

(Original Article)

## The Mediating Role of Job Satisfaction on Motivation and Civil Servant Performance at dr. H. Moch. Ansari Saleh Hospital

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**Abstract:** This study aims to examine the effect of motivation on employee performance through job satisfaction as a mediating variable among civil servants at dr. H. Moch. Ansari Saleh Regional General Hospital. A quantitative approach with an explanatory research design was employed in this study. The population consisted of 777 civil servants, comprising both permanent civil servants (*Pegawai Negeri Sipil*-PNS) and government employees with work agreements (*Pegawai Pemerintah dengan Perjanjian Kerja*-PPPK). A total of 264 respondents were selected using a proportional random sampling technique. Data were collected through questionnaires and analysed using the Partial Least Squares Structural Equation Modelling (PLS-SEM) method with SmartPLS software. The findings reveal that motivation has a positive and significant effect on job satisfaction. Job satisfaction also has a positive and significant effect on employee performance. However, motivation does not have a significant direct effect on employee performance. Furthermore, the mediation analysis demonstrates that job satisfaction significantly mediates the relationship between motivation and employee performance. These findings indicate that enhancing employee motivation alone is insufficient to directly improve performance unless it is accompanied by increased job satisfaction. Therefore, job satisfaction serves as a crucial mechanism linking motivation to employee performance. This study contributes to the human resource management literature in the healthcare sector by providing empirical evidence regarding the mediating role of job satisfaction in the relationship between motivation and employee performance among public hospital employees.

**Keywords:** motivation; job satisfaction; employee performance; public hospital; PLS-SEM

### 1. Introduction

Human resources constitute a strategic asset that determines an organisation's success in achieving its established goals. In the healthcare sector, the quality of human resources is a critical factor as it directly relates to the quality of services received by the community. Hospitals, as one of the healthcare service institutions, are required to provide professional, prompt, precise, and patient safety-oriented services. To

achieve this, employees with high performance are needed to support the effectiveness of organisational tasks and functions. According to Robbins and Judge (2022), performance is the work output achieved by an individual based on the standards or targets set by the organisation, encompassing both the quality and quantity of work. Consequently, improving employee performance has become one of the primary priorities in human resource management within the healthcare sector.

Employee performance in healthcare organisations has distinct characteristics compared to other organisations, as it directly relates to the safety, health, and satisfaction of the community as service users. The high public demand for quality healthcare services necessitates that hospitals possess human resources who are not only competent but also possess high work motivation and adequate job satisfaction. Employees with good motivation and job satisfaction tend to demonstrate higher commitment, responsibility, and productivity in carrying out their duties. Conversely, low motivation and job satisfaction can lead to a decline in service quality, an increase in work errors, and a deterioration in overall organisational performance.

dr. H. Moch. Ansari Saleh Regional General Hospital is one of the referral hospitals owned by the Provincial Government of South Kalimantan, which plays a crucial role in providing healthcare services to the community. As a regional referral hospital, dr. H. Moch. Ansari Saleh Regional General Hospital is required to provide quality, effective, and sustainable healthcare services. To support the achievement of these objectives, civil servants (*Aparatur Sipil Negara-ASN*) with optimal performance are needed in carrying out both healthcare and hospital administrative tasks. Nevertheless, various challenges in human resource management remain a concern, particularly those related to employee work motivation and job satisfaction.

Motivation is one of the factors that influence individual behaviour and performance within organisations. According to Robbins and Judge (2022), motivation is the process that explains the intensity, direction, and persistence of an individual in achieving specific goals. Employees with high motivation demonstrate greater work enthusiasm, commitment to the organisation, and strive to achieve established work targets. In the context of healthcare services, work motivation is a crucial factor because the tasks performed by hospital employees demand high levels of responsibility, precision, and dedication. Therefore, organisations need to understand the factors that can enhance employee work motivation in order to drive sustainable performance improvement.

In addition to motivation, job satisfaction is another factor frequently associated with improved employee performance. Job satisfaction describes the level of positive feelings an individual has towards their work, arising from the evaluation of various aspects of their job experience. According to Luthans (2021), job satisfaction is a pleasant or positive emotional state resulting from an individual's appraisal of their work or work experiences. Employees who feel satisfied with their work tend to have higher loyalty, lower absenteeism rates, and demonstrate better performance compared to employees who are dissatisfied with their work.

Theoretically, the relationships among motivation, job satisfaction, and performance have been explained in various organisational behaviour theories. Maslow's Hierarchy of Needs Theory explains that individuals are driven to perform better when their needs are met. Similarly, Herzberg's Two-Factor Theory states that job satisfaction can be a factor that drives individuals to achieve higher performance. Thus, motivation and job satisfaction are two important and interrelated factors that influence employee performance.

Numerous previous studies have examined the relationships among motivation, job satisfaction, and employee performance. Research conducted by Jufrizen (2021) demonstrated that work motivation has a positive effect on employee job satisfaction. Wahyudi and Suryani (2022) found that job satisfaction significantly affects employee performance improvement. Meanwhile, Sari and Nugroho (2023) showed that work motivation can enhance employee performance both directly and through job satisfaction as a mediating variable. These findings indicate that motivation and job satisfaction are closely related to employee performance.

However, previous research results still reveal differences in findings (research gap). Some studies found that motivation directly affects employee performance, while others showed that this effect becomes non-significant when job satisfaction is included as a mediating variable. These differing results indicate that the relationship between motivation and performance still requires further examination, particularly in the healthcare sector, which has organisational and work environment characteristics that differ from other sectors.

In addition to the inconsistency in research findings, studies on the role of job satisfaction as a mediating variable in government hospital settings remain relatively limited compared to research conducted in the education sector, general government administration, and the private sector. Yet, hospitals are organisations with high work complexity, involving various professions and facing continuously increasing service demands. This condition indicates a research gap that needs to be further examined to obtain a more comprehensive understanding of the factors influencing civil servant performance in healthcare organisations.

The novelty of this study lies in testing the mediating model of job satisfaction in the relationship between motivation and civil servant performance in a regional government hospital. Unlike previous studies

that predominantly emphasised the direct effect of motivation on performance, this study examines the psychological mechanisms that explain how motivation can influence performance through job satisfaction. Furthermore, the study was conducted on civil servants at dr. H. Moch. Ansari Saleh Regional General Hospital, a regional government referral hospital, thereby providing a different empirical context compared to previous studies.

Based on the aforementioned explanation, this study aims to analyse the effect of motivation on civil servant performance through job satisfaction at dr. H. Moch. Ansari Saleh Regional General Hospital. The results of this study are expected to provide a theoretical contribution to the development of human resource management knowledge, particularly regarding the relationships among motivation, job satisfaction, and employee performance. In addition, the findings are also expected to serve as input for hospital management in formulating human resource management policies that can sustainably improve job satisfaction and civil servant performance.

## **2. Methods**

### **Research Design**

This study employs a quantitative approach with an explanatory research design, which aims to analyse the effect of motivation on civil servant performance through job satisfaction as a mediating variable at dr. H. Moch. Ansari Saleh Regional General Hospital. The quantitative approach was chosen because this study focuses on testing the causal relationships among variables as formulated in the research model.

### **Population and Sample**

The study was conducted at dr. H. Moch. Ansari Saleh Regional General Hospital, a referral hospital owned by the Provincial Government of South Kalimantan, with a total population of 777 civil servants (*Aparatur Sipil Negara*-ASN), comprising both permanent civil servants (*Pegawai Negeri*

*Sipil*-PNS) and government employees with work agreements (*Pegawai Pemerintah dengan Perjanjian Kerja*-PPPK). The sample consisted of 264 respondents, determined using a proportional random sampling technique, ensuring that each member of the population had an equal opportunity to become a respondent in accordance with the proportion of each group.

### **Data Collection**

Data were collected through the distribution of questionnaires using a five-point Likert scale, ranging from 1 (strongly disagree) to 5 (strongly agree). The questionnaire was divided into three sections measuring the respective variables: motivation, job satisfaction, and employee performance.

### **Research Variables and Instruments**

The variables examined in this study included motivation as the independent variable (X), job satisfaction as the mediating variable (Z), and employee performance as the dependent variable (Y).

Motivation was measured using indicators adapted from Maslow's Hierarchy of Needs, encompassing physiological needs, safety needs, social needs, esteem needs, and self-actualisation needs.

Job satisfaction was measured using indicators adapted from Luthans (2021), including satisfaction with the work itself, salary, promotion opportunities, supervision, and working relationships.

Employee performance was measured using indicators adapted from Robbins and Judge (2022) and Bernardin and Russell (2013), including quality of work, quantity of work, timeliness, effectiveness, and responsibility in carrying out work.

### **Data Analysis Technique**

Data analysis was performed using the Partial Least Squares Structural Equation Modelling (PLS-SEM) method with SmartPLS software. The model testing was conducted through evaluation of the measurement model (outer model) and the structural model (inner model). The outer

model evaluation included tests for convergent validity, discriminant validity, and construct reliability, while the inner model evaluation was conducted through testing the coefficient of determination (R-square) and hypothesis testing using a bootstrapping procedure at a 5% significance level. The PLS-SEM method was selected for its ability to analyse both direct and indirect relationships among variables and to comprehensively test the role of mediating variables in the research model.

### 3. Results and Discussion

#### Structural Model Evaluation (Inner Model)

The structural model was evaluated to determine the ability of motivation and job satisfaction variables to explain the variance in civil servant performance at dr. H. Moch. Ansari Saleh Regional General Hospital. The results revealed that the R-square value for job satisfaction was in the strong category, indicating that motivation substantially explains the variance in job satisfaction. Meanwhile, the R-square value for civil servant performance also demonstrated good predictive capability of the model. These findings indicate that the research model is adequately capable of explaining the relationships among motivation, job satisfaction, and civil servant performance.

Furthermore, hypothesis testing was conducted using a bootstrapping procedure in SmartPLS at a 5% significance level. A hypothesis was considered accepted if the t-statistic exceeded 1.96 and the p-value was less than 0.05.

**Table 1.** Hypothesis Testing Results

Hypothesis	Relationship	Result
H <sub>1</sub>	Motivation → Job Satisfaction	Accepted
H <sub>2</sub>	Motivation → Civil Servant Performance	Rejected
H <sub>3</sub>	Job Satisfaction → Civil Servant Performance	Accepted
H <sub>4</sub>	Motivation → Job Satisfaction → Civil Servant Performance	Accepted

Source: SmartPLS data processing results, 2025.

The results revealed that motivation has a positive and significant effect on job satisfaction. Job satisfaction also has a positive and significant effect on civil servant performance. However, motivation does not have a significant direct effect on civil servant performance. The indirect effect testing results demonstrate that job satisfaction is able to mediate the relationship between motivation and civil servant performance. Thus, increased motivation will impact performance improvement only if it is first able to enhance employee job satisfaction.

### **The Effect of Motivation on Job Satisfaction**

The findings revealed that motivation has a positive and significant effect on job satisfaction among civil servants at dr. H. Moch. Ansari Saleh Regional General Hospital. This finding indicates that the higher the level of employee motivation, the higher the level of job satisfaction experienced. Civil servants who have opportunities to fulfil their physiological, safety, social, esteem, and self-actualisation needs tend to have more positive perceptions of their work.

According to Robbins and Judge (2022), motivation is the force that drives individuals to act in achieving specific goals. When the organisation is able to fulfil employee needs through a good work system, adequate rewards, and career development opportunities, employees will experience higher levels of job satisfaction. In the hospital context, motivation is an important factor because employees face high work demands, both in terms of patient care and administrative responsibilities.

This finding aligns with the research conducted by Jufrizen (2021), which concluded that work motivation has a significant effect on employee job satisfaction. This finding reinforces the view that job satisfaction is one of the positive consequences of increased employee work motivation.

### **The Effect of Motivation on Civil Servant Performance**

The findings revealed that motivation does not have a significant direct effect on civil servant performance at dr. H. Moch. Ansari Saleh Regional

General Hospital. This finding indicates that high employee motivation does not automatically translate into improved performance unless it is accompanied by working conditions that are able to create job satisfaction.

Theoretically, this result demonstrates that the relationship between motivation and performance is not always direct. Employees may have high motivation to work; however, if they have not yet experienced satisfaction with their work, this motivation has not been fully translated into optimal performance. In the hospital environment, this condition can occur due to the complexity of work, high workload, and various service demands that employees must fulfil on a daily basis.

This finding differs from several previous studies that stated that motivation directly affects employee performance. Nevertheless, the results of this study support the approach suggesting that there are other psychological variables that bridge the relationship between motivation and performance, namely job satisfaction.

### **The Effect of Job Satisfaction on Civil Servant Performance**

The findings revealed that job satisfaction has a positive and significant effect on civil servant performance. This finding indicates that employees who feel satisfied with their work will demonstrate better work quality, higher productivity, and stronger commitment to the organisation.

According to Luthans (2021), job satisfaction is a positive emotional state that arises as a result of an individual's evaluation of their work. Employees who feel satisfied tend to have higher loyalty, lower absenteeism rates, and better work morale. In hospital organisations, job satisfaction is an important factor because it directly relates to the quality of services provided to patients.

This finding aligns with the research conducted by Wahyudi and Suryani (2022), which found that job satisfaction has a significant effect on employee performance. Thus, improving job satisfaction can be an

effective strategy for enhancing civil servant performance in the healthcare sector.

### **The Mediating Role of Job Satisfaction in the Relationship between Motivation and Civil Servant Performance**

The mediation effect testing results demonstrate that job satisfaction is able to mediate the effect of motivation on civil servant performance. This finding represents the main result of this study, indicating that motivation does not directly affect performance but rather through an initial increase in job satisfaction.

Theoretically, this result supports Herzberg's Two-Factor Theory, which explains that factors driving work motivation will generate job satisfaction, and ultimately contribute to improved individual performance. When civil servants obtain opportunities to develop, receive recognition for their work achievements, and experience a supportive work environment, they will have higher levels of job satisfaction. This satisfaction then encourages employees to work more optimally and produce better performance.

This finding simultaneously constitutes an empirical novelty in the context of regional government hospitals. The results demonstrate that efforts to improve civil servant performance cannot be achieved solely through enhanced work motivation but must also be accompanied by policies that are able to increase employee job satisfaction. Therefore, the management of dr. H. Moch. Ansari Saleh Regional General Hospital needs to pay attention to aspects of welfare, career development opportunities, reward systems, and a conducive work environment so that employee motivation can be converted into optimal performance.

## **4. Conclusion**

Based on the findings of this study, motivation has been proven to have a positive and significant effect on job satisfaction among civil servants at dr. H. Moch. Ansari Saleh Regional General Hospital. This finding indicates

that the higher the level of employee motivation, the higher the level of job satisfaction experienced. The fulfilment of employee needs, including physiological, safety, social, esteem, and self-actualisation needs, constitutes an important factor in shaping civil servant job satisfaction within the hospital environment.

The findings also reveal that motivation does not have a significant direct effect on civil servant performance. This finding indicates that employee motivation does not necessarily improve performance directly without being supported by working conditions that are able to create job satisfaction. Conversely, job satisfaction has been proven to have a positive and significant effect on civil servant performance. Employees who feel satisfied with their work tend to have higher productivity, stronger commitment, and better ability to carry out their duties and responsibilities.

The main finding of this study demonstrates that job satisfaction is able to mediate the effect of motivation on civil servant performance at dr. H. Moch. Ansari Saleh Regional General Hospital. In other words, increased work motivation will impact performance improvement if it is accompanied by increased employee job satisfaction. Therefore, efforts to improve civil servant performance cannot be achieved solely through strengthening work motivation but also need to be supported by organisational policies that are able to enhance job satisfaction, such as providing a conducive work environment, fair reward systems, career development opportunities, and improved employee welfare. This finding provides an empirical contribution to the development of human resource management studies in the healthcare sector, particularly regarding the role of job satisfaction as a mediating mechanism in the relationship between motivation and employee performance.

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