

The Effect of Achievement Motivation on Workplace Well-Being with the Mediation of Service Quality Dimensions at Pku Muhammadiyah Hospital, Blora District

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Abstract. *This study aims to examine and analyze the effect of Achievement Motivation on Workplace Well-Being, with Service Quality dimensions acting as mediating variables, at RS PKU Muhammadiyah in Blora Regency. In addition, this study aims to test the role of each Service Quality dimension Tangible, Reliability, Responsiveness, Assurance, and Empathy in mediating the relationship between Achievement Motivation and Workplace Well-Being. This research employs a quantitative approach using multiple linear regression analysis and mediation testing via the Bootstrap technique in a parallel regression model (PROCESS Model 4 for SPSS). The sample consists of 128 respondents selected using Slovin's formula from a total population of 189 eligible employees. The main variables in this study include one independent variable (Achievement Motivation), one dependent variable (Workplace Well-Being), and five Service Quality dimensions as mediating variables. Data were collected through a Likert-scale questionnaire distributed to employees directly involved in patient services at RS PKU Muhammadiyah, Blora Regency. The results show that Achievement Motivation has a positive and significant effect on all Service Quality dimensions. Furthermore, Reliability, Responsiveness, and Assurance have a significantly positive effect on Workplace Well-Being, while Tangible and Empathy have a significantly negative effect. Mediation analysis reveals that the indirect effect of Achievement Motivation on Workplace Well-Being through Service Quality dimensions is not significant overall, although some mediation pathways such as through Reliability, Responsiveness, and Assurance show both positive and negative significant effects. This study provides implications that improving employees' achievement motivation can enhance service quality, which in turn may improve workplace well-being, although the mediating effects are complex and depend on specific Service Quality dimensions. These findings are expected to serve as a reference for hospital management in designing human resource development strategies and improving service quality.*

Keywords: Achievement; Motivation; Quality; Workplace.

1. Introduction

In an era of globalization marked by rapid change across various sectors, organizations are faced with the challenge of continuously improving service quality and creating a work environment that supports employee well-being. According to the World Health Organization (WHO, 2019), workplace well-being is not only an individual responsibility but also an organizational responsibility to ensure that employees can perform optimally without experiencing excessive stress or fatigue.

Contemporary challenges such as increasing workloads, more complex service demands, and higher societal expectations have increased the psychological and physical stress on workers in various sectors, including healthcare. Service organizations, particularly healthcare institutions, play a strategic role in providing high-quality services to the public. However, to achieve this goal, organizations must ensure that employees feel supported and motivated to make maximum contributions. In this context, work motivation is a key factor in determining employee performance and well-being.

One important aspect that influences employee performance is achievement motivation. According to Ryan & Deci (2017), *Achievement Motivation* Achievement motivation is an individual's internal drive to achieve high standards, overcome challenges, and demonstrate competence in their work. This motivation not only influences individual productivity but also contributes to the achievement of overall organizational goals. Achievement motivation has been shown to have a positive impact on performance, but the mechanisms by which this relationship impacts workplace well-being still need further exploration, particularly considering the mediating role of service quality.

Research by Wibowo & Pramudito (2020) shows that workplace well-being is influenced by various factors, including organizational support, the work environment, and employee perceptions of the service quality provided. Therefore, it is important to understand how other variables, such as service quality, can mediate the relationship between achievement motivation and workplace well-being.

PKU Muhammadiyah Hospital, Blora Regency, as a healthcare institution that integrates Islamic values such as sincerity in service, faces unique challenges in combining modern medical standards with religious principles. This impacts employee motivation and their perception of service quality (Rivai and Mulyadi, 2019). This organization has a dual responsibility: providing superior medical services to the community while ensuring the well-being of its workforce. However, in practice, various obstacles can impact employee achievement motivation and well-being at PKU Muhammadiyah Hospital, Blora Regency.

Some of the main challenges faced include high work pressure, excessive workload, and a lack of adequate organizational support. Furthermore, as an institution based on Islamic values, employees at PKU Muhammadiyah Hospital are not only responsible for providing quality medical services but also for maintaining moral and spiritual integrity in accordance with the

organization's values. These factors can influence their Achievement Motivation and their perception of the service quality provided.

Research by Rivai and Mulyadi (2019) shows that organizations based on religious values tend to face unique challenges in maintaining employee motivation and well-being. Several previous studies have explored the relationship between achievement motivation, service quality, and workplace well-being. For example, research by Setiawan and Prasetyo (2017) found that employees with high achievement motivation tend to be more innovative and proactive in their work.

The same study also shows that Achievement Motivation alone is insufficient to improve Workplace Well-Being if it is not supported by a conducive work environment. On the other hand, service quality is also a crucial aspect in service organizations. Research by Sudarsono and Wijaya (2020) shows that service quality dimensions, such as Tangibles, Reliability, Responsiveness, Assurance, and Empathy, not only influence customer perceptions but also impact employee well-being. Employees who experience good service quality tend to have higher levels of job satisfaction and Workplace Well-Being. To date, there is limited research examining the mediating role of service quality dimensions in the relationship between Achievement Motivation and Workplace Well-Being, especially in the context of Islamic value-based healthcare organizations.

A study by Parasuraman, Zeithaml, and Berry (1988) showed that service quality can mediate the relationship between employee motivation and their performance. This research focused more on the service sector in general and did not address the context of healthcare organizations such as PKU Muhammadiyah Hospital in Blora Regency. Based on scientific considerations, this study chose Achievement Motivation as the independent variable due to its significant role in improving individual and organizational performance.

2. Research Methods

The type of research that will be conducted by the researcher is quantitative research, because this research is conducted on a specific population or sample, data collection, and data analysis are quantitative in nature aimed at testing predetermined hypotheses using explanatory research methods that aim to examine the causal relationship between the variables of Achievement Motivation, Service Quality, and Workplace Well-Being. This method was chosen because it can provide objective, measurable, and generalizable results in the context of healthcare organizations.

3. Results and Discussion

The PKU Muhammadiyah Hospital in Blora Regency was established in 1995 through the initiative and collaboration of the Blora Branch and Regional Muhammadiyah Association, along with the support of community leaders, health workers, and local stakeholders who have a strong concern for improving public health services. Initially, this hospital was only a small clinic offering simple basic health services but full of the spirit of preaching and

devotion. Over time and the increasing public demand for more comprehensive and professional medical services, this clinic underwent gradual development until it was transformed into a hospital with inpatient facilities, emergency services, a laboratory, a pharmacy, and other medical support.

Driven by the spirit of Al-Ma'un as the main value in the Muhammadiyah health movement, PKU Muhammadiyah Blora Hospital continues to grow with the vision of "Becoming a professional, quality, and affordable Islamic hospital for the community." In every service, this hospital integrates Islamic values, both in the approach to patient care, professional ethics of medical personnel, to institutional management. Commitment to service quality is realized through continuous improvement in the field of infrastructure, competent human resources, and increasingly varied health services, ranging from general services, specialists, to modern diagnostic support.

Table Number of Respondents by Gender

Gender	Amount	Percentage
Man	57	44.54%
Woman	71	55.46%
Total	128	100%

Source: Processed data, 2025

Based on Table respondents in this study are divided into two gender categories, namely:

- a. Fifty-seven respondents (44.54%) were male. The male respondents in this study were employees at PKU Muhammadiyah Hospital in Blora Regency, who are biologically male. In the context of this study, male gender can influence how they view and respond to achievement motivation, patient service quality, and workplace well-being.
- b. Seventy-one (55.46%) respondents were female. Female respondents refer to workers who are biologically female. In the healthcare context, women often play a significant role in direct patient interactions and administrative tasks, so their perceptions of work motivation and service quality can provide important insights into workplace well-being.

The higher proportion of female respondents may reflect the dominance of women in the PKU Muhammadiyah Hospital, Blora Regency, particularly in nursing and other healthcare fields. Therefore, this gender difference has the potential to contribute significantly to the analysis of the relationship between achievement motivation, service quality, and workplace well-being in this study.

Reliability testing indicates the extent to which a measuring instrument is reliable or not. This can also be seen by using a threshold, for example, a value of less than 0.6 is considered to have low reliability. A higher alpha value (closer to 1) indicates a fairly reliable statement (Nurhasannah, 2016). Reliability testing is carried out using the Cronbach's Alpha coefficient and comparing it with the reliability coefficient index. The following are the results of data processing for the reliability test:

Table Results of the Achievement Motivation Reliability Test (X1)

Reliability Statistics	
Cronbach's Alpha	N of Items
.803	9

Source: Processed data, 2025

Based on the reliability test results, the average Cronbach's Alpha value was 0.803. This indicates that each item in the Achievement Motivation variable is reliable, as the statements in each item can be used as a measuring tool in research and data processing.

Table Simple Linear Regression Test Results

Variables	R	R Square	Adjusted R Square	Standard Error of the Estimate
<i>Achievement Motivation (X1) Against Tangible (Z1)</i>	0.524	0.274	0.269	1,653
<i>Achievement Motivation (X1) Against Reliability (Z2)</i>	0.599	0.358	0.353	1,601
<i>Achievement Motivation (X1) Against Responsiveness (Z3)</i>	0.536	0.287	0.281	1,665
<i>Achievement Motivation (X1) Against Assurance (Z4)</i>	0.504	0.255	0.249	1,835
<i>Achievement Motivation (X1) Towards Empathy (Z5)</i>	0.482	0.232	0.226	1,641
<i>Tangible (Z1) Towards Workplace Well-Being (Y1)</i>	0.252	0.064	0.056	2,852
<i>Reliability (Z2) Towards Workplace Well-Being (Y1)</i>	0.451	0.203	0.197	2,631
<i>Responsiveness (Z3) Towards Workplace Well-Being (Y1)</i>	0.451	0.204	0.197	2,630
<i>Assurance (Z4) Towards Workplace Well-Being (Y1)</i>	0.364	0.120	0.113	2,765
<i>Empathy (Z5) Towards Workplace Well-Being (Y1)</i>	0.199	0.040	0.032	2,889

Source: Processed data, 2025

Based on the results in Table above, it can be explained as follows:

a. The Influence of Achievement Motivation (X1) on Tangible (Z1)

The R value of 0.524 indicates a fairly strong relationship between Achievement Motivation and Tangible. The R Square value of 0.274 indicates that 27.4% of the Tangible variable can be explained by the Achievement Motivation variable, the rest is influenced by other factors.

b. The Influence of Achievement Motivation (X1) on Reliability (Z2)

The R value of 0.599 indicates a strong relationship. The R Square value of 0.358 indicates that 35.8% of the variation in the Reliability variable is explained by Achievement Motivation. This is the largest influence among all Service Quality dimensions.

c. The Influence of Achievement Motivation (X1) on Responsiveness (Z3)

The R value of 0.536 indicates a fairly strong relationship. The R Square value of 0.287 indicates that 28.7% of the variation in Responsiveness is influenced by Achievement Motivation.

d. The Influence of Achievement Motivation (X1) on Assurance (Z4)

With an R value of 0.504 and an R Square of 0.255, Achievement Motivation explains 25.5% of the variation in the Assurance dimension.

e. The Influence of Achievement Motivation (X1) on Empathy (Z5)

The R value is 0.482 and R Square is 0.232, meaning that 23.2% of the Empathy variable can be explained by Achievement Motivation. This is the lowest contribution among the five dimensions.

f. The Influence of Tangible (Z1) on Workplace Well-Being (Y1)

The R value is 0.252 and R Square is 0.064, meaning that 6.4% of the Workplace Well-Being variable can be explained by Tangibles. This indicates a very weak contribution and a negative relationship, meaning that increased perceptions of physical facilities are associated with decreased workplace well-being.

g. The Influence of Reliability (Z2) on Workplace Well-Being (Y1)

The R value is 0.451 and R Square is 0.203, meaning that 20.3% of the Workplace Well-Being variable can be explained by Reliability. This indicates a low positive influence where the reliability of organizational services supports workplace well-being.

h. The Influence of Responsiveness (Z3) on Workplace Well-Being (Y1)

The R value is 0.247 and R Square is 0.061, meaning that 6.1% of the Workplace Well-Being variable can be explained by Responsiveness. Although its contribution is very weak, the relationship between responsiveness and work well-being is positive.

i. The Influence of Assurance (Z4) on Workplace Well-Being (Y1)

The R value = 0.259 and R Square = 0.067, which means 6.7% of the Workplace Well-Being variable can be explained by Assurance. This indicates a positive influence where a sense of security and confidence in competence increase work well-being.

j. The Influence of Empathy (Z5) on Workplace Well-Being (Y1)

The R value = 0.303 and R Square = 0.092, meaning 9.2% of the Workplace Well-Being variable can be explained by Empathy. Although its contribution is moderate, the negative relationship indicates that increased perceptions of empathy are associated with decreased work well-

being, possibly due to emotional burden or a mismatch between verbal attention and tangible support.

The regression results in the final model show that the direct influence of X1 on Y1 is coefficient = 0.6875, $p < 0.001$, CI (0.5843, 0.7907) meaning that Achievement Motivation has a positive and significant direct influence on Workplace Well-Being. The higher a person's achievement motivation, the higher their level of work well-being. The influence of Achievement Motivation (X1) on Each Dimension of Service Quality (Z1-Z5) was found to be significantly influenced by Achievement Motivation (X1) as follows:

Table Influence on Each Dimension

Variables	Coefficient	Significance (p)	Interpretation
Z1 (Tangible)	0.2887	< 0.001	<i>Achievement Motivation</i> has a significant positive effect on Tangible
Z2 (Reliability)	0.3399	< 0.001	<i>Achievement Motivation</i> has a significant positive effect on Reliability
Z3 (Responsiveness)	0.3001	< 0.001	<i>Achievement Motivation</i> has a significant positive effect on Responsiveness
Z4 (Assurance)	0.3047	< 0.001	<i>Achievement Motivation</i> has a significant positive effect on Assurance
Z5 (Empathy)	0.2564	< 0.001	<i>Achievement Motivation</i> has a significant positive effect on Empathy

These findings support the assumption that individuals with high achievement motivation tend to pay more attention to the quality of organizational services in various aspects. Furthermore, the indirect effect obtained using the bootstrap method was as follows:

Table Indirect Effects

Mediator	Indirect Effect	BootSE	BootLLCI	BootULCI	Conclusion
Z1 (Tangible)	-0.1542	0.0494	-0.2574	-0.061	Significant (negative)
Z2 (Reliability)	0.0915	0.0409	0.0171	0.1788	Significant (positive)
Z3 (Responsiveness)	0.0645	0.0338	0.0038	0.1369	Significant (positive)

Z4 (Assurance)	0.077	0.0386	0	0.1554	Significant (positive)
Z5 (Empathy)	-0.1045	0.0364	-0.1813	-0.0386	Significant (negative)
Total Indirect Effect	-0.0255	0.0418	-0.0994	0.0668	Not significant

Interpretation:

- The Tangible variable (Z1) and the Empathy variable (Z5) have a significant negative mediation effect, meaning that increasing Achievement Motivation (X1) increases perceptions of Tangible and Empathy, but actually reduces Workplace Well-Being (Y1) through this pathway.
- The Reliability variable (Z2), the Responsiveness variable (Z3), and the Assurance variable (Z4) have a significant positive mediation effect, meaning that increasing Achievement Motivation (X1) increases perceptions of these three dimensions and then increases Workplace Well-Being (Y1).
- Overall, the total indirect effect is not significant due to the neutralization between the positive and negative effects of each mediator.

Mediation Test Conclusion:

- Achievement Motivation* has a significant positive direct effect on Workplace Well-Being.
- All dimensions of Service Quality are positively influenced by Achievement Motivation.
- Four of the five dimensions of Service Quality have a significant mediating effect, although two of them have a negative effect: Reliability (Z2), Responsiveness (Z3), and Assurance (Z4) are positive mediators. Meanwhile, Tangible (Z1) and Empathy (Z5) are negative mediators.
- Overall, the indirect effects are not significant because there is competition between positive and negative effects.

Table Hypothesis Testing Results (T-Test) Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	6,902	1,663		4.151	.000
	X1	.688	.052	.821	13,188	.000
	Z1	-.534	.151	-.352	-3,547	.001
	Z2	.269	.123	.183	2,183	.031
	Z3	.215	.106	.144	2,023	.045
	Z4	.253	.121	.182	2,092	.039
	Z5	-.407	.130	-.259	-3.122	.002

a. Dependent Variable: Y1

Source: Processed data, 2025

1) The t-value for the Achievement Motivation variable (X1) is 13.188, with a β value of 0.821, and $p = 0.000 < 0.05$. The t-table result with a rate of $\alpha = 5\%$ or a significance of 0.05 and ($df = 3$) is the number of independent variables, and ($df = 121$) obtained from the t-table formula $= n - k - 1$ is 1.980. The t-value = 13.188, with a β value of 0.821, and $p = 0.000 < 0.05$. The t-value is greater than the t-table (1.980) and the positive beta value indicates a unidirectional influence. Thus, Achievement Motivation has a significant positive effect on Workplace Well-Being. This means that the higher the employee achievement motivation, the higher the level of work well-being at PKU Muhammadiyah Hospital, Blora Regency.

2) Tangible variable (Z1) t-value = -3.547, with β value = -0.352, and $p = 0.001 < 0.05$. The absolute value of t-value is greater than t-table (1.980) indicating significance but a negative beta value indicates the opposite direction of the relationship. Thus, Tangible has a significant negative effect on Workplace Well-Being. This means that an increase in perception of physical facilities is actually associated with a decrease in work well-being, possibly due to a mismatch between the availability of facilities and actual work needs.

3) Reliability Variable (Z2) The calculated t value = 2.183, with a β value = 0.184, and $p = 0.031 < 0.05$. The calculated t value is greater than the calculated t value and a positive beta value indicates a unidirectional relationship. Thus, Reliability has a significant positive effect on Workplace Well-Being. This means that the higher the employee's perception of the reliability of organizational services, the higher their work well-being.

4) Responsiveness Variable (Z3) The calculated t value = 2.023, with a β value = 0.174, and $p = 0.045 < 0.05$. The calculated t value exceeds the calculated t value and a positive beta value indicates a positive relationship. Thus, Responsiveness has a significant positive effect on Workplace Well-Being. This means that the organization's readiness to respond to employee needs quickly and effectively supports improved work well-being.

5) The Assurance variable (Z4) has a t-value of 2.092, with a β value of 0.189, and $p = 0.039 < 0.05$. The t-value is greater than the t-value, and a positive beta value indicates a positive contribution. Thus, Assurance has a significant positive effect on Workplace Well-Being. This means that a sense of security and trust in staff competence contribute to employee well-being.

6) Empathy Variable (Z5) The calculated t value = -3.122, with a β value = -0.259, and $p = 0.002 < 0.05$. The absolute value of t is greater than t indicates significance, but a negative beta value indicates the opposite direction of the relationship. Thus, Empathy has a significant negative effect on Workplace Well-Being. This means that an increase in the perception of organizational empathy is actually associated with a decrease in work well-being, possibly because the form of empathy felt is only verbal without being followed by real support, thus causing emotional dissonance.

Research Discussion:**1) The Influence of Achievement Motivation on Tangibles**

Hypothesis H1 states that Achievement Motivation has a positive effect on the Tangible dimension. The test results show $t = 6.901$, $p = 0.000 < 0.05$ because the p -value < 0.05 , then the hypothesis H1 is accepted. This shows that the higher the employee's achievement motivation, the higher their perception of the Tangible dimension, namely the physical aspects of service such as facilities and staff appearance. This finding is relevant to the context of PKU Muhammadiyah Blora Hospital where employees with high motivation are more sensitive to the work environment and pay more attention to the availability of supporting facilities and infrastructure for services.

2) The Influence of Achievement Motivation on Reliability

Hypothesis H2 states that Achievement Motivation has a positive effect on the Reliability dimension. The test results show $t = 8.387$, $p = 0.000 < 0.05$, so the H2 hypothesis is accepted because the p -value < 0.05 . This indicates that an increase in employee achievement motivation is directly proportional to an increase in their perception of the hospital's ability to provide services accurately and reliably.

According to the definition of Service Quality, Reliability relates to an organization's ability to provide dependable and consistent service. At PKU Muhammadiyah Blora Hospital, when employees believe that their colleagues and superiors are reliable, the work climate becomes more stable and supports employee psychological and emotional well-being.

3) The Influence of Achievement Motivation on Responsiveness

Hypothesis H3 states that Achievement Motivation has a positive effect on the Responsiveness dimension. The test results show t count = 7.121 , $p = 0.000 < 0.05$, so hypothesis H3 is accepted because the p -value < 0.05 . This indicates that employees with high achievement motivation feel more supported when management is responsive to their requests for help or input. According to Parasuraman et al. (1988) Responsiveness refers to the willingness of staff to help customers and provide prompt service. In the internal context of the organization, management responsiveness to requests for help or input from employees will increase feelings of being appreciated and supported.

4) The Influence of Achievement Motivation on Assurance

Hypothesis H4 states that Achievement Motivation has a positive effect on the Assurance dimension. The test results show $t = 6.559$, $p = 0.000 < 0.05$, so hypothesis H4 is accepted because the p -value is < 0.05 . This finding indicates that employees with high achievement motivation have more confidence in the competence and integrity of their colleagues and superiors.

Assurance it reflects an employee's ability to provide reassurance to patients through knowledge, courtesy, and trustworthiness. According to Rivai and Mulyadi (2019), a safe and trustworthy work environment increases employee confidence and job satisfaction. This is relevant to the situation at PKU Muhammadiyah Hospital in Blora, where a culture of honesty and integrity in service contributes to improved workplace well-being.

5) The Influence of Achievement Motivation on Empathy

Hypothesis H5 states that Achievement Motivation has a positive effect on the Empathy dimension. The test results show $t = 6.173$, $p = 0.000 < 0.05$, so Hypothesis H5 is accepted because the p -value < 0.05 . This means that an increase in employee achievement motivation is directly proportional to an increase in their perception of organizational empathy.

However, despite the significant relationship, interpretation should be approached with caution. Wibowo & Pramudito (2020) stated that misaligned perceptions between expectations and reality can trigger emotional dissonance, leading to decreased employee well-being. Therefore, it is crucial for the management of PKU Muhammadiyah Blora Hospital to evaluate how to implement a culture of empathy in the workplace to prevent it from becoming a psychological burden for employees.

6) The Influence of Tangibles on Workplace Well-Being

Hypothesis H6 states that the Tangible dimension has a positive effect on Workplace Well-Being. The results of statistical tests show a t -value of -3.547 with a p -value $= 0.001$ ($p < 0.05$), which indicates that the relationship between Tangible and Workplace Well-Being is statistically significant, but negative. This means that hypothesis H6 is rejected because the direction of the influence is contrary to the proposed hypothesis. However, increasing employee perceptions of the physical aspects of services (such as facilities, equipment, and staff appearance) is actually associated with a decrease in work well-being.

This finding, while counterintuitive, has a relevant explanation in the context of hospital organizations. Theoretically, the Tangible dimension is expected to contribute positively because it reflects the comfort and professionalism of the work environment. However, in reality, the availability of physical facilities does not always equate to their functional quality or relevance to employees' operational needs.

This negative finding does not imply that tangible aspects are unimportant, but rather demonstrates that physical quality must align with function, distributive equity, and employees' actual needs. Without this, improving perceptions of facilities can actually lead to frustration and reduce workplace well-being. This finding also aligns with research by Wibowo & Pramudito (2020), which states that a misalignment between expectations and work reality can trigger emotional dissonance, ultimately eroding employee well-being. Therefore, management needs to ensure that facility improvements are not merely aesthetic, but truly support the comfort, efficiency, and well-being of all employees.

7) The Influence of Reliability on Workplace Well-Being

Hypothesis H7 states that the Reliability dimension has a positive effect on Workplace Well-Being. The test results show $t = 2.183$, $p = 0.031 < 0.05$, so hypothesis H7 is accepted because the p -value < 0.05 . This means that the higher the employee's perception of the staff's ability to provide services accurately and reliably, the higher the level of Workplace Well-Being.

This finding supports research by Sudarsono and Wijaya (2020) which states that the credibility and ability of staff to provide services accurately greatly influences employee work well-being.

8) The Influence of Responsiveness on Workplace Well-Being

Hypothesis H8 states that the Responsiveness dimension has a positive effect on Workplace Well-Being. The test results show $t = 2.023$, $p = 0.045 < 0.05$, so hypothesis H8 is accepted because the p -value < 0.05 . This means that the higher the employee's perception of the staff's willingness to help and provide prompt service, the higher the level of Workplace Well-Being.

9) The Influence of Assurance on Workplace Well-Being

Hypothesis H9 states that the Assurance dimension has a positive effect on Workplace Well-Being. The test results show $t = 2.092$, $p = 0.039 < 0.05$, so hypothesis H9 is accepted because the p -value < 0.05 . This means that the higher the employee's perception of the staff's ability to provide service assurance, the higher the level of Workplace Well-Being.

10) The Influence of Empathy on Workplace Well-Being

Hypothesis H10 states that the Empathy dimension has a positive effect on Workplace Well-Being. The statistical test results show a t -value of -3.122 with a p -value of 0.002 ($p < 0.05$), indicating that the relationship between Empathy and Workplace Well-Being is statistically significant but negative. This means that hypothesis H10 is rejected because the direction of the influence is contrary to the proposed hypothesis. An increase in employee perceptions of organizational empathy (such as attention, personal support, and understanding of work needs) is actually associated with a decrease in work well-being.

This finding, while counterintuitive, can be explained within the context of hospital organizational dynamics. Theoretically, empathy should increase feelings of appreciation, emotional support, and bonds between employees and management. However, in reality, high perceptions of empathy can actually create psychological stress if not balanced by concrete organizational action.

This negative finding doesn't mean empathy is unimportant, but rather demonstrates that empathy must be manifested in concrete actions, not just symbolic communication. Otherwise, what should be supportive attention can actually become an additional psychological burden. Therefore, management needs to ensure that a culture of empathy is

reflected not only in words but also in daily policies and practices that genuinely support employee well-being, such as active listening systems, employee assistance programs, or workload adjustments based on individual circumstances.

11) The Influence of Achievement Motivation on Workplace Well-Being

Hypothesis H11 states that Achievement Motivation has a direct positive effect on Workplace Well-Being. The test results show $t = 13.188$, $p = 0.000 < 0.05$ by looking at the significance value is smaller than 0.05, then hypothesis H11 is accepted. This means that Achievement Motivation has a positive and significant influence on Workplace Well-Being at PKU Muhammadiyah Hospital, Blora Regency.

These results support McClelland's theory, as cited by Ali and Asrori in Sugiyono (2016), which states that individuals with high achievement motivation are diligent, responsible, and able to create a conducive work environment. This aligns with the situation at PKU Muhammadiyah Blora Hospital, where employees with high achievement motivation tend to be more satisfied and prosperous at work because they are more proactive and have good self-control.

4. Conclusion

This study aims to answer the main problem regarding the role of each dimension of Service Quality (Tangible, Reliability, Responsiveness, Assurance, Empathy) in mediating the influence of Achievement Motivation on Workplace Well-Being at PKU Muhammadiyah Hospital, Blora Regency. Based on the results of multiple linear regression analysis and mediation test using the Bootstrap method on the parallel regression model (Model 4 PROCESS for SPSS) it was found that: *Achievement Motivation* has a direct, positive, and significant impact on workplace well-being. This means that the higher an employee's motivation to achieve, the greater their perceived level of work well-being. This suggests that the internal drive for achievement is a crucial factor in building psychological and emotional well-being in the workplace.

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