



ANALYSIS OF EMPLOYEE SATISFACTION TOWARDS WORK MOTIVATION AND ITS IMPLICATIONS ON THE QUALITY OF HEALTH SERVICES (SURVEY STUDY AT IBU ANAK CAHAYA SANGATTA HOSPITAL KALIMANTAN TIMUR)

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Abstract

Human resources are crucial and inseparable from any organization, whether it be an institution or a hospital. Human resources are also key to determining the development of service quality, as assessed by performance. This study aims to analyze employee satisfaction, work motivation, and the quality of healthcare services at Cahaya Sangatta Maternity and Child Hospital, East Kalimantan. This study used a quantitative approach. The sample size consisted of 56 respondents. Data analysis used descriptive analysis and verification analysis using path analysis. The results of the descriptive analysis of employee satisfaction, work motivation, and healthcare service quality indicated good ratings from respondents, although several areas needed to be improved. Meanwhile, the verification study, based on the path analysis model, showed positive path coefficients between variables, and the indirect effect path coefficient was greater than the direct effect ($66.3\% > 53.9\%$), indicating that work motivation, as an intervening variable, is able to mediate employee satisfaction and healthcare service quality.

Keywords: Employee Satisfaction, Quality of Health Services, Work Motivation

Introduction

A hospital is an organization engaged in the health sector to meet the health care needs of the community in a region. A hospital will provide optimal service when supported by quality resources. The resources required by hospitals are very diverse, one of which is human resources (Calundu, 2018). Human resources are crucial and cannot be separated from any organization, whether it is an institution or a hospital service. Human resources are also key to determining the development of service quality, which is assessed by their performance. The performance of a healthcare worker can be assessed by the quality of healthcare services provided to patients (Handayani, 2018).

Healthcare workers are the main spearhead of healthcare services in hospitals and are the primary indicator of a healthcare provider's success. Therefore, improvements are needed regarding the ratio of human resource adequacy to the number of patients. These improvements can be likened to strategies for patient safety and increasing employee satisfaction. Mangkunegara (2017) explains that healthcare is an intangible activity or series of activities that occur as a result of interactions between patients and employees or healthcare workers providing services at healthcare institutions. This also relates to how human resources in hospitals provide healthcare services. Human resources are a subsystem within the national health system. HR plays a vital and crucial role in the plan to achieve Universal Health Coverage (UHC).

Hogan (2020) explains that in the era of the knowledge-based global economy, nearly 80% of an organization's value or essential resources come from intangible assets, such as human capital. This means that hospitals must manage the relationships and roles of individual resources (workforce) efficiently and effectively, utilizing them optimally to achieve the shared goals of the hospital and the community (Kurniawan, 2021).

Two important issues that are increasingly emphasized are the implementation of effective and efficient healthcare services, which are no longer a novelty but are now a necessity. Improving healthcare services that focus on patient satisfaction during treatment requires highly skilled, agile, and coordinated healthcare workers, the support of hospital staff, and infrastructure (Lianto, 2019). Employees are a crucial resource in hospitals, capable of implementing planning, organizing, directing, and controlling various human resource (HR) management tasks. This is now one of the most important and crucial aspects, alongside the hospital information system, which serves as the backbone of hospital business processes (Kawiana, 2020).

Human resource management now has the task of achieving effective human resource utilization, good working relationships between employees, maximum employee development, high morale within the organization, and the continuous development and appreciation of human assets. Most hospitals have sufficiently understood the importance of human resource planning, with the principle of providing jobs that are appropriate to individuals, thus achieving efficient service and patient satisfaction. Performance assessment is crucial for improving human resources through various selection procedures (Handoko, 2019). The challenges in implementing strategic human resource management can be addressed by improving the quality of human resources. One way to achieve this is through specific performance improvements, which can be achieved through various types of human resource management practices, both individual and group. One widely researched practice in human resource management is the need for employee work motivation to positively impact service delivery (Hasibuan, 2019).

Service quality still needs to be improved across various aspects, such as physical evidence, reliability, responsiveness, empathy, and patient assurance. The results of this preliminary survey present a phenomenon that needs to be researched. Employee motivation, increased employee satisfaction, and improved healthcare service quality are crucial for achieving excellent performance. Efforts to improve healthcare quality are crucial for enhancing hospital competitiveness in the healthcare sector. This is no easy feat, as quality improvement extends beyond hospitals to all levels of healthcare, from community health centers and community health centers, to both government and private facilities (Kurniawan, 2021). The role and function of employees also contribute to the organization or hospital's ability to provide optimal service and performance (Kawiana, 2020).

Work motivation is shaped by employees' attitudes toward work situations in the workplace, whether within an agency or institution. Motivation is a state or energy that drives employees, directed toward achieving both organizational and employee goals. Employees' positive and positive mental attitudes toward work situations strengthen their work motivation, leading to maximum performance and employee satisfaction (Hastyorini, 2019).

Motivation is closely related to the work environment. Therefore, to improve work results, motivation plays a significant role in employee satisfaction. The success or failure of an organization in achieving its goals is also determined by the motivation of its leadership. The incentives from superiors to subordinates will motivate employees to complete their work better (Indrasari, 2017).

In this context, employee motivation, as human resources within a specific organizational task, influences job satisfaction, which can improve performance, enhance individual performance, and ultimately improve organizational performance. Motivation plays a crucial role in improving employee performance, making it crucial for the growth and development of an organization (Hartono, 2022).

Employee satisfaction is a key factor in determining the success of a hospital. Employee satisfaction not only impacts individual happiness but also influences team productivity, employee retention, and overall company growth. In a competitive business environment, it is crucial for business leaders and Human Resources (HR) managers to understand how to create a work environment that supports employee satisfaction. Employee satisfaction is crucial to organizational success because it impacts productivity, retention, and reduced employee turnover. The happier employees are with their jobs, the longer they will stay at the hospital (Huda, 2020).

According to research by Anija (2022), increased work motivation and effectiveness, coupled with positive results, directly and indirectly lead to increased employee productivity and higher-quality output. This also aligns with research by Janes (2022), which explains that a positive work motivation and work environment contribute to employee satisfaction, which can improve the quality of healthcare services. Employees also need to carry out the necessary duties and responsibilities to maintain the quality of these services. Quality healthcare services also contribute to patient satisfaction, thus maintaining trust in the hospital and fostering motivation within employees and healthcare workers. Furthermore, it also improves work standards within healthcare institutions. The final function is to enhance and maintain the hospital's reputation (Kurniawan, 2021). This study aims to analyze employee satisfaction, work motivation, and the quality of healthcare services at Cahaya Sangatta Maternity and Child Hospital, East Kalimantan.

Method

This study uses a quantitative research design with a descriptive analysis approach and verification analysis using path analysis. This study was conducted at Cahaya Sangatta Mother and Child Hospital, East Kalimantan. 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 55 respondents. The instrument used by the researcher was a questionnaire consisting of 30 statements. The variables in this study were employee satisfaction (X), work motivation (Y), and quality of health services (Z). Data analysis used descriptive analysis, verification analysis, correlation coefficient analysis, and determination analysis (R²). Hypothesis testing used a partial test (t-test).

Results

Descriptive Analysis

Tabel 1. Employee Satisfaction

Variable	Total Score	Average	Category
Employee Satisfaction	2.142	3.83	Good

Source: Primary Data Processing Results, 2025

It can be seen that the total score for the Employee Satisfaction variable is 2.142 with an average of 3.83. Therefore, from these calculations, it can be concluded that respondents' perceptions of Employee Satisfaction are in the good category.

Table 2. Work Motivation

Variable	Total Score	Average	Category
Work Motivation	2.290	4.09	Good

Source: Primary Data Processing Results, 2025

The total score for the work motivation variable is 2.290, with an average of 4.09. Therefore, the calculation results indicate that respondents' perceptions of work motivation are in the good category.

Table 3. Quality of Health Services

Variable	Total Score	Average	Category
Quality of Health Services	2.263	4.04	Good

Source: Primary Data Processing Results, 2025

The total score for the health service quality variable is 2.263, with an average of 4.04. Therefore, the calculation results indicate that respondents' perceptions of health service quality are in the good category.

Verification Analysis (*Path Analysis*)

Tabel 4. Direct and Indirect Influence

Variable	Path Coefficient	Influence	
		Direct	Indirect
Employee satisfaction with work motivation	0.750	$0.750 \times 0.750 = 0.563$	
Work motivation towards the quality of health services	0.884	$0.884 \times 0.884 = 0.781$	
Employee satisfaction with the quality of health services	0.734	$0.734 \times 0.734 = 0.539$	
Employee satisfaction with health service quality through work motivation			$0.750 \times 0.884 = 0.663$

The table shows that the total contribution of employee satisfaction to the quality of healthcare services is 53.9%, and the indirect effect of employee satisfaction on the quality of healthcare services through work motivation is 66.3%. This indicates that the indirect effect is greater than the direct effect, or $66.3\% > 53.9\%$. This means that work motivation, as an intervening variable, is able to mediate the relationship between employee satisfaction and the quality of healthcare services.

Hypothesis Testing

Hypothesis Testing the Effect of Employee Satisfaction on Work Motivation

The p-value was 0.000, meaning $p\text{-value} < \alpha = 0.05$, and the calculated t-value was greater than 2.00. This means that H_01 is rejected and H_a1 is accepted. There is a significant effect between employee satisfaction and work motivation. Therefore, the hypothesis stating that there is a significant effect between employee satisfaction and work motivation is accepted.

Hypothesis Testing the Effect of Work Motivation on Health Service Quality

The p-value was 0.000, meaning $p\text{-value} < \alpha = 0.05$, and the calculated t-value was greater than 2.00. This means that H_02 is rejected and H_a2 is accepted. There is a significant effect between work motivation and health service quality. Therefore, the hypothesis stating that there is a significant effect between work motivation and health service quality is accepted.

Hypothesis Testing the Effect of Employee Satisfaction on Healthcare Quality

The p-value obtained was 0.000, meaning $p\text{-value} < \alpha = 0.05$, and the calculated t-value was greater than 2.00. This means that H_03 is rejected and H_a3 is accepted. There is a significant effect

between employee satisfaction and healthcare quality. Therefore, the hypothesis stating that there is a significant effect between employee satisfaction and healthcare quality is accepted.

The Effect of Employee Satisfaction on Healthcare Quality Through Work Motivation

To test the significance of work motivation as a mediating variable in the model, the Sobel test results were examined. First, the calculated t-value for employee satisfaction obtained from the path analysis calculation in the first substructure was 8.338. Then, the calculated t-value for work motivation on healthcare quality was obtained from the path analysis calculation in the second substructure, which was 13.921. Once each calculated t-value was known, the next step was to enter these values into the Sobel test calculator, resulting in the following results.

Table 5. Results of the Sobel Test on Employee Satisfaction with the Quality of Health Services Mediated by Work Motivation

Input:	Test statistic:	p-value:
t_a <input type="text" value="8.338"/>	Sobel test: <input type="text" value="7.15308358"/>	p 0 <input type="text" value="0"/>
t_b <input type="text" value="13.921"/>	Aroian test: <input type="text" value="7.13953947"/>	p 0 <input type="text" value="0"/>
	Goodman test: <input type="text" value="7.16670507"/>	p 0 <input type="text" value="0"/>
<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 7.153. If $\alpha = 0.05$ then t table = 2.00. From the calculation above, it can be concluded that the calculated t of 7.153 is greater than the t table of 2.00 with a significance level of 0.05, so it can be concluded that work motivation is able to mediate the relationship between employee satisfaction and the quality of health services. Thus, hypothesis 4 can be accepted and the type of work motivation mediation is partial mediation, where whether there is work motivation or not, employee satisfaction still has a significant influence on the quality of health services.

Discussion

Descriptive Analysis

Employee Satisfaction

Respondents' assessment results for employee satisfaction were categorized as good, although there are still some areas for improvement. Employee satisfaction in hospitals is crucial because it aims to increase productivity and performance; satisfied employees tend to perform better and be more productive. This is supported by research by Chatman (2020), who stated that satisfied employees tend to provide better service and increase patient satisfaction. Employee satisfaction can reduce employee turnover and save costs associated with recruiting and training new employees. Employee satisfaction can improve the hospital's reputation and increase public trust (Paramarta, 2017). This is also supported by research by Harlovic (2022), who stated that one of the objectives of the implementation is to explore the extent to which human resource programs and management influence employee satisfaction. This way, employees will remain engaged and highly committed to the hospital. Employee satisfaction is not just a number or data; it also relates to how employees feel treated by their superiors and the hospital as a whole. Employees who are satisfied with their work environment tend to be more motivated, perform better, and are more engaged in company tasks and projects. Therefore, employee satisfaction in hospitals is crucial for improving productivity, service quality, employee retention, and the hospital's image.

Work Motivation

Respondents' assessments of work motivation were categorized as good, although some areas still require improvement. Work motivation needs to be improved so that employees can enhance their performance and achieve the ultimate result of improving the quality of healthcare services. This is supported by research by Aznira (2021), who stated that one crucial aspect of a company's sustainability is the motivation of its human resources. Motivation is a crucial element in spurring and igniting human resource performance. Without motivation, individuals will become static and passive, thus lacking initiative to advance their organization. Motivation is a positive energy that drives dynamic human resources to carry out their duties despite various challenges and difficulties. Motivation is what drives a person's enthusiasm, encouraging them to work optimally, providing their abilities and skills to achieve organizational goals (Kahn, 2020).

Motivation is crucial because it is expected that every employee will work hard and enthusiastically to achieve high work productivity. A person's behavior is influenced and stimulated by desires, fulfillment of needs, goals, and satisfaction. Stimuli arise from both internal and external sources. These stimuli will create a drive for an individual to carry out activities (Asral, 2022). This is where improving employee work motivation is crucial. Hospitals, as companies engaged in public health services, are especially dependent on human resources. Managers play a significant role in enhancing employee work motivation. Improving work motivation requires employees to work enthusiastically and to optimally contribute their abilities and expertise, enabling the company to improve quality and service (Kurniawan, 2021).

Quality of Health Services

Respondents' assessments categorized the quality of health services as good, although some areas still require improvement. This is supported by research by Anita (2021) who stated that the quality of health services will improve if employees have quality, and employees' service delivery will result in good service. This is the basis for determining performance standards and achievement standards to be achieved. Service quality is a central focus for healthcare providers because it influences patient satisfaction, including timely service, equal access to all patients without error, compassionate care, and high accuracy (Nurhaeni, 2019). Health services are any effort carried out individually or collectively within an organization to maintain and improve health, prevent and cure disease, and restore the health of individuals, families, groups, and/or communities. According to Law Number 32 of 2009, health services are any activity and/or series of activities carried out in an integrated, integrated, and sustainable manner to maintain and improve public health, through disease prevention, health promotion, disease treatment, and health restoration by the government and/or community (Kambong, 2013).

Verification Analysis (*Path Analysis*)

The Influence of Employee Satisfaction on Work Motivation at Cahaya Sangatta Maternity and Child Hospital

Job satisfaction influences work motivation. Job satisfaction is one factor that can influence work motivation and employee satisfaction. The higher the employee's perceived satisfaction, the higher their motivation to work. Work motivation reinforces the assumption that employee satisfaction influences work motivation. According to Hamid (2018), satisfaction theory explains what needs employees have and what needs to be satisfied. The desire to fulfill these needs drives employees to work hard. According to Duha's (2018) research, high work motivation can improve employee performance. The higher the employee's motivation to complete a task, the higher the resulting performance, which impacts employee satisfaction.

According to Mangkunegara's (2017) theory, factors influencing performance achievement consist of ability and motivation. Motivation is a condition where an employee moves themselves in a directed manner to achieve company goals. Mangkunegara's (2017) theory explains that there is a positive relationship between motivation and performance achievement. An employee's inner drive to perform their duties to the best of their ability is crucial to achieving high performance. Employees are able to achieve maximum performance if they are highly motivated.

The Influence of Work Motivation on the Quality of Healthcare Services at Cahaya Sangatta Maternity and Child Hospital

Work motivation also significantly impacts the quality of healthcare services. This means that employees who are well-motivated in their work will be professional in providing excellent healthcare services to patients. According to Hasibuan's (2019) theory, motivation supports human behavior, encouraging them to work diligently and enthusiastically to achieve maximum results. According to Siagian's (2020) research, motivation drives a person to be willing to utilize their abilities in the form of expertise or skills to carry out various activities within their responsibility to achieve predetermined goals. According to Hasibuan's (2019) theory, motivation is the process of determining an individual's intensity, direction, and persistence in achieving goals. Motivation is a psychological drive that directs an individual toward the goal of institutional success.

The Direct Influence of Employee Satisfaction on the Quality of Healthcare Services at Cahaya Sangatta Maternity and Child Hospital

Employee satisfaction is closely related to the quality of healthcare services. This means that employees with good abilities and skills will have a positive impact on the services provided to patients. Robbins & Judge's (2019) theory suggests that job satisfaction is an individual's general attitude toward their work. Work requires interaction with coworkers and superiors, following organizational rules and policies, meeting performance standards, living in often less-than-ideal working conditions, and similar factors. This means that an employee's assessment of their satisfaction or dissatisfaction with their job is a complex summation of a number of discrete (distinct and separate) job elements.

According to Aznira's (2021) research, employee satisfaction is the level of pleasant feelings derived from evaluating one's work or work experience. In other words, employee satisfaction reflects how we feel about our work and what we think about it. Hasibuan's (2019) theory defines employee satisfaction as an emotional attitude that is enjoyable and inclusive of one's work. This attitude is reflected in work morale, discipline, and work performance. There is no absolute benchmark for job satisfaction because each individual has different standards of satisfaction, which will result in good work quality and maximum performance.

The Indirect Effect of Employee Satisfaction on Healthcare Service Quality Through Work Motivation at Cahaya Sangatta Women's and Children's Hospital

Employee satisfaction is indirectly related to healthcare service quality. Healthcare service quality is crucial for patient satisfaction and service quality. This can be achieved by providing high-quality services so that the hospital earns patients' trust. Employee satisfaction is a tangible behavior displayed by each individual, reflecting the work performance of employees or healthcare workers in accordance with their roles within the institution. Job satisfaction is a (positive) employee attitude toward their job, which arises from an assessment of the work situation (Darmawan, 2020).

Conclusion

Employee satisfaction, work motivation, and the quality of healthcare services. Employee satisfaction has a positive and significant effect on work motivation. Work motivation has a positive and significant effect on the quality of healthcare services. Employee satisfaction has a positive and significant effect on the quality of healthcare services. Employee satisfaction has a significant indirect effect on the quality of healthcare services through work motivation. The results of the path analysis model indicate that the indirect effect is greater than the direct effect. Therefore, work motivation, as an intervening variable, can mediate the relationship between employee satisfaction and the quality of healthcare services at Cahaya Sangatta Maternity and Child Hospital, East Kalimantan.

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