

## The Influence of Motivation and Work Environment on Performance Through Job Satisfaction as an Intervening Variable in Garut District Community Health Center Employees

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**Abstract.** *This study aims to analyze the influence of motivation and work environment on employee performance through job satisfaction as an intervening variable among civil servant doctors at community health centers (Puskesmas) in Garut Regency. The research employed a quantitative explanatory approach with a sample of 84 respondents, selected using probability sampling. Data were collected through a Likert-scale questionnaire and analyzed using Structural Equation Modeling (SEM) with the Partial Least Square (PLS) method. The results reveal that motivation has a positive and significant effect on both job satisfaction and doctor performance. Similarly, the work environment positively and significantly affects job satisfaction and performance. Furthermore, job satisfaction is proven to have a positive and significant effect on doctor performance. Indirect effect analysis confirms that job satisfaction acts as a key mediator in the relationship between motivation, work environment, and performance. Overall, this study emphasizes that the improvement of doctor performance at Puskesmas in Garut Regency depends not only on direct factors such as motivation and work environment, but also strongly relies on the level of job satisfaction perceived by employees. These findings imply that human resource management strategies in Puskesmas should focus on enhancing motivation, improving the work environment, and managing job satisfaction to achieve optimal health service delivery.*

**Keywords:** *employee performance; job satisfaction; motivation; Puskesmas; work environment.*

### 1. Introduction

Human Resources (HR) play a vital role in the sustainability and progress of an organization, institution, or agency. Therefore, improving HR capacity is key to driving organizational

development. Real, targeted efforts are essential to ensure optimal HR development within their work environment.

The strategic role of human resources is also reflected in the development process, as stated in Law Number 5 of 2014 concerning the State Civil Apparatus, especially in Article 11. In this article it is explained that the duties of ASN include implementing public policies formulated by the Civil Service Development Officer in accordance with applicable laws and regulations, providing professional and quality services, and strengthening unity and integrity within the framework of the Unitary State of the Republic of Indonesia (Findart, 2016).

To achieve established goals, every agency expects optimal performance from its employees. This performance reflects the employee's ability to produce output according to expectations. Achieving these results requires a positive and constructive work attitude from each individual. Therefore, it is crucial for agencies to design a management system that considers various factors that can influence employee work attitudes, so that organizational targets can be achieved effectively and efficiently.

According to Ghozali (2017), performance is a condition that needs to be known and communicated to relevant parties in order to assess the extent to which an agency has achieved results in relation to the organization's stated vision. Furthermore, performance is also an indicator for assessing the positive and negative impacts of operational policies that have been implemented. Various factors can influence employee performance, including the work environment, organizational culture, quality of work life, discipline, motivation, communication, compensation, job position, leadership style, job satisfaction, training, and other factors (Wahyuddin in Mahardikwanto, 2013). The level of influence of these factors can vary, with some having a large (dominant) impact and others having a relatively small impact.

One of the main factors that can drive improved employee performance is motivation. Motivation drives employees to carry out their duties and responsibilities more optimally. However, improving work morale requires more than just providing motivation. Additional efforts are needed, such as providing employees with the space to express ideas and opinions in the decision-making process, as well as providing appreciation and recognition for work achievements. In this way, employees will feel more valued and motivated because they gain satisfaction from their performance.

The work environment encompasses all elements surrounding employees while carrying out their duties, both physical and non-physical, and can be direct or indirect, potentially influencing the conditions and results of their work (Logahan et al., 2012). In general, the work environment is divided into two types, namely the physical and non-physical work environment. The physical work environment refers to all tangible or material things, such as facilities and work support facilities. Meanwhile, the non-physical work environment relates to the atmosphere or conditions of social relationships in the workplace, such as interactions between superiors and subordinates, relationships between employees, and the overall teamwork dynamics.

Job satisfaction can generally be defined as the feeling of pleasure a person feels in carrying out their work because they feel comfortable and satisfied with the work (Lie and Siagian, 2018). Based on the theory of Hackman and Oldham cited in Putri and Suhaeni (2014), there are five important aspects that influence the level of employee satisfaction, known as the Job Characteristics Model (JCM), namely skill variety, task identity, task significance, autonomy, and feedback.

Employee job satisfaction can increase with positive motivation and a supportive work environment (Hanafi and Yohana, 2017). High work motivation will encourage employees to complete tasks optimally and provide maximum service to the community. This aligns with Lie and Siagian's (2018) statement, which asserts that high work motivation will impact employee performance in terms of quality, quantity, timeliness, effectiveness, and independence.

Agencies that successfully achieve their goals are generally supported by employees who feel comfortable in their work environment and are able to develop their potential. High job satisfaction has been shown to contribute significantly to improved performance.

A conducive work environment has a positive influence on employee performance (Lestari and Harmon, 2017). High levels of job satisfaction are aligned with increased performance. Hendri (2019) added that when employees feel their work is important and meaningful, work integrity also increases, including honesty and compliance with applicable workplace regulations.

Job satisfaction also plays a role as a mediating variable in the relationship between motivation and the work environment on employee performance (Hanafi and Yohana, 2017). This means that motivation and the work environment influence performance through job satisfaction.

In the context of government institutions, including Community Health Centers (Puskesmas), success in achieving targets is determined by the quality of human resources. Therefore, human resource management is crucial for effectively achieving agency goals.

Community health centers (Puskesmas), as part of the government's health service structure, play a crucial role in providing comprehensive and integrated primary health care to communities within their jurisdictions. The success of Puskesmas' performance can be measured through community feedback, which also serves as evaluation material for improving services.

**Table Performance Assessment of Civil Servant Doctors (2020 – 2024)**

Year	Number of civil servant doctors	Performance Score Average	Performance Category Civil Servant Doctor
2020	98	75.8	Enough
2021	100	82.8	Very well
2022	101	80.7	Good
2023	102	79.6	Enough
2024	107	81	Good

Source: Garut Regency Health Center

Although performance scores have generally improved, there have been some unstable fluctuations, particularly a decline from 2021 to 2023. This indicates the presence of other factors that have not been fully studied or controlled, such as work motivation, work environment, and job satisfaction.

a. Work motivation

If internal and external motivation are inconsistent year after year (e.g. due to workload, incentives, or leadership), this can impact physician morale and productivity.

b. Work environment

An unsupportive work environment (e.g., limited facilities, lack of digital health tools, or a less collaborative work atmosphere) has the potential to reduce work quality.

c. Job satisfaction

Job satisfaction is closely linked to well-being, appreciation, and recognition. If doctors feel underappreciated or overwhelmed, this can negatively impact their performance.

The performance table shows that performance increases and decreases do not occur linearly, despite a general increase in the number of doctors or facilities. Therefore, a research gap emerges, indicating that: "Doctor performance is not only determined by structural factors or the number of medical personnel, but also by psychological and environmental factors such as motivation, work environment, and job satisfaction."

In Garut Regency, West Java, Community Health Centers (Puskesmas) play a significant role in achieving health development. This is greatly influenced by the management of human resources who carry out their core duties. Optimal service is naturally born from good employee performance, which is influenced by their job satisfaction and motivation (Rivai, 2014).

However, in practice, some Community Health Center employees still lack optimal work ethic. Some simply work to fulfill their obligations without strong motivation, simply carrying out their assigned duties. This leads to poor work discipline, such as late completion of tasks or leaving early, which ultimately leads to a decline in service quality.

Indiscipline and lack of work ethic result in low employee satisfaction, job performance, and organizational productivity. There's also a sense of boredom due to monotonous work and a lack of innovation in task execution.

Several factors influence job satisfaction, including employee relationships, individual circumstances, external factors, work atmosphere, work environment, and compensation. One key factor is the work environment, including working hours, type of tasks, work systems, and the availability of adequate equipment. A mismatch between the type of work and employee abilities, a high workload, and inadequate work facilities can lead to work stress, which can impact employee psychological well-being.

Furthermore, a disharmonious work environment between employees and management, or between employees, also worsens working conditions. Limited workspace and suboptimal

facilities make employees feel uncomfortable, resulting in less-than-optimal service to the public and creating a negative impression of the Community Health Center.

The high workload is also exacerbated by a benefits system that is perceived as not meeting employee expectations. If motivation and job satisfaction can be improved through fair policies and compliance with applicable regulations, employee performance will improve. Motivated employees tend to comply with regulations and demonstrate high levels of discipline. The level of job satisfaction is directly proportional to the rewards or rewards received for work performed.

Based on this description, it can be concluded that job satisfaction is a critical issue that government agencies must address. Low job satisfaction will directly impact the quality of employee performance. Therefore, motivation, the work environment, and job satisfaction must be primary concerns in efforts to improve employee performance, particularly in community health centers.

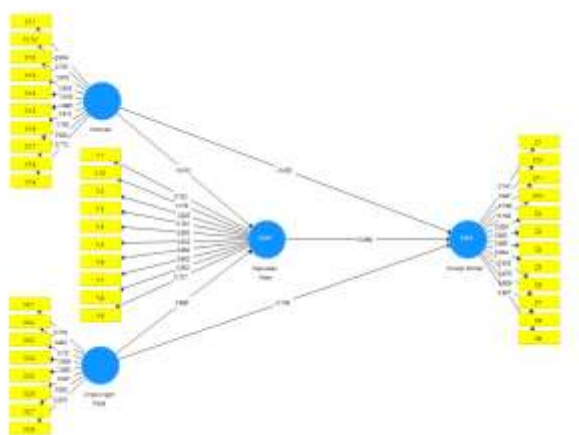
## 2. Research Methods

This research aims to test a hypothesis to prove or strengthen its validity, which can ultimately support the theory underlying the research. The type of research used is explanatory with an associative approach, namely research aimed at determining the relationship between two or more variables. Furthermore, this research is also intended to explore and gain a deeper understanding of human resource phenomena that are not yet fully understood (Sugiyono, 2014). The focus of this research is to analyze a model involving the variables of motivation, work environment, job satisfaction, and employee performance.

## 3. Results and Discussion

### 3.1. Partial Least Square (PLS) Model Scheme

In this study, hypothesis testing uses the Partial Least Square (PLS) analysis technique with the smartPLS 3.3.3 program. The following is the schematic of the PLS program model being tested.



**Figure** Partial Least Square (PLS) Model



### **3.1.1. Outer Model Results (Measurement Model)**

#### **Convergent Validity Test**

According to Abdillah and Hartono, (2014) the convergent validity of the outer model can be seen if the loading factor figure is  $> 0.70$ , meaning that the indicator is declared valid in measuring the magnitude of the correlation between the construct and the latent variable.

Motivation Variable: The motivation variable was measured using 10 items, covering basic needs, job security, social relationships, esteem, and self-actualization. All indicators in this variable showed outer loading values above 0.70, indicating they were all valid.

The highest outer loading value was for item X1.4 (0.918), which stated that work guarantees long-term job stability. This indicates that job stability is an important aspect of employee work motivation.

While the lowest value is still above the validity threshold, namely item X1.10 (0.753) regarding space for innovation and creativity, it is still considered valid.

Work Environment Variable: This variable consists of eight items measuring the physical conditions of the workplace, employee relations, and internal services. All items were declared valid because their outer loading values were all above 0.70.

The highest outer loading value was X2.6 (0.927), indicating that lighting, ventilation, and cleanliness of the workspace significantly influenced the perception of a positive work environment. The lowest value was X2.3 (0.731), which was for the indicator of management service to employees, but remained in the valid category.

Job Satisfaction Variable: Job satisfaction is measured using 10 indicators, including work challenges, motivation, environmental comfort, policies, compensation, and job suitability. All items have outer loading values above 0.70.

Indicator Y1.6 (compensation and benefits) had the highest value (0.864), indicating that compensation significantly influences employee job satisfaction. The lowest value was found in indicator Y1.1 (0.752), which concerns intellectual challenges at work, but is still considered valid.

Physician Performance Variable: This variable is the dependent variable with the largest number of items, namely 12. Indicators include work quality, timeliness, efficiency, ability to work independently, decision-making, teamwork, and communication.

All items had valid outer loadings above 0.70, with the highest value being Y2.6 (0.925), which concerns the ability to manage work time effectively. The lowest value was Y2.1 (0.741), which concerns compliance with quality standards, but remains valid.

General Conclusion:

1. All indicators in the four variables have met the convergent validity requirements with an outer loading value  $> 0.70$ .

2. This shows that all statement items represent the construct consistently and are suitable for use in further analysis, such as reliability testing, structural models (inner models), and hypothesis testing.

**Table Discriminant Validity Test**

<i>Variables</i>	<i>Avarange Variance Extracted (AVE)</i>	<i>Sign off</i>
Motivation	0.728	0.50
Work environment	0.722	0.50
Job satisfaction	0.707	0.50
Doctor Performance	0.659	0.50

Source: Primary data processed by SmartPLS 3 2025

The AVE value of 0.728 for the Motivation Variable indicates that more than 72.8% of the variance in the motivation indicators can be explained by the Motivation construct itself. This indicates that the motivation indicators have excellent ability to represent the construct, thus meeting the criteria for convergent validity.

With an AVE of 0.722, the Work Environment variable also demonstrated good convergent validity. This means that work environment indicators (such as facilities, employee relations, and work atmosphere) effectively explained more than 72% of the variance in this construct.

The AVE value for the Job Satisfaction variable of 0.707 indicates that this construct also has good convergent validity. This means that indicators such as satisfaction with job challenges, compensation, environment, and task fit are able to significantly explain the variance in the job satisfaction construct.

Although Physician Performance has the lowest AVE value among the other variables, at 0.659, this value is still well above the minimum threshold of 0.50. This means that performance indicators (such as efficiency, punctuality, teamwork, and communication) remain relevant and valid in describing the Physician Performance construct as a whole.

### Composite Reliability Test

Composite Reliability is a measure to test the internal reliability of a construct (latent variable) in a PLS-SEM model. CR measures the consistency of indicators in representing the construct.

1. A CR value  $\geq 0.70$  indicates that the construct has high internal reliability, meaning that all indicators in the construct consistently measure the same variable.
2. The higher the CR value (closer to 1), the higher the level of internal consistency.

**Table Composite Reliability Test**

<i>Variables</i>	<i>Composite Reliability</i>	<i>Sign off</i>	<i>Conclusion</i>
Motivation	0.955	0.70	Reliable
Work environment	0.963	0.70	Reliable
Job satisfaction	0.966	0.70	Reliable
Doctor Performance	0.951	0.70	Reliable

Source: Primary data processed by SmartPLS 3 2025

### Motivation Variables

A CR value of 0.955 indicates that the Motivation variable has very high internal consistency. This means that all indicators used to measure motivation consistently function in forming this construct. Indicators such as basic needs, security, esteem, and self-actualization have been shown to measure the construct very reliably.

### Work Environment Variables

The CR of 0.963 is a very high value, indicating that all indicators in the Work Environment variable (such as work facilities, comfort, relationships between employees, and work atmosphere) have very strong consistency and reliability in forming this construct.

### Job Satisfaction Variables

A CR value of 0.966 indicates that the Job Satisfaction construct is highly reliable. This reflects that indicators such as satisfaction with challenges, compensation, job comfort, and job suitability work very consistently in measuring the construct.

### Doctor Performance Variables

A CR value of 0.951 for the Physician Performance variable indicates that indicators such as punctuality, efficiency, independent work ability, teamwork, and decision-making consistently and robustly reflect this construct. With such a high reliability value, it can be concluded that the instrument used is highly reliable in measuring physician performance.

### 3.1.2. Inner Model Results

Inner model or structural model testing was conducted to examine the relationship between variables, the significance value, and the R-square of the research model. Model assessment using PLS begins by examining the R-square for each dependent latent variable (Ghozali, 2011). This study employed the structural equation modeling (SEM) technique using the Partial Least Square method to determine the influence of motivation, work environment, and physician performance on job satisfaction as intervening variables. The test results are as follows:

**Table Inner Model Results**

Variables	Original Sample	T-Statistic	P-Value	Results
Motivation ®Doctor Performance	0.457	4,375	0.000	Significant Positive
Motivation®Job satisfaction	0.645	6,454	0.000	Significant Positive
Work environment®Doctor Performance	0.344	3,844	0.029	Significant Positive
Work environment®Job satisfaction	0.915	10,551	0.000	Significant Positive
Job satisfaction®Doctor Performance	0.663	6,536	0.000	Significant Positive

Source: Primary data processed by SmartPLS 3 2025



**H1:** From the table above, it can be explained that the influence of motivation on doctor performance has a positive original sample value and a P value of 0.000. Because the value of  $0.000 > 0.05$ , which means that motivation influences doctor performance positively and significantly, it can be interpreted that motivation has an influence on doctor performance. Garut Regency Civil Servant Doctor Health Center Employee.

**H2:** From the table above, it can be explained that the influence of motivation on job satisfaction has a positive original sample value and a P value of 0.000. Because the value of  $0.000 > 0.05$ , which means that motivation influences job satisfaction positively and significantly, it can be interpreted that motivation has an influence on job satisfaction. Garut Regency Civil Servant Doctor Health Center Employee.

**H3:** From the table above, it can be explained that the influence of the work environment on the performance of doctors has a positive original sample value and a P value of 0.029. Because the value of  $0.029 > 0.05$ , which means the work environment has a positive and significant influence on the performance of doctors, it can be interpreted that the work environment has an influence on the performance of doctors in Garut Regency Civil Servant Doctor Health Center Employee.

**H4:** From the table above, it can be explained that the influence of the work environment on job satisfaction has a positive original sample value and a P value of 0.000. Because the value of  $0.000 > 0.05$ , which means that the work environment has a positive and significant influence on job satisfaction, it can be interpreted that the work environment has an influence on job satisfaction. Garut Regency Civil Servant Doctor Health Center Employee.

**H5:** From the table above, it can be explained that the influence of job satisfaction on doctor performance has a positive original sample value and a P value of 0.000. Because the value of  $0.000 > 0.05$ , which means that job satisfaction has a positive and significant influence on doctor performance, it can be interpreted that job satisfaction has an influence on doctor performance. Garut Regency Civil Servant Doctor Health Center Employee.

### 3.1.3. Indirect Effect

After conducting the measurement model test, a structural model test was conducted. Hypothesis testing uses two criteria to determine whether a hypothesis is accepted or rejected. The first criterion is the t-statistic or critical value, where the hypothesis is accepted if the critical value (T-statistic) is greater than 1.285. The second criterion is the P-value, where the hypothesis is accepted.

**Table Indirect Effect**

Variable Relationship	Original Sample	T-statistic	P Value	Conclusion
Motivation® Job satisfaction® Doctor Performance	0.547	5,074	0.000	Support
Work environment® Satisfaction® Doctor's Work Performance	0.564	5,446	0.000	Support

Source: Primary data processed by SmartPLS 3 2025

The effect of motivation on physician performance mediated by job satisfaction shows a T-Statistic of 5.074, which means it is higher than the critical value. In addition, the P-Value

obtained is 0.000, which is smaller than 0.05, so this mediation can be considered statistically significant. Therefore, this hypothesis is accepted, indicating that motivation has a significant positive influence on physician performance, with the mediating role of employee job satisfaction.

Furthermore, the influence of the work environment on physician performance mediated by job satisfaction shows a T-Statistic of 5.446, which means it is higher than the critical value. In addition, the P-Value obtained is 0.000, which is smaller than 0.05, so this mediation can be considered statistically significant. Therefore, this hypothesis is accepted, indicating that the work environment has a significant positive influence on physician performance, with the mediating role of employee job satisfaction.

Job satisfaction is a key mediator in the relationship between motivation and work environment on physician performance. This means that to improve physician performance, it is important to focus not only on motivation or the work environment directly, but also to ensure that these factors contribute to increased physician job satisfaction.

#### **3.1.4. Hypothesis Testing**

In PLS, statistical testing of each hypothesized relationship is performed using simulation. In this case, the bootstrap method is used on a sample. This hypothesis testing will explain the direct and indirect influences between variables, as described in the following results:

The Influence of Motivation on Doctors' Performance

T-Statistic: 4.375

P-Value: 0.000

Result: Significantly Positive

##### **1. Hypothesis Formulation:**

- a. H0: Motivation does not have a significant positive influence on Doctor Performance.
- b. Ha: Motivation has a significant positive influence on Doctor Performance.

##### **2. Significance Level: $\alpha = 0.05$ .**

##### **3. Decision-making:**

- a. p-value (0.000) < Significance Level ( $\alpha = 0.05$ ).
- b. Because the p-value is smaller than the significance level, the Null Hypothesis (H0) is rejected.

#### **3.2. The Influence of Motivation on Doctors' Performance**

This study found that motivation has a significant positive influence on physician performance. The higher the motivation level of civil servant physicians in community health centers throughout Garut Regency, the higher their performance in carrying out medical tasks and providing healthcare services. Motivation serves as a powerful internal drive, directing physicians to exert greater effort, maintain persistence, and achieve higher performance targets.

There is strong statistical evidence to conclude that motivation has a significant positive effect on physician performance. This means that the higher a physician's motivation, the better their performance.

Research by Ruchit & Singh (2021) highlights that intrinsic motivation, stemming from inner satisfaction and a sense of accomplishment from the work itself, is a key driver of sustained performance, especially in highly committed professions such as medicine. They emphasize the importance of autonomy and competency development in fostering this motivation. Similarly, Ali et al. (2020) found that in the public sector, factors such as recognition for contributions, professional development opportunities, and a sense of belonging to the organization's mission are crucial in motivating employees and are directly correlated with better service performance.

### **3.2.1. The Influence of Motivation on Job Satisfaction**

This study examined the effect of motivation on job satisfaction. With a P-Value of 0.000 ( $<0.05$ ), Hypothesis H2 was accepted. This finding indicates that strong motivation among civil servant doctors at Community Health Centers in Garut Regency significantly contributes to increasing their job satisfaction. Doctors who feel motivated (for example, because they feel their goals are aligned with organizational goals, or because they feel appreciated) tend to experience higher satisfaction with their work. This is in accordance with Herzberg's two-factor theory, where motivational factors (such as achievement, recognition, the work itself) can directly influence satisfaction.

There is strong statistical evidence to conclude that motivation has a significant positive effect on job satisfaction. This suggests that high motivation tends to correlate with higher levels of job satisfaction.

Gupta & Kulkarni (2022) argue that organizations that successfully create an environment where employees feel motivated and engaged tend to have higher levels of job satisfaction. They found that organizational support and the opportunity to take initiative are key drivers of motivation, which in turn increases satisfaction. Khalid et al. (2020) also found that both intrinsic and extrinsic motivation have a strong positive impact on job satisfaction in the healthcare sector, suggesting that feeling motivated to serve patients and achieve professional goals increases personal satisfaction.

### **3.2.2. The Influence of the Work Environment on Doctors' Performance**

This study examines the influence of the work environment on physician performance. With a P-Value of 0.029 ( $<0.05$ ), Hypothesis H3 is accepted. These results indicate that a positive and supportive work environment significantly influences the performance of civil servant physicians in Community Health Centers throughout Garut Regency. A conducive work environment, both in terms of physical aspects (adequate facilities, modern equipment, cleanliness) and non-physical aspects (collaborative work culture, harmonious interpersonal relationships, superior support), allows physicians to focus on their core tasks and reduces the potential for distractions or stress. When the work environment facilitates, rather than hinders, performance will improve.

There is sufficient statistical evidence to conclude that the work environment has a significant positive effect on physician performance. This suggests that a positive work environment can contribute to improved physician performance.

Al-Omari & Al-Malkawi (2021) found that a safe, healthy, and conducive work environment is crucial for employee performance in the healthcare sector, reducing burnout and increasing patient focus. They emphasized that adequate facilities and managerial support are key elements. Furthermore, Permana et al. (2022) showed that in public settings, coworker support and role clarity in the workplace are highly correlated with improved individual performance.

### **3.2.3. The Influence of Work Environment on Job Satisfaction**

This hypothesis tests the influence of the work environment on job satisfaction. With a P-Value of 0.000 ( $<0.05$ ), Hypothesis H4 is accepted. This finding indicates that the work environment has a positive and highly significant influence on the job satisfaction of civil servant doctors. The very high T-Statistic value (10.551) confirms that the work environment is a very strong predictor of job satisfaction. Doctors who feel they are in a safe, comfortable, supported, and adequately resourced environment will tend to be more satisfied with their work. This includes physical aspects (comfort, security) and psychosocial aspects (positive relationships with colleagues and superiors, role clarity, fairness).

There is strong statistical evidence to conclude that the work environment has a significant positive influence on job satisfaction. This confirms that a conducive work environment is crucial for improving physician job satisfaction.

Ahmad & Ullah (2021) suggest that the quality of the work environment (including organizational support, procedural justice, and physical facilities) is a key determinant of job satisfaction, which in turn reduces turnover intentions and increases loyalty. A study by Hanaysha (2022) also found that a supportive and inclusive work environment significantly improves employee job satisfaction, which is highly relevant for maintaining the well-being of healthcare workers.

### **3.2.4. The Influence of Job Satisfaction on Doctors' Performance**

This study examines the effect of job satisfaction on physician performance. With a P-Value of 0.000 ( $<0.05$ ), Hypothesis H5 is accepted. This finding clearly indicates that job satisfaction has a positive and significant influence on the performance of civil servant physicians in Community Health Centers (Puskesmas) throughout Garut Regency. Doctors who are satisfied with their work tend to be more engaged, committed, and dedicated. This sense of satisfaction can increase internal motivation, reduce absenteeism, and encourage proactive and innovative work behaviors, all of which contribute to improved performance. This is a crucial pathway in the mediation model, confirming that satisfaction is a mechanism that directly drives performance.

There is strong statistical evidence to conclude that job satisfaction has a significant positive effect on physician performance. This suggests that physicians who are more satisfied with their jobs tend to perform better.

Khan et al. (2020) found that job satisfaction directly and positively impacts employee performance in the service sector. They stated that satisfied employees are more enthusiastic about their work, leading to increased productivity and service quality. Adnan et al. (2021) specifically focused on the healthcare sector, showing that job satisfaction among medical personnel is strongly correlated with the quality of patient care and operational efficiency. They emphasized that job satisfaction is not only about employee happiness but also an important indicator of the quality of service provided.

### **3.2.5. Discussion of Intervening Variables**

Based on all the results of the path testing above, this study implicitly confirms the role of Job Satisfaction as a significant intervening variable in the relationship between Motivation and Work Environment on the Performance of Civil Servant Doctors.

1) Motivation → Job Satisfaction → Physician Performance: Motivation significantly influences job satisfaction, and job satisfaction significantly influences physician performance. This indicates a significant mediation pathway where motivation influences physician performance through job satisfaction. Motivated physicians will be more satisfied with their work, and this satisfaction then drives better performance.

2) Work Environment → Job Satisfaction → Physician Performance: The work environment significantly influences job satisfaction, and job satisfaction significantly influences physician performance. This also indicates a significant mediation pathway where the work environment influences physician performance through job satisfaction. A conducive work environment increases physician satisfaction, which in turn improves their performance.

Implications of Mediation: This mediation finding is significant. It suggests that while motivation and work environment have a direct influence on physician performance, much of that influence may be indirect, with Job Satisfaction acting as a vital mediating mechanism. This means that efforts to improve physician performance will be suboptimal if they focus solely on motivation or the work environment without considering how these factors influence physician job satisfaction. Job satisfaction is a powerful leverage point. Community Health Center management needs to ensure that initiatives to improve motivation and the work environment actually translate into higher job satisfaction, as this satisfaction directly drives superior performance.

## **4. Conclusion**

Based on the analysis and discussion, the following conclusions can be drawn: 1. Work motivation has a significant positive effect on physician job satisfaction and performance. This means that the higher an employee's motivation, the higher their satisfaction and performance. 2. The work environment has a significant positive effect on physician job satisfaction and performance. These findings indicate that a conducive work environment, both physical and non-physical, significantly influences employee satisfaction and performance. 3. Job satisfaction has a significant positive effect on physician performance. Employees who are satisfied with their jobs tend to demonstrate greater dedication, commitment, and productivity. 4. Job satisfaction has been shown to be a strong mediating



variable in the relationship between motivation and the work environment on physician performance. Thus, improved performance is not only determined by motivation and the work environment directly, but also through increased employee job satisfaction.

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