

The Relationship Between Motivation, Length of Service, Work Environment, Job Satisfaction, and the Performance of Healthcare Workers at National Hospital of Diponegoro, Semarang, Indonesia

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ABSTRACT

Background: Performance is the result of work achieved by a person in carrying out his duties which is based on skills, experience, seriousness, and time aimed at the progress of an organization or company. This study aims to analyze the relationship between motivation, length of work, work environment, job satisfaction, and the performance of health workers at Semarang Hospital.

Subjects and Method: This study uses an observational analytical design with a cross-sectional approach conducted at the Semarang Hospital from June to July 2024. The sample consisted of 200 health workers who were selected by a simple random sampling method. The independent variables in this study were motivation, length of work, work environment, and job satisfaction. The dependent variable is the performance of the health workers of Semarang Hospital. Data collection was carried out by questionnaire. The data was analyzed using the structural equation model (SEM) analysis model.

Results: The performance of health workers increased with a good work environment ($b=0.38$; 95% CI=0.19 to 0.56), but decreased with longer working A good work environment was influenced by strong work motivation ($b=0.13$; 95% CI=0.01 to 0.23), and high job satisfaction ($b=0.45$; 95% CI=0.30 to 0.59). Work motivation was positively influenced by job satisfaction ($b=0.37$; 95% CI=0.17 to 0.53). Length of work was positively influenced by job satisfaction ($b=0.48$; 95% CI=0.30 to 0.59). This Path Analysis shows good goodness of fit: Chi Square $p=0.268$ (>0.050), RMSEA= 0.04 (<0.08), CFI= 0.99 (>0.90), TLI= 0.096 (>0.90), and SRMR= 0.03 (<0.05).

Conclusion: Performance is directly affected by the work environment, and the length of work, and is indirectly affected by job satisfaction and work motivation.

Keywords: performance, work environment, motivation, length of work, job satisfaction

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BACKGROUND

Performance is the result of work achieved by a person in carrying out his duties based on skills, experience, seriousness, and time

aimed at the progress of an organization or company. A person's performance is determined by their ability and motivation to carry out a job. The execution of work is

determined by the interaction between ability and motivation. The higher the performance of employees, the easier it is for the organization to achieve organizational goals (Hasibuan et al, 2019).

Health workers according to Law No. 17 of 2023 concerning health article 1 paragraph 7 (Law No. 17 of 2023 concerning Health), are every person who devotes themselves to the health sector and has a professional attitude, knowledge, and skills through higher education which for certain types requires the authority to carry out health efforts. The implementation of the optimal role of health workers is one of the efforts that can be made to improve performance in health services, especially in hospitals (Saputra et al, 2015).

Diponegoro National Hospital Semarang is a hospital that has complete human resources, service units and equipment, especially for the Semarang area and its surroundings. Diponegoro National Hospital Semarang has a number of personnel as human resources from medical personnel, nursing personnel, pharmaceutical personnel, public health personnel, nutrition personnel, physical therapy personnel, medical technical personnel and non-health personnel. Diponegoro National Hospital needs to have the right strategy to improve the quality of public health services by improving the quality of existing human resources, so that patients will continue to use the services at Semarang National Hospital. This study aims to analyze the relationship between motivation, length of work, work environment, job satisfaction, and the performance of health workers at Semarang Hospital.

Even though there are adequate tools and facilities at the Diponegoro Semarang Hospital, the performance of health workers still needs to be reconsidered. The performance of health workers is one of the indicators assessed on the quality of a hospital. The problems found at the Diponegoro Semarang

Hospital in a study conducted by Aryudi, et al (2023) explained that in 2021 as many as 10 cases of resignation occurred in nurses. This indicates that there is poor performance in nurses so it is necessary to investigate further related to factors that affect the performance of health workers.

Based on the description that has been given, the researcher conducted a study with the title "the relationship between motivation, length of work, environment, job satisfaction and the performance of health workers at Semarang Hospital". The novelty of this study is that this study uses logistic regression analysis and pathway analysis to look at the influence of motivation, tenure, environment, job satisfaction on work performance.

SUBJECTS AND METHOD

1. Study Design

The type of study used is a quantitative study using a cross-sectional analytical observation method. This study was carried out in June-July 2024 at the Semarang Hospital.

2. Population and Sample

The population in this study is all health workers at Semarang Hospital totaling 231. A sample of 200 health workers was selected randomly.

3. Research Variables

The dependent variable was work performance of health workers. The independent variables were work motivation, length of work, work environment, and job satisfaction.

4. Operational Definition

Performance: The work achieved by the officer based on his or her ability to provide services to patients in accordance with the responsibilities given.

Job satisfaction: Attitudes of health workers towards work related to work situations, cooperation between officers, rewards related to physical and psychological factors.

Work Motivation: A psychological drive that affects a person's behavior, effort, and perseverance in doing work to achieve goals.

Work Environment: Everything that surrounds employees and can affect the way and results of health workers' work.

Length of Service: The length of work that has been taken by health workers in hospitals.

5. Study Instrument

The study instrument used for data collection is using a questionnaire.

6. Data Analysis

Univariate analysis was carried out to obtain the frequency distribution and percentage characteristics of the study subjects. Multi-variate analysis uses the structural equation modelling (SEM) analysis model.

7. Research Ethics

Study ethics including informed consent, anonymity, and confidentiality, are handled with care during the study process. The approval letter for the study ethics permit was obtained from the ethics committee of the Faculty of Health Sciences, University of

Muhammadiyah Surakarta No.327/KEPK-FIK/V/2024.

RESULTS

1. Univariate Analysis

The results of the univariate study are presented in the form of categorical data and continuous data. The categorical data is presented for gender, age, and length of work data. Continuous data is presented for performance data, work environment, workload, job satisfaction, work motivation, and work incentives. Categorical data can be seen as follows.

Table 1 shows that there are 51 people or 25.5% of health workers who have a male gender and 149 or 74.5% of health workers who have a female gender of 83 people or 41.50% of <35 years old and 117 people or 58.50% of health workers who have a ≥35 years of age. Furthermore, in the variable of working time, it was found that health workers who had worked for <6 years were 122 people or 61% and health workers who had worked for ≥6 years were 78 people or 39%.

Table 1. Characteristics of categorical data sample

Variable	Frequency	Percentage (%)
Gender		
Man	51	25.5
Woman	149	74.5
Age		
<35 Years	83	41.5
≥35 Years	117	58.5
Length of Work		
<6 Years	122	61
≥6 Years	78	39

In table 2, it is explained that in this study, it is found that in the performance variable the average performance is 18.60 with a minimum value of 10 and a maximum value of 10 and a standard deviation of 1.94. Furthermore, in the social capital variable, it is found that the average social capital value is 18.75 with a minimum value of 8 and a maximum value of 20 and a standard deviation of 2.02.

Furthermore, in the work environment variable, it is found that the average work environment is 7.20 with a minimum value of 3 and a maximum value of 8 and a standard deviation of 1.26. Furthermore, on the workload variable, it was found that the average workload was 9.19 with a minimum value of 4 and a maximum value of 10 and a standard deviation of 1.26.

tion of 1.17. Furthermore, in the job satisfaction variable, it was found that the average job satisfaction was 9.52 with a minimum value of 5 and a maximum value of 10 and a standard deviation of 1.15. Furthermore, in the work motivation variable, it was found that the average work motivation was 8.81 with a

minimum value of 2 and a maximum value of 10 and a standard deviation of 1.61. Furthermore, in the work incentive variable, it was found that the average work incentive was 9.07 with a minimum value of 0 and a maximum value of 10 and a standard deviation of 1.46.

Table 2. Characteristics of continuous data samples

Variable	Mean	SD	Minimum	Maximum
Performance	18.60	1.94	10	20
Work Environment	7.20	1.26	3	8
Workload	9.19	1.17	4	10
Job Satisfaction	9.52	1.15	5	10
Work Motivation	8.81	1.61	2	10
Work Incentives	9.07	1.46	0	10

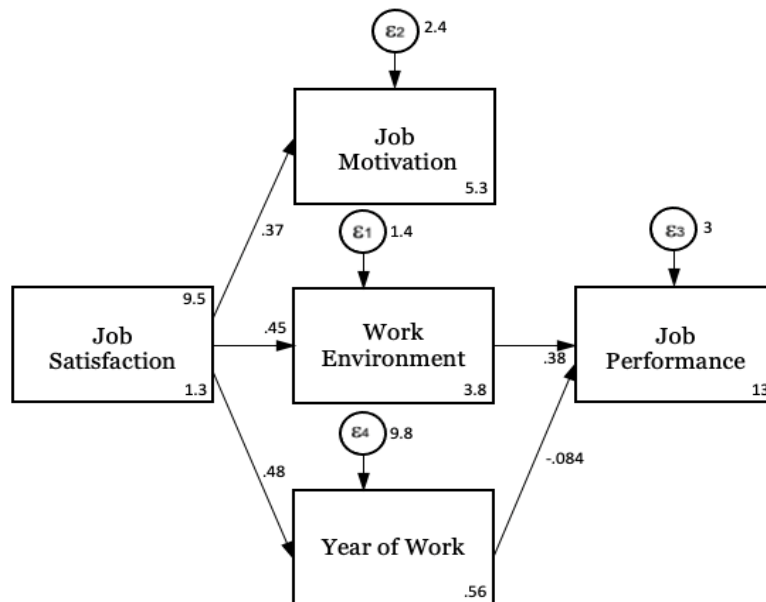


Figure 1. Path analysis diagram of factors affecting the performance of health workers in hospitals

2. Multivariate Analysis

In Figure 1, it is explained that the work environment and length of work are factors that directly affect the performance of health workers. Furthermore, work motivation and job satisfaction are indirect factors that affect the performance of health workers. Furthermore, the magnitude of the influence of each variable can be seen in the Table 3.

In the direct influence, there is an influence between the work environment and the performance of health workers. Every 1 unit improvement in the work environment will be followed by a possible performance improvement of 0.38 units and is statistically significant (b=0.38; 95% CI=0.19 to 0.56; p<0.001).

In the variable of length of work, there is an effect of working time on performance.

Each additional 1 year of working health workers will be followed by a possible decrease in performance of 0.08 units and statistically significant ($b=-0.08$; 95% CI=-0.15 to -0.01; $p=0.030$).

There is an influence of motivation on performance. Every 1 increase in motivation in health workers will be followed by a possible increase in performance of 0.12 units but is not statistically significant ($b=0.12$; 95% CI=-0.36 to 0.27; $p=0.134$).

On the indirect influence, there is an influence of motivation on the work environment. Every 1 unit increase in motivation in a person will be followed by a probability increase in the work environment by 0.13 units and is statistically significant ($b=.0.13$; 95% CI=0.01 to 0.23; $p=0.020$).

There is an influence of job satisfaction on motivation. Every 1 unit increase in job satisfaction will be followed by a possible increase in work motivation by 0.37 units and is statistically significant ($b=0.37$; 95% CI=0.17 to 0.53; $p<0.001$).

There is an effect of job satisfaction on the work environment. Every increase of 1 unit of work activity will be followed by a possible increase in the work environment by 0.45 units and statistically significant ($b=0.45$; 95% CI=0.30 to 0.59; $p<0.001$).

There is an influence of job satisfaction on the length of years of work. Every 1 unit increase in job satisfaction will be followed by a possible increase in the work environment by 0.48 units and statistically significant ($b=0.48$; CI 95%= 0.11 to 0.86; $p=0.012$).

Table 3. Path Analysis of factors affecting the performance of health workers

Dependent Variables	Independent Variables	b	95% CI		p
			Lower Limit	Upper Limit	
Direct effect					
Performance	← Work Environment	0.38	0.19	0.56	<0.001
	← Length of Work	-0.08	-0.15	-0.01	0.030
	← Work Motivation	0.12	-0.36	0.27	0.134
Indirect Effects					
Work Environment	← Work Motivation	0.13	0.02	0.23	0.020
	← Job Satisfaction	0.45	0.30	0.59	<0.001
Work Motivation	← Job Satisfaction	0.37	0.18	0.55	<0.001
Length of Work	← Job Satisfaction	0.48	0.11	0.86	0.012
n Observations: 200					
Goodness of fit:					
Only Square $p<0.268$ (>0.05)					
RMSEA = 0.040 (<0.08). CFI= 0.99 (>0.90).					
TLI = 0.096 (>0.90).					
SRMR = 0.03 (<0.05).					

DISCUSSION

1. The Influence of the Work Environment on the Performance of Health Workers

The results of this study were found that there was an influence between the work environment and the performance of health workers. Every 1 unit improvement in the work environment will be followed by a possible

performance improvement of 0.38 units and is statistically significant ($b=0.38$; 95% CI=0.19 to 0.56; $p<0.001$).

The work environment has an important role in shaping the behavior of individual employees. The quality of a good work environment can motivate employees to work harder, which ultimately has a positive impact on their performance (Hafeez et al., 2019).

This study is in line with the study of Zhenjing et al. (2022), which stated that a positive work environment can increase employees' morale and help them rise in difficult situations. A conducive work environment also contributes to an increase in employee commitment, thus encouraging them to provide optimal work quality for the company or organization. In addition, high commitment among employees plays a role in improving task performance, because employees with stronger commitment tend to show better performance. Employees who have high fighting power and achievement also generally have a superior level of task performance.

2. The Effect of Working Lengths on the Performance of Health Workers

In this study, it was found that there was an effect of working time on performance. Each additional 1 year of working health workers will be followed by a possible decrease in performance of 0.08 units and statistically significant ($b=-0.08$; 95% CI= -0.15 to -0.01 ; $p=0.030$).

This study is in line with a study conducted by Wang et al. (2021) which stated that there is an influence of working time on the performance of health workers. Although health workers who have been in the job for a long time are more competent in a job, sometimes workers already feel bored and tend to rely on new workers to carry out a job. This is what makes the performance of employees decrease.

This research is also in line with a study conducted by Wahyudi, et al (2018) which stated that the influence of working length has an impact of 74.4% on worker performance. Working length has an influence on performance because it can affect the motivation that exists in workers. On the other hand, the length of work can also affect the ability of workers so that they can complete well or are still in the learning process.

However, this study is not in line with the findings of Lubis (2022), which states that working period has a positive impact on employee performance. The longer a person works, the more developed his skills and abilities in carrying out his duties. The work experience gained on an ongoing basis also contributes to the improvement of employees' technical maturity (Pamungkas et al., 2017).

According to researchers in this study, it was found that health workers who have worked for a long time tend to be bored and rely on other health workers so that their performance decreases.

3. The Effect of Motivation on Health Worker Performance

The results of this study found that there is an indirect influence of motivation on the work environment. Every 1 unit increase in motivation in a person will be followed by a probability increase in the work environment by 0.13 units and is statistically significant ($b=0.13$; 95% CI= 0.01 to 0.23 ; $p=0.020$).

This study is in line with a study conducted by Hemakumara (2020) which stated that there is a positive influence of high motivation on the performance of health workers. According to Hemakumara, there are two types of motivation in workers, namely intrinsic rewards and extrinsic rewards. Extrinsic rewards are rewards that are tangible and can be seen physically. Intrinsic rewards are rewards that are intangible and cannot be seen in physical form. Examples of intrinsic rewards are awards, work relationships, good attitudes between fellow employees, etc. According to Hemakumara (2020), intrinsic rewards are stronger rewards in terms of motivating officers.

According to Kuswati (2020) states that motivation has an influence on performance in workers. Workers who have high motivation will have high performance. This means that motivation is one of the cornerstones of a

person to be able to carry out work so that it can improve performance.

According to researchers, the motivation that exists in a person has an influence on performance. The motivation that exists in health workers can increase the intention to work so that health workers can focus more on their work and the results or performance provided are more optimal. Lack of motivation will cause health workers to have no purpose in doing their work and not provide comfort in doing every job given and ultimately cause a decrease in performance in the health worker).

4. The effect of work motivation on the work environment

In this study, it was found that there was an influence of motivation on the work environment. Every 1 unit increase in motivation in a person will be followed by a probability increase in the work environment by 0.13 units and is statistically significant ($b=.0.13$; 95% CI=0.01 to 0.23; $p=0.020$).

This study is in line with a study conducted by Girdwichai, et al (2020) which stated that motivation and work environment are related to each other. This is explained that the motivation that workers have can provide a significant improvement in the performance given also in the work environment can also positively affect performance. The motivation possessed by workers can affect the work environment so that it can improve a conducive environment and have healthy competition. High motivation can also provide a good work environment where the work culture in a place becomes good so that it easily has an impact on performance.

This study is also in line with a study conducted by Basalamah and As'ad (2021) which states that motivation can affect the work environment that exists in workers. Good motivation and an improved work environment will ultimately improve performance and satisfaction in workers. On the other

hand, low motivation and a declining work environment will result in decreased performance and satisfaction for workers).

AUTHOR CONTRIBUTION

NPI contributed to the conception and design of the study, development of the research framework, and drafting of the manuscript. DGT contributed to the critical revision of the manuscript for important intellectual content. BM contributed to the data analysis, interpretation of findings, preparation of tables and figures, and final approval of the manuscript. All authors read and approved the final version of the manuscript.

CONFLICT OF INTEREST

There is no conflict of interest in this study.

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