

The Effect of Work Motivation and Job Satisfaction on Employee Performance at Village Health Center X

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ABSTRACT

This study aims to analyze the influence of work motivation and job satisfaction on the performance of Community Health Center employees. The study employed a quantitative approach using a survey technique through the distribution of questionnaires to 35 respondents. Prior to analysis, the research instruments were tested for validity and reliability to ensure the accuracy and consistency of the data obtained. Furthermore, classical assumptions, including normality, multicollinearity, and heteroscedasticity were examined to ensure the appropriateness of the regression model. The data were then analyzed using multiple regression with partial tests. The results indicated that work motivation had a positive and significant effect on employee performance, while job satisfaction also positively and significantly influenced performance. These findings confirm that enhancing employee motivation and job satisfaction is a crucial factor in supporting the performance of Community Health Centers, thereby improving the quality of health services provided to the community.

INTRODUCTION

Community health centers (Puskesmas) are crucial institutions within the national health care system. As first-level health facilities, they ensure equitable access to basic health services for the public. This strategic role places them at the forefront of improving public health through promotive, preventive, curative, and rehabilitative efforts. To optimally carry out these functions, high-performing employees are required. According to Bangun (in Ilham, 2022), performance is defined as the work achievements of an employee in a company, in accordance with the demands and regulations inherent in their job. Excellent performance by Puskesmas employees is reflected in the quality of services provided, discipline, punctuality, and the ability to interact professionally with patients.

Employee performance is influenced by various factors, both individual and environmental. Among these, work motivation and job satisfaction are often considered significant variables. Work motivation refers to the inner drive that compels a person to carry out their duties, strive to achieve targets, and commit to work responsibilities. Hamzah (in Permadi & Rasminingsih, 2023) defines motivation as the driving force that encourages someone to strive for their best performance and complete assigned tasks optimally. Motivated employees are generally more resilient in facing challenges and are able to demonstrate consistent performance. Without strong motivation, employees tend to work merely to fulfill obligations, which may prevent them from delivering optimal results.

Meanwhile, job satisfaction concerns the extent to which employees feel content and accept their working conditions. Sutrisno (in Alvionita & Marhalinda, 2024) defines job satisfaction as an employee's emotional state, reflected in their likes and dislikes when evaluating and performing their work. This aspect can be observed in satisfaction with salary, the work environment, opportunities for self-development, and relationships with coworkers and superiors. Employees who experience job satisfaction tend to display a positive attitude, remain loyal, and be more disciplined in their work. High job satisfaction also strengthens organizational commitment, thereby reducing the potential for turnover. Conversely, low job satisfaction increases the risk of complaints, decreased morale, and high absenteeism, all of which can negatively affect service quality.

Previous studies have also confirmed the strong relationship between motivation, job satisfaction, and employee performance. Several studies show that intrinsic motivation such as the need for achievement, a sense of responsibility, and self-development is a key factor driving productivity. In contrast, job satisfaction is often influenced by extrinsic factors such as work facilities, reward systems, and organizational policies. The combination of these factors ultimately determines how employees perform in their daily tasks, particularly in the public service sector, which directly demands high-quality service.

This situation is also evident at Community Health Center X in Buru Regency, which faces challenges typical of archipelagic regions. Limited

infrastructure, difficult geographic access, and heavy workloads are factors that may affect employee motivation and job satisfaction. Initial observations indicate variations in employee performance: some appear energetic and enthusiastic, while others seem less motivated, especially under high work pressure. This variation suggests that the issue is not only related to workload but also to employees' psychological well-being and satisfaction in performing their duties. This phenomenon requires serious attention because the quality of health services at community health centers largely depends on employee performance. When motivation and job satisfaction are not well managed, public services may be disrupted, leading to increased complaints, declining public trust, and even weakening the role of Puskesmas as the spearhead of health care services. Conversely, when these aspects are improved, employees become more productive, disciplined, and professional in serving the community.

Therefore, understanding the influence of motivation and job satisfaction on employee performance is crucial. This study focuses on analyzing the relationship between these two variables and employee performance at Community Health Center X in Buru Regency. The findings are expected to provide useful input for management in formulating effective strategies.

THEORETICAL FRAMEWORK

Employee performance is a critical factor in determining the quality of public health services at the Community Health Center (Puskesmas). In practice, the performance of employees at Village X Puskesmas has shown varying levels, with some employees demonstrating high productivity and quality of service, while others experience challenges in maintaining consistency and effectiveness. These variations indicate the need to explore the factors that influence employee performance, particularly psychological aspects such as work motivation and job satisfaction, which have been highlighted in previous studies as key determinants of performance outcomes.

The aim of this study is to analyze how work motivation and job satisfaction contribute to employee performance at Village X Puskesmas. Understanding this relationship is essential to identify strategies that can enhance employee commitment, productivity, and overall service quality.

Work Motivation

Motivation is essentially an internal or external drive that influences an individual's behavior toward achieving specific goals. According to Rivai (in Djaman et al., 2021) motivation can be understood as a set of attitudes and values that encourage individuals to strive toward achieving certain objectives. Although these attitudes and values are intangible, they play a crucial role as a driving force that stimulates individuals to act in pursuit of desired goals. Meanwhile, Pandji Anoraga (in Hehanussa, 2020) defines work motivation as the desire that arises from within an employee to carry out their job. This drive emerges from the integration of personal needs, physical working conditions, and social influences, with its intensity depending on the interaction of these three aspects.

According to Robbins and Judge (in Tarmizi & Hutasuhut, 2022), work motivation can be measured through several key indicators: (a) appreciation, (b) social relationships, (c) life needs, and (d) success at work.

Job Satisfaction

Edy Sutrisno (in Firli & Kuswinarno, 2024) states that job satisfaction reflects an individual's attitude toward their job, which is shaped by experiences related to working conditions, relationships with colleagues, compensation received, and both the physical and psychological aspects of the work environment. Similarly, Mangkunegara (in Sari et al., 2021) defines job satisfaction as an expression of employees' feelings, positive or negative arising from the relationship between their work and personal well-being.

According to Hasibuan (in Chandra & Maghfirah, 2025), job satisfaction can be assessed through several indicators, including: (a) enjoyment of work, (b) love for work, (c) positive work morale, (d) work discipline, and (e) work achievement.

Performance

Performance is not only defined as behavior or work results but also as the concrete contribution of individuals and groups to the achievement of organizational goals. Wibowo (in Tarmizi & Hutasuhut, 2022) explains that performance reflects the value of employees' work behavior, which may contribute positively or negatively to organizational objectives. Performance also serves as a framework to ensure that individuals and teams understand expectations, remain oriented toward effectiveness, and focus on objectives, measurement, and evaluation. Meanwhile, Sunto (in Nur Pangestu et al., 2022) defines performance as the work produced by individuals or groups within an organization over a specific period to achieve organizational goals.

Performance evaluation can be conducted using Wibowo's framework (in Tafonao, 2023), which identifies performance indicators as: (a) work quality, (b) work quantity, (c) employee resilience, and (d) employee attitude.

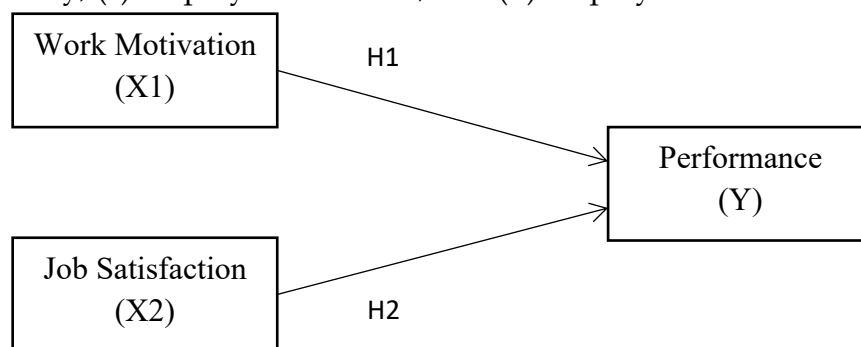


Figure 1. Conceptual Framework

METHODS

This study employed a quantitative approach, selected because it enables the examination of relationships between variables through numerical data analysis. The subjects consisted of all 35 employees working at Community Health Center X in Buru Regency. Due to the relatively small number of

respondents, random sampling was not feasible; therefore, the total population was used as the study sample. This approach ensured that the data collected were more representative and reflected actual conditions in the field.

Data were collected using a questionnaire developed based on indicators of work motivation, job satisfaction, and employee performance. Respondents provided their answers on a five-point Likert scale, ranging from “strongly disagree” to “strongly agree.” The instrument was tested for validity and reliability beforehand to ensure that each item accurately measured the intended construct and produced consistent results.

The data were analyzed using multiple linear regression techniques with the assistance of statistical software. The analysis particularly emphasized the partial t-test, as the main objective of this study was to identify the contribution of each independent variable work motivation (X_1) and job satisfaction (X_2) to employee performance (Y). Partial testing was considered appropriate because it allows researchers to assess the influence of each variable individually, thereby identifying which factor plays a more dominant role in driving performance improvement.

RESULTS

Validity test

Validity testing is conducted to determine whether a research instrument is truly capable of measuring the intended variable. A questionnaire item is considered valid if it meets two criteria: the calculated r-value exceeds the r-table value, and the significance value is less than 0.05.

Table 1. Validity Results

Variable	Item Statement	R-Count	R-Table	Significance	Information
Motivation	M.1	,888	0,333	0,000	Valid
	M.2	,936			
	M.3	,844			
	M.4	,738			
	M.5	,843			
	M.6	,695			
	M.7	,545			
	M.8	,810			
Job Satisfaction	JS.1	,816	0,333	0,000	Valid
	JS.2	,816			
	JS.3	,820			
	JS.4	,843			
	JS.5	,877			
	JS.6	,884			
	JS.7	,850			
	JS.8	,856			
Performance	P.1	,709	0,333	0,000	Valid
	P.2	,822			

	P.3	,880			
	P.4	,937			
	P.5	,920			
	P.6	,852			

Based on the results of data processing, all items in the Motivation, Job Satisfaction, and Performance variables demonstrated calculated r-values above the r-table (0.333) with a significance level of 0.000. Therefore, all questionnaire items in this study met the validity criteria and were deemed suitable for measuring the constructs of motivation, job satisfaction, and performance in accordance with the research conceptual framework.

Reliability Test

Reliability testing was carried out to determine the extent to which the research instruments produced consistent results when used repeatedly. A variable is considered reliable if its Cronbach's Alpha value exceeds 0.70.

Table 2. Reliability Results

Variable	Cronbach's Alpha	Information
Motivation (X1)	0,921	Reliable
Job Satisfaction (X2)	0,942	Reliable
Performance (Y)	0,924	Reliable

The test results showed Cronbach's Alpha values of 0.921 for the Motivation variable (X_1), 0.942 for the Job Satisfaction variable (X_2), and 0.924 for the Performance variable (Y). Since all values are above the minimum threshold of 0.70, it can be concluded that all research instruments are reliable.

Classic Assumption Test

Normality test

The normality test was conducted to determine whether the data in the regression model were normally distributed. One of the criteria used is an Asymp. Sig. (2-tailed) value greater than 0.05, which indicates that the residuals are normally distributed.

**Table 3. Normality Results
One-Sample Kolmogorov-Smirnov Test**

		Unstandardized Residual
N		35
Normal Parameters ^{a,b}	Mean	.0000000
	Std. Deviation	1.56310495
Most Extreme Differences	Absolute	.085
	Positive	.085
	Negative	-.060
Test Statistic		.085
Asymp. Sig. (2-tailed)		.200 ^{c,d}

Based on the Kolmogorov-Smirnov test, the Asymp. Sig. value was 0.200, which exceeds the 0.05 threshold. Therefore, the research data can be considered normally distributed and free from distribution bias.

Multicollinearity Test

A multicollinearity test was conducted to examine whether there was an excessively strong relationship (high correlation) between the independent variables in the regression model. A regression model is considered free from multicollinearity if the Tolerance value is greater than 0.10 and the VIF value is less than 10.

Table 4. Multicollinearity Results

Coefficients ^a			
Model		Collinearity Statistics	
		Tolerance	VIF
1	(Constant)		
	Motivation	.261	3.832
	Job Satisfaction	.261	3.832

a. Dependent Variable: Performance

Based on the test results, the Motivation and Job Satisfaction variables had Tolerance values of 0.261 and VIF values of 3.832. These results fall within the acceptable range (Tolerance > 0.10 and VIF < 10), indicating that the regression model is free from multicollinearity.

Heteroscedasticity Test

A heteroscedasticity test was conducted to determine whether the residual variances of one observation differ from those of another in the regression model. This test can be assessed using the scatterplot distribution. If the points are randomly distributed, do not form a specific pattern, and are spread both above and below zero on the Y-axis, the model is considered free from heteroscedasticity.

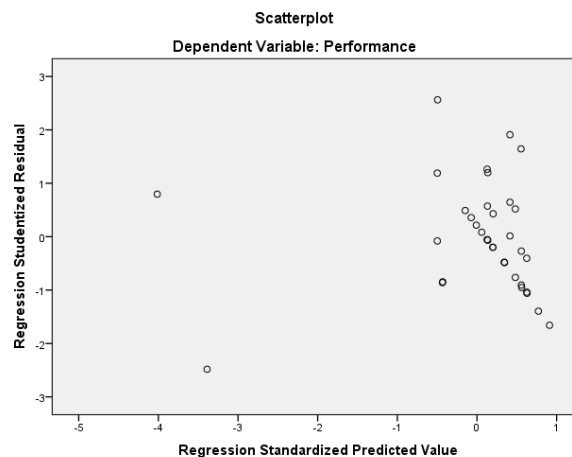


Figure 2. Scatterplot graph

The scatterplot results (Figure 2) indicate that the residual points are randomly distributed and do not show any specific pattern, confirming that the regression model in this study is free from heteroscedasticity.

Hypothesis test

T-Test

A t-test was conducted to determine the partial influence of each independent variable on the dependent variable. An independent variable in this

study is considered to have a significant effect if the calculated t-value exceeds the critical t-value (2.036) and the Sig. value is less than 0.05.

Table 5. T Test (Partial Test)

Coefficients ^a								
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	1.011	2.040		.496	.624		
	Motivation	.436	.113	.596	3.851	.001	.261	3.832
	Job Satisfaction	.224	.105	.329	2.126	.041	.261	3.832
a. Dependent Variable: Performance								

The partial test results show that work motivation (X1) has a positive and significant effect on performance, as evidenced by a calculated t-value of 3.851 with a significance level of 0.001. This finding implies that higher levels of motivation among nurses lead to better performance. Furthermore, job satisfaction (X2) also demonstrates a positive and significant effect, with a calculated t-value of 2.126 and a significance level of 0.041. These results suggest that nurses' perceived job satisfaction contributes significantly to improving their performance.

Multiple Linear Regression Test

Multiple linear regression analysis was employed to examine the influence of more than one independent variable on the dependent variable. Based on the test results, the regression equation for work motivation, job satisfaction, and performance is as follows:

$$Y = 1,011 + 0,436X_1 + 0,224X_2$$

The constant (1.011) indicates that if motivation and job satisfaction are equal to zero, employee performance would have a baseline value of 1.011 units. The motivation coefficient (0.436) is positive, meaning that for every one-unit increase in motivation, employee performance increases by 0.436 units, assuming other variables remain constant. Similarly, the job satisfaction coefficient (0.224) is positive, indicating that for every one-unit increase in job satisfaction, performance increases by 0.224 units, assuming other variables remain constant. Since both coefficients are positive and statistically significant (p-value < 0.05), it can be concluded that motivation and job satisfaction both contribute significantly to improving employee performance.

DISCUSSION

The Influence of Work Motivation on Employee Performance

The results of this study indicate that work motivation has a positive and significant effect on the performance of Community Health Center employees. This finding confirms that motivational drives both intrinsic, such as a sense of responsibility and the desire to achieve, and extrinsic, such as rewards and recognition from superiors encourage employees to perform optimally. Motivated employees typically do not merely carry out routine tasks but also strive to deliver the best results, even when faced with limited resources and challenging work environments.

This finding is consistent with motivation theory, which emphasizes that the higher an individual's work motivation, the greater the energy and effort expended to achieve organizational goals. Several previous studies also support this conclusion. For example, (Norkhalisah et al., 2024) found that work motivation is closely related to increased productivity among public sector employees. Similarly, research by (Febrian et al., 2023) revealed that employees with high motivation are more consistent in maintaining discipline, responsibility, and punctuality, which positively impacts their performance.

In the context of community health centers (Puskesmas), high work motivation is particularly important because it directly affects the quality of healthcare services provided. Healthcare work requires patience, empathy, and quick decision-making. Highly motivated employees tend to be better prepared to handle challenges such as high patient volumes, limited facilities, and difficult geographic conditions. Therefore, work motivation should not be viewed merely as a psychological factor, but rather as a fundamental driver in ensuring the consistent quality of public healthcare services.

The Influence of Job Satisfaction on Employee Performance

The results of the partial test also indicate that job satisfaction has a positive effect on employee performance. Employees who are satisfied with their jobs whether due to fair compensation, a comfortable work environment, support from leadership for their achievements, or harmonious relationships with coworkers tend to be more enthusiastic and loyal in carrying out their responsibilities. Job satisfaction fosters a positive attitude, reduces stress levels, and strengthens employees' sense of belonging to the organization.

This finding is consistent with research by (Herlambang et al., 2022), which states that job satisfaction serves as an emotional stabilizing factor that can enhance employee performance. Similarly, (Rusmiati et al., 2024) found that job satisfaction significantly contributes to improving performance. Research by (Annaassya & Taufiqurahman, 2025) also revealed that job satisfaction positively influences performance in the public service sector, as satisfied employees tend to be more service-oriented and focused on work quality.

In practice, at Community Health Centers (Puskesmas), job satisfaction affects not only individual employees but also the entire team. High levels of satisfaction create a harmonious work environment, minimize internal conflicts, and enhance collaboration among employees when facing demanding workloads. Ultimately, this leads to improved service quality for the community. Satisfied employees are generally more responsive, friendly, and responsible, which fosters a sense of well-being and increases public trust in Puskesmas. Conversely, when job satisfaction is neglected, the risk of decreased motivation, high absenteeism, and declining performance rises factors that negatively affect the quality of healthcare services provided by the Community Health Center.

CONCLUSION

The results of this study demonstrate that work motivation and job satisfaction have a positive and significant effect on the performance of Community Health Center employees. Increased work motivation encourages employees to work more optimally and be results-oriented. Meanwhile, high job satisfaction fosters a positive attitude, enhances loyalty, and strengthens teamwork, thereby directly improving performance and the quality of healthcare services provided to the community. Thus, work motivation and job satisfaction are essential factors that must be consistently managed to sustain and improve employee performance within Community Health Centers.

RECOMMENDATIONS

Community Health Centers should maintain and enhance employee motivation and job satisfaction through balanced reward systems, a supportive work environment, and effective communication, in order to continuously improve employee performance.

FURTHER STUDY

Future researchers are encouraged to build on the findings of this study by considering additional variables that may potentially influence employee performance. Factors that could be explored include organizational culture, leadership style, employee engagement, and work-life balance. Incorporating these variables is expected to provide a deeper and more comprehensive understanding of the factors that determine performance in the healthcare context.

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