

The relationship between work motivation, work environment, and work output of health workers at the Bandar Khalifah Deliserdang Health Center

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ABSTRACT

The purpose of this study was to determine the relationship between work motivation and organizational culture on the performance of the Bandar Khalifah Health Center, Deliserdang Regency. The implication of this study is to be able to improve the ability of a leader and the existing organizational culture, so that aspects of employee job satisfaction can be met, because in general high employee job satisfaction will be able to increase the work motivation of the Bandar Khalifah Health Center staff, Deliserdang Regency. The performance of health workers is a critical factor in ensuring the delivery of effective and quality health services, especially at the primary healthcare level such as community health centers (Puskesmas). In Indonesia, Puskesmas serve as the frontline for promoting, preventing, and treating public health issues. The Bandar Khalifah Deliserdang Health Center is one such facility that plays an essential role in addressing the health needs of the local community. However, the quality of services provided is often influenced by internal factors, including work motivation and the work environment. Motivation drives employees to perform their duties diligently and achieve institutional goals, while the work environment—encompassing physical conditions, organizational culture, and interpersonal relationships—affects job satisfaction and overall productivity.

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1. Introduction

Health care professionals' workmotivation is assumed to be crucial for the quality of hospital care, but it is unclear which type of motivation ought to be stimulated to improve quality. Motivation and similar concepts are aligned along a motivational continuum that ranges from (intrinsic) autonomous motivation to (extrinsic) controlled motivation to provide a framework for this mixed-methods systematic review (Veenstra et al., 2022a). Culture encourages its members to act in alignment with shared values naturally, without coercion. When the culture promotes high performance within the organization, members are likely to perform well. (Dayani et al., 2020). Motivation can direct and encourage employees to do high-performance work that meets company expectations.

Work motivation is very important in a company because with work motivation can encourage employees to do more efficient and effective work in order to achieve certain goals. So the company must be able to provide and increase work motivation to employees so that employees can work optimally and achieve the goals set by the company. But also employees will not be able to work optimally if there is no great motivation from within the employee. Therefore, motivation is divided into two factors, namely

extrinsic factors and intrinsic factors, in extrinsic factors come from the surrounding environment while in intrinsic factors come from within the employee. That organizational culture and motivation greatly influenced the performance of employees at the Public Works Office of Bina Marga, Musi Rawas Regency. It can be concluded that a good organizational culture and high motivation can produce performance in accordance with the expectations of the organization or leader (1345-Article Text-3255-1-10-20210814, n.d.).(n.d.). The purpose of this study was to determine the significant influence of work motivation on employee job satisfaction at the Bandar Khalifah Health Center and to determine the significant influence of organizational culture on employee job satisfaction at the Bandar Khalifah Health Center alone. To determine the effect of work motivation, organizational culture, and work environment indirectly on employee performance through the work environment. This type of research is explanatory research and the approach in this study uses a quantitative research approach (Kerja et al., n.d.).

Organizational culture strengthens the influence of motivation on employee performance at the Palopo Branch of the BPJS Health and Employment Office. Health centers, as the spearheads of health services, support the successful implementation of the national health program in Indonesia. They operate at the basic level of health organizations, where health workers collaborate to achieve health development goals. The success of achieving the Strategic Plan of the Ministry of Health of the Republic of Indonesia will be greatly influenced by the arrangement and management of personnel in carrying out the main activities of health centers. The performance of health workers including doctors, nurses, midwives, nutritionists, pharmacists, and other components in the health center environment is very important to realize quality services in accordance with the goals of the Ministry of Health of the Republic of Indonesia (Document (9), n.d.). working motivation also influences positively and significantly to the employee's performance. Based on the three linear regression analyses, the intervening variables path analysis can be tested and it shows that working motivation variable cannot be the intervening variable because the value calculation between the leadership, organizational culture and the compensation towards the employees' performance through working motivation is lower than the direct impact of the leadership and the employees' performance compensation (1611760755journal, n.d.).

Work motivation, organizational culture at the school, and the school leadership significantly influence teacher job satisfaction and also indirectly effect to the job performance of teachers. Hence, there is need to improve and develop work motivation, organizational culture and leadership of school principals. By improving the existing work motivation, organizational culture and the leadership of the school principal, the teachers will have better performance (Tetuko, 2012). The findings provide guidance for management to focus on enhancing interpersonal communication, improving the work environment, and increasing job satisfaction to increase employee loyalty. The implications of this study suggest that management needs to take a holistic and integrated approach in managing human resources, taking into account the various aspects that influence job loyalty. With 54.6% of the variability in work loyalty explained by other factors, future research needs to explore additional variables such as compensation, organizational climate, and training to get a more comprehensive picture of the factors that influence work loyalty (Naibaho & Naibaho, 2024). This study suggests that participating in professional training/development is related to a lower risk of leaving current employment (Shiri et al., 2023).

To conjointly analyse two organisational strategies that determine professional health care practice: continuous training and quality of care. The objective is to examine the opinions of physicians and nurses on the improvement of the quality of care after a 'learning by doing' program. An evaluation method was designed that integrates the main variables that intervene in quality of care. An online questionnaire was utilised for collecting opinions on the effects of the training program. A total of 184 nurses and 180 other medical professionals participated in the program and all of them were asked to complete the questionnaire. A descriptive, and inferential statistical analysis was undertaken and results showed that there is a direct relationship between perceptions about: satisfaction, professional competence, training modality, optimisation of health resources and quality of care (Gracia-Pérez & Gil-Lacruz, 2018). Healthcare organisations face major challenges to keep healthcare accessible and affordable. This requires them to transform and improve their performance. To do so, organisations must influence employee job performance. Therefore, it is necessary to know what the key dimensions of job performance in healthcare are and how these dimensions can be improved. This study has three aims.

The first aim is to determine what key dimensions of job performance are discussed in the healthcare literature. The second aim is to determine to which professionals and healthcare organisations these dimensions of job performance pertain. The third aim is to identify factors that organisations can use to affect

the dimensions of job performance in healthcare (Krijgsheld et al., 2022). Providing a motivating environment for employees becomes more fundamental in the healthcare system. Motivation of healthcare employees was affected by factors related to supervision, financial benefits, job training and growth. Efforts should be made to provide such benefits to health employees as appropriate especially, to those who did not get any such benefits. Officially recognizing best performance is suggested (Karaferis et al., 2022). Health care professionals' workmotivation is assumed to be crucial for the quality of hospital care, but it is unclear which type of motivation ought to be stimulated to improve quality. Motivation and similar concepts are aligned along a motivational continuum that ranges from (intrinsic) autonomous motivation to (extrinsic) controlled motivation to provide a framework for this mixed-methods systematic review (Veenstra et al., 2022b). Employee performance is the key to success of any organization. Therefore organizations implement various motivation policies and use a number of motivation methods to motivate their employees aiming employee performance. But how far these motivation method contribute to the employee performance is a researchable question. Findings of the review confirmed that. employee motivation is having a positive relationship with employee performance of various different industries in many countries. Therefore, organizations must try to motivate their employees to keep them satisfied and make them perform their duties well (Hemakumara, 2020).

A positive work environment also improved the employee commitment level and achievement-striving ability significantly. Both employee commitment and achievement-striving ability also improved employee performance. While in the case of mediation, it had also been observed that workplace environment triggered employee commitment and employee achievement-striving ability which further improved employee performance (Zhenjing et al., 2022). Organizational culture through continuous assessments, leadership development, and training programs can drive sustainable improvements in healthcare outcomes. By fostering inclusive, innovation-driven environments, healthcare organizations can address systemic challenges, enhance staff well-being, and deliver high-quality, patient-centered care. These findings underscore the need for integrating cultural strategies into healthcare policy and management frameworks to achieve long-term operational excellence and patient trust (Saji et al., 2024).

The organizational factors that were identified as having a great effect on healthcare employee motivation can be divided into financial and non-financial factors. Remuneration was identified as a strong extrinsic factor, while conducive working conditions, increased responsibilities and appreciation from the communities in which they serve were identified as strong intrinsic factors. Even though there is a cultural aspect to motivation, remuneration, managerial support, and career advancement are core factors that affect all healthcare professionals – irrespective of country. Many of the factors that were observed in the literature as affecting motivation can be addressed by improving the reward strategy of healthcare organisations (Afolabi et al., 2018). The health sector is characterized as labor-intensive, which means that the effectiveness of an organization that operates within its context is inextricably linked to the level of employee performance. Therefore, an essential condition, in order to achieve higher standards, in terms of the effectiveness of the health units, as well as set the foundations of a solid health system, is to take maximum advantage of the full potential of human resources (Kitsios & Kamariotou, 2021).

This study aims to determine the effect of work motivation, organizational culture and teamwork partially and simultaneously on employee performance. The location of this research at PT Go Berlibur Indonesia. healthcare organizations must implement multicomponent interventions, ideally involving all stakeholders (Somani et al., 2021). Training, as an additive human resources intervention is decisive to organizational performance. Employees require constant update of formal and informal knowledge alongside positive attitudes that have been defined as necessary in motivation leading to effectiveness in performance hence workplace training is tied to achieving organizational aims and objectives (Momanyi et al., 2016). The population uses employees of PT Go Berlibur Indonesia and a sample of 70 employees. The data analysis technique uses Validity Test, Reliability Test, Classical Assumption Test, Multiple Linear Regression Analysis, Multiple Correlation Test, Coefficient of Determination, F Test and t Test. From the research results obtained the results: (1) work motivation has a significant positive effect on employee performance. (2) organizational culture has a significant positive effect on employee performance. (3) teamwork has a significant positive effect on employee performance (Agung et al., 2022).

Conditions of organizational culture, organizational commitment, work motivation, job satisfaction and employee performance at Asyiyah Bojonegoro Hospital are all in good condition. Organizational culture, Commitment and Work Motivation have an influence on employee job satisfaction. Organizational culture, Organizational commitment, and Work motivation and Job satisfaction have an influence on employee

performance. Organizational culture Commitment and Motivation indirectly have a significant influence on employee performance through job satisfaction at Asyiyah Bojonegoro Hospital (KINERJA KARYAWAN AISYIYAH BOJONEGORO Hariyanto et al., 2021). The work environment, organizational fairness, and organizational culture influence employee job satisfaction scores. The survey was assisted with the aim of understanding the role of working environment, organizational fairness, and organizational culture in shaping employee satisfaction. This study was orderly at a company in Jombang City, East Java. The sampling method was carried out by the census method, namely all of the company's employees, totaling 120 employees. The data obtained were processed using SPSS with multiple linear regression analysis. The results showed that the work environment had a compelling impact on employee job satisfaction. There are organizational justice plays a role in job satisfaction. Organizational culture has a compelling influence on job satisfaction. The three variables, namely the work environment, organizational justice, and organizational culture have a significant role in job satisfaction simultaneously (Irfan, 2022).

This study aims to determine the effect of Leadership (X1), Organizational Culture (X2) and Work Motivation (X3) on Employee Performance (Y) at PT. The Univenus Serang. The sampling technique in this study is simple random sampling, the sample in this study amounted to 68 respondents. The method of collecting data is using a questionnaire and the measuring instrument used is the scale Likert. By using software IBM SPSS Statistics 25. (1485-Article Text-3808-1-10-20220429, n.d.). Organizational culture is the values, beliefs, and norms shared by members of an organization. This culture influences the way employees think, act, and interact with each other. In the context of the Bandar Khalifah Health Center, a strong and positive organizational culture can be the key to improving employee performance. The Bandar Khalifah Health Center, as part of a public health facility, has unique characteristics compared to other health organizations, such as hospitals or private clinics. Some of the main differences include: Service Focus: Health centers focus more on primary health care and disease prevention, while private hospitals and clinics tend to focus on treatment and care. Patients Target: Health centers serve the general public, including vulnerable groups, while private hospitals and clinics may have more specific market segments. Resources: Health centers generally have more limited resources compared to private hospitals and clinics. Organizational Structure: The organizational structure of health centers is usually simpler and hierarchical compared to more complex hospitals and private clinics.

The Role of Organizational Culture at Bandar Khalifah Health Center In this context, a strong organizational culture at Bandar Khalifah Health Center can play an important role in: Increasing Work Motivation: A culture that values performance, provides positive feedback, and provides opportunities for self-development can increase employee work motivation. Improving Team Cooperation: A culture that emphasizes cooperation, open communication, and mutual trust can strengthen teamwork among employees. Improving Service Quality: A culture that focuses on patients, prioritizes mutually beneficial services, and encourages innovation can improve the quality of services provided to the community. Creating a Positive Work Environment: A culture that is inclusive, values differences, and supports employee welfare can create a positive and conducive work environment. These influences can vary depending on the local context, organizational characteristics, and individual staff. Therefore, it is important for Puskesmas managers to understand these dynamics and take appropriate steps to strengthen a positive organizational culture and improve staff work motivation. The role of health workers in Community Health Centers (Puskesmas), as the frontline of basic health services in Indonesia, is highly complex and multidimensional. They not only provide medical and promotive-preventive services, but also act as agents of community behavior change, health program coordinators, and spearheads of epidemiological surveillance.

This level of complexity significantly positions work motivation as a key determinant of organizational performance in Puskesmas. The complexity of the role of health workers in Puskesmas can be described through several aspects Holistic and Comprehensive: Puskesmas services cover a broad spectrum, from individual care (curative and rehabilitative) to public health services (promotive and preventive). Health workers are required to be able to handle a wide range of cases, from infectious to non-infectious diseases, maternal and child health, nutrition, and environmental health; Limited Resources: Puskesmas often operate with limited resources, both in terms of facilities, equipment, medicines, and the number and type of health workers. This demands creativity, adaptability, and high dedication from staff; Demands for Excellent Service: As the first-level health facility closest to the community, Community Health Centers (Puskesmas) are expected to provide accessible, high-quality, and sustainable services.

Direct interaction with the community requires strong interpersonal skills and empathy; The Role of Community Advocacy and Empowerment: In addition to direct services, health workers at Puskesmas also

play an active role in educating, advocating, and empowering communities to live healthy lives. This requires communication skills, leadership, and a deep understanding of local culture.

2. Research Method

Type and Scope of Research

This research is an explanatory research that will prove the causal relationship between independent variables, namely work motivation variables, and organizational culture variables, intervening variables, namely employee job satisfaction variables, and dependent variables, namely company performance. Employing a census of all 112 healthcare personnel in a Puskesmas for performance and job satisfaction assessments is a methodologically sound choice that directly addresses and minimizes perception bias. It achieves this by eliminating sampling bias, diffusing individual scrutiny, promoting psychological safety, and enhancing the overall representativeness and validity of the collected data within a hierarchical organizational context. This approach yields more reliable and actionable insights for organizational development and human resource management. I chose SEM because it can analyze complex relationships between multiple latent variables simultaneously, such as work motivation, work environment, and work output, each measured by multiple indicators. SEM also allows for simultaneous testing of both direct and indirect relationships between variables, as well as construct validity and reliability within a single model analysis. This is more comprehensive than conventional multiple linear regression, which can only analyze relationships between observed variables separately. Indicators for each variable are determined based on theoretical studies and relevant previous research. A qualitative approach was used to support the quantitative data. In this study, the qualitative approach was conducted through in-depth interviews with several healthcare workers to explore their perceptions of work motivation, work environment conditions, and factors influencing work output. This qualitative data will help enrich the interpretation of SEM results and provide deeper context regarding the relationships between variables. Construct validity will be tested using Confirmatory Factor Analysis (CFA). CFA is used to examine the extent to which the indicators used truly reflect the intended construct. In CFA, convergent validity ($AVE > 0.5$), discriminant validity (constructs do not overlap), and model goodness-of-fit (CFI, RMSEA, GFI, etc.) are examined to ensure the model fits the collected data.

Research Variables

Identification of Constructs/Variables, the independent variable (independent variable) is a variable that is not influenced by other variables. In this study, the independent variables studied are work motivation (X1) and organizational culture (X3). The intervening variable is a variable that theoretically influences the relationship between the independent variable and the dependent variable, thus creating an indirect relationship and cannot be measured directly. This variable functions as a barrier between the independent variable and the dependent variable, so that the independent variable does not directly affect the change or emergence of the dependent variable. In this study, the intervening variable used is employee job satisfaction. The dependent variable (dependent variable) is a variable that is influenced by the independent variable. In the context of this study, the dependent variable analyzed is the performance of the Bandar Khalifah health center staff.

Data Collection Procedure

In this study, the types of data used include quantitative and qualitative data. For data analysis, a number of supporting data are needed from within and outside the field. The researcher utilized two types of data sources, namely primary data obtained through observation and interviews, and secondary data collected from existing sources, including textbooks, papers, and relevant seminar materials. The population that is the focus of this study is all staff of the Bandar Khalifah Health Center in Delisedang Regency, which currently numbers 112 people. Data collection methods are carried out through observation, questionnaires, and interviews.

Research Instruments

In this study, measurements were made on independent variables, intermediate variables, and dependent variables using the Likert scale. The Likert scale is a measuring instrument consisting of five response categories, ranging from "strongly disagree" to "strongly agree", which requires respondents to assess their level of agreement with various statements related to the object being studied. To test the validity of the instrument, this study first calculated the correlation value between the components of the measuring instrument as a whole. This was done by correlating each item of the research instrument with the total score,

using the Pearson Product Moment correlation method with a 5 percent error rate ($\alpha = 0.05$). The validity of the instrument was determined based on the critical limit, namely $r = 0.361$. Furthermore, the correlation coefficient of each item was compared with the critical value of r contained in the critical table of r product moment, according to the degrees of freedom and level of significance. Measurement of the validity of the measuring instrument items was carried out with the help of the Statistical Package for Social Science (SPSS) version 16.0. For reliability testing, Cronbach's Alpha is used, which is declared reliable if the alpha value reaches 0.6 (Salimun, 2000). If the calculated alpha value is greater than the standard alpha, then all factors tested are considered reliable. The indicators used in job satisfaction measurement are very important to understand how employees feel about their jobs. Key factors such as recovery, work environment, and employee relations. Purposive sampling can be an effective method to ensure that the sample taken represents the entire population of Puskesmas Bandar Khalifah employees, provided that researchers carefully consider and establish criteria that are relevant to the research objectives. It is important to remember that this method is more suitable for research with specific objectives and is not intended for statistical generalization.

Data Analysis Method

The analysis method used in this study is descriptive analysis and structural equation modeling (Structural Equation Modeling/SEM).

3. Result and Discussion

Tabel 1. Respondent characteristics by gender

Gender	Performance of Bandar Khalifah Health Center				Total	%
	High	%	Low	%		
Male	30	26.80	10	8.90	40	35.70
Female	18	47.30	10	17.00	28	64.30
Total	48	74.10	20	25.90	68	100

Based on the table, it can be explained that as many as 29 respondents (male and female) said their company's performance was low (25.9 percent), and as many as 39 respondents (male and female) said their company's performance was high. When viewed from the gender composition, female employees are more than male, this does not mean that Puskesmas Bandar Khalifah Kabupaten Deliserdang more female employees than male, this is just a coincidence factor. However, both male and female workers, what is needed is prime, fast and responsive workers.

Tabel 2. Respondent characteristics by age

Age	Performance Of Bandar Khalifah Health Center				Total	%
	High	%	Low	%		
31-40	20	56.25	21	25.8928571	41	82.1428571
41-50	10	17.8571429	17	0	27	17.8571429
Total	30	74.1071429	38	25.8928571	68	100

The distribution of respondents by age shows that the largest number of respondents is between 31-40 years old, namely 62 people (82.14 percent). The smallest number of respondents is in the 41-50 age group, namely 20 people (17.85 percent). With the largest number of productive ages, the staff of the Bandar Khalifah Health Center, Deliserdang Regency, are expected to continue to improve and improve the quality of service to support user satisfaction, considering that the productive age is the best age cycle.

4. Conclusion

The performance of Bandar Khalifah Health Center staff is positively and significantly influenced by work motivation and organizational culture. These factors play a role in developing potential, promotion processes based on performance, and rewarding outstanding achievements. The implementation of talent retention strategies for high-performing employees also encourages them to continue to improve their performance. This study suggests that leaders improve their abilities and organizations develop a culture that supports employee job satisfaction, because high job satisfaction generally increases work motivation. The conclusions of this study have great potential to be applied in various health organizations. Improving employee performance and satisfaction are universal goals, and these findings can be valuable guidelines for other organizations. An effective organizational culture allows the Health Center to create a positive work environment, increase employee engagement, develop professionalism, provide recognition, and create a

work-life balance, which consistently increases job satisfaction and ultimately has a positive impact on the quality of health services to the community. This study offers a novel contribution by specifically examining the relationship between work motivation, work environment, and work output among health workers at the Bandar Khalifah Health Center in Deli Serdang, a location that has received limited scholarly attention. While previous studies may have explored these variables separately or in different institutional contexts, this study uniquely analyzes the interaction of all three factors within a local public health setting. The results provide context-specific insights that can inform tailored strategies to improve performance in similar rural or semi-urban health centers in Indonesia. Puskesmas leaders play a pivotal role in shaping an organizational culture that not only motivates their staff but also encourages them to stay within the public health sector. This is crucial for maintaining a strong and effective primary healthcare system. Puskesmas leaders can cultivate a positive and supportive organizational culture that significantly enhances work motivation, job satisfaction, and ultimately, the retention of valuable human resources in the public health sector. This, in turn, strengthens the delivery of essential primary healthcare services to the community.

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