

Research.

The Effect of Work Motivation and Job Satisfaction on Hospital Employee Performance

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Abstract. *In particular, this research intends to learn how nurses' levels of intrinsic motivation and job satisfaction affect their productivity on the job at Bengkayang Regional General Hospital (BRGH). The elements that influence nurses' performance must be understood because of the vital role they play in healthcare delivery. Using a structured questionnaire, data was obtained from seventy-seven married nurses as part of a quantitative study design. Multiple linear regression in SPSS 29 was used to examine the data. Work motivation and job satisfaction significantly impact nurse performance in a good way, according to the research. Nurses that are highly motivated to do their jobs well are more invested in their profession, get more done, and take more initiative when needed. When employees are happy in their jobs, they are more invested in the company they work for, which boosts performance and decreases turnover. In healthcare settings, these findings lend credence to the idea that psychological and organizational aspects are linked with employee production. The research highlights the importance of hospital managers prioritizing policies and initiatives that boost satisfaction and motivation. This include initiatives to enhance work-life balance, especially for married nurses who may experience extra demands, and methods for recognition and reward. The importance of employee happiness and fulfillment in maximizing productivity in the workplace is emphasized throughout the study.*

Key words: *hospital, job satisfaction, nurses performance, work motivation*

INTRODUCTION

Background

Among the company's capitals, human resources are among the most important and strategically important. In order to succeed, businesses must have the capacity to cultivate people resources that can perform at their highest potential. The intricacy of employee performance concerns necessitates that companies exercise caution while tracking the potential of their personnel. Work motivation and contentment are two of many aspects that impact performance. That is to say, personal motivation on the job is a good predictor of performance. Employee performance is greatly impacted by factors such as work motivation and job happiness. (Afrin et al., 2023). Even though an employee has sufficient work skills and ability but does not have the motivation to complete his duties, the final results in his work will not be satisfactory (Pratama, 2020). In the field of healthcare, nurses are an important occupation as an asset and workforce in hospitals. Work performance among nurses is highly emphasized by hospitals (Apex-Apeh et al., 2020).

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Positive motivation can radically increase the ability and competence of employees to succeed in achieving organizational goals (Afrin et al., 2023). Motivating employees to work harder and more joyfully to attain optimum output requires thinking about the psychological component that determines, distributes, and sustains human behavior. (Adriansah et al., 2023). High employee motivation can support companies in order to minimize costs through improving employee attitudes and behavior, compared to replacing employees who are not performing well with new employees. Motivation is a psychological construct that attempts to elicit an individual's full commitment and effort exertion to achieve a specific goal. (Joelian, 2023). Motivated nurses tend to have higher morale at work, are more proactive in providing services to patients, and have better attendance rates. Along with motivation, job satisfaction is predicted to influence the level of employee performance (Widayati et al., 2021). In the past, as well as the present and future, the healthcare industry has played an important role because of its function to maintain public health. The services provided by a hospital cannot be separated from the role of doctors, nurses, and other experts. Nurses have the capacity to lead the way in improving health and healthcare for all, but to realize that capacity, they will need to work in an environment that is secure, empowering, and satisfactory (Apex-Apeh et al., 2020). Organizations must examine the best way to maintain and enhance nurses' work happiness due to the increased expectations put on them by the rapid changes in healthcare. If healthcare companies are serious about retaining nurses and improving patient care, they must ensure that their employees are happy in their jobs. (Kapantow et al., 2020).

Healthcare centers should improve internal services to improve their service quality and consequently increase profits (Abdullah et al., 2021). The effectiveness of nurses in meeting the needs of hospitalized patients is the primary emphasis of this research. Because of their extensive patient contact and high patient volume, nurses serve as the first point of contact for patients in all hospitals. As caring professionals, nurses are an essential part of healthcare, impacting not just the health of patients but also the development of health systems and policies. (Okorie, 2024). Nurses must be highly motivated to work according to medical standards since they are also obliged to undertake sophisticated treatments and conduct patient monitoring more often as planned. (Adella et al., 2024). As part of their job, nurses are required to perform complex treatments and increase the frequency of patient monitoring, therefore they need to be highly motivated to adhere to medical standards.

Research Question

1. Is there any impact from work motivation on nurse performance at Bengkayang Regional General Hospital?
2. Is there any impact from job satisfaction on nurse performance at Bengkayang Regional General Hospital?
3. Is there any impact from work motivation and job satisfaction simultaneously on the performance of the nurse at Bengkayang Regional General Hospital?

LITERATURE REVIEW

Employee Performance

Individual growth, HR management, and business success are all bolstered by performance reviews (Adriansah et al., 2023). Worker performance is defined as the amount of work done or the amount of skill used in the workplace (Calvin et al., 2020). What constitutes employee performance is the end outcome that workers achieve in accordance with job-specific standards (Diana et al., 2021). Information used to determine a worker's wage or advancement opportunities is just one aspect of employee performance. To prevent a deterioration in performance, however, businesses must find ways to inspire their workers and devise strategies to boost output (Swedana, 2023). Good and effective employee performance is defined by Yusnita & Rahma (2025), as the degree to which the company's intended objectives are adequately realized. Employee

performance is the end result of workers at all management levels doing their jobs as assigned and within the scope of their authority within the organization. One measure of a nurse's effectiveness in the healthcare setting is her ability to assess her patients' needs and then provide those needs with tailored attention (Hee et al., 2016). When it comes to evaluating nurses, the majority of hospitals rely on performance evaluations (Apex-Apeh et al., 2020). The following factors may be used to evaluate a nurse's performance: job quality, level of responsibility, ability to operate in a team, focus on patients, and initiative (Kapantow et al., 2020). When it comes to setting expectations and managing the patient experience, the caring process component is crucial and influential. According to (Hee et al., 2016), a high-performing nursing staff is associated with happier patients and better financial results for the healthcare facility. According to Ibrahim et al. (2023), nurses' performance is defined as the actions they do within the scope of their professional authority and responsibility to achieve the goals of their organization. Several studies have shown that nurses' performance is favorably affected by their level of job satisfaction and motivation (Joelian, 2023). When it comes to health care professionals like nurses, performance encompasses more than just clinical characteristics; it also includes emotional intelligence, resilience in the face of stress, and overall happiness with life (Adella et al., 2024). In order to achieve the goals of their primary professional obligations as nurses and to fulfill the vision and purpose of the organization, nurses engage in job-related activities that are relevant to their performance (Indah et al., 2020).

Work Motivation

An individual's degree of dedication is influenced by their level of motivation, which is a feature of their psychological state (Indah et al., 2020). According to Adriansah et al. (2023), an individual's intrinsic and extrinsic drive to work are the primary factors that push people to do certain tasks. In order to direct the abilities and potential of subordinates to work diligently and effectively, job motivation is an important component in determining employee performance (Pratama, 2020). A person's primary motive to exert themselves fully in pursuit of a goal is their work motivation (Swedana, 2023). When workers are enthusiastic about what they do for a living, it shows in their output (Diana et al., 2021). Employee motivation is critical since a company's bottom line will benefit greatly from workers' active engagement (Ibrahim et al., 2023).

According to McClelland's theory, the needs for belonging, authority, and accomplishment play a major role in motivating individuals at work (Steers and Braunstein, 1976). Numerous variables, both internal and external to the profession, have been shown to motivate nurses (Baljoon et al., 2018). Motivation is the driving force behind every person's actions, which is why it is intimately tied to workplace behavior (Swedana, 2023). From the many perspectives expressed by the experts, it can be concluded that work motivation refers to the internal and external factors that encourage people to carry out their tasks or activities with a strong feeling of responsibility in order to accomplish their objectives.

Job Satisfaction

The term "job satisfaction" refers to the good emotions that workers have as a result of their work (Algarni & Alemeri, 2023). Employees' relationships with their supervisors and colleagues, both positive and negative, might have an impact on their level of job satisfaction (Joelian, 2023). Workers who are happy in their jobs are more likely to have good attitudes regarding their work, while those who are unhappy are more likely to display negative attitudes (Widayati et al., 2021). When workers report high levels of job satisfaction, it's a sign that they're emotionally invested in their work and how they fit into the bigger picture of their company. employment satisfaction may be seen as a pleasant emotional state that arises from an individual's evaluation of their employment, taking into account both the intrinsic and extrinsic factors (Hudays et al., 2024). Evaluative assessments of job qualities, compensation, promotions, supervisors, and colleagues are typical ways to gauge employee job satisfaction. (Yusnita & Rahma, 2025).

According to Swedana (2023), an individual's work happiness is derived from their values, which include their expectations and desires for their profession. Company policies that are favorable to workers may lead to job satisfaction, which in turn can affect organizational performance (Okorie, 2024). Examples of such factors include Herzberg's theory of motivation, which divides job satisfaction variables into two groups: those that are intrinsic to the job itself, like achievement and recognition, and those that are extrinsic, like pay and working conditions (Hudays et al., 2024). One definition of "job satisfaction" in the healthcare industry is the level of contentment that nurses feel while caring for their patients. An employee's level of job satisfaction is defined as the degree to which their expectations for service value, organizational rewards, and the monetary worth of their work are satisfied. (Kapantow *et al.*, 2020).

The Effect of Work Motivation on Employee Performance

Work motivation is crucial to improve the performance of employees and become a way to explore the strengths and also potential of the people in order to perform productively (Pratama, 2020). When these nurses have higher level of work motivation, their performance will likely to improve. From the results of research by (Kapantow *et al.*, 2020), work motivation in nurses is proven to have a positive and significant influence on their performance. A research by Diana *et al.* (2021) also proves similar result that are in line which show that there is a positive and significant influence of work motivation on nurse performance. Some previous research conducted by Ibrahim *et al.* (2023), Joelian (2023) also confirmed similar results through proving the positive and significant effect of work motivation on nurse performance in a hospital. The high level of the nurses' motivation can improve their performance (Swedana, 2023). Based on the previous explanation, the statement below is the first hypothesis in this study:

H₁: "Work motivation has a positive and significant influence on employee performance."

The Effect of Job Satisfaction on Employee Performance

Satisfaction on the job is thought to have an effect on productivity with intrinsic motivation (Widayati *et al.*, 2021). An individual's level of performance is influenced by their level of job satisfaction. Kapantow *et al.* (2020) shown that nurses' performance is positively and significantly impacted by their level of work satisfaction. According to Okorie (2024), one factor that contributes to nurses' improved performance is their level of work satisfaction. Prior studies have shown that contented workers are more productive (Algarni & Alemeri, 2023) in the workplace. Previous research by Ibrahim *et al.* (2023) and Joelian (2023) among others has shown a positive and statistically significant correlation between nurses' levels of work satisfaction and their performance on the job. The following assertion is the second hypothesis of this investigation, in light of the foregoing:

H₂: Job satisfaction has a positive and significant influence on employee performance.

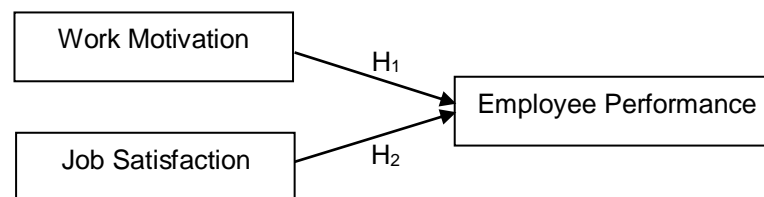


Figure 2.1 Research Model

The purpose of this research is to determine the extent to which two independent variables—work motivation and job satisfaction—influence the dependent variable, which is employee performance.

RESEARCH METHODS

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This research employs a quantitative technique to examine the hypothesised overall connection between variables. Sugiyono (2017) explains that this method begins with a questionnaire to gather primary data, and then moves on to testing hypotheses. Nurses employed at the BRGH make up the subjects of this research. Hair et al. (2018) state that, depending on the number of indicators being estimated, a minimum sample size ranging from 100 to 200 observations is recommended. In this research, a non-probability sampling approach using a purposive sampling strategy was used to acquire the sample. Married nurses are the ones that are considered. One hundred seventy-three married nurses from BRGH made up the sample for this research.

Employee performance is the dependent variable in this study. It is quantified using 8 items of instrument indicators that have been published in previous research publications (Tsui et al., 1997). In addition, we find that two independent variables—work motivation and job satisfaction—influence the dependent variable. Ten measures based on statements from Steers and Braunstein (1976) assess work motivation, while seven items based on statements from Al-Zu'bi (2010) evaluate job satisfaction. The variables in this research are measured using a Likert scale questionnaire. The scale consists of five items: SS = Strongly Agree, rated 5, Agree, rated 4, Neutral, rated 3, Disagree, rated 2, and STS, rated 1. Following the collection of primary data from the surveys, descriptive tests were run on the acquired data.

The respondent's data was analyzed using the SPSS 29 software in order to evaluate the hypothesis. Validity and reliability tests were conducted on the data before the study hypothesis was verified. If the computed r-value is higher than the r-table, then the instrument in question has validity. The reliability test comes up next. Testing a measuring device's consistency or stability across time, between things, or between observers is what reliability testing is all about. Moreover, variables or constructs are deemed to fulfill dependability requirements when their Cronbach Alpha value is higher than 0.6 (Ghozali, 2019). To determine if the independent and dependent variables are influencing each other at the same time, researchers use the F test, also known as the anova test. After that, the modified R-Square value, which is a part of the coefficient of determination analysis, is used to assess the research model's potential to predict the dependent variable. The dependent variable is examined using multiple linear regression analysis to determine the extent and kind of effect from the two independent variables. As a further step in testing the study's premise, we will look at the t value. If the computed t-value is greater than the t-table value, then the correlation between the two variables is statistically significant.

RESULTS AND DISCUSSION

For 77 respondents, the statistical results of the reliability and validity tests show that all of the research instruments used in the questionnaire are valid. In terms of the validity test, it has been shown that the majority of the variables' indicators fulfill the criteria for an r-value greater than r-table. Research instrument validity test findings are shown in Table 4.1 below. The employee performance variable does have one legitimate indicator item, however, and that is Y1.5. Since Indicator Y1.5 cannot be used as a research tool, it will not be included in any future testing.

Table 4.1 Result of Validity Test

Variable	Indicator Item	r table	r value	status
Work Motivation (X1)	X1.1	0.2213	0.512	valid
	X1.2	0.2213	0.667	valid
	X1.3	0.2213	0.714	valid
	X1.4	0.2213	0.547	valid
	X1.5	0.2213	0.567	valid
	X1.6	0.2213	0.559	valid
	X1.7	0.2213	0.352	valid
	X1.8	0.2213	0.589	valid
	X1.9	0.2213	0.663	valid
	X1.10	0.2213	0.458	valid
Job Satisfaction (X2)	X2.1	0.2213	0.577	valid
	X2.2	0.2213	0.730	valid
	X2.3	0.2213	0.742	valid
	X2.4	0.2213	0.818	valid
	X2.5	0.2213	0.795	valid
	X2.6	0.2213	0.831	valid
	X2.7	0.2213	0.699	valid
Employee Performance (Y)	Y1.1	0.2213	0.223	valid
	Y1.2	0.2213	0.338	valid
	Y1.3	0.2213	0.278	valid
	Y1.4	0.2213	0.159	invalid
	Y1.5	0.2213	0.325	valid
	Y1.6	0.2213	0.596	valid
	Y1.7	0.2213	0.515	valid
	Y1.8	0.2213	0.643	valid

Source: Primary Data Processed (2025)

In addition, we made sure the research apparatus was reliable by testing it. Each variable's indicator item reliability test findings are as follows.

Table 4.2 Result of Validity Test

Variable	Cronbach's Alpha	Result
Work Motivation	0.722	Reliable
Job Satisfaction	0.863	Reliable
Employee Performance	0.728	Reliable

Source: Primary Data Processed (2025)

Each instrument has been determined to be reliable according to the reliability test. The Cronbach's Alpha values for all of the variables are higher than 0.6, as shown in Table 4.2. Based on the results, it seems that the research tool utilized to gather primary data is trustworthy. Next, we ran a descriptive test to determine each indicator's score on a Likert scale from 1 to 5, and we averaged the results for all of the study variables and indicators after the reliability test.

Table 4.3 Score Range Category

Score Range	Category
1,00-1,80	Very Low
1,81-2,60	Low
2,61-3,40	Moderate
3,41-4,20	High
4,21-5,00	Very High

Source: Primary Data Processed (2025)

Classification according to Table 4.3 above will be used to summarize the outcomes of calculating the means for each variable. How each study indicator was scored and the findings of each variable's mean computation are shown below.

Table 4.4 Mean for each Indicator Item and Variable

Variable	Indicator Item	Score	Mean	Category
Work Motivation (X1)	X1.1	3.61	4.11	High
	X1.2	4.34		
	X1.3	4.36		
	X1.4	4.27		
	X1.5	3.56		
	X1.6	4.64		
	X1.7	3.01		
	X1.8	4.53		
	X1.9	4.45		
	X1.10	4.32		
Job Satisfaction (X2)	X2.1	4.58	4.30	Very High
	X2.2	4.43		
	X2.3	4.22		
	X2.4	4.19		
	X2.5	4.14		
	X2.6	4.30		
	X2.7	4.21		
Employee Performance (Y)	Y1.1	3.34	4.15	High
	Y1.2	3.86		
	Y1.3	3.99		
	Y1.5	4.47		

	Y1.6	4.47		
	Y1.7	4.48		
	Y1.8	4.47		

Source: Primary Data Processed (2025)

Conclusions drawn from the descriptive data analysis show that the work motivation variable had a very high mean value of 4.11. The degree of work motivation among the nurses at BRGH is rated as strong. With a mean score of 4.30, the work satisfaction variable is considered quite high. What this implies is that there are many aspects of the job that the nurses at BRGH like. The average score of 4.15 on the staff performance metric is therefore considered strong. This finding indicates that the nurses at BRGH are satisfied with their work. In addition, the tables below provide the model summary and F-test values obtained from the data processed using SPSS 29 program.

Table 4.5 ANOVA^a

Model	Sum of Squares	df	Mean Square	F	Sig.
1 Regression	2.010	2	1.005	61.080	.000 ^b
Residual	1.217	75	.016		
Total	3.227	77			

a. Dependent Variable: EP

b. Predictors: (Constant), WM, JS

The results of the F-test show that the dependent variable, performance, is affected by the independent factors, which are motivation and work satisfaction.

Table 4.6 Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.734a	.539	.527	.16209

a. Predictors: (Constant), JS, WM

Source: Primary Data Processed (2025)

Table 4.6 shows the results of the research model test, which suggest that the two independent variables in this study can predict the employee performance variable by 52.7%, while other variables account for the remaining 47.3%. You can see the outcomes of the linear regression test in the table that follows.

Table 4.7 Linear Regression Test Result Coefficients

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.988	.240		8.299	.000
	WM	.196	.056	.307	3.532	.001
	JS	.316	.050	.551	6.334	.000

Source: Primary Data Processed (2025)

The results of the multiple linear regression test may be expressed as follows using the equation from Table 4.6:

$$Y = 1.988 + 0.196X_1 + 0.316X_2 + e \quad (1)$$

- a. "The constant value of 1.988 means that if there is no value of the independent variable, then the dependent variable has a value of 1.988.
- b. Work motivation (X1) has a regression coefficient with a positive direction of 0.196 so that it can be interpreted that for every increase in the increase in the work motivation variable by 1 point, the employee performance variable increases by 0.196.
- c. Job satisfaction (X2) has a regression coefficient with a positive direction of 0.316 so that it can be interpreted that for every increase in the work motivation variable by 1 point, the employee performance variable increases by 0.316."

The effect of Work Motivation on Employee Performance

Work motivation positively and significantly affects employee performance, according to the number of significance levels in the results of the linear regression test. Compared to the T-table value of 1.96, the T-statistic value of 3.532 is higher, and the p-value is $0.001 < 0.05$. This study's first hypothesis, H1, is therefore accepted. This study's findings corroborate those of Diana et al. (2021) and Ibrahim et al. (2023), demonstrating that nurses' levels of intrinsic motivation have a favorable impact on their performance on the job. When it comes to healthcare, the effectiveness of nurses is directly related to the quality of care patients get. Work motivation positively and significantly affected nurse performance, according to earlier study by Kapantow et al. (2020). Consistent with other studies, this one found that nurses' levels of intrinsic motivation at work had a positive and statistically significant effect on their productivity on the job (Joelian, 2023; Swedana, 2023). Organizations may foster more dedicated and enthusiastic nurses, according to this study's findings, if they recognize the value of each nurse's work and know how to motivate them. When nurses are inspired to do their best on their own volition, hospital administration has a better chance of reaching their objectives.

The effect of Job Satisfaction on Employee Performance

The correlation between contented workers and productive businesses is positive and statistically significant at the p-value level. In contrast to the T-table value of 1.96, the T-statistic value of 6.334 is higher, and the p-value is $0.000 < 0.05$. Therefore, we accept hypothesis 2 (H2) from this investigation. The findings of this study corroborate those of Diana et al. (2021) and Abdullah et al. (2021), demonstrating that nurses' work happiness positively affects their performance. Job satisfaction is a key component that motivates nurses to serve hospital patients with care and responsibility, according to Al Maqbali (2015). Kapantow et al. (2020) came to a similar conclusion: nurses' performance was positively and significantly impacted by their level of work satisfaction. Previous study by Joelian (2023) and Ibrahim et al. (2023) also demonstrated the positive and substantial influence of work satisfaction on nurse performance, and the results of the second hypothesis (H2) testing are in accordance with these findings. Staff members who are happy in their jobs are more inclined to go above and beyond in their work. This research found that nurses who reported high levels of job satisfaction were more likely to provide high-quality care to their patients. According to Indah et al. (2020), companies with a greater percentage of pleased nurses may have better performance than those with a lower percentage of happy nurses. Healthcare organizations should continue think about how to make nurses happier in their jobs even as they try to increase productivity in the workplace.

CONCLUSIONS AND SUGGESTIONS

This research shows that work motivation and job satisfaction have a positive and significant relationship on the performance of these nurses. Nurses who are motivated to do their assignment-related activity tend to perform better. Job satisfaction also proved to be a good predictor for nurse performance. This study confirms that **work motivation and job satisfaction** have considerable influence on the improvement of BRGH nurses' performance. According to this study's results, nurses who report high levels of intrinsic motivation are more likely to show up to work every day, stay strong when things become

tough, and do a good job overall. Also, nurses are more likely to provide high-quality care to patients when they report high levels of job satisfaction, which is a key factor in employee performance. The positive correlation between these factors suggests that healthcare institutions must continuously foster both intrinsic and extrinsic motivators to maintain optimal workforce efficiency. Hospital administrators should design policies that improve both motivation and job satisfaction. The implementation of mechanisms to recognize and reward nurses for their efforts may help accomplish this goal. Another important aspect is ensuring that nurses, particularly married ones, have a healthy work-life balance. This will help prevent burnout and enhance retention rates. Bengkayang Regional General Hospital (BRGH) administration should take efforts to boost morale and contentment in the workplace among nurses. Administrators at healthcare facilities should institute thorough systems of recognition and reward to commend outstanding performance and promote nurses' ongoing professional development. Job satisfaction may be greatly increased by providing possibilities for professional progression, frequent training programs, and a friendly and happy work atmosphere. Better patient care and overall hospital service quality should result from BRGH's reorganization of a more engaged and high-performing staff that takes into account both internal and extrinsic motivating factors.

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