
**THE INFLUENCE OF WORK MOTIVATION, PSYCHOLOGICAL
EMPOWERMENT, AND PERCEIVED ORGANIZATIONAL SUPPORT ON JOB
SATISFACTION AMONG HOSPITAL EMPLOYEES**

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Abstract

This study aims to analyze the influence of work motivation, psychological empowerment, and perceived organizational support on hospital employees' job satisfaction, both partially and simultaneously. Job satisfaction is one of the important factors that affect employee performance and the quality of hospital services. Therefore, it is necessary to understand the factors that can enhance employee job satisfaction so that organizations can create a productive and sustainable work environment. This study employed a quantitative approach by collecting data through questionnaires distributed to hospital employees. The data obtained were analyzed using multiple linear regression techniques to examine the relationships among the research variables. The results indicate that work motivation has a positive and significant effect on employee job satisfaction. Psychological empowerment was also found to have a positive and significant effect on job satisfaction and emerged as the most dominant variable. In addition, perceived organizational support has a positive and significant effect on employee job satisfaction. Simultaneously, work motivation, psychological empowerment, and perceived organizational support were proven to have a significant effect on the job satisfaction of hospital employees. These findings suggest that improving job satisfaction can be achieved through strengthening work motivation, enhancing employees' psychological empowerment, and providing continuous organizational support. Therefore, hospital management should develop policies focused on improving employee welfare, participation, and development in order to support optimal service quality.

Keywords: Work Motivation, Psychological Empowerment, Job Satisfaction

INTRODUCTION

Work motivation, psychological empowerment, and perceived organizational support are three important factors that significantly influence employee job satisfaction and productivity within an organization. In the hospital context, employees who are motivated, feel capable and have control over their work (psychological empowerment), and receive support from the organization (perceived organizational support) tend to perform better and provide high-quality services to patients. Therefore, it is important for hospital management to understand the various factors that can enhance employees' work motivation, psychological empowerment, perceived organizational support, and job satisfaction.

Work motivation refers to the internal drive that encourages individuals to perform their jobs with enthusiasm and commitment. According to Herzberg (1959), work motivation is influenced by two main factors, namely motivator factors (factors that increase satisfaction) and hygiene factors (factors that reduce dissatisfaction). These factors are important for hospital management to understand in order to design appropriate policies for improving employee motivation. When work motivation is achieved, employees are likely to feel more engaged and productive in carrying out their responsibilities.

Meanwhile, psychological empowerment refers to an individual's perception of their competence, autonomy, and influence in the workplace (Muttaqin & Puspa, 2025). Employees who feel psychologically empowered tend to be more confident in making decisions, more creative, and more committed to their duties. In a hospital environment, psychological empowerment can strengthen employees' sense of responsibility toward the quality of patient care. Perceived organizational support is defined as employees' perception of the extent to which the organization values their contributions and cares about their well-being (Jelita et al., 2024). Support perceived from the organization can strengthen loyalty, increase motivation, and reduce work-related stress. Employees who feel supported by management and colleagues are more likely to experience higher levels of job satisfaction.

Job satisfaction, on the other hand, refers to the feelings of pleasure or fulfillment employees experience regarding their work. According to Rizqi and Kuswinarno (2024), job satisfaction is the result of evaluating various aspects of work, such as salary, working conditions, relationships with coworkers, career development opportunities, and management practices. High job satisfaction is associated with lower employee turnover and absenteeism rates, as well as improved individual performance within the organization. Employees with high levels of job satisfaction are more likely to feel valued and committed to providing the best possible service to patients.

In the hospital environment, employee job satisfaction can greatly influence the quality of services provided. Hospitals depend heavily on the quality of both medical and non-medical personnel in delivering healthcare services. Employees who are satisfied with their jobs tend to be more enthusiastic about providing optimal service. Conversely, employees who are dissatisfied with their work may become less motivated, which can negatively affect their performance in delivering healthcare services.

As institutions that continuously strive to improve service quality, hospitals must ensure that employees are motivated (work motivation), empowered (psychological empowerment), and supported organizationally (perceived organizational support) in order to achieve optimal job

satisfaction. One way to enhance employee motivation and satisfaction is by creating a conducive work environment, providing opportunities for self-development, and recognizing employees' contributions to the organization. Therefore, this study aims to identify the factors influencing employee work motivation and job satisfaction in hospitals and to provide recommendations for hospital management to improve these aspects (Adinda et al., 2023).

One of the major challenges faced by hospitals is the high workload borne by employees, particularly during health crises such as the COVID-19 pandemic. Heavy workloads, time pressure, and health risks encountered by healthcare workers can reduce motivation and job satisfaction. Hospitals need to conduct regular evaluations of employees' working conditions and provide adequate support to ensure that employees remain motivated in carrying out their duties. Work motivation is one of the key factors influencing employee productivity, performance, and job satisfaction within organizations. In highly competitive and demanding work environments such as hospitals, strong work motivation is essential for achieving organizational goals and providing the best possible patient care. As healthcare institutions, hospitals face significant challenges in managing human resources directly involved in medical and administrative services. Highly motivated employees are more likely to work efficiently, remain committed, and demonstrate positive attitudes toward their work.

However, low work motivation can negatively affect service quality, patient satisfaction, and organizational productivity (Afrina, 2020). Job satisfaction is also closely related to work motivation. Locke (1976) defined job satisfaction as a positive emotional state resulting from the appraisal of one's job. Robbins (2009) further emphasized that job satisfaction is influenced by the work itself, compensation, supervision, relationships with coworkers, and opportunities for promotion. Hospitals consist of various types of jobs involving medical personnel, administrative staff, and support workers. Each group may perceive job satisfaction differently depending on workload, shift systems, and the organizational support they receive. Several phenomena observed in both public and private hospitals indicate that work-related burnout among nurses remains a significant issue due to demanding shift schedules, limited healthcare personnel, and emotional pressures associated with caring for critically ill patients. In addition, the heavy administrative burden is often cited as a concern among healthcare professionals because it reduces the time available for direct patient care. Problems within hospitals are also reflected in indicators such as relatively high absenteeism rates, substantial employee turnover, and complaints regarding heavy workloads and inadequate recognition. Although hospitals have attempted to improve employee welfare through enhanced facilities and reward programs, the impact on motivation and job satisfaction has not yet reached optimal levels. Studies suggest that factors such as fair rewards, performance recognition, career development opportunities, and a supportive work climate significantly influence employee motivation and job satisfaction. Furthermore, relationships between supervisors and subordinates, as well as relationships among coworkers, are important factors in creating job satisfaction. External factors such as workload, working conditions, and organizational policies also play a role in influencing employees' levels of motivation and job satisfaction.

Various efforts have been undertaken by hospital management, including training and skills development programs, incentive schemes, and improvements to workplace facilities. Nevertheless, these initiatives have not been entirely successful in optimizing employee motivation and job satisfaction. The importance of motivation and job satisfaction in hospitals cannot be overlooked,

as they directly affect the quality of healthcare services. Employees who are unmotivated or dissatisfied are likely to perform below their potential, which can ultimately affect patient care quality. For example, nurses experiencing work fatigue and a lack of recognition may provide lower-quality interactions with patients, thereby reducing overall patient satisfaction.

Research on employee work motivation and job satisfaction in hospitals is therefore highly relevant. This study aims to identify the factors influencing motivation and job satisfaction and to provide recommendations for hospital management to improve these aspects. Through this research, management can develop more effective policies that align with actual workplace conditions (Mulyasa, 2022). As an initial step, hospitals should conduct comprehensive evaluations of existing policies and identify barriers to employee motivation and job satisfaction. Such evaluations are expected to generate more targeted strategies for improving employee well-being while fostering a more productive and supportive work environment. This study employs a quantitative approach using questionnaires as the primary data collection instrument to analyze the effect of work motivation on employee job satisfaction in hospitals. The findings are expected to provide practical contributions to hospital management in formulating more effective human resource policies.

REVIEW OF LITERATURE

Maslow's Hierarchy of Needs Theory

Maslow (1943) developed the hierarchy of needs theory, which categorizes human needs into five levels: physiological needs, safety needs, social needs, esteem needs, and self-actualization needs. In the context of work motivation, Maslow explained that employees will be encouraged to perform better when their basic needs (salary and job security) have been fulfilled, allowing them to pursue higher-level needs such as recognition and career achievement.

Herzberg (1959), in his theory, stated that job satisfaction and dissatisfaction are influenced by two main factors: motivator factors and hygiene factors. Motivator factors, such as achievement, recognition, and opportunities for growth, can enhance job satisfaction and employee performance. Meanwhile, hygiene factors, such as working conditions, salary, and relationships with coworkers, do not necessarily increase motivation but can prevent dissatisfaction when managed effectively. In this study, Herzberg's theory is used to understand the factors that contribute to job satisfaction in hospitals.

Work Motivation

Work motivation refers to internal or external drives that encourage an individual to achieve specific goals in the workplace. According to Robbins (2009), work motivation can be understood as the force that drives individuals to work hard and behave in ways that align with organizational objectives. This motivation may originate from within the individual (intrinsic motivation), such as personal satisfaction, or from external sources (extrinsic motivation), such as salary and rewards. Understanding motivation is essential for designing effective human resource management strategies within organizations (Ambarwati, C.B., 2024).

Psychological Empowerment

Psychological empowerment is a psychological concept that emphasizes the role of an individual's self-perception within the workplace, where individuals feel that they have control and the capacity to influence the outcomes of the tasks they perform (Wardani & Amelia, 2022). This

condition includes self-confidence in one's abilities, the sense of meaning derived from work, autonomy in decision-making, and the perceived impact of one's contributions. Psychological empowerment extends beyond external motivation or formal rewards; it represents an intrinsic drive that encourages individuals to become actively engaged, proactive, and responsible in their work. Sani et al. (2023) emphasize that psychological empowerment is subjective in nature, as each individual's internal experiences determine the extent to which they feel capable and motivated.

Perceived Organizational Support

Perceived Organizational Support (POS) is a concept that refers to employees' perceptions of the extent to which an organization values their contributions and demonstrates concern for their well-being (Vipryana & Syah, 2023). POS focuses on employees' subjective experiences in assessing how much the organization recognizes their efforts, provides support, and responds to their individual needs in the workplace. When employees perceive a high level of organizational support, they are more likely to develop strong emotional bonds with the organization, exhibit higher levels of work engagement, loyalty, and motivation to contribute optimally (Izzati et al., 2024).

Job Satisfaction

Job satisfaction refers to the positive or negative feelings that employees have toward their jobs. According to Locke (1976), job satisfaction is related to the extent to which a job fulfills employees' expectations and needs. This satisfaction can be influenced by various factors, such as salary, physical working conditions, interpersonal relationships, and career development opportunities. Employees who are satisfied with their jobs tend to be more committed and productive, thereby making positive contributions to the organization (Haryani et al., 2022). The discrepancy theory proposed by Davis and Lofquist (1984) states that job satisfaction is influenced by the extent to which employees' expectations or needs regarding their work are fulfilled. If employees perceive that the reality of their jobs does not match their expectations, they will experience dissatisfaction. Conversely, if reality exceeds their expectations, they will feel satisfied.

RESEARCH METHOD

This study employs a quantitative approach with a cross-sectional design, which is a data collection method conducted at a single point in time without any intervention or repeated observation of respondents (Sugiyono, 2019). This design was selected because it is capable of describing the actual conditions experienced by respondents during the study period while systematically explaining the causal relationships among variables. Through this approach, the relationships between work motivation, psychological empowerment, perceived organizational support, and employee job satisfaction can be analyzed objectively and measurably. Each research variable is translated into quantitative indicators that can be measured using a questionnaire as the research instrument. The data collected are then analyzed using statistical techniques to test the previously formulated hypotheses, ensuring that the findings are expected to have a high level of validity and reliability.

This study was conducted in a hospital selected as the research setting based on the consideration that hospitals are healthcare service organizations that are highly dependent on the quality, performance, and satisfaction of their human resources. Hospital employees play a strategic role in providing services to patients; therefore, job satisfaction is an important factor in maintaining

service quality and organizational sustainability. The research period lasted for three months, beginning with the preparation and development of research instruments, followed by data collection, and concluding with data processing and analysis.

RESULTS AND DISCUSSION

Table 1.
t-test

Coefficients ^a						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	-1.564	2.105		-.743	.460
	Work Motivation (X1)	.241	.100	.225	2.413	.018
	Psychological Empowerment (X2)	.163	.035	.399	4.716	.000
	Perceived Organizational Support (X3)	.336	.103	.305	3.273	.002

The Effect of Work Motivation on Employee Job Satisfaction in Hospitals

The results of the study indicate that work motivation has a positive and significant effect on hospital employees' job satisfaction. This is evidenced by a significance value of 0.018, which is lower than 0.05, and a calculated t-value of 2.413. These findings suggest that the higher the level of work motivation possessed by employees, the higher their level of job satisfaction. Work motivation encourages employees to perform their duties more effectively, maintain enthusiasm in carrying out their responsibilities, and feel that their work provides benefits and rewards that meet their expectations. In a hospital environment that demands accuracy, responsiveness, and high-quality service, work motivation becomes an important factor in enhancing employees' comfort and satisfaction at work.

The findings of this study are consistent with the research conducted by Khasanah (2025), which found that work motivation plays a role in improving employee job satisfaction through perceived organizational support. These findings also support the study by Pribadi (2022), which demonstrated that work motivation and perceived organizational support jointly have a significant relationship with the job satisfaction of nursing staff. Although Pribadi (2022) found that work motivation did not have a partial effect, the difference in results may be attributed to variations in respondent characteristics and organizational conditions.

The Effect of Psychological Empowerment on Employee Job Satisfaction in Hospitals

Based on the partial test results, psychological empowerment has a positive and significant

effect on hospital employees' job satisfaction, with a significance value of 0.000 and a calculated t-value of 4.716. In addition to being significant, this variable has the largest beta coefficient value ($\beta = 0.399$), indicating that psychological empowerment is the most dominant variable influencing job satisfaction. These findings suggest that when employees feel capable, have autonomy in decision-making, perceive their work as meaningful, and believe that they have an impact on organizational outcomes, they tend to experience higher levels of job satisfaction.

The findings support the study conducted by Aziz et al. (2024), which stated that psychological empowerment plays an important role in enhancing employees' career satisfaction. Furthermore, Indrianingsih and Riani (2024) found that employee empowerment positively influences the job satisfaction of healthcare workers in hospitals. Similar findings were reported by Nurhidayat et al. (2024), who demonstrated that psychological empowerment improves employees' positive psychological conditions, thereby enhancing both performance and job satisfaction.

The Effect of Perceived Organizational Support on Employee Job Satisfaction in Hospitals

The results of the study indicate that perceived organizational support has a positive and significant effect on hospital employees' job satisfaction. This is evidenced by a significance value of 0.002, which is lower than 0.05, and a calculated t-value of 3.273. These findings suggest that the higher employees' perceptions of organizational support, the higher their level of job satisfaction. Organizational support can be demonstrated through concern for employee well-being, recognition of employee contributions, opportunities for career development, and a work environment that facilitates the effective performance of job responsibilities.

The findings are consistent with the study conducted by Khasanah (2025), which concluded that perceived organizational support positively affects job satisfaction both directly and indirectly through work motivation. These findings are also in line with the studies of Annisa et al. (2025), Alyani (2025), Ardiani (2025), and Hidayati (2024), which showed that organizational support is an important factor in enhancing employee job satisfaction. In addition, Park and Kim (2022) explained that organizational support can improve employees' positive psychological conditions through psychological empowerment.

The Simultaneous Effect of Work Motivation, Psychological Empowerment, and Perceived Organizational Support on Employee Job Satisfaction in Hospitals

Based on the F-test results, the calculated F-value was 19.394 with a significance level of 0.000, which is lower than 0.05. These results indicate that work motivation, psychological empowerment, and perceived organizational support simultaneously have a significant effect on hospital employees' job satisfaction. The findings suggest that job satisfaction is not influenced by a single factor but rather results from the interaction between individual internal factors and organizational external factors. Employees who possess high work motivation, feel psychologically empowered, and receive adequate support from the organization are better able to perform their jobs effectively and experience greater satisfaction with their work.

The findings of this study are consistent with those of Pribadi (2022), who found that work motivation and perceived organizational support simultaneously have a significant relationship with the job satisfaction of hospital nursing staff. Furthermore, studies by Aziz et al. (2024), Khasanah (2025), Annisa et al. (2025), and Nurhidayat et al. (2024) demonstrated that

organizational support, psychological empowerment, and work motivation are complementary factors in enhancing employee job satisfaction. The synergy among these three variables is important because it helps create a supportive work environment, increases employee engagement, and promotes the achievement of optimal healthcare service quality.

CONCLUSION

1. Work motivation has a positive and significant effect on the job satisfaction of hospital employees. The higher the level of work motivation possessed by employees, the higher the job satisfaction they experience. Work motivation encourages enthusiasm, responsibility, and comfort in carrying out tasks, thereby increasing satisfaction with their jobs.
2. Psychological empowerment has a positive and significant effect on the job satisfaction of hospital employees. This variable is the most dominant factor influencing job satisfaction. Employees who feel they have competence, autonomy, meaningful work, and influence within the organization tend to have higher levels of job satisfaction.
3. Perceived organizational support has a positive and significant effect on the job satisfaction of hospital employees. Organizational support manifested through concern for employee welfare, recognition of contributions, career development opportunities, and a conducive work environment can enhance employee job satisfaction.
4. Work motivation, psychological empowerment, and perceived organizational support simultaneously have a significant effect on the job satisfaction of hospital employees. Job satisfaction is shaped by a combination of internal and external factors, where high work motivation, a sense of psychological empowerment, and strong organizational support collectively contribute to higher job satisfaction and support the quality of hospital services.

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