality of work and results achieved (Gilang, 2020). Therefore, research by Budiman (2024) explains that good work motivation and work discipline can significantly improve employee performance and need to be balanced with effective leadership, a supportive work environment, and appropriate rewards.

### **The Effect of Job Satisfaction on Employee Performance at Bhayangkara Hospital, Level III, Manado**

Job satisfaction has a positive and significant impact on employee performance. Job satisfaction can impact employee satisfaction. This is illustrated by the fact that satisfied employees tend to be absent less often, make more positive contributions, and remain with an organization. Dissatisfied employees tend to do the opposite. This is also related to employees who feel that their current job is appropriate, which naturally makes them more enthusiastic about carrying out their duties. According to Sastrohadiwiryo's (2019) theory, the right job also encourages employees to continuously improve their capabilities in that field and offers the opportunity to accept greater responsibilities. The tasks they undertake will certainly become easier and less burdensome on a daily basis. Furthermore, a job that aligns with an employee's personality can increase work productivity. Handoko's (2019) theory explains that employee performance can be viewed as both a process and a result of work. Performance is a process of how work proceeds to achieve work results. However, the results of the work itself also indicate good performance relative to the employee's assigned abilities, thus creating a positive impact, namely job satisfaction.

### **The Direct Impact of Work Motivation on Employee Performance at Bhayangkara Hospital, Level III, Manado**

Work motivation directly impacts employee performance positively and significantly. Work motivation is closely related to how employees deliver good performance to the hospital. Motivation comes not only from superiors but also from within the individual, defined as an internal state that drives the desire to carry out certain activities to achieve desired goals (Karlina, 2020). There is no excuse for lacking enthusiasm for work, regardless of the circumstances. Self-motivation is essential for fostering work. Work motivation is related to employee performance, resulting from employee abilities. Furthermore, high employee performance will lead to a strong commitment to completing

routine tasks according to their respective responsibilities and functions more efficiently, effectively, and productively. Huda's (2020) research explains that every employee is expected to work optimally to create optimal quality for their residents. However, in reality, this expectation has not been realized. Village employees lack a strong sense of responsibility for their work. In this context, every employee should not relax during work hours. What is clearly happening is a weak sense of responsibility for their work, resulting in employees being ineffective in completing assigned tasks (Arum, 2021).

### **The Direct Effect of Work Discipline on Employee Performance at Bhayangkara Hospital, Level III, Manado**

Work discipline directly impacts employee performance. According to Rizka's (2020) research, the direct effect of work discipline on employee performance at the hospital can be explained by the following: good work discipline can improve the quality of patient care, reduce errors, improve work accuracy, and increase efficiency and productivity. Furthermore, leadership, the work environment, and effective rewards and recognition can influence employee work discipline. Thus, good work discipline can improve employee performance in hospitals and needs to be balanced with effective leadership, a supportive work environment, and appropriate rewards (Musjadi, 2021).

### **The Indirect Effect of Work Motivation on Employee Performance Through Job Satisfaction at Bhayangkara Hospital, Level III, Manado**

Work motivation indirectly has a positive and significant effect on employee performance through patient satisfaction. Work motivation is defined as the willingness to exert effort toward organizational goals. This is, of course, conditioned by the ability of those efforts to meet individual needs. Research by Fathoni (2022) explains that work motivation also influences employee performance outcomes and results in job satisfaction. Job satisfaction is an affective or emotional response to various aspects of one's work, so job satisfaction is not a single concept. An individual can be relatively satisfied with one aspect of their job and dissatisfied with one or more others.

Job satisfaction is a (positive) employee attitude toward their job, which arises from an assessment of the work situation. This assessment can be conducted on a specific job, as a sense of appreciation for achieving important work values. Satisfied employees prefer their work situation to one they dislike. Research by Akbar (2019) explains that feelings related to job satisfaction and dissatisfaction tend to reflect employees' assessments of current and past work experiences rather than expectations for the future. Therefore, it can be concluded that there are two important elements in job satisfaction: work values and basic needs. Work values are the goals a person wants to achieve in carrying out work tasks. What is desired is the work values that are considered important by the individual (Adamy, 2020).

### **The Indirect Effect of Work Discipline on Employee Performance Through Job Satisfaction at Bhayangkara Hospital Level III Manado**

Work discipline has an indirect and significant positive effect on employee performance through job satisfaction. Work discipline, job satisfaction, employee performance. Research by Franciska (2023) explains that good work discipline can increase job satisfaction, which in turn can improve employee performance. Furthermore, good work discipline can increase employee motivation, which in turn can improve employee performance. Therefore, good work discipline can improve employee performance at Bhayangkara Hospital Level III Manado through job satisfaction, and it needs to be balanced with clear regulations and improved employee performance (Rosaria, 2021).

## Conclusion

Work motivation, work discipline, job satisfaction, and employee performance at Bhayangkara Hospital Level III Manado are in the fairly good category. Work motivation has a positive and significant effect on job satisfaction at Bhayangkara Hospital Level III Manado. Work discipline has a positive and significant effect on job satisfaction at Bhayangkara Hospital Level III Manado. Simultaneously, work motivation and work discipline have a significant effect on employee performance at Bhayangkara Hospital Level III Manado. Job satisfaction has a positive and significant effect on employee performance at Bhayangkara Hospital Level III Manado. Work motivation has a positive and significant direct effect on employee performance at Bhayangkara Hospital Level III Manado. Work discipline has a positive and significant direct effect on employee performance at Bhayangkara Hospital Level III Manado. Work motivation has a significant indirect effect on employee performance through job satisfaction at Bhayangkara Hospital Level III Manado. The results of the path analysis model indicate that the indirect effect is greater than the direct effect. Therefore, job satisfaction, as an intervening variable, can mediate the relationship between work motivation and employee performance at Bhayangkara Hospital Level III Manado. Work discipline has a significant indirect effect on employee performance through job satisfaction at Bhayangkara Hospital Level III Manado. The results of the path analysis model indicate that the indirect effect is greater than the direct effect. Therefore, job satisfaction, as an intervening variable, can mediate the relationship between work discipline and employee performance at Bhayangkara Hospital Level III Manado.

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