

The effect of work environment, compensation, career development, leadership, and workload on job satisfaction with work motivation as an intervening variable

Sukmo Hadi Nugroho¹, Meldasari Said², Laila Refiana Said³

Esa Unggul University, Jakarta, Indonesia¹

The Institute of Business and Technology Kalimantan, Kalimantan Selatan, Indonesia²

Lambung Mangkurat University, Kalimantan Selatan, Indonesia³

sukmo.hadi@esaunggul.ac.id¹, meldasari@stiei-kayutangi-bjm.ac.id², lrsaid@ulm.ac.id³



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Abstract

Purpose: This study aimed to analyze the influence of work environment, compensation, career development, leadership, and workload (as independent variables) on employee job satisfaction (as the dependent variable) in the healthcare sector, particularly in hospitals. Additionally, this study aimed to test the significant influence of work motivation (as an intervening variable) on the relationship between these variables.

Research Methodology: The research method used was a quantitative method with an explanatory research approach, utilizing Structural Equation Modeling (SEM) and SMART-PLS.

Results: The results of this study indicate that all independent variables show a significant positive relationship with the dependent variable, except for the workload variable, which shows a significant negative relationship. The influence of the relationships between variables is expressed in terms of Effect Size. The variables most directly influencing Work Motivation are Compensation with an Effect Size of 0.787, and Career Advancement with an Effect Size of 0.769. Work Motivation, as an intervening variable, was also found to significantly influence the relationship between the independent variables (Work Environment, Compensation, Career Advancement, Leadership, Workload) and the dependent variable (Job Satisfaction).

Conclusions: The study found that all independent variables significantly affected job satisfaction both directly and indirectly through work motivation, with compensation and career advancement having the strongest effects, while excessive workload negatively impacted motivation and satisfaction.

Limitations: This study was limited to a single private hospital in Jakarta, which may affect the generalizability of the findings to other healthcare institutions or regions.

Contribution: This study provides useful recommendations for hospital management to enhance employee motivation and job satisfaction.

Keywords: *Career Development, Compensation, Leadership, Workload, Work Environment*

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1. Introduction

A supportive work environment encompassing both physical and psychosocial dimensions is critical for maintaining employee well-being and optimizing productivity, particularly within the healthcare sector, where occupational stress and high-pressure conditions are prevalent. Empirical evidence from [Vo, Tuliao, and Chen \(2022\)](#) underscores that a safe, comfortable, and well-equipped working environment significantly enhances job satisfaction among healthcare professionals. Adequate physical infrastructure and a favorable organizational climate not only facilitate more efficient work processes but also mitigate the adverse effects of high job demands. In contrast, an unsupportive work environment, characterized by excessive workloads and a lack of support from colleagues or supervisors, contributes to burnout and reduced job satisfaction ([Bogaert & Franck, 2021](#)). These challenges are especially relevant in the healthcare context, where employees routinely encounter substantial physical and psychological strains ([Aman-Ullah, Aziz, Ibrahim, Mehmood, & Aman-Ullah, 2023](#)). Moreover, [Alonderiene and Majauskaite \(2016\)](#) emphasized that cultivating a positive and inclusive work atmosphere enhances employee commitment and loyalty, thereby improving hospital performance and service quality.

Compensation is widely recognized as a critical determinant of job satisfaction, particularly in the healthcare sector, where employees are routinely exposed to high levels of stress and demanding physical and mental workloads. [Aman-Ullah et al. \(2023\)](#) highlight that fair and competitive remuneration, including salaries, bonuses, and comprehensive benefits, plays a pivotal role in shaping employee motivation and overall job satisfaction in hospital settings. When compensation is perceived as commensurate with employees' responsibilities and workloads, it fosters greater motivation and enhances employee performance. [Ali and Anwar \(2021\)](#) emphasize that appropriate compensation is essential for sustaining employee motivation and organizational commitment. Their findings underscore the value of both financial incentives, such as performance-based bonuses and health insurance, and non-financial rewards, which contribute significantly to intrinsic motivation and job satisfaction ([Aman-Ullah et al., 2023](#)). In hospital environments, equitable compensation not only supports employees' financial well-being but also serves as a key strategy for reducing turnover and burnout, which are prevalent in high-pressure healthcare settings.

Career development plays a vital role in enabling employees to enhance their competencies, achieve professional growth, and realize their full potential within the workplace. It is a key driver of long-term employee motivation and organizational loyalty. [Bolt, Winterton, and Cafferkey \(2022\)](#) assert that structured career development initiatives, such as training programs, mentoring, and clear promotion pathways, significantly contribute to increased organizational commitment and job satisfaction. Employees who perceive opportunities for advancement are more likely to remain engaged, motivated, and loyal to their organizations. The importance of continuous career development is especially pronounced in the healthcare sector, where rapid advancements in medical technology and clinical practices demand professional learning. To retain qualified personnel and sustain motivation amid technological changes, hospitals must actively invest in training and upskilling programs ([Kasdorf and Kayaalp \(2022\)](#)). These initiatives not only strengthen workforce capabilities but also enhance institutional adaptability and competitiveness.

Effective leadership is a critical determinant of a positive and productive work environment, particularly in hospital settings characterized by high operational pressures and complex demands. [Ma'sum and Senen \(2023\)](#) demonstrate that participative and supportive leadership styles significantly enhance job satisfaction among healthcare employees. Leaders who offer clear guidance, foster open communication, and provide emotional and professional support can strengthen employee motivation and engagement, thereby promoting improved performance and organizational loyalty. In the hospital context, leadership effectiveness extends beyond administrative management to include empowering multidisciplinary teams to collaborate, adapt, and innovate in the delivery of patient-centered care. Furthermore, [Fouad \(2019\)](#) underscored the role of supportive leadership in reducing occupational stress and enhancing overall employee performance, highlighting its relevance in sustaining workforce well-being and institutional efficiency.

Excessive workload can negatively impact employees' physical and mental well-being, decreasing their motivation and job satisfaction ([Rostami et al., 2021](#)). [Salsabilla, Setiawan, and Juwita \(2022\)](#) found that excessive workload often leads to burnout, which is a serious problem in the healthcare sector. Physical and mental fatigue due to high workload impairs employees' quality of life and reduces their effectiveness in providing patient services. In hospitals, effectively managing workload is crucial to ensure that employees can maintain optimal productivity while balancing work and personal well-being. Therefore, hospital management needs to distribute tasks fairly and provide adequate employee support to prevent the negative impact of excessive workloads.

Employee job satisfaction in the health sector, especially in hospitals, is critical for determining the quality of patient health services. Employee job satisfaction is strongly influenced by various factors such as the work environment, compensation, career development, leadership, and workload ([Asegid, Belachew, & Yimam, 2014](#); [Hayes, Bonner, & Pryor, 2010](#); [Lambrou, Kontodimopoulos, & Niakas, 2010](#); [Lu, Zhao, & While, 2019](#); [Mosadeghrad, 2014](#)). Modern business management studies have increasingly emphasized the importance of employees. Employee satisfaction is also emphasized as an important factor affecting the long-term development of enterprises. High job satisfaction among health workers is directly proportional to their performance, mental well-being, and loyalty to the institution ([Kitsios & Kamariotou, 2021](#)). [Vo et al. \(2022\)](#) revealed that job satisfaction in hospitals directly impacts the quality of care and patient satisfaction, where employees who are satisfied with their jobs tend to provide better and more caring services. This study explores the relationship between these factors and the role of work motivation as an intervening variable in improving employees' job satisfaction in hospitals.

The existing literature has extensively examined the impact of individual organizational factors, such as work environment, compensation, and leadership, on employee job satisfaction. For instance, [Ahmad, Barattucci, Ramayah, Ramaci, and Khalid \(2022\)](#) and [Astika, Nasib, Bhastary, Amalia, and Hou \(2022\)](#) found that a supportive and well-structured work environment contributes significantly to enhancing job satisfaction among hospital staff. Similarly, [Aman-Ullah et al. \(2023\)](#) demonstrated that equitable compensation plays a pivotal role in fostering employee motivation and satisfaction. In the realm of leadership, [Hussain and Khayat \(2021\)](#) highlighted the positive influence of transformational leadership on employee satisfaction and organizational engagement. While these studies provide valuable insights, they predominantly emphasize the direct effects of organizational factors on job satisfaction. There remains a gap in the literature regarding the mediating role of work motivation, which has been acknowledged but underexplored in studies such as [Baek, Han, and Ryu \(2019\)](#).

Despite the growing body of research on organizational behavior, relatively few studies have thoroughly examined the mediating role of work motivation in the relationship between key workplace factors, such as the work environment, compensation, leadership, career development, and employee job satisfaction, particularly within the healthcare sector. [Guritno, Yuliamir, Rahayu, and Hendrajaya \(2022\)](#) emphasized that intrinsic motivation serves as a vital intermediary linking supportive work environments to improved performance outcomes. Nevertheless, empirical investigations that systematically explore the role of work motivation as a mediating variable in hospital settings are limited. Existing studies often address these relationships in isolation, leaving a critical gap in understanding how motivation integrates multiple organizational dimensions to influence job satisfaction among healthcare professionals.

[Kurniawan and Mahdani \(2024\)](#) underscored the significant influence of work motivation on employee retention within organizational contexts. However, their study did not investigate the mediating role of motivation in the relationship between other critical workplace variables such as leadership, workload, and job satisfaction. This study aims to address the gap in the existing literature by examining the role of work motivation as an intervening variable in the relationships between the work environment, compensation, career development, leadership, and workload, and their collective impact on job satisfaction within the healthcare sector. By examining this mediating mechanism, this study aims to provide a more comprehensive understanding of the factors influencing employee satisfaction within high-demand hospital settings.

This study investigated the influence of the work environment, compensation, career development, leadership, and workload on employee job satisfaction in a private hospital in Jakarta. In addition, it explored the mediating role of work motivation in the relationship between these organizational factors and job satisfaction. By identifying the underlying mechanisms that drive employee satisfaction, this study seeks to offer practical insights for hospital management in formulating evidence-based strategies aimed at enhancing staff motivation and well-being. Ultimately, these efforts are expected to contribute to the improved quality of healthcare services.

2. Literature review

2.1. Job Satisfaction

Job satisfaction has been widely examined in the organizational behavior literature, with scholars offering various conceptualizations. It is broadly recognized as a critical factor influencing both individual competitiveness and overall organizational performance ([Hafeez, Basheer, Rafique, & Siddiqui, 2018](#)). Job satisfaction as a positive or pleasurable emotional state resulting from one's appraisal of job experiences. As a psychological construct, it reflects an employee's emotional attachment to work and plays a key role in enhancing motivation ([Dai & Akey-Torku, 2020](#); [Lee, Lee, Liao, & Chiang, 2009](#)). According to [Liu et al. \(2023\)](#), job satisfaction is closely linked to employees' attitudes toward their job roles, encompassing how well work demands, personal needs, and job outcomes are aligned.

From a multidimensional perspective, job satisfaction includes perceptions of various job-related factors, such as the work environment, compensation, career advancement opportunities, and intrinsic motivation ([Pranitasari, Said, & Nugroho, 2022](#)). [Robbins, Judge, and Vohra \(2019\)](#) describe it as an overall evaluative orientation toward one's job, shaped by the alignment of rewards with individual expectations and achievements. Viewed job satisfaction as a positive emotional state arising from the appraisal of job elements, including remuneration, working conditions, and career pathways. In the context of healthcare, employee job satisfaction is not only a determinant of staff performance but also a critical indicator of healthcare quality, impacting patient satisfaction, nurse retention, and overall institutional outcomes.

2.2. Work Environment

Over the past few decades, research has focused on the psychosocial impact of work environment on individual health and well-being ([Kristensen, Hannerz, Høgh, & Borg, 2005](#)). The work environment refers to the physical and nonphysical conditions of the workplace that directly affect employee well-being, productivity, and motivation ([Siddiqi & Tangem, 2018](#)). A good work environment can increase employee motivation and commitment, thereby affecting job satisfaction. A work environment is created where people come together to do their work and achieve the expected results ([Donley, 2021](#)). Also known as the psychological climate, the work environment has a psychological impact on individual well-being. Donley also added that, as social beings, the environment created by staff and leadership interactions affects how people behave and feel about their work. People's experiences at work influence their well-being and job satisfaction ([AACN, 2005](#); [Donley, 2021](#); [Huddleston & Gray, 2016](#)). A physically and socially comfortable work environment increases efficiency and employee well-being in hospitals, thereby increasing job satisfaction ([Bogaert & Franck, 2021](#)). A positive work environment benefits both employees and the organization, as satisfied and motivated employees are more likely to perform better, make greater contributions, and show high commitment to organizational goals ([Micheli, Farné, & Vitrano, 2022](#)). This aligns with practices identified in psychologically healthy workplaces that emphasize employee engagement, work-life balance, employee growth and development, employee recognition, and health and safety for employees ([Di Tecco et al., 2020](#); [Grawitch & Ballard, 2016](#)).

2.3. Compensation

Compensation is any form of financial and non-financial reward that employees receive in return for their work. Compensation is one factor that influences employee job satisfaction the most. Compensation that is fair and appropriate for employee performance plays an important role in creating job satisfaction and organizational loyalty ([Hussain & Khayat, 2021](#)). According to

[Armstrong and Taylor \(2023\)](#), compensation is "all financial and non-financial forms that employees receive in return for their contributions to the organization." Compensation includes the base salary, incentives, bonuses, allowances, and other rewards given to motivate and retain employees. Meanwhile, [Cafaro \(2021\)](#) state that compensation is defined as "the financial component of total rewards, which includes base salary, short- and long-term incentives, bonuses, and other rewards given to employees in return for their contributions to the organization." Compensation is seen as a means to align employee interests with organizational goals and balance the organization's need to compete in the labor market with the desire to reward employees fairly ([Cafaro, 2021](#)).

2.4. Career Development

Career development encompasses a structured series of activities aimed at enhancing employees' competencies, enabling them to achieve their professional aspirations and meaningfully contribute to organizational goals. Transparent career development pathways, reinforced by targeted training programs, significantly boost employee engagement and job satisfaction. Similarly, [Dessler \(2020\)](#) characterizes career development as a lifelong process involving diverse activities, such as workshops and continuous learning, that support individuals in exploring, establishing, and advancing their careers. From a human capital perspective, career development plays a crucial role in aligning personal aspirations with organizational needs. According to [McLagan \(1989\)](#), this involves harmonizing individual career planning with institutional career management strategies to achieve a mutually beneficial fit. Quality of work experience also emerges as a determinant of employee satisfaction and performance outcomes ([Niati, Siregar, & Prayoga, 2021](#); [Santos, 2016](#)).

[Excelsa and Kurniawati \(2024\)](#) identify seven key indicators for assessing career development: rotational assignments, job search behaviors, career counseling, training opportunities, mentoring, career path clarity, and career simulations. [Hurst and Good \(2009\)](#) further argued that effective career development initiatives enhance individual employability and prepare employees for long-term career success. They underscored the importance of formal education, experiential learning, interpersonal relationships, and self-assessment in facilitating employee readiness to meet future career challenges. [McElroy and Weng \(2016\)](#) reinforce this view by portraying career development as a dynamic, ongoing process whereby individuals proactively align their career goals with evolving organizations.

2.5. Leadership

Early conceptualizations of leadership were primarily rooted in trait- and behavior-based theories that sought to identify influential leaders' innate characteristics and observable actions. However, as leadership literature has evolved, researchers have recognized the important role of situational and contingency factors and the dynamic and interactive nature of the leadership process ([El Taguri, 2008](#); [Ionela, 2021](#)). The dynamics of an organization are significantly influenced by its leadership. Leaders shape and guide employees' behavior through their leadership style, influence their values, and motivate the skills required for their work ([Decuyper & Schaufeli, 2021](#)). The right leader is essential for organizational development and is closely related to the desired organizational goals ([Aman, 2024](#)). Leadership influences employees' attitudes, beliefs, and abilities to achieve organizational goals. This is critical to the success or failure of organizational performance. Healthcare organizations need effective leadership to manage healthcare delivery reforms efficiently and effectively.

2.6. Workload

Today, individuals are increasingly confronted with complex and demanding lifestyles that differ markedly from the comparatively less stressful conditions experienced by previous generations. Daily routines are often dominated by high-pressure work environments and continuous exposure to occupational stressors ([Jermstipparsert, Petchchedchoo, Kumsuprom, & Panmanee, 2021](#)). While stress is commonly perceived as detrimental, it is important to recognize that, under certain circumstances, it may yield constructive outcomes, such as enhanced focus or performance ([Chienwattanasook & Jermstipparsert, 2019](#); [Kerdpitak & Jermstipparsert, 2020](#)). Within the healthcare sector, workload is a central element that influences employee well-being and service delivery. It has been identified as a key predictor of adverse psychological outcomes including emotional exhaustion, depersonalization, and burnout ([Rostami et al., 2021](#)). Workload is generally

defined as the volume of mental and physical tasks that an individual must complete within a specific timeframe ([Ahmadi, Choobineh, Mousavizadeh, & Daneshmandi, 2022](#)). This concept involves the discrepancy between an employee's capacity and the demands imposed on them by their job. As human labor encompasses both cognitive and physical dimensions, the degree of workload experienced can vary significantly depending on the nature of the tasks ([Kirana, Lukitaningsih, & Londin, 2021](#); [Longo, Wickens, Hancock, & Hancock, 2022](#)).

Moreover, workload encompasses a range of activities requiring concentration, decision-making, and sustained effort, often under time constraints and performance expectations ([De Wijn & Van der Doef, 2020](#)). In practical terms, it reflects the quantity of work assigned under standard conditions and the expectation of task completion within the allocated timeframes. Optimal workload levels enable employees to perform effectively within their competencies, thereby contributing to productivity and job satisfaction. However, when workload exceeds an individual's threshold, it can undermine psychological resilience, diminish motivation, and negatively affect overall job satisfaction ([Bonfim, Laus, Leal, Fugulin, & Gaidzinski, 2016](#); [De Wijn & Van der Doef, 2020](#)).

2.7. Work Motivation

Work motivation plays a vital role in shaping organizational development by enhancing employee productivity and overall effectiveness. A comprehensive understanding of motivation requires an appreciation of foundational theories developed over decades. Classical theorists such as Maslow, Mayo, Herzberg, McGregor, and Vroom have laid the groundwork for understanding the psychological and behavioral dimensions of motivation. Although these frameworks were established in earlier eras, their relevance persists in contemporary organizational contexts ([Alghazo & Al-Anazi, 2016](#)). [Lolowang, Troena, Djazuli, and Aisjah \(2019\)](#) assert that motivation compels individuals to voluntarily exert greater effort toward achieving organizational objectives. At its core, work motivation represents the internal energy that drives individuals to meet their professional goals and fulfill workplace expectations ([Siddiqi & Tangem, 2018](#)). [Riyanto \(2017\)](#) further explains motivation as a combination of internal and external forces that prompt individuals to act with purpose in pursuit of specific outcomes.

Work motivation as an internalized, value-driven force shaped by psychobiological stimuli. This force activates and directs human behavior in ways that support intrinsic satisfaction and goal fulfillment while aligning with individual values, social interactions, and environmental contexts. Herzberg's two-factor theory, as cited in [Dartey-Baah \(2011\)](#), distinguishes between motivator and hygiene factors. Motivator factors, or intrinsic motivations, originate within the individual and are closely associated with personal growth, recognition, and the inherent content of the job. Conversely, hygiene factors often considered extrinsic motivations are linked to external organizational elements, such as salary, supervision, and working conditions. While intrinsic motivation drives personal fulfillment and engagement, extrinsic motivation is primarily fueled by external rewards and organizational support structures ([Dartey-Baah, 2011](#)).

2.8. Gap of Study and Proposed Conceptual Framework

Based on theoretical reviews and previous research results, a research gap was identified and stated in the conceptual framework of this study, namely, the comprehensive relationship as an integrated system and not separately between the variables of work environment, compensation, career development, leadership, and workload (as independent variables) that influence employee job satisfaction (as a dependent variable), with Work Motivation as the intervening variable, which has not been discussed in previous studies as an integrated relationship. This conceptual framework is illustrated as follows:

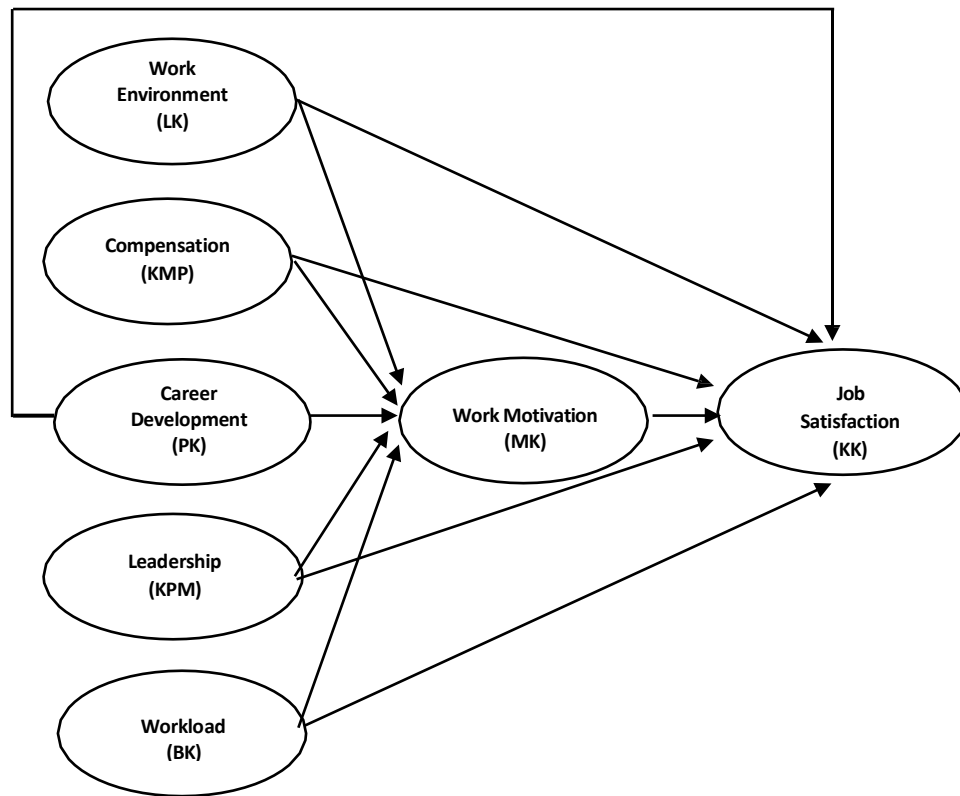


Figure 1. Conceptual framework

The proposed conceptual framework delineates a causal relationship in which organizational factors, namely work environment, compensation, career development, leadership, and workload, serve as antecedents influencing employees' work motivation, which in turn affects their overall job satisfaction. This framework is grounded in established theories of motivation and job satisfaction, which posit that both intrinsic and extrinsic factors play a pivotal role in shaping employee performance, engagement, and satisfaction in the workplace.

3. Methodology

This study adopted a quantitative research design with an explanatory approach to investigate the causal relationships among key organizational variables. Specifically, this study examines how work environment, compensation, and career development (independent variables) influence job satisfaction (dependent variable), with work motivation functioning as an intervening variable. The explanatory research design is appropriate for this purpose, as it facilitates the identification and analysis of both direct and indirect effects among the variables under investigation. A quantitative methodology was selected owing to its capacity for systematic data collection, empirical measurement, and hypothesis testing through statistical analysis ([Levitt et al., 2018](#)).

The study was conducted at a private hospital located in Jakarta. The study population comprised all employees within the hospital, encompassing various professional roles, such as physicians, nurses, and administrative personnel. According to internal data from the hospital, the total number of employees was 130. Given the manageable population size, a purposive sampling technique was employed, allowing the inclusion of all employees in the sample. This approach was chosen to enhance the representativeness of the sample across diverse occupational categories and ensure a more comprehensive analysis of the factors influencing job satisfaction in the healthcare setting.

4. Results and discussions

4.1. Evaluation of the Measurement Model (Outer Model)

The measurement model (*Outer Model*) aims to assess the relationship between constructs and their corresponding indicator variables. The measurement model explains how constructs are measured and

whether they are reliable or valid by examining construct reliability, convergent validity, and discriminant validity ([Hair, Howard, & Nitzl, 2020](#)). This research model uses latent constructs with reflective and formative indicators. These indicators were tested for reliability and validity. The Measurement Model Evaluation (Outer Model) consists of Indicator Reliability Testing, Internal Consistency for the Model, Convergent Validity, and Discriminant Validity as follows:

4.1.1. Indicator Reliability.

Indicator reliability aims to assess whether the latent variable measurement indicators are reliable. Indicator reliability assessment was performed by evaluating the Outer Loading results for each indicator. An Outer Loading value above 0.7 indicates that the construct can explain more than 50% of the variance of its indicators (Sarstedt et al., 2021). The indicator reliability test of this research shows that the Outer Loading value of each indicator is above 0.7. This shows that the construct can explain the variance of its indicators, so it can be said that the latent variable measurement indicators are *reliable* and *valid*.

4.1.2. Internal Consistency Reliability

Internal Consistency Reliability measures how capable indicators can measure their latent constructs. The tools used to assess this are composite reliability and Cronbach's alpha. Composite reliability values of 0.6-0.7 are considered good (Sarstedt et al., 2021), and the expected Cronbach's alpha value is above 0.7.

Table 1. Internal Consistency Reliability Test

Variables	Cronbach's Alpha	Composite Reliability	Result
Work Environment (LK)	0,832	0,655	Reliable & Valid
Compensation (KMP)	0,874	0,632	Reliable & Valid
Career Development (PK)	0,734	0,687	Reliable & Valid
Leadership (KPM)	0,725	0,691	Reliable & Valid
Workload (BK)	0,788	0,612	Reliable & Valid
Work Motivation (MK)	0,867	0,656	Reliable & Valid
Job Satisfaction (KK)	0,796	0,647	Reliable & Valid

In Table 1. in the internal Consistency Reliability Test, the Composite reliability value is in the range of 0.6 - 0.7, and Cronbach's alpha value is above 0.7, so the latent variable measurement indicators are *reliable* or *valid*.

4.1.3. Convergent Validity

Convergent validity is determined based on the principle that the measurements of a construct should be highly correlated ([Ghozali & Latan, 2015](#)). The convergent validity of a construct with reflective indicators is evaluated by Average Variance Extracted (AVE). The AVE value should be equal to 0.5 or more. An AVE value of 0.5 or more means that the construct can explain 50% or more of the variance of its items (Sarstedt et al., 2021).

Table 2. Convergent Validity Test

Variables	AVE	Result
Work Environment (LK)	0,658	Valid
Compensation (KMP)	0,571	Valid
Career Development (PK)	0,596	Valid
Leadership (KPM)	0,677	Valid
Workload (BK)	0,632	Valid
Work Motivation (MK)	0,657	Valid
Job Satisfaction (KK)	0,598	Valid

In Table 2. In the Convergent Validity Test, it can be seen that the Average Variance Extracted (AVE) values are all above 0.5, so it can be said that the model is valid.

4.1.4. Discriminant Validity

Discriminant validity aims to determine whether a reflective indicator is a good measure of its construct based on the principle that each indicator should be highly correlated with its construct alone. Measures measuring different constructs should not be highly correlated ([Ghozali & Latan, 2015](#)). In the SmartPLS application, the discriminant validity test uses the Cross Loadings value, Fornell-Larcker Criterion, and Heterotrait-Monotrait / HTMT ([Henseler, Ringle, & Sarstedt, 2015](#)). In this study, the cross-loading value of each construct was evaluated to ensure that the construct correlation with the measurement items was greater than that of other constructs. The expected cross-loading value was greater than 0.7, Valid and Reliable ([Ghozali & Latan, 2015](#)).

4.2. Structural Model Evaluation (Inner Model)

The structural model was evaluated to check for collinearity between constructs and the model's predictive ability (Sarstedt et al., 2021). The predictive ability of the model was measured using the coefficient of determination (R^2) and cross-validated redundancy (Q^2).

4.2.1. Coefficient of determination (R^2)

The coefficient of determination (R^2) is used to assess the extent to which the exogenous construct can explain the endogenous construct. The coefficient of determination (R^2) value is expected to be between 0 and 1: 0.75, 0.50, and 0.25 indicate that the model is strong, moderate, and weak, respectively (Sarstedt et al., 2021). Chin provides criteria for R^2 values of 0.67, 0.33, and 0.19 as strong, moderate, and weak models ([Ghozali & Latan, 2015](#)).

Table 3. Coefficient of determination test (R^2)

Variables	R^2	Result
Work Motivation (MK)	0,675	Moderate model
Job Satisfaction (KP)	0,785	Powerful model

4.2.2. Cross-validated redundancy (Q^2)

The cross-validated redundancy (Q^2) or Q-square test assesses *predictive relevance*. A Q^2 value > 0 indicates that the model has accurate *predictive relevance* for a particular construct, whereas a Q^2 value < 0 indicates that the model lacks *predictive relevance* (Sarstedt et al., 2021).

Table 4. Cross-validated redundancy test (Q^2)

Variables	Q^2	Result
Work Motivation (MK)	4,576	Accurate Model
Job Satisfaction (KP)	2,987	Accurate Model

4.4. Model Fit Test

SmartPLS Ver 4.1.0.9 measures Model Fit with *Standardized Root Mean Square Residual* (SRMR). SRMR is the difference between the observed correlations and the model-implied correlation matrix. As such, it allows an assessment of the average magnitude of the difference between the observed and expected correlations as an absolute measure of the (model) fit criteria. To meet the model fit criteria, the SMSR value must be less than 0.05 ([Cangur & Ercan, 2015](#)).

Table 5. Model Fit Test

Fit Test	Saturated model	Estimated model	Result
SRMR	0.186	0.186	Model Fit

4.5. Hypothesis Test

4.1.1. Direct Effect

Direct effect analysis is useful for testing the hypothesis of the direct effect of an influencing variable (exogenous) on the affected variable (endogenous). The results of data processing are presented in Table 9 as follows:

Table 6. Test Results of Direct Effect Analysis

Hypothesis	Original Sample	T-Statistic > 1.96 Accepted < 1.96 Rejected	P-Value > 0.05 Rejected < 0.05 Accepted	Result
H1: Work Environment → Job Satisfaction	0,178	3,089	0,028	POSITIVE influence; significant/hypothesis Accepted
H2: Compensation → Job Satisfaction	0,235	5,775	0,014	POSITIVE influence; significant/hypothesis Accepted
H3: Career Development → Job Satisfaction	0,574	3,454	0,023	POSITIVE influence; significant/hypothesis Accepted
H4: Leadership → Job Satisfaction	0,727	2,071	0,035	POSITIVE influence; significant/hypothesis Accepted
H5: Workload → Satisfaction	-0,085	2,562	0,025	NEGATIVE effect, significant/hypothesis Accepted
H6: Work Environment → Work Motivation	0,054	2,151	0,010	POSITIVE influence; significant/ hypothesis Accepted
H7: Compensation → Work Motivation	0,297	7,459	0,021	POSITIVE influence; significant/hypothesis Accepted
H8: Career Development → Work Motivation	0,976	5,763	0,029	POSITIVE influence; significant/ hypothesis Accepted
H9: Leadership → Work Motivation	1,892	2,754	0,047	POSITIVE influence significant/hypothesis Accepted
H10: Workload → Work Motivation	-0,654	2,897	0,045	NEGATIVE effect, significant / Hypothesis Accepted
H11: Work Motivation → Job Satisfaction	2,357	3,764	0,038	POSITIVE influence significant/hypothesis Accepted

Furthermore, the value of the direct effect between construct variables was determined by calculating the F square. F-square calculates the amount of direct effect between variables with an Effect Size. The Rule of thumb for assessing the F-square is 0.02, 0.15, and 0.35, which indicates that the effect value is Low, Moderate, or High, and the effect size with a value of less than 0.02 indicates that the variable has no effect ([Hair Jr et al., 2021](#)).

Table 7. F-Square Value (Effect Size for Direct Effect)

Direct Effect Path	F-Square	Effect Size
H1: Work Environment → Job Satisfaction	0,321	Moderate (+)
H2: Compensation → Job Satisfaction	0,752	High (+)
H3: Career Development → Job Satisfaction	0,723	High (+)
H4: Leadership → Job Satisfaction	0,335	Moderate (+)
H5: Workload → Satisfaction	-0,678	High (-)
H6: Work Environment → Work Motivation	0,313	Moderate (+)

H7: Compensation → Work Motivation	0,787	High (+)
H8: Career Development → Work Motivation	0,769	High (+)
H9: Leadership → Work Motivation	0,308	Moderate (+)
H10: Workload → Work Motivation	-0,765	High (-)
H11: Work Motivation → Job Satisfaction	0,893	High (+)

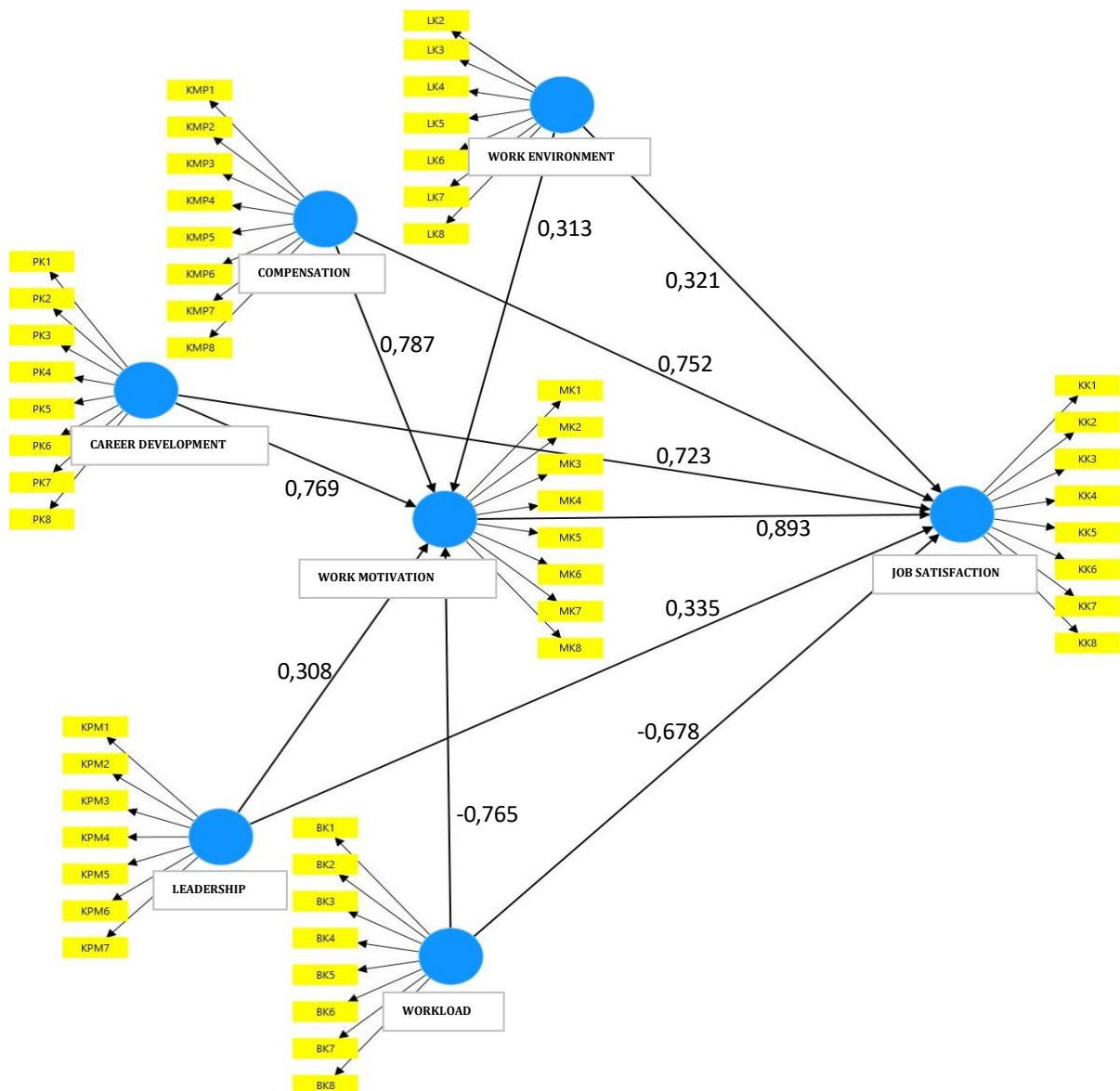


Figure 2. Effect Size Value of Direct Effect between Variables

In Figure 2. It can be seen that the Effect Size Value of Direct Influence between Variables with a value of "High" is Compensation on Job Satisfaction with a value of 0.752, followed by the Career Improvement variable on Job Satisfaction with a value of 0.723 and Work Motivation on Job Satisfaction with an Effect Size value of 0.893. Compensation, career improvement, and motivation significantly affected job satisfaction.

4.5.2. Indirect Effect

Indirect effect analysis was carried out to test the hypothesis of the indirect effect of exogenous variables on endogenous variables through intervening variables or variables that mediate exogenous variables on endogenous variables. The path coefficient test conducted using SmartPLS 4.1.0.9 is presented in the following table.

Table 8. Test Results of Indirect Effect Analysis

Hypothesis	Original Sample	T-Statistic > 1.96 Accepted < 1.96 Rejected	P-Value > 0.05 Rejected <0.05 Accepted	Result
H12: Work Environment→ Work Motivation→ Job Satisfaction	0,025	3,373	0,037	POSITIVE influence, significant / hypothesis Accepted
H13: Compensation→ Work Motivation→ Job Satisfaction	0,985	2,976	0,017	POSITIVE influence, significant / hypothesis Accepted
H14: Career Development→ Job Motivation→ Job Satisfaction	2,792	3,472	0,028	POSITIVE influence, significant / hypothesis Accepted
H15: Leadership→ Work Motivation→ Job Satisfaction	1,854	2,342	0,041	POSITIVE influence, significant / hypothesis Accepted
H16: Workload→ Work Motivation→ Job Satisfaction	-2,653	2,785	0,035	NEGATIVE influence, significant / hypothesis Accepted

Furthermore, to determine the value of the indirect effect between construct variables with mediation, it is taken through the calculation of Oqbeibu et al. (2020), namely, the effect size of mediation by multiplying the square of the path coefficient of variable x against m and variable m against y. Upsilon Statistics (V) were used to calculate mediation effect size. The statistic used to calculate the mediation effect size was the Upsilon Statistic (V). The interpretation of the Upsilon Statistics (V) value scale is 0.01 for the low mediation effect, 0.075 for the moderate mediation effect, and 0.175 for the high mediation effect. Oqbeibu et al. (2020).

Table 9. Indirect Effect Value (Effect Size Mediation)

Indirect Effect Path	X→M B _{mx}	M→Y B _{my}	Effect Size Mediation X→ M→ Y Upsilon (V) (B ² _{mx} * B ² _{my})	Description Effect Size Mediation
H12: Work Environment→ Work Motivation→ Job Satisfaction	0,313	0,893	0,078	Moderate (+)
H13: Compensation→ Work Motivation→ Job Satisfaction	0,787	0,893	0,494	High (+)
H14: Career Development→ Job Motivation→ Job Satisfaction	0,769	0,893	0,472	High (+)
H15: Leadership→ Work Motivation→ Job Satisfaction	0,308	0,893	0,076	Moderate (+)

H16:				
Workload → Work				
Motivation → Job	-0,765	0,893	0,467	High (-)
Satisfaction				

Table 9 shows that the "High" Effect Size influences value on the Mediation of Work Motivation variables on Job Satisfaction falls on the Compensation, Career Development, and Workload variables. The only difference is that Compensation and Career Improvement provide a positive (+) influence value on Job Satisfaction, and Workload provides a negative (-) influence value on Job Satisfaction, meaning that the higher the workload, the lower the motivation effect, which will result in decreased Job Satisfaction.

4.6. Relationships Variable Result

4.6.1. Relationship between Work Environment and Job Satisfaction

Based on the research results through the SmartPLS Ver 4.1.0.9 software analysis, the P-value is 0.028 <0.05, and the T-statistic value is 3.890 > 1.96 (T-table), meaning that Hypothesis H1 is Accepted. The work Environment variables have a positive and significant effect on Job Satisfaction. It follows the research conducted by [Probst, Baek, and Laditka \(2010\)](#), which states that in the context of hospitals, a good work environment can improve employee well-being and significantly reduce job stress, increasing job satisfaction. It also aligns with the research conducted by [Pranitasari et al. \(2022\)](#), which shows that the work environment directly impacts employee job satisfaction. In this case, increasing employee job satisfaction can be achieved by creating a more conducive work environment, especially the comfort of an extraordinary workplace, to make employees feel at home and satisfied.

Work Environment → Affected (+) → Job Satisfaction ; Effect Size 0.321 (Moderate)

4.6.2. Relationship between Compensation and Job Satisfaction

Based on the results of this study through the SmartPLS Ver 4.1.0.9 software analysis, it is obtained that the P- value is 0.014 <0.05 and the T-statistic value is 5.775 > 1.96 (T-table), meaning that Hypothesis H2 is Accepted. Compensation variables have a positive and significant effect on Job Satisfaction. This is in line with research conducted by Supriyanto (2018), which states that compensation has a strong relationship with job satisfaction; employees who feel that they get fair compensation, whether in the form of basic salary, bonuses, or other benefits, tend to have a higher level of job satisfaction. This is particularly true in the health care sector, where high work pressure requires appropriate rewards. Similarly, [Aman-Ullah et al. \(2023\)](#) support this conclusion, stating that reasonable compensation directly contributes to employees' job satisfaction in hospitals. They emphasized that in addition to basic salary, additional benefits such as health insurance, performance bonuses, and non-financial rewards such as flexibility in working hours also positively affect employee satisfaction.

Compensation → Affected (+) → Job Satisfaction ; Effect Size 0.752 (High)

4.6.3. Relationship between Career Development and Job Satisfaction

Based on the results of this study through the SmartPLS Ver 4.1.0.9 software analysis, the P-value is 0.023 <0.05, and the T-statistic value is 3.454 > 1.96 (T-table), meaning that Hypothesis H3 is Accepted. The career Development variables have a positive and significant effect on Job Satisfaction. This is in line with research conducted by Putu (2020), which shows that career development has a significant effect on job satisfaction, meaning that better career development provided by the company will result in better and higher job satisfaction. The same was also conveyed by [Febrianti and Suharto \(2020\)](#), who found that career development and motivation increased job satisfaction. Following the results of research conducted by [Rahayu, Rasid, and Tannady \(2019\)](#), career development has a positive and significant effect on job satisfaction.

Career Development → Affected (+) → Job Satisfaction ; Effect Size 0.723 (High)

4.6.4. Relationship between Leadership and Job Satisfaction

Based on the results of this study, the P-value is $0.035 < 0.05$, and the T-statistic value is $2.071 > 1.96$ (T-table), meaning that Hypothesis H4 is Accepted. The Leadership variable has a positive and significant effect on Job Satisfaction. The following research by [Musunguzi et al. \(2018\)](#) and [Purwanto \(2020\)](#) found that leaders who demonstrate transformational skills positively impact motivation, ensuring job satisfaction, and consolidating teamwork among health workers. This is also in line with the research by Zhao et al. (2024), which showed that hospital leaders' resource, environmental, and decision-making support positively impacted job satisfaction.

Career Development → Affected (+) → Job Satisfaction ; *Effect Size* 0.353 (Moderate)

4.6.5. Relationship between Workload and Satisfaction

Based on the results of this study, the P-value is $0.025 < 0.05$, the T-statistic value is $2.565 > 1.96$ (T-table), and the original sample value is -0.085 , meaning that Hypothesis H5 is accepted but has a negative effect. This study showed that the load variable negatively and significantly affected job satisfaction. Excessive workload significantly affects job satisfaction, especially in the health sector, which often faces high pressure and demand. High workloads can lead to physical and mental fatigue, ultimately reducing job satisfaction. This confirms the findings of [Korzynski and Protsiuk \(2024\)](#) and Swedana (2023), who found that workload negatively and significantly impacts job satisfaction. Excessive workloads negatively affect job satisfaction ([Rostami et al., 2021](#)). More satisfied employees may complain less about their workload than those with low satisfaction ([Inegbedion, Inegbedion, Peter, & Harry, 2020](#)).

Workload → Affected (-) → Job Satisfaction ; *Effect Size* 0.678 (High)

4.6.6. Relationship between Work Environment and Work Motivation

Based on the results of this study, the P-value is $0.010 < 0.05$, and the T-statistic value is $2.151 > 1.96$ (T-table), meaning that Hypothesis H6 is Accepted. The Work Environment variable has a positive and significant effect on Work Motivation. This is in line with research conducted by Suyono et al. (2021), who found that the significant value of the influence of the work environment on work motivation also explained that the work environment is a force that drives employee morale and motivation. This also confirms the research conducted by Vanthournout et al. (2014), who found that a well-maintained physical and nonphysical environment motivates employees. Employees are reluctant not to do their jobs well without good relationships with colleagues, full organizational support, and completeness of work facilities and infrastructure.

Work Environment → Affected (+) → Work Motivation ; *Effect Size* 0.313 (Moderate)

4.6.7. Relationship between Compensation and Work Motivation

Based on the results of this study, the P-value is $0.021 < 0.05$, and the T-statistic value is $7.459 > 1.96$ (T-table), meaning that Hypothesis H7 is Accepted. The Compensation variable has a positive and significant effect on Work Motivation. This is in line with research conducted by Zayed et al. (2022) on the effect of compensation structure on employee satisfaction using employee motivation as mediation, and supports the research of Yulia et al. (2023) that compensation is the basis for motivating someone, including motivating them to improve their work. Increased incentives have a real impact on employee motivation to carry out assigned tasks. Compensation affects a person's motivation and enthusiasm for performing their duties ([Baladraf & Pogo, 2022](#); [Candradewi & Dewi, 2019](#)).

Compensation → Affected (+) → Work Motivation ; *Effect Size* 0.787 (High)

4.6.8. Relationship between Career Development and Work Motivation

Based on the results of this study, the P-value is $0.029 < 0.05$, and the T-statistic value is $5.763 > 1.96$ (T-table), meaning that Hypothesis H8 is Accepted. The Career Development variable has a positive and significant effect on Work Motivation. This aligns with research conducted by Yusuf Iis et al. (2022) and [Saputra and Suwandana \(2020\)](#), which support these findings by showing that career development

has a positive and significant effect on work motivation. This is also in line with the results of research by [Kuka et al. \(2021\)](#), which showed that career development significantly positively affects nurses' motivation for hospitalization and the quality of nursing services. This is especially important in dynamic environments, such as hospitals, where continuous career development can encourage motivation to improve the quality of health services. A similar finding was obtained in that career development positively and significantly affected work motivation.

Career Development → Affected (+) → Work Motivation ; *Effect Size* 0.769 (High)

4.6.9. Relationship between Leadership and Work Motivation

Based on the results of this study, the P-value is $0.047 < 0.05$, and the T-statistic value is $2.754 > 1.96$ (T-table), meaning that Hypothesis H9 is Accepted. Leadership variables have a positive and significant effect on Work Motivation. This is in line with research conducted by [Padauleng and Sidin \(2020\)](#), who identified the dominant leadership style and analyzed the relationship between leadership and nurses' work motivation with the implementation of patient safety culture in inpatient installations, which stated that there was a significant relationship between leadership and nurses' work motivation with the implementation of patient safety culture. This is also in line with research conducted by [Shukla and Nagpal \(2023\)](#), who showed that work motivation could be influenced by organizational climate, which in turn is shaped by managerial and leadership practices to increase employee motivation and play an important role in completing assigned tasks following organizational operational standards.

Leadership → Affected (+) → Work Motivation ; *Effect Size* 0.308 (Moderate)

4.6.10. Relationship between Workload and Work Motivation

Based on the results of this study, the P-value is $0.045 < 0.05$, and the T-statistic value is $2.897 > 1.96$ (T-table). The original sample value is -0.654, meaning that Hypothesis H10 is accepted but has a negative effect. This study shows that the Workload Variable negatively and significantly affects Work Motivation. Excessive workload significantly affects work motivation levels, especially in the health sector, which often faces high pressure and demand. This aligns with the research conducted by [Dwiyanti et al. \(2024\)](#), who found that high workload affects motivation, reduces job satisfaction, and increases turnover rates. This also supports the research by [Giroth and Kasmir \(2024\)](#), who conveyed that the effect of workload on motivation shows a negative impact, which means that the higher the workload, the lower the employee motivation due to fatigue. Conversely, employee motivation and enthusiasm for work increase if the workload is reduced.

Workload → Affected (+) → Work Motivation ; *Effect Size* 0.765 (High)

4.6.11. Relationship between Work Motivation and Job Satisfaction

Based on the results of this study, the P-value is $0.045 < 0.05$, and the T-statistic value is $2.897 > 1.96$ (T-table). The original sample value is -0.654, meaning that Hypothesis H11 is accepted but has a negative effect. This study shows that the Work Motivation Variable positively and significantly affects Job Satisfaction. This is in line with the research conducted by [Pramudena, Saluy, and Muhith \(2021\)](#), which supports this relationship by showing that work motivation has a positive and significant effect on job satisfaction, including cognitive, affective, and social life responses or actions. The same was also conveyed by [Pujiarti, Satrianto, and Angreni \(2019\)](#): when employees feel supported in achieving their goals and are given appropriate incentives, their motivation increases, which in turn increases their satisfaction with work, following the research of [Vo et al. \(2022\)](#), which illustrates that there is a significant positive correlation between work motivation and job satisfaction.

Work Motivation → Affected (+) → Job Satisfaction ; *Effect Size* 0.893 (High)

4.6.12. The Role of Work Motivation as a Mediating Effect of Work Environment and Job Satisfaction.

Based on the results of this study, the P-value is $0.037 < 0.05$, and the T-statistic value is $3.373 > 1.96$ (T-table), meaning that Hypothesis H12 can be accepted. The work environment has a positive and significant effect on motivation. Motivation has a positive and significant effect on job satisfaction,

meaning that the work environment, through the mediating variable of work motivation, has a positive and significant effect on job satisfaction. This is in line with and supports the research conducted by Suifan (2019), which states that the work environment has a positive and significant effect on motivation, motivation has a positive and significant impact on job satisfaction, and the work environment has a positive and significant effect on job satisfaction with motivational mediation. This also follows the research of [Saeed and Nasir \(2016\)](#), which revealed a significant positive relationship between motivation and job satisfaction. A statistically positive relationship was also found between work environment and job satisfaction.

Work Environment → Work Motivation; Affected (+) → Job Satisfaction
Effect Size 0.078 (Moderate)

4.6.13. *The Role of Work Motivation as a Mediating Effect of Compensation and Job Satisfaction.*

Based on the results of this study, the P-value is $0.017 < 0.05$, and the T-statistic value is $2.976 > 1.96$ (T-table), meaning that Hypothesis H13 can be Accepted. Compensation had a positive and significant effect on motivation, and motivation had a positive and significant effect on job satisfaction, meaning that compensation through the mediating variable of work motivation had a positive and significant effect on job satisfaction. This is in line with the research conducted by [Ariani \(2023\)](#), which shows that providing financial compensation to employees cannot be ignored because it can affect their work motivation. Motivation is a critical variable for increasing job satisfaction. Motivated employees feel the urge to perform better to be satisfied at work. This is also in line with research conducted by [Igalens and Roussel \(1999\)](#) and Hermingsih and Purwanti (2020) in their study, which conveyed that compensation has a positive and significant effect on motivation, and motivation has a positive and significant effect on job satisfaction.

Compensation → Work Motivation; Affected (+) → Job Satisfaction
Effect Size 0.494 (High)

4.6.14. *The Role of Job Motivation as a Mediating Effect on Career Development and Job Satisfaction*

Based on the results of this study, the P-value is $0.028 < 0.05$, and the T-statistic value is $3.472 > 1.96$ (T-table), meaning that Hypothesis H14 can be Accepted. Career improvement had a positive and significant effect on motivation, and motivation had a positive and significant effect on job satisfaction, meaning that career development through the mediating variable of work motivation had a positive and significant effect on job satisfaction. This is in line with the research conducted by Nathania et al. (2023), which proves that career development has a positive and significant effect on motivation, motivation has a positive and significant effect on job satisfaction, and compensation has a positive and significant effect on job satisfaction with motivation mediation. These results also align with research conducted by Nugroho and Kunartinah (2012), which states that career development has a positive and significant effect on job satisfaction, and work motivation has a positive effect as a mediator of career development on job satisfaction.

Career Development → Work Motivation; Affected (+) → Job Satisfaction
Effect Size 0.472 (High)

4.6.15. *The Role of Work Motivation as a Mediating Effect of Leadership and Job Satisfaction*

Based on the results of this study, the P-value is $0.028 < 0.05$, and the T-statistic value is $3.472 > 1.96$ (T-table), meaning that Hypothesis H15 can be Accepted. Leadership factors have a positive and significant effect on employee work motivation, and work motivation has a positive and significant impact on job satisfaction, meaning that leadership factors with mediating variables of work motivation have a positive and significant effect on employee job satisfaction. This is in line with the research of [Restuanto and Yuliantini \(2023\)](#), which proves that leadership has a positive and significant effect on motivation, motivation has a positive and significant impact on job satisfaction, and leadership has a positive and significant effect on job satisfaction with motivational mediation. The results of this study also support the research of [Aisyaturrida, Wibowo, and Nuridin \(2021\)](#), which shows that leadership can go through an intervening variable, namely, motivation, to influence job satisfaction. However, the

value of direct influence without going through motivation on job satisfaction is more significant. This is also confirmed by [Saeed and Nasir \(2016\)](#), who stated that leadership, through motivational intervention, affects job satisfaction.

Leadership→ Work Motivation; Affected (+)→ Job Satisfaction
Effect Size 0.076 (Moderate)

4.6.16. The Role of Work Motivation as a Mediating Effect on Workload and Job Satisfaction

Based on the results of this study, the P-value is $0.035 < 0.05$, the T-statistic value is $2.785 > 1.96$ (T-table), and the original sample value is -2.653 , meaning that Hypothesis H16 can be accepted, but has a negative effect. This study shows that workload negatively and significantly affects employee work motivation. Work motivation has a significant effect on job satisfaction, meaning that workload has a negative impact on motivation and significantly affects employees' job satisfaction. This aligns with research conducted by Widiastuti et al. (2022), who stated that workload not only directly affects job satisfaction, but can also affect job satisfaction mediated by motivation. An excessive workload can reduce motivation and job satisfaction because each individual has limited work capacity and needs adequate rest time. This is also in line with Ahsani's research (2024), which states that workload affects job satisfaction, with work motivation as a mediating variable, which is proven true. A balanced but realistic workload and adequate support from the company increases employee motivation, which in turn can increase employee job satisfaction.

Workload→ Work Motivation; Affected (-)→ Job Satisfaction
Effect Size 0.467 (High)

5. Conclusions

5.1. Conclusion

1. This study answered all hypotheses regarding the relationship between variables, both direct and indirect relationships. In the direct relationships, all independent variables–Work Environment (X1), Compensation (X2), Career Advancement (X3), Leadership (X4), and Workload (X5)–showed a significant direct relationship with Work Motivation (M), meaning that Hypotheses H1–H11 were accepted. In the indirect relationship through the mediation of Work Motivation (M) to the independent variable Job Satisfaction (Y), there is a significant relationship, meaning that all independent variables: Work Environment (X1), Compensation (X2), Career Advancement (X3), Leadership (X4), and Workload (X5) through the mediating variable Work Motivation (M) have a significant influence on the dependent variable Job Satisfaction (Y), meaning that Hypotheses H12 to H16 are accepted.
2. All independent variables showed a significant positive relationship, except for the Workload (X4) variable, which showed a significant negative relationship, meaning that the higher the workload, the lower the Work Motivation (M), which can lead to a decrease in job satisfaction (Y). This should be emphasized and noted by hospital management to ensure that employee workload is managed according to job descriptions, distributed evenly, and aligned with workload capacity.
3. The influence of the relationship between variables, both direct and indirect, is expressed in terms of Effect Size. The variables with the most direct influence on Work Motivation are Compensation with an effect size of 0.787 and Career Advancement with an effect size of 0.769. Furthermore, the variables most directly influencing Job Satisfaction are Work Motivation with an effect size of 0.893, compensation with an effect size of 0.752, and Career Advancement with an effect size of 0.723. This means that if employee job satisfaction increases, hospital management must improve employee work motivation, compensation, and career advancement in a consistent and sustainable manner.
4. Work Motivation was significantly influential as a mediating variable between the independent variables Work Environment (X1), Compensation (X2), Career Advancement (X3), Leadership (X4), and Workload (X5) on the dependent variable Job Satisfaction (Y). with effect sizes ranging from high to moderate in the variables Compensation, Career Advancement, and Leadership, which have influence values with effect sizes of 0.494 (high), 0.472 (high), and 0.076 (moderate), respectively. This means that hospital management can enhance employee work motivation by (1)

increasing or improving compensation, (2) providing career advancement opportunities aligned with employees' fields of expertise, (3) maintaining consistent and sustainable leadership, and (4) specifically addressing workloads by structuring them in accordance with job descriptions, ensuring they are evenly distributed and aligned with actual workload requirements, thereby enhancing work motivation and job satisfaction.

5.2. Limitations

This study was limited to assessing Work Environment, Compensation, Career Development, Leadership, Workload, and Job Satisfaction. The generalizability of the findings may be constrained by the focus on a specific region, as institutional practices and conditions may vary across other regions. Additionally, the study utilized a researcher-made questionnaire to ensure alignment with the local context. Future research may address these limitations by adopting a longitudinal design, expanding the geographical scope, or incorporating mixed-method approaches to gain deeper insight into the issues explored

5.3. Suggestions

For the development of further better research, the suggestions that can be made are: (a) This research can be developed again by adding the Hospital Employee Performance variable and not only enough to assess employee Motivation and Job Satisfaction, and (b) The Research Model and Variable Relationship Assessment in this study can be applied to other similar institutions, but of course with more detailed and more significant adjustments.

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