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Analysis of Factors Influencing the Performance of Specialist Doctors at RSI PKU Muhammadiyah Pekajangan

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Track Record Article	Abstract
Accepted: Published:	²⁴ This study aims to analyze the influence of work environment, remuneration, and work motivation on the ¹²performance of specialist doctors at RSI PKU Muhammadiyah Pekajangan. This study used a mixed-methods sequential explanatory design. Quantitative data were collected through a structured questionnaire ¹⁰ to the entire population of specialist doctors (n=37) and analyzed using a correlation test. Qualitative data ¹⁷ obtained through in-depth interviews with 5 key informants and analyzed thematically. The results of the quantitative analysis showed that the work environment (p = 0.000), remuneration (p = 0.027), and motivation (p = 0.000) significantly influenced the performance of doctors. Qualitative findings revealed that the performance of specialist doctors at RSI PKU Muhammadiyah Pekajangan was influenced by three main factors, namely individual factors (work motivation), organizational factors (remuneration), and work environment factors. Keyword: doctor performance, work environment, remuneration, work motivation, Islamic hospitals.

INTRODUCTION

Hospital management is a critical pillar in strengthening a nation's health system, the effectiveness of which directly impacts the quality of services received by the public.(Fresha, 2022). In this complex organization, the performance of human resources, particularly physicians who act as the ¹⁰primary point of contact for patients, is a fundamental determinant of operational success and service excellence. (Seathu Raman et al., 2024;Yusrawati & Muhandi, 2023). Doctor performance, defined as the quality and quantity of work results in carrying out tasks, includes effectiveness in carrying out tasks and interactions with patients and colleagues, making its optimization a primary goal of hospital management. (Manalu & Thamrin, 2024).

The debate surrounding factors influencing physician performance is both important and complex. Recent academic work demonstrates the multidimensional interplay of various elements, including leadership, work motivation, organizational commitment, remuneration, and the work environment.(Wahyuningsih, 2024;Zhao et al., 2024;Alkan et al., 2024) Effective management of these factors is thought to improve employee performance, which

in turn contributes significantly to the overall success of hospital management, creating a crucial symbiotic relationship for delivering quality, safe, and affordable healthcare. (Agustina et al., 2022;Intelligence and Neuroscience, 2023).

However, the academic debate on this issue is far from over, revealing significant gaps that demand a response. On the one hand, studies such as that by Rosalia Heldy Nono (2019) found positive effects of leadership, motivation, and commitment on performance. On the other hand, other rigorous investigations present contradictory evidence. Research by Yelfi Yanti et al. (2021) concluded that job satisfaction, leadership, and organizational culture did not influence physician performance. In stark contrast, Hartati et al. (2019) found that remuneration, work environment, and work motivation had no significant impact on performance. This stark inconsistency in findings across contexts highlights the fact that the drivers of physician performance are not universal but are likely mediated by specific organizational, cultural, and regional dynamics. Therefore, generalized understanding is insufficient; context-specific investigations are needed to guide localized management interventions.

This study is a direct response to this academic dissonance and practical need. It seeks to contribute to the existing body of knowledge by going beyond generalized theories and focusing on the specific empirical realities at RSI PKU Muhammadiyah Pekajangan, where an internal survey has identified the work environment, remuneration, and work motivation as three key concerns. By using a quantitative methodology to analyze the influence of these specific factors on the performance of specialist physicians at this institution, this study aims to provide actionable and locally specific insights. The central issue addressed by this article is the unresolved debate regarding the determinants of physician performance in the unique setting of an Islamic hospital in Indonesia. This study provides commentary on the need for context-driven research in human resource management in the healthcare sector.

Ultimately, this research is crucial because resolving the performance puzzle is fundamental to improving the quality of healthcare services. By empirically verifying which factors have the most significant influence in this specific context, the findings of this study will empower the management of RSI PKU Muhammadiyah Pekajangan to design targeted, evidence-based strategies to improve physician performance. It is hoped that this study will not only clarify theoretical contradictions but also serve as a model for similar institutions seeking to optimize their human resources to achieve superior patient care and organizational success.

METHODS

This study employed a mixed methods research approach with a sequential explanatory model. This approach was chosen to gain a comprehensive understanding by combining quantitative numerical data and in-depth qualitative insights. The quantitative phase was conducted first to identify statistical relationships and patterns, which were then deepened through the qualitative phase to explain and provide context for the quantitative findings. The quantitative approach was correlational, while the qualitative approach used case studies for in-depth exploration. The overall research design was descriptive, aiming to provide a comprehensive overview of the factors influencing the performance of specialist doctors at RSI PKU Muhammadiyah Pekajangan.

The population in this study were all specialist doctors working at RSI PKU Muhammadiyah Pekajangan. For the quantitative stage, the sampling technique used total sampling, where the entire population was sampled. Inclusion criteria included: specialist doctors who were actively on duty, willing to sign an informed consent, have more than one year of work experience, and willing to participate until the study was completed. Exclusion criteria were doctors who were on long leave during the study period. The number of quantitative samples followed the total population that met the criteria. For the qualitative stage, the sampling technique used purposive sampling. The sample was taken based on certain considerations to obtain rich and in-depth information. A total of 5 (five) specialist doctors with at least one year of work experience were selected as key informants until data saturation was reached.

Data collection was conducted in stages according to a sequential explanatory design. Quantitative data were collected using a structured questionnaire distributed to the entire sample. This questionnaire was designed to measure variables such as work environment, remuneration, work motivation, and physician performance using a Likert scale. Qualitative data were collected through in-depth interviews using a semi-structured interview guide. Interviews were conducted with key informants to explore their understanding, perceptions, and experiences regarding factors influencing performance in greater depth. The interviews were recorded with the informants' permission.

Validity and Reliability Test of quantitative instruments including questionnaires were tested for validity using Pearson Product Moment correlation (declared valid if r -calculated $>$ r -table) and tested for reliability using Cronbach's Alpha coefficient (declared reliable if $\alpha >$ 0.6). As for Qualitative data, the validity of the data was guaranteed through credibility tests

(with triangulation of sources and methods), transferability (with a clear and in-depth description of the process), dependability (audit by the supervisor), and confirmability (objective and transparent recording of the research process). Data analysis was analyzed statistically using SPSS software. Bivariate analysis was used to test the relationship between independent and dependent variables. Pearson Product Moment or Spearman Rank correlation tests will be used according to the results of the data normality test; Qualitative data analysis by means of data from interviews was analyzed using the Miles and Huberman interactive model, which includes: Data Reduction, Data Presentation, and Conclusion Drawing/Verification.

RESULTS

The data in this study were collected from 32 specialist physician respondents at the PKU Muhammadiyah Pekajangan Islamic Hospital (RSI). The aim of this study was to determine the factors influencing the performance of specialist physicians at the PKU Muhammadiyah Pekajangan Islamic Hospital. Based on the analysis, the following findings were obtained, including respondent characteristics and research findings.

Respondent Characteristics

Based on the questionnaire data, the results obtained describe the respondents' characteristics, based on their age, gender, and length of service. The following is a breakdown of respondents by age.

Table 1. Respondent Characteristics Based on Age

Age	Frequency (n = 32)	Percentage(%)
<25 Years	0	0
26 – 35 Years	10	31.25
36 – 45 Years	13	40.62
46 – 55 Years	6	18.75
>56 Years	3	9.34
Total	32	100

Source: Data Processing Results (2025)

Based on the table above, the number of respondents in this study was 32 people. The age range of respondents varied, with the largest age group being in the 36–45 years range, with 13 people (40.63%). This indicates that the majority of respondents are of productive and professionally mature age, generally having considerable work experience and stability in carrying out their duties as medical personnel. Meanwhile, the age group with the fewest

respondents was >56 years, with only 3 people (approximately 9.37%). The small number in this age group may indicate that most specialist doctors actively working at RSI PKU Muhammadiyah Pekajangan are relatively young to middle-aged.

Table 2. Respondent Characteristics Based on Gender

Gender	Frequency (n = 32)	Percentage(%)
Man	20	62.5
Woman	12	37.5
Total	32	100

Source: Data Processing Results (2025)

Based on the table above, it is known that of the total 32 respondents in this study, 20 people (62.5%) were male respondents, while 12 people (37.5%) were female. This proportion indicates that male specialist doctors at RSI PKU Muhammadiyah Pekajangan are more dominant than female. This disparity in numbers may reflect the general reality in several health care institutions, where the specialist profession is still dominated by men, especially in certain fields that require high mobility and work hours. Nevertheless, the significant number of female doctors indicates the active participation of women in the field of specialist medicine.

Table 3. Respondent Characteristics Based on Length of Service

Length of work	Frequency (n = 32)	Percentage(%)
< 1 year	3	9.35
1-5 years	15	46.89
6 – 10 years	5	15.63
> 10 years	9	28.13
Total	32	100

Source: Data Processing Results

Based on the data presented in the table above, it is known that the number of respondents in this study was 32 people. Of these, the majority of respondents had a work experience of between 1 and 5 years, namely 15 people, or approximately 46.89%. This condition indicates that almost half of the specialist doctors who participated in this study had relatively sufficient work experience to understand the dynamics and challenges in the work environment at RSI PKU Muhammadiyah Pekajangan, but were still in the active career development stage. In contrast, the group of respondents with a work experience of less than 1 year was the smallest, namely 3 people, or 9.35%. This may indicate that the number of new doctors joining this hospital is still limited, this is due to the selective recruitment

process or gradual adaptation. By understanding the distribution of length of service, this study can focus more on analyzing the influence of work experience on the performance of specialist doctors at the hospital. For

Descriptive Analysis of Variables

Table 4. Recapitulation of Respondents' Answers to Work Environment Variable (X1)

No	Questionnaire Items		Alternative Answers					Actual Score	Ideal Score	%Actual Score	Category
			STS	TS	N	S	SS				
1	X1_1	F	1	0	1	24	6	130	160	81.25	Good
		%	3.12	0	3.12	75	18.75				
2	X1_2	F	0	0	0	22	10	138	160	86.25	Very good
		%	0	0	0	68.75	31.25				
3	X1_3	F	0	0	2	22	8	134	160	83.75	Good
		%	0	0	6.25	68.75	25				
4	X1_4	F	0	1	2	23	6	130	160	81.25	Good
		%	0	3.12	6.25	71.87	18.75				
5	X1_5	F	0	0	4	23	5	129	160	80.62	Good
		%	0	0	12.5	71.85	15.62				
6	X1_6	F	0	1	0	22	9	135	160	84.37	Very good
		%	0	3.13	0	68.75	28.12				
7	X1_7	F	0	1	4	20	7	129	160	80.62	Good
		%	0	3.12	12.5	62.5	21.87				
8	X1_8	F	0	1	5	19	7	128	160	80.00	Good
		%	0	3.12	15.62	59.37	21.87				
9	X1_9	F	0	1	6	19	6	126	160	78.75	Good
		%	0	3.12	18.75	59.37	18.75				
10	X1_10	F	0	0	3	22	7	132	160	82.50	Good
		%	0	0	9.37	68.75	21.87				
Average								131.1	160	81.94	Good

Source: Data processing results (2025)

The overall average actual score for specialist doctors at RSI PKU Muhammadiyah Pekajangan achieved an average actual score of 81.94%, which is considered good. This indicates that the specialists are generally satisfied and comfortable with their work environment at the hospital. The highest score was achieved in the second statement, at 86.25%, which is considered very good. Conversely, the lowest score was achieved in the ninth statement, at 78.75%, which is considered good. This indicates that although the hospital has made efforts to innovate, there is room for further improvement in terms of implementing innovation and improving services to support the performance of specialist doctors and the overall quality of healthcare services.

Table 5.Recapitulation of Respondents' Answers to the Remuneration Variable (X2)

No	Questionnaire Items		Alternative Answers					Actual Score	Ideal Score	%Actual Score	Category
			STS	TS	N	S	SS				
1	X2_1	F	2	3	2	21	4	118	160	73.75	Good
		%	6.25	9.38	6.25	65.63	12.5				
2	X2_2	F	3	1	7	18	3	113	160	70.63	Good
		%	9.38	3.13	21.88	56.25	9.38				
3	X2_3	F	1	1	5	21	4	122	160	76.25	Good
		%	3.13	3.13	15.63	65.62	12.5				
4	X2_4	F	1	2	10	15	4	115	160	71.88	Good
		%	3.13	6.25	31.25	46.88	12.5				
5	X2_5	F	0	0	5	23	4	127	160	79.38	Good
		%	0	0	46.88	71.88	12.5				
6	X2_6	F	0	3	5	21	3	120	160	75	Good
		%	0	9.38	15.63	65.63	6.25				
7	X2_7	F	1	1	7	17	6	122	160	76.25	Good
		%	3.13	3.13	21.88	53.13	18.75				
8	X2_8	F	2	6	10	12	2	102	160	63.75	Enough
		%	6.25	18.75	31.25	37.5	6.25				
9	X2_9	F	2	3	10	15	2	108	160	67.5	Enough
		%	6.25	9.38	31.25	46.88	6.25				
10	X2_10	F	3	1	8	18	2	111	160	69.38	Good
		%	9.38	3.13	25	56.25	6.25				
Average								115.8	160	72.38	Good

Source: Data processing results (2025)

The overall average actual score for specialist doctors at RSI PKU Muhammadiyah Pekajangan was 72.38%, which is considered good. This indicates that specialist doctors are quite satisfied with the remuneration system implemented at the hospital, although there is still room for improvement. The highest percentage was found in item five, at 79.38%, in the good category, indicating non-material recognition for the doctors' efforts and dedication in carrying out their duties. On the other hand, the lowest percentage was found in item eight, at 63.75%, in the sufficient category, indicating that remuneration evaluation is still perceived as less than optimal by some specialist doctors. This serves as a signal for hospital management to pay more attention to periodic remuneration adjustments to keep them in line with economic conditions and the doctors' career progress, thereby increasing their motivation and performance on an ongoing basis.

Table 6.Recapitulation of Respondents' Answers to Work Motivation Variable (X3)

No	Questionnaire Items		Alternative Answers					Actual Score	Ideal Score	%Actual Score	Category
			STS	TS	N	S	SS				
1	X3_1	F	0	0	3	24	5	130	160	81.25	Good
		%	0	0	9.38	25	15.63				
2	X3_2	F	0	0	5	20	7	130	160	81.25	Good
		%	0	0	15.63	62.5	21.88				
3	X3_3	F	0	0	1	25	6	133	160	83.13	Good
		%	0	0	3.13	78.13	18.75				
4	X3_4	F	0	1	8	18	5	123	160	76.88	Good
		%	0	3.13	25	56.25	15.63				
5	X3_5	F	0	0	3	22	7	132	160	82.5	Good
		%	0	0	9.38	68.75	21.88				
6	X3_6	F	0	1	5	19	7	128	160	80	Good
		%	0	3.13	15.63	59.38	21.88				
7	X3_7	F	0	0	3	21	8	133	160	83.13	Good
		%	0	0	9.38	65.63	25				
8	X3_8	F	0	1	2	23	6	130	160	81.25	Good
		%	0	3.13	6.25	71.88	18.75				
9	X3_9	F	1	0	6	19	6	125	160	78.13	Good
		%	0	0	18.75	59.38	18.75				
10	X3_10	F	0	0	8	17	7	127	160	79.38	Good
		%	0	3.13	25	53.13	21.88				
Average								129.1	160	80.69	Good

Source: Data processing results (2025)

The overall work motivation of specialist doctors at RSI PKU Muhammadiyah Pekajangan achieved an average actual score of 80.69%, which is in the good category. This indicates that specialist doctors generally have a fairly high work motivation in carrying out their duties and responsibilities. The highest percentages were found in statements three and seven, both reaching 83.13% in the good category, reflecting the doctors' enthusiasm for continuously improving their professional competence. Meanwhile, the seventh item indicates the importance of personal well-being in supporting productivity and the quality of medical services. Meanwhile, the lowest percentage was found in statement number four, at 76.88% in the good category, which, although still considered good, indicates a need for increased support from management so that physician work motivation can continue to increase and be optimally maintained. This is an important concern for hospitals to create a more conducive work environment and support all medical personnel in providing the best service.

Table 7. Recapitulation of Respondents' Answers to Performance Variable (Y)

No	Questionnaire Items		Alternative Answers					Actual Score	Ideal Score	%Actual Score	Category
			STS	TS	N	S	SS				
1	Y_1	F	1	0	1	25	5	129	160	80.63	Good
		%	3.13	0	3.13	78.13	15.63				
2	Y_2	F	0	0	1	24	7	134	160	83.75	Good
		%	0	0	3.13	75	21.88				
3	Y_3	F	0	0	0	25	5	133	160	83.13	Good
		%	0	0	0	78.13	15.63				
4	Y_4	F	0	1	3	22	6	129	160	80.63	Good
		%	0	3.13	9.38	68.75	18.75				
5	Y_5	F	0	0	4	22	6	130	160	81.25	Good
		%	0	0	12.50	68.75	18.75				
6	Y_6	F	0	1	2	23	6	130	160	81.25	Good
		%	0	3.13	6.25	71.88	18.75				
7	Y_7	F	0	0	4	21	7	131	160	81.88	Good
		%	0	0	12.50	65.63	21.88				
8	Y_8	F	0	0	4	21	7	131	160	81.88	Good
		%	0	0	12.50	65.63	21.88				
9	Y_9	F	0	1	6	20	5	125	160	78.13	Good
		%	0	3.13	18.75	62.5	15.63				
10	Y_10	F	0	0	4	22	6	130	160	81.25	Good
		%	0	0	12.50	68.75	18.75				
Average								132.2	160	81.38	Good

Source: Data processing results (2025)

The overall performance of specialist doctors at RSI PKU Muhammadiyah Pekajangan achieved an average actual score of 81.38%, which is categorized as good. This figure reflects that specialist doctors have generally carried out their duties and responsibilities professionally and in accordance with expectations of quality medical services. The highest percentage was recorded in the second statement, at 83.75%, which is also included in the good category, indicating that most doctors feel confident and certain about the quality of service they provide to patients. This indicates that competence and adherence to medical protocols have been well internalized in their work practices. Meanwhile, the lowest percentage was found in statement number nine, at 78.13%, which, although still in the good category, indicates room for improvement, suggesting that innovation in medical practice is not yet fully optimal among specialist doctors. These findings can serve as a basis for hospital management to encourage and facilitate innovative activities, such as training, seminars, or research collaborations, to improve the adaptability and creativity of medical personnel in facing new challenges in the world of healthcare. In this way, the performance of specialist doctors is not only maintained at a good standard, but can also be improved towards the excellent category on an ongoing basis.

Research Prerequisite Test

Normality Test

Table 8. Normality Test Results

	Skewness			Kurtosis		
	Statistics	Std. Error	Skewness Ratio	Statistics	Std. Error	Kurtosis Ratio
Work environment	-.168	.414	-0.404	.989	.809	1,222
Remuneration	-1.115	.414	-2,690	1,667	.809	2,059
Work motivation	.608	.414	1,466	.495	.809	0.611
Performance	.295	.414	0.711	2,265	.809	2,797
Valid N (listwise)						

Based on the results of the normality test analysis using the skewness and kurtosis ratios, various findings were obtained for each of the variables studied. For the Work Environment variable, the skewness ratio value was -0.404 and the kurtosis ratio was 1.222, both of which were still within the normality tolerance range of -2 to +2. This indicates that the data distribution in the Work Environment variable can be categorized as normal. Furthermore, for the Remuneration variable, the skewness ratio value was -2.690, which was outside the normality limit, although the kurtosis value was still within the reasonable limit of 2.059. Thus, the data distribution in the Remuneration variable did not meet the normality assumption. For the Work Motivation variable, the analysis results showed a skewness ratio of 1.466 and a kurtosis ratio of -0.611, both of which were still within the acceptable range, so the data for this variable was considered normally distributed. Finally, the Performance variable has a skewness ratio of 0.783, which is considered normal. However, its kurtosis value of 2.797 indicates a deviation from the normal distribution. Therefore, the Performance variable does not fully meet the assumption of normality. This finding indicates that not all variables in this study meet the requirements for a normal distribution. Therefore, further testing will be conducted using a non-parametric test, namely the Kendall's Tau correlation test.

Analysis of the Influence of Work Environment (X1), Remuneration (X2) and Work Motivation (X3) on the Performance (Y) of Specialist Doctors

An influence analysis was conducted to determine the level of influence of the work environment, remuneration, and work motivation on the performance of specialist doctors at

RSI PKU Muhammadiyah Pekajangan. The level of influence in this study can be seen from the scores or values generated in the Kendall's Tau Test calculation. This is because the data obtained were not normally distributed when tested with Skewness and Kurtosis analysis.

Statistical analysis of the relationship between variables X1, X2, and X3 with variable Y can be seen from the results of the Kendall's Tau correlation test, as follows:

Table 9. Kendall's Tau Correlation Test Results

		Correlations				
		Work environment	Remuneration	Work motivation	Performance	
Kendall's tau_b	Work environment	Correlation Coefficient	1,000	.367	.461	.524
		Sig. (2-tailed)	.	.006	.001	.000
		N	32	32	32	32
	Remuneration	Correlation Coefficient	.367	1,000	.584	.298
		Sig. (2-tailed)	.006	.	.000	.027
		N	32	32	32	32
	Work motivation	Correlation Coefficient	.461	.584	1,000	.474
		Sig. (2-tailed)	.001	.000	.	.000
		N	32	32	32	32

Source: (Data Processing Results, 2025)

It can be seen in table 14 row Sig. (2-tailed), the results of the Kendall's Tau test for the work environment variable (X1) with the performance variable (Y) and for the work motivation variable (X3 and performance (Y) show a significance of 0.000, which means that the score is smaller than the significance of the error of 5% (0.05), so it can be interpreted that there is a significant relationship between the work environment and the specialist doctor's performance variable. Likewise with the work motivation variable which has a significant relationship with the performance of specialist doctors. Meanwhile, for the Sig. (2-tailed) value on the remuneration variable (X2) and performance shows a significance value of 0.027 where the value is also smaller than the significance of 0.05, so it can be interpreted that there is a significant relationship between remuneration and the performance of specialist doctors. Based on this explanation, it was found that the work environment variable (X1), remuneration (X2) and work motivation (X3) each have a positive and

significant influence on the performance of specialist doctors at RSI PKU Muhammadiyah Pekajangan.

Based on the results of in-depth interviews conducted with informants, various important information was obtained that provides an overview of the factors that influence the performance of specialist doctors at RSI PKU Muhammadiyah Pekajangan. Through the thematic analysis process, two main themes were identified: Organization and Employees, each of which has sub-themes and main codes representing the issues that most frequently emerged during the interviews. Table 15 below presents the thematic coding structure of recommendations for improving specialist doctor performance, reflecting the dimensions of the work environment, remuneration, and individual motivation as crucial aspects in creating a work climate that supports the productivity and professionalism of medical personnel.

Table 10. Thematic Coding Structure of Recommendations for Efforts to Improve the Performance of Specialist Doctors

Theme	Sub Theme	Main Code
Organization	Work Environment Factors	Work Space Comfort
		Relationship between employees
		Leadership management
		Workload and working hours
Employee	Remuneration Factors	Facilities and technology
		Incentives and allowances
		Reward
		Job satisfaction
Employee	Work Motivation Factors	The desire to continue to grow
		Work life balance

Work Environment Factors

The work environment is a crucial aspect influencing the performance of healthcare workers, particularly doctors. A conducive work environment can create a positive work atmosphere and support productivity and the quality of medical services. Several important elements of the work environment that directly impact doctor performance include workspace comfort, interpersonal relationships, leadership management, workload and workload, and technological facilities.

a. Workspace Comfort

A comfortable workspace is a crucial element in supporting the productivity and emotional stability of medical personnel, particularly specialist doctors who work under high pressure and with significant responsibilities. A well-organized, clean, and quiet

work environment, complemented by complete supporting facilities such as rest areas, adequate medical equipment, and access to technology that facilitates services, are factors contributing to comfort and job satisfaction. At Muhammadiyah Pekajangan Hospital, workspace comfort is not only assessed physically, but also how these facilities support the smooth running of daily medical activities.

Interview results indicate that, in general, the specialist doctors feel quite comfortable with the condition of the workspace and facilities available at Muhammadiyah Pekajangan General Hospital. I-1 and I-2 stated that the existing facilities are adequate and support their work activities, especially for general specialties. However, I-3 provided a slightly different view, highlighting that in the field of neurology, the completeness of the facilities and infrastructure is still not optimal, although he acknowledged that overall the hospital facilities are quite good. This indicates that although the comfort of the workspace is generally met, there is still a need to improve the completeness of facilities in certain specialist fields so that all medical personnel can work optimally.

b. Inter-Employee Relations

At the Muhammadiyah Pekajangan Islamic Hospital (RSI Muhammadiyah Pekajangan), the relationship between specialist doctors, as well as doctors and nurses and other healthcare workers, is also good. Based on field data obtained at the Muhammadiyah Pekajangan Islamic Hospital, it can be concluded that interprofessional relationships in the work environment have a significant influence on physician performance. The relationship between specialist doctors and nurses and other healthcare workers is generally good, characterized by open communication, professional cooperation, and mutual respect for each other's roles and responsibilities. This harmonious working environment creates synergy within the medical team, which ultimately contributes positively to the effectiveness of services, smooth coordination of patient care, and an overall improvement in the quality of physician performance.

c. Leadership Management

At the Muhammadiyah Pekajangan Islamic Hospital (RSI Muhammadiyah Pekajangan), the relationship between specialist doctors, as well as doctors and nurses and other healthcare workers, is also good. Based on field data obtained at the Muhammadiyah Pekajangan Islamic Hospital, it can be concluded that interprofessional relationships in the work environment have a significant influence on physician

performance. The relationship between specialist doctors and nurses and other healthcare workers is generally good, characterized by open communication, professional cooperation, and mutual respect for each other's roles and responsibilities. This harmonious working environment creates synergy within the medical team, which ultimately contributes positively to the effectiveness of services, smooth coordination of patient care, and an overall improvement in the quality of physician performance.

d. Workload and Working Hours

Furthermore, excessive workloads pose a challenge for doctors. A disproportionate number of patients compared to the medical staff's capacity can lead to psychological stress, physical exhaustion, and even a decline in the quality of medical decision-making. Therefore, a proportional distribution of the workload is crucial to ensure doctors can provide services of a high professional standard. Equally important is managing work hours or schedules. Irregular or excessively long work hours can lead to chronic fatigue, which impacts doctors' concentration and accuracy in carrying out their duties. Humane work scheduling and ensuring adequate rest periods are essential components of human resource management in healthcare facilities.

Research shows that excessive workloads and suboptimal work schedules significantly impact physician performance. The imbalance between patient volume and medical staff capacity leads to psychological stress, physical fatigue, and decreased accuracy in medical decision-making. Doctors' statements indicate that the high patient volume forces them to divide their focus, risking a decline in service quality despite their best efforts. Fatigue, both physical and mental, is a major obstacle to maintaining comprehensive and personalized care. Therefore, equitable workload management and task scheduling that balances work hours and rest periods are essential to maintaining the quality and safety of medical services in healthcare facilities.

e. Technology Facilities

Adequate technological facilities are also crucial to improve service quality and comfort. Interviews with several informants revealed that the overall technological facilities at Muhammadiyah Pekajangan Islamic Hospital (RSI Muhammadiyah Pekajangan) are considered adequate and support physician performance. The use of team communication applications and digital medical records is considered effective in accelerating coordination and minimizing errors. However, server quality remains a challenge, with frequent delays, particularly when multiple users access the system

simultaneously. This issue is considered to hamper physician efficiency. Therefore, improving server performance is crucial to optimize service delivery and the performance of medical personnel.

Remuneration Factors

One of the important factors that influences the performance of specialist doctors at Muhammadiyah Pekajangan Hospital is remuneration, which includes elements of incentives and allowances as well as rewards as a form of appreciation for their contribution and professionalism in providing health services.

a. Incentives and Allowances

The doctors' opinions on how RSI Muhammadiyah Pekajangan provides incentives and allowances to its medical staff are positive, but there are several areas that require attention. Interview results indicate that the incentive and allowance system at RSU Muhammadiyah Pekajangan is considered quite good, but still needs improvement, especially in terms of transparency and clarity of mechanisms. I-1 emphasized the importance of transparency in contribution-based incentives, while I-2 stated that limitations are more due to external regulatory factors. I-3 actually expressed ignorance regarding salary details, indicating a lack of socialization from management. This indicates the need for improved communication and transparency so that the remuneration system can better motivate medical staff.

b. Reward

A good reward system will certainly have an impact on improving a person's performance because it creates a sense of satisfaction and a feeling of being appreciated for their hard work. RSI Muhammadiyah Pekajangan has a reward system that is slightly different from several other hospital institutions. Interview results showed that the reward system at RSU Muhammadiyah Pekajangan was quite positive by doctors, especially because of the annual profit sharing (SHU), which is considered a form of appreciation for performance. I-1 and I-2 agreed that rewards such as SHU can increase work morale, as long as they are managed transparently. I-3 considered SHU as an advantage compared to other hospitals. However, several informants also emphasized the importance of non-material rewards. I-4 and I-5 suggested the existence of non-financial rewards such as professional appreciation and formal recognition, because these can increase doctors' motivation to continue to excel. This shows that the combination of material and non-

material rewards is very important in supporting the improvement of medical personnel performance.

Work Motivation Factors

Work motivation is a crucial factor influencing the performance of specialist doctors in a hospital setting. High levels of motivation typically correlate with increased enthusiasm, productivity, and loyalty to the institution where they work. In the context of Muhammadiyah Pekajangan General Hospital, physicians' work motivation is influenced by several key aspects, including job satisfaction, a desire for continued professional development, and work-life balance. These three aspects serve as important indicators for measuring the extent of a physician's internal drive to carry out their duties and responsibilities.

a. Job satisfaction

Job satisfaction is a key factor influencing the motivation and performance of medical personnel, including specialist doctors. Job satisfaction reflects the extent to which a person feels valued, comfortable, and fulfilled in the work environment. At Muhammadiyah Pekajangan General Hospital, specialist doctors' job satisfaction is a crucial element that contributes to their dedication and responsibility in providing healthcare services. Interviews revealed that the specialists were generally quite satisfied with the working conditions at Muhammadiyah Pekajangan General Hospital, particularly regarding the friendly, collegial, and supportive working atmosphere. Both I-1 and I-3 highlighted the importance of a positive work environment as a source of satisfaction, where a supportive atmosphere and good relationships between colleagues create a comfortable work environment. However, I-2 and I-3 noted critical comments regarding the remuneration system, which they considered inadequately balanced with the workload and lacking transparency. This suggests that while doctors were generally satisfied with non-material aspects such as the work environment, there is still hope for improvements to the compensation system to optimize job satisfaction and improve overall performance.

b. The Desire to Continue Growing

In addition to job satisfaction and work-life balance, the desire for continuous development is also a crucial motivator for specialist doctors in carrying out their duties. The drive to improve their knowledge, skills, and professional experience demonstrates a commitment to improving the quality of medical services. At Muhammadiyah Pekajangan

General Hospital, several informants indicated that the desire to continuously learn and develop is a strong motivator for maintaining and improving their performance.

Interview results indicate that the desire to continuously develop is a very important motivating factor for specialist doctors in improving the quality of their performance. All three informants agreed that training and professional development are not only individual needs, but also the responsibility of health institutions. I-1 emphasized the importance of training as part of capacity building efforts. I-2 highlighted that targeted and relevant training will have a direct impact on improving physician competence and performance. Meanwhile, I-3 emphasized the need for continuous knowledge updates, especially considering the rapidly evolving field of medical specialization. All three indicated that adequate training facilities from institutions will strengthen doctors' motivation to continue learning and developing, thus positively impacting the quality of health services.

c. Work-Life Balance

Based on interview data obtained in the field, researchers also discovered a motivational factor that is no less important in improving a doctor's performance, namely work-life balance. Life here can be interpreted as family or the support of those closest to a doctor's life. The interview results indicate that work-life balance is a very important motivational factor in supporting the performance of specialist doctors at Muhammadiyah Pekajangan Hospital. All three informants agreed that family support and a harmonious home environment play a major role in maintaining emotional stability, focus, and work enthusiasm. I-1 emphasized the importance of family support in maintaining stamina and emotions, while I-2 highlighted how a comfortable home environment can have a direct impact on increasing enthusiasm and focus at work. I-3 also stated that family is a primary source of motivation; although doctors are required to be professional, imbalance in their personal lives can still affect work performance. Therefore, maintaining this balance is considered important for doctors to work optimally and sustainably.

DISCUSSION

³ This study aims to analyze the factors that influence the performance of specialist doctors at RSI PKU Muhammadiyah Pekajangan. Therefore, the discussion will focus on three main groups: individual factors, organizational factors, and work environment factors. Each factor will be explained systematically by combining the results of questionnaires, interviews, and literature reviews, to provide a comprehensive understanding of how these

three factors contribute to the improvement or decline in the performance of medical personnel, especially specialist doctors. The purpose of this discussion is to interpret the data comprehensively to obtain a complete understanding of how organizational and employee factors play a role in supporting or hindering the performance of specialist doctors, as well as to formulate applicable recommendations for improving the quality of services in the hospital.

7 Work Environment Factors

The work environment is an essential factor in determining the performance of healthcare workers, including specialist doctors. Work environment factors are important aspects that directly influence the comfort, productivity, and performance of medical personnel, including specialist doctors. In this study, work environment factors include interprofessional relationships, facility availability, workload, and work hour arrangements. The results of the quantitative analysis show that overall, the work environment of specialist doctors at RSI PKU Muhammadiyah Pekajangan obtained an actual average score of 81.94%, which is included in the good category. The highest score was found in the interprofessional relationship indicator, namely the statement "I have a good relationship with my colleagues, both doctors and other medical personnel," which reached 86.25%.

Research findings indicate that aspects such as workspace comfort, employee relationships, leadership style, and workload and hours significantly influence doctors' performance in carrying out their duties. Workspace comfort was a key element frequently mentioned by informants. Doctors require a quiet, clean, private space, and complete medical facilities to work optimally and professionally. Research conducted by Iskandar et al. (2023) shows that the quality of hospital facilities and infrastructure has a positive correlation with doctor job satisfaction, which in turn has an impact on improving performance.

Inter-employee relationships also emerged as a crucial element in creating a healthy and supportive work environment. These findings indicate that harmonious relationships between doctors and other healthcare professionals, such as nurses, management, and support staff, create a more productive and comfortable work environment. A work environment filled with conflict or poor communication can diminish morale and collaboration among medical teams. This finding is further supported by research. Mulyana et al. (2023) who found that a collaborative work climate in hospitals significantly contributes to healthcare worker efficiency and improved patient care. Thus, positive social interactions are a crucial pillar in strengthening the performance of specialist physicians.

Furthermore, leadership style within a hospital organization also significantly influences doctors' perceptions of their work environment. Informants in this study highlighted the importance of leaders who are open, listen to doctors' aspirations, and are fair in decision-making. Transformational leadership has been shown to increase employee engagement and loyalty, including specialist doctors. These results align with research by Putra et al. (2023) This study shows that democratic and participatory leadership in hospital organizations contributes to increased physician motivation and performance. Therefore, hospitals need to foster effective leadership management that is responsive to the professional needs of medical personnel.

Workload and working hours are also important. In this study, doctors reported that excessive workloads, combined with irregular schedules, can trigger physical and emotional exhaustion. Prolonged fatigue can lead to burnout, which ultimately negatively impacts the quality of healthcare services. As the study stated, Ali et al. (2022) High workloads significantly reduce productivity and trigger work stress among physicians. Therefore, a balanced workload and a fair schedule rotation system are key factors in maintaining optimal physician performance in the long term.

Overall, a conducive work environment has been shown to significantly influence the performance of specialist physicians. Factors such as a comfortable workspace, healthy work relationships, supportive leadership, and a proportional workload not only increase work effectiveness but also impact the overall satisfaction and well-being of medical personnel. These findings support Herzberg's theory of two factors of job satisfaction, where the work environment is categorized as a hygiene factor that must be met to prevent job dissatisfaction. Therefore, hospital management needs to pay serious attention to improving the work environment as a strategy for continuously improving specialist physician performance.

Remuneration Factors

In addition to work environment factors, organizational factors are a crucial element in determining the performance of specialist doctors in hospitals. In the context of this study, organizational factors encompass managerial aspects, remuneration systems, and operational support. These three aspects are interrelated and form a structure that supports optimal professional performance. The quantitative analysis showed that the remuneration variable achieved an average percentage of 72.38%, which is considered good. In-depth interviews revealed that the managerial and operational support systems at RSI PKU Muhammadiyah Pekajangan have been running quite well, although some respondents noted improvements.

Remuneration is a crucial element influencing the performance of specialist doctors at RSI PKU Muhammadiyah Pekajangan. Interviews revealed that the hospital's incentives and benefits are considered adequate, but there are still shortcomings in terms of transparency and clarity of the system. Doctors expect a contribution-based incentive system and more transparent communication regarding the components of their income. This aligns with the findings of the study. Adriati ((2023) which states that transparency and open communication greatly influence medical personnel's job satisfaction with the remuneration system.

In addition to salary and incentives, the reward system is also a key consideration. Rewards such as SHU (Surplus Operating Results) are positively perceived by doctors as they reflect appreciation for their hard work. Several informants considered SHU a hospital advantage, but emphasized the importance of transparent management. Such rewards not only boost morale but also demonstrate a fair distribution of profits, commensurate with each doctor's individual contribution. This approach aligns with equity theory, which emphasizes the importance of fairness in employment relationships.

Doctors also value non-material rewards, such as verbal appreciation, formal recognition, and professional recognition. These non-financial rewards have a significant psychological impact on doctors' motivation and pride in carrying out their duties. Therefore, a combination of both material and non-material rewards is essential to building a remuneration system that is not only economically fair but also fosters a positive work climate and supports the overall performance improvement of medical personnel.

Work Motivation Factors

In addition to the two factors already explained, work motivation is also an important aspect that directly influences the quality and effectiveness of specialist doctors' performance in carrying out their duties and responsibilities at the hospital. The results of the quantitative analysis show that the work motivation of specialist doctors at RSI PKU Muhammadiyah Pekajangan is in the good category with an average percentage of 80.69%. The highest scores were for the statements "I feel motivated to continue learning and developing my skills as a specialist doctor" and "I feel my physical and mental health supports my performance as a specialist doctor." each with a percentage of 83.13%.

Work motivation is a crucial factor that significantly influences the performance of specialist doctors at RSI PKU Muhammadiyah Pekajangan. Work motivation reflects the internal drive that drives individuals to achieve goals and complete tasks with enthusiasm. In the hospital context, physician work motivation is formed from various aspects such as

satisfaction with the work environment, the desire for continued professional development, and work-life balance. These three aspects complement each other and serve as indicators of the extent to which physicians feel emotionally and professionally engaged in their healthcare tasks. The higher the level of motivation, the greater the likelihood of improved performance, both in terms of service quality, responsibility, and loyalty to the institution.

Based on the interview results, most specialist doctors expressed satisfaction with the supportive and collegial work environment. A comfortable work atmosphere, harmonious relationships between colleagues, and support from coworkers were considered very supportive aspects in creating a comfortable work environment. This was conveyed by several informants, such as I-1 and I-3, who felt that a positive work environment encouraged them to perform better. However, several informants, such as I-2 and I-3, also noted that the remuneration system was not transparent and not fully balanced with the workload faced. This finding is in line with research. Syahidin (2018) which states that job satisfaction is influenced by a combination of good social relations in the workplace and a fair compensation system.

In addition to job satisfaction, doctors' motivation to continuously develop also emerged as an important factor. The drive to participate in training, gain knowledge of current medical issues, and expand professional competencies fuels doctors' drive to continuously improve the quality of themselves and their services. Informants stated that appropriate, practical, and ongoing training significantly improves their performance. I-1 referred to training as a crucial part of their professional duties, while I-2 emphasized that relevant training directly impacts competency. I-3 added that the highly dynamic development of medical science requires consistent knowledge updates. This is reinforced by findings from Iskandar et al. (2023) which states that professional motivation to learn and develop is directly proportional to the quality of medical services provided by doctors.

Work-life balance is also a crucial element in maintaining physician motivation and performance. All three informants revealed that family support, a harmonious home environment, and the ability to maintain a balance between personal and professional life are key determinants of emotional stability and work enthusiasm. I-1 highlighted the importance of family support in maintaining stamina and emotional well-being when facing work pressure, while I-2 and I-3 acknowledged that a calm home environment fosters greater focus in carrying out hospital duties. Although physicians are expected to be professional, disruptions in their personal lives can still impact work performance. Research Darmawan

(2023)Studies show that a good work-life balance contributes to reduced work stress and increased productivity in healthcare workers. Therefore, it is important for hospitals to create work policies that support this balance, such as setting reasonable working hours and providing space for mental and emotional recovery.

Thus, the work motivation of doctors at RSI PKU Muhammadiyah Pekajangan is the result of a combination of satisfaction with the work environment, opportunities for self-development, and work-life balance. These three aspects mutually support each other and form the psychological and professional foundation for doctors to optimally perform their duties. When this motivation is maintained and continuously improved by hospital management, doctors' performance will improve, ultimately improving the quality of healthcare services to the community.

Challenges and Obstacles

In carrying out their professional duties, specialist doctors at Muhammadiyah Pekajangan General Hospital face various challenges and obstacles that can impact the effectiveness of their performance and the quality of medical services provided. These challenges are multidimensional, encompassing both internal and external aspects of the institution. Internally, doctors complain about an unbalanced workload, limited and inadequate medical facilities, and a lack of adequate administrative support. Externally, changes in information technology and the hospital's digitalization system demand rapid and continuous adaptation. This requires additional capacity from medical personnel to keep pace with system developments, which unfortunately is not always matched by adequate training or supporting facilities.

One interesting finding from the interview was I-1's statement, which highlighted the difficulty in adapting to the increasingly complex hospital digital system. While digital transformation in healthcare has had a positive impact on efficiency and accuracy, it also presents challenges for doctors unfamiliar with digital technology. Furthermore, I-1 emphasized the importance of coordination between hospital departments, which is still not optimal. This lack of coordination leads to delays in delivering critical information, which can ultimately impact the speed and accuracy of medical decision-making.

I-2 mentioned another obstacle in the form of excessive workload, especially when patient volume increases. In such conditions, administrative support is essential to expedite patient administration, reporting, and medical documentation processes. However, according to I-2, the administrative department's performance has not been able to keep up with the high

clinical workload. This emphasizes that medical staff performance depends not only on individual physician competence but also on the support of the hospital system as a whole. If the support system is not optimal, it will reduce the efficiency of services provided to patients, as confirmed by research by Rachmawati & Sugiarto (2020), which states that a high workload without managerial and administrative support can significantly reduce healthcare worker performance.

Meanwhile, I-3 drew attention to the limited medical facilities that were not yet optimal in several service units. Inadequate facilities, such as a lack of diagnostic or therapeutic support equipment, will slow down the patient care process, especially for specialist doctors who require specialized tools to support their expertise. Based on the researchers' observations, it was also found that several units, such as the neurology division, still lack adequate diagnostic support facilities. This has the potential to hinder fast, accurate, and professional service, and puts doctors under additional pressure to meet the expectations of both patients and hospital management. A study by Widodo & Rini (2021) further supports this, stating that the availability of complete medical facilities is strongly correlated with job satisfaction and the performance of medical personnel.

Thus, it can be concluded that the challenges and obstacles faced by specialist doctors at Muhammadiyah Pekajangan General Hospital stem not only from individual factors or personal abilities, but also from the hospital's systems and policies. Adaptation to technology, high workloads, suboptimal coordination between departments, and limited facilities are crucial issues that must be addressed comprehensively by management. A strategic approach focused on strengthening support systems, improving facilities, and developing work policies that address the real-world conditions of medical personnel is necessary to maintain the quality of healthcare services and enable medical personnel to work optimally and professionally.

Recommendation

Based on the analysis of interview data, several strategic recommendations were developed to improve the performance of specialist doctors at Muhammadiyah Pekajangan General Hospital. One key recommendation is the need to increase management's openness to doctors' ideas, opinions, and innovations. Physician involvement in the decision-making process will foster a sense of ownership and increase loyalty to the institution. Furthermore, the remuneration system needs to be improved by providing non-material appreciation and

transparency in salaries and incentives, so that doctors feel more appreciated for their contributions and achievements.

One important recommendation is the need to increase management's openness to ideas, input, and innovation from physicians. Feeling involved ¹⁴ in the decision-making process can increase physicians' sense of ownership and loyalty to the institution. Furthermore, providing non-material rewards, such as open appreciation for physicians' performance and achievements, as well as transparency in the salary and incentive system, are also crucial. Several physicians have expressed dissatisfaction with the current remuneration system, and management is expected to open communication to address these issues fairly and openly.

Furthermore, relevant and effective training is also a crucial recommendation. Doctors require regular competency development in line with the highly dynamic developments in medical science. Therefore, providing training tailored to field needs will have a direct impact on improving service quality. A healthy, supportive work environment that values the role of medical personnel is also crucial. Building a sense of community, providing emotional support, and listening to doctors' aspirations will foster loyalty and higher work morale. Equally important is the provision of modern medical facilities that meet service standards, which not only support doctors' effectiveness but also impact patient satisfaction. By implementing these recommendations consistently and in an integrated manner, hospital management will be ⁴⁸ able to create a more professional, productive work environment oriented towards optimal healthcare quality.

CONCLUSIONS

²⁹ Based on the results of the quantitative and qualitative analysis that has been carried out, it can be concluded that:

1. In general, this study found that the performance of specialist doctors at RSI PKU Muhammadiyah Pekajangan was influenced by three main factors, namely individual factors (work motivation), organizational factors (remuneration), and work environment factors.
2. The work environment positively influences physician performance. Harmonious relationships among medical personnel, adequate facilities, and well-managed workloads and hours create a work environment that supports productivity.

3. Remuneration contributes to physician satisfaction and motivation. While considered fair, the remuneration system needs to be improved in terms of transparency and regular evaluation to remain relevant to physicians' workload and career development.
4. Internal work motivation is a dominant factor on an individual level. Doctors who are driven to continue learning, maintain their mental health, and feel valued tend to perform better.

Improving the performance of specialist doctors requires a comprehensive and sustainable approach from hospital management. Recommended strategies include increasing management openness to doctors' ideas and aspirations, providing non-material rewards and transparency in the remuneration system, providing relevant and ongoing professional training, creating a supportive work climate that values the contributions of medical personnel, and providing modern and adequate medical facilities and infrastructure. Implementation of these strategies is expected to boost work motivation, increase professional satisfaction, and strengthen doctors' commitment to providing optimal, quality-oriented healthcare services

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