

## Analyzing the Determinants of Employee Performance in Public Healthcare: A Cross-Sectional Quantitative Study in a Community Health Center in Buleleng Regency

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### Abstract

This study aims to empirically examine the influence of motivation, organizational culture, and job satisfaction on employee performance at the Gerokgak I Community Health Center, Buleleng Regency. The population consisted of all 59 employees, and a saturated sampling technique was applied, resulting in the entire population being used as the research sample. Data were collected through a structured questionnaire using a 5-point Likert scale. The data were analyzed using multiple linear regression with the assistance of IBM SPSS version 25. The results indicate that motivation ( $\beta = 0.525$ ;  $p < 0.001$ ), organizational culture ( $\beta = 0.263$ ;  $p = 0.010$ ), and job satisfaction ( $\beta = 0.244$ ;  $p = 0.005$ ) each have a positive and significant effect on employee performance. Among these variables, motivation emerged as the most influential factor, as indicated by the highest standardized coefficient. Simultaneously, the three independent variables significantly affect employee performance ( $F = 68.460$ ;  $p < 0.001$ ), with a coefficient of determination ( $R^2 = 0.789$ ), indicating that 78.9% of the variance in employee performance can be explained by the model. These findings highlight the importance of strengthening employee motivation, supported by a conducive organizational culture and improved job satisfaction, to enhance performance in public healthcare institutions.

### Keywords:

Motivation; Organizational culture; Job satisfaction; Employee performance.

## 1. INTRODUCTION

Community Health Centers (Pusat Kesehatan Masyarakat, hereafter Puskesmas) represent the cornerstone of Indonesia's primary healthcare system, functioning as the first point of contact between the community and formal health services. Their strategic role extends beyond curative care to encompass preventive, promotive, and rehabilitative services, making them central to achieving equitable healthcare access and improving population health outcomes. Within the national regulatory framework, particularly Law Number 17 of 2023 on Health, the strengthening of healthcare services is no longer viewed solely through infrastructural expansion but increasingly through the optimization of human resources as the principal driver of service effectiveness (Br. Sembiring & Pardosi, 2024). This shift reflects a broader transformation in public sector management, where organizational success is closely tied to the performance and behavior of its workforce. In the context of healthcare organizations, employee performance is not merely an operational metric but a multidimensional construct that directly influences service quality, patient satisfaction, and institutional trust. Unlike other sectors, healthcare delivery requires not only technical competence but also behavioral attributes such as responsiveness, empathy, communication skills, and ethical conduct. These dimensions are particularly critical in Puskesmas, where healthcare professionals operate under resource constraints while being expected to deliver standardized and community-oriented services. Consequently, any fluctuation in employee performance can have immediate and tangible impacts on service outcomes.

Empirical evidence from UPTD Puskesmas Gerokgak I illustrates this challenge. Institutional data indicate a decline in the Community Satisfaction Index (Indeks Kepuasan Masyarakat or IKM) in 2024 following an improvement in 2023. This fluctuation is especially pronounced in the service behavior dimension, which includes indicators such as discipline, responsiveness, and professionalism. Such patterns are consistent with findings in broader healthcare literature, where variations in employee performance have been linked to declines in patient satisfaction and perceived service quality (Ar Rohmah et al., 2025; Farizca et al., 2021; Fitriardi & Prasetyo, 2025; Sukmara et al., 2024). Importantly, these performance inconsistencies cannot be fully explained by technical factors alone; rather, they point to deeper organizational and behavioral dynamics that shape how employees perform their roles. From a theoretical standpoint, employee performance is influenced by a constellation of internal organizational factors, among which work motivation, organizational culture, and job satisfaction are particularly salient. Work motivation, as conceptualized in contemporary organizational psychology, refers to the internal and external forces that initiate, direct, and sustain work-related behavior (Ryan and Deci, 2021). In healthcare settings, motivation plays a critical role in determining the level of effort, persistence, and commitment exhibited by employees, especially under conditions of high workload and limited resources. Empirical studies have consistently demonstrated that motivated healthcare workers are more likely to exhibit higher levels of performance and engagement (Udayani et al., 2025).

Organizational culture, on the other hand, provides the normative framework within which employee behavior is shaped and regulated. It encompasses shared values, beliefs, and practices that influence how individuals interact, make decisions, and deliver services. In public healthcare institutions such as Puskesmas, organizational culture often reflects bureaucratic norms, hierarchical structures, and public service values, which may either facilitate or hinder performance depending on how they are internalized by employees. Recent research by Maharani and Suarmanayasa (2025) demonstrates that a strong and adaptive organizational culture significantly enhances employee performance by fostering alignment between individual behavior and organizational goals. Similarly, Belias and Koustelios (2021) emphasize that organizational culture serves as a critical determinant of job satisfaction and work outcomes, particularly in service-oriented organizations. Job satisfaction represents another crucial determinant of employee performance, capturing the extent to which individuals feel positively or negatively about their work. It reflects employees' evaluations of various aspects of their job, including workload, compensation, career development opportunities, and work environment. In healthcare contexts, job satisfaction has been linked to both individual and organizational outcomes, including productivity, retention, and service quality (Alrawahi et al., 2022; Judge et al., 2022). Employees who experience higher levels of job satisfaction are more likely to demonstrate commitment, initiative, and a willingness to go beyond their formal job responsibilities.

Despite the well-established relationships among these variables, the existing body of literature reveals several critical limitations that justify further investigation. First, many prior studies have adopted a fragmented approach by examining motivation, organizational culture, and job satisfaction in isolation or through limited pairwise relationships. For example, Alrawahi et al. (2022) focus primarily on job satisfaction as a predictor of performance, while Ayalew et al. (2022) emphasize motivation without integrating cultural dimensions. Similarly, Maharani and Suarmanayasa (2025) highlight the role of organizational culture but do not fully account for motivational and psychological factors. This fragmented analytical approach limits the ability to capture the complex and simultaneous interactions among key determinants of employee performance. As argued by Achief et al. (2025), integrative models that incorporate multiple organizational and behavioral variables are essential for understanding performance dynamics in complex service environments such as healthcare. Second, there is a notable inconsistency in empirical findings regarding the relative influence of each variable on employee performance. While some studies identify motivation as the dominant predictor (Ayalew et al., 2022), others highlight job satisfaction (Alrawahi et al., 2022) or organizational culture (Maharani and Suarmanayasa, 2025) as the most significant determinant. These inconsistencies suggest that the effects of these variables are context-dependent and may vary across organizational settings, cultural environments, and institutional structures. Such variability indicates the presence of a theoretical gap, where existing models have yet to establish a consistent and generalizable explanation of employee performance. Third, and perhaps most critically, there exists a substantial contextual gap in the literature. The majority of recent studies have been conducted in private sector organizations or hospital-based healthcare systems, which differ significantly from Puskesmas in terms of governance, resource allocation, and service orientation. Unlike hospitals, which often operate under more flexible and market-driven conditions, Puskesmas function within a rigid bureaucratic framework characterized by standardized procedures, limited autonomy, and strong public accountability. These unique characteristics may influence how organizational factors affect employee performance, thereby limiting the applicability of findings from other contexts. Achief et al. (2025) underscore the importance of contextual specificity in human resource research, particularly in public sector organizations where institutional constraints play a significant role.

In addition to these theoretical and empirical gaps, practical challenges further reinforce the need for this study. Observations at Puskesmas Gerokgak I reveal a disconnect between the incentive systems implemented by management and the actual levels of employee motivation and performance. Despite the

provision of financial incentives and various forms of recognition, employees continue to exhibit low levels of initiative, creativity, and collaboration. This finding is consistent with research by Dhobee (2026) which suggests that incentive systems alone are insufficient to drive performance unless they are supported by a conducive organizational culture and high levels of job satisfaction. Furthermore, employee satisfaction surveys indicate that many staff members fall within the “moderately satisfied” or “less satisfied” categories, particularly in relation to workload, career progression, and compensation. These conditions point to a gap between organizational expectations and employee experiences, which may ultimately undermine performance.

Taken together, these issues highlight the limitations of existing managerial approaches in addressing performance challenges within Puskesmas. Specifically, current strategies appear to lack an integrated perspective that simultaneously considers motivational, cultural, and psychological dimensions. Addressing this limitation requires a more comprehensive analytical framework that captures the interplay among key organizational factors and their combined effects on employee performance. In response to these gaps, this study seeks to develop and test an integrative model that examines the influence of work motivation, organizational culture, and job satisfaction on employee performance within the context of a Puskesmas. By analyzing both partial and simultaneous effects, this research aims to provide a more holistic understanding of performance dynamics in primary healthcare settings. Furthermore, by focusing on Puskesmas, this study contributes to addressing the contextual gap in the literature, offering insights that are directly relevant to public healthcare institutions.

The novelty of this study can be articulated in three main aspects. First, it adopts a comprehensive approach by integrating multiple determinants of employee performance into a single empirical model, thereby overcoming the fragmentation observed in previous studies. Second, it incorporates empirical performance indicators, such as the Community Satisfaction Index and employee satisfaction data, to provide a more grounded and context-specific analysis. Third, it contributes to the limited body of research on human resource management in Puskesmas, offering a nuanced understanding of how organizational factors operate within a public healthcare context characterized by unique structural and cultural constraints. Accordingly, the objectives of this study are threefold: (1) to analyze the partial effects of work motivation, organizational culture, and job satisfaction on employee performance; (2) to examine their simultaneous influence; and (3) to identify the most dominant factor affecting employee performance within a Puskesmas. The findings are expected to contribute both theoretically and practically. Theoretically, this study seeks to advance the development of integrated models of employee performance in public sector organizations. Practically, the results are expected to inform evidence-based managerial strategies aimed at improving employee performance and, ultimately, enhancing the quality of healthcare services provided to the community.

### **1.1. Employee Performance**

Employee performance is widely recognized as a central determinant of organizational effectiveness, particularly in public service institutions where accountability and service quality are paramount. In contemporary organizational studies, performance is no longer limited to the achievement of quantitative targets but encompasses behavioral dimensions such as service quality, responsiveness, and professionalism. In healthcare settings, employee performance reflects the ability of personnel to deliver safe, efficient, and patient-centered services, which directly influence public satisfaction and trust. Recent studies emphasize that employee performance in healthcare organizations is shaped by both individual capabilities and organizational conditions. For instance, Udayani et al. (2025) demonstrate that healthcare worker performance is strongly influenced by motivation, organizational support, and work environment. Similarly, Alrawahi et al. (2022) highlight that performance in health institutions is closely linked to job satisfaction and workplace conditions, particularly in public healthcare systems.

Within the public sector, performance also reflects compliance with institutional standards and alignment with public service values. In the Indonesian context, studies by Saputra et al. (2023) and Maharani and Suarmanayasa (2025) affiliated with Universitas Pendidikan Ganesha indicate that employee performance in government institutions is significantly influenced by organizational culture and leadership practices, especially in service-oriented organizations (Maharani and Suarmanayasa, 2025). These findings suggest that employee performance is inherently multidimensional and cannot be understood without considering the broader organizational context in which employees operate.

### **1.2. Work Motivation**

Work motivation refers to the internal and external forces that initiate, direct, and sustain work-related behavior. In modern organizational theory, motivation is viewed as a dynamic psychological process that influences how employees allocate effort, persist in tasks, and achieve organizational goals. Contemporary perspectives, particularly Self-Determination Theory, emphasize that motivation is shaped by intrinsic and extrinsic factors, including autonomy, competence, and relatedness (Ryan & Deci, 2021). In healthcare organizations, motivation becomes especially critical due to high job demands and emotional labor.

Empirical evidence consistently shows that motivation plays a significant role in enhancing employee performance. Dhobee (2026) find that motivated employees demonstrate higher productivity and

engagement, particularly in developing country contexts. Similarly, Udayani et al. (2025) report that motivation is a key predictor of healthcare worker performance, especially in resource-limited settings. However, recent studies also indicate that the effect of motivation on performance is not always direct. Achief et al. (2025) argue that motivation may interact with other organizational variables, such as culture and leadership, in influencing performance outcomes. This suggests that motivation should be analyzed within a broader organizational framework rather than as an isolated factor.

### **1.3. Organizational Culture**

Organizational culture refers to a system of shared values, beliefs, and norms that guide behavior within an organization. It plays a crucial role in shaping how employees interact, make decisions, and deliver services. In healthcare institutions, organizational culture is particularly important because it influences service ethics, teamwork, and patient-centered care. Recent literature highlights that a strong and adaptive organizational culture can significantly enhance employee performance. Maharani and Suarmanayasa (2025) demonstrate that organizational culture has a direct and positive impact on employee performance in healthcare settings, particularly through its role in fostering collaboration and service orientation.

Similarly, Belias and Koustelios (2021) emphasize that organizational culture contributes to job satisfaction and overall work effectiveness, particularly in service-based organizations. Instead, its effect may be mediated by other variables such as job satisfaction or motivation (Achief et al., 2025). This indicates the need for a more integrative approach to understanding the role of organizational culture in shaping employee performance.

### **1.4. Job Satisfaction**

Job satisfaction is defined as an individual's overall emotional evaluation of their job and work environment. It reflects how employees perceive various aspects of their work, including compensation, workload, career opportunities, and interpersonal relationships. In healthcare organizations, job satisfaction is closely associated with employee retention, commitment, and service quality. Recent studies confirm the significant role of job satisfaction in influencing employee performance. Alrawahi et al. (2022) find that job satisfaction is a strong predictor of performance and retention among healthcare workers. Similarly, Judge et al. (2022) argue that job satisfaction contributes to improved work outcomes by enhancing motivation and reducing turnover intentions.

In the Indonesian context, Fachiroh and Suratman (2023) demonstrate that job satisfaction significantly affects employee performance in public service organizations. However, other studies indicate that this relationship may vary depending on organizational conditions. For example, Achief et al. (2025) suggest that job satisfaction alone is insufficient to improve performance without supportive organizational systems. These mixed findings highlight that the relationship between job satisfaction and performance is complex and context-dependent.

### **1.5. Relationship between Work Motivation and Employee Performance**

Work motivation is widely recognized as a fundamental driver of employee performance. Motivated employees tend to exhibit higher levels of effort, persistence, and goal achievement. Empirical evidence supports this relationship, with Udayani et al. (2025) demonstrating that motivation significantly enhances performance in organizational settings. However, the strength of this relationship may vary depending on contextual factors. Achief et al. (2025) argue that motivation interacts with organizational culture and leadership in shaping performance outcomes. This suggests that motivation alone may not be sufficient to drive performance without supportive organizational conditions.

### **1.6. Relationship between Organizational Culture and Employee Performance**

Organizational culture plays a critical role in shaping employee behavior and performance. A strong culture can promote discipline, teamwork, and service orientation, which are essential in healthcare settings. Maharani and Suarmanayasa (2025) provide empirical evidence that organizational culture significantly improves employee performance in healthcare institutions. Nevertheless, some studies indicate that the effect of organizational culture on performance may be indirect. For example, Belias and Koustelios (2021) suggest that culture influences performance through job satisfaction and employee engagement. This highlights the importance of examining organizational culture within a broader model.

### **1.7. Relationship between Job Satisfaction and Employee Performance**

Job satisfaction has long been associated with improved employee performance. Satisfied employees are more likely to be committed, productive, and engaged in their work. Alrawahi et al. (2022) and Judge et al. (2022) confirm that job satisfaction positively affects performance outcomes in various organizational contexts. However, the relationship is not always consistent. Achief et al. (2025) argue that job satisfaction may not directly influence performance unless supported by other organizational factors. This suggests that job satisfaction should be analyzed as part of a broader system of determinants.

### 1.8. Simultaneous Relationship between Work Motivation, Organizational Culture, Job Satisfaction, and Employee Performance

Recent research increasingly emphasizes the need for an integrative approach to understanding employee performance. Rather than examining variables in isolation, scholars argue that performance is shaped by the interaction of multiple organizational factors. Achief et al. (2025) highlight that motivation, organizational culture, and job satisfaction jointly influence employee performance, particularly in healthcare settings. Similarly, Maharani and Suarmanayasa (2025) demonstrate that combining cultural and psychological factors provides a more comprehensive explanation of performance outcomes.

Despite this, empirical studies that simultaneously examine these variables within public healthcare institutions especially Puskesmas remain limited. Most prior research has focused on private organizations or hospitals, leaving a significant contextual gap. Therefore, this study adopts an integrative model to analyze the combined effects of work motivation, organizational culture, and job satisfaction on employee performance within the Puskesmas context.

### 1.9. Research Gap and Model Development

Based on the literature review, several research gaps can be identified. First, there are inconsistencies in findings regarding the effects of key organizational factors on employee performance, both partially and simultaneously. Second, most prior studies have examined these variables separately, limiting a comprehensive understanding of their combined effects within an integrative model. Third, research on employee performance has largely focused on private sector organizations or hospitals, while studies on Puskesmas as primary healthcare institutions remain limited. In fact, Puskesmas have unique organizational characteristics, such as bureaucratic structures, public service demands, and resource constraints, which may influence the dynamics among variables differently compared to other sectors. To address these gaps, this study proposes an integrative approach by simultaneously examining the influence of key organizational factors on employee performance within the Puskesmas context. This approach is expected to provide a more comprehensive understanding of the determinants of employee performance in primary healthcare services.

## 2. RESEARCH METHOD

This study employs a quantitative approach with a causal-explanatory design to examine the influence of key organizational factors on employee performance. This approach is selected as it allows for an objective assessment of relationships among variables through statistical analysis. The study adopts a cross-sectional design, in which data are collected at a single point in time without any intervention involving the respondents. The population consists of all employees of UPTD Puskesmas Gerokgak I, Buleleng Regency, totaling 59 individuals. Given the relatively small population size, a saturated sampling technique is applied, whereby all members of the population are included as respondents. This approach ensures a more accurate representation, as it captures the perspectives of the entire population. Data are collected through a survey using a structured questionnaire measured on a five-point Likert scale. Employee performance is assessed based on indicators of quality, quantity, timeliness, effectiveness, and independence. Work motivation is measured through indicators such as diligence, future orientation, persistence, and goal achievement. Organizational culture is evaluated based on service values, accountability, competence, and collaboration, while job satisfaction is measured through aspects related to the job itself, salary, promotion opportunities, supervision, and co-worker relationships. To ensure the quality of the measurement instrument, validity and reliability tests are conducted. The validity criterion is determined by an item correlation coefficient of at least 0.30, while reliability is assessed using Cronbach's Alpha with a minimum threshold of 0.60. The data are analyzed using multiple linear regression with the assistance of SPSS software. Prior to hypothesis testing, classical assumption tests are performed, including tests of normality, multicollinearity, and heteroscedasticity, to ensure the appropriateness of the regression model. Hypothesis testing is carried out using the t-test to examine partial effects and the F-test to assess simultaneous effects, both at a significance level of 5%. In addition, the coefficient of determination is used to evaluate the model's explanatory power in accounting for variations in the dependent variable. Ethical considerations are also addressed in this study by ensuring informed consent from all respondents, maintaining data confidentiality, and using the collected information solely for academic purposes. Nevertheless, this study has certain limitations, particularly the reliance on perceptual data and the use of a cross-sectional design, which does not capture changes over time.

Table 1. Operational Definition of Variables

No.	Variable	Indicators	Scale
1	Employee Performance (Y) Employee performance refers to the level of achievement in completing assigned tasks based on quality, quantity, timeliness, effectiveness, and independence in carrying out work responsibilities (Robbins & Judge, 2012).	1. Work Quality 2. Work Quantity 3. Timeliness 4. Effectiveness 5. Independence	Likert

2	Motivation (X1) Motivation is the internal and external drive that determines the intensity, direction, and persistence of an individual in achieving work-related goals (Robbins & Judge, 2012; Mangkunegara, 2017).	<ol style="list-style-type: none"> <li>1. Hard Work</li> <li>2. Future Orientation</li> <li>3. High Aspirations</li> <li>4. Task Orientation</li> <li>5. Effort to Achieve Goals</li> <li>6. Persistence</li> <li>7. Time Utilization</li> <li>8. Selection of Co-workers</li> </ol>	Likert
3	Organizational Culture (X2) Organizational culture refers to the shared values, norms, and behavioral guidelines that influence employees' attitudes and actions in performing their duties, particularly based on the core values of public service (BerAKHLAK) in government institutions.	<ol style="list-style-type: none"> <li>1. Service Orientation</li> <li>2. Accountability</li> <li>3. Competence</li> <li>4. Harmony</li> <li>5. Loyalty</li> <li>6. Adaptability</li> <li>7. Collaboration</li> </ol>	Likert
4	Job Satisfaction (X3) Job satisfaction is an individual's emotional response to their job, reflecting the extent to which employees feel positively about their work, compensation, promotion opportunities, supervision, and co-workers (Hasibuan, 2001; Judge et al., 2022).	<ol style="list-style-type: none"> <li>1. The Work Itself</li> <li>2. Salar /Compensation</li> <li>3. Promotion Opportunities</li> <li>4. Supervision</li> <li>5. Co-workers</li> </ol>	Likert

### 3. RESULTS AND DISCUSSION

#### 3.1. Research Findings

##### 3.1.1. Respondent Characteristics

This study involves 59 respondents, all of whom are employees of UPTD Puskesmas Gerokgak I. Based on gender, the majority of respondents are female, accounting for 39 individuals (66.11%), while male respondents total 20 individuals (33.89%). This indicates that the workforce composition at the research site is predominantly female. In terms of educational background, most respondents hold a bachelor's degree (S1/DIV/Professional), totaling 47 individuals (79.66%), followed by diploma holders with 10 individuals (16.95%), and high school graduates with 2 individuals (3.39%). This suggests that respondents generally possess a relatively high level of education, which may contribute to a better understanding of their work and the research instruments. Regarding age, the majority of respondents fall within the 46-60 age range. This indicates that most respondents have substantial work experience, which may influence their perceptions and evaluations of the variables under study.

##### 3.1.2. Validity and Reliability Testing

The results of the validity test indicate that all questionnaire items measuring motivation, organizational culture, job satisfaction, and employee performance have Pearson correlation values exceeding 0.30. This confirms that all instruments are valid and capable of accurately measuring the intended constructs.

Table 2. Validity Test Results

Variabel	Instrumen	Pearson Correlation	Alpha	Keterangan
X1 (Motivation)	X1.1	0,60	0,05	Valid
	X1.2	0,69	0,05	Valid
	X1.3	0,74	0,05	Valid
	X1.4	0,66	0,05	Valid
	X1.5	0,51	0,05	Valid
	X1.6	0,65	0,05	Valid
	X1.7	0,84	0,05	Valid
X2 (Organizational Culture)	X2.1	0,54	0,05	Valid
	X2.2	0,44	0,05	Valid
	X2.3	0,77	0,05	Valid
	X2.4	0,60	0,05	Valid
	X2.5	0,64	0,05	Valid
	X2.6	0,65	0,05	Valid
	X2.7	0,67	0,05	Valid
X2.8	0,73	0,05	Valid	

X3 (Job Satisfaction)	X3.1	0,72	0,05	Valid
	X3.2	0,82	0,05	Valid
	X3.3	0,77	0,05	Valid
	X3.4	0,68	0,05	Valid
Y (Performance)	Y1	0,77	0,05	Valid
	Y2	0,74	0,05	Valid
	Y3	0,77	0,05	Valid
	Y4	0,68	0,05	Valid
	Y5	0,76	0,05	Valid

Source: SPSS25

The reliability test shows that all variables have Cronbach’s Alpha values above 0.60, specifically 0.783 for motivation, 0.703 for organizational culture, 0.824 for job satisfaction, and 0.810 for employee performance. These results indicate that all instruments are reliable and demonstrate good internal consistency. In other words, respondents’ answers are stable and can be considered dependable for further analysis.

Table 3. Reliability Test Results

Variabel	Cronbach’s Alpha	Keterangan
Motivation (X1)	0,783	Reliabel
Organizational Culture (X2)	0,703	Reliabel
Job Satisfaction (X3)	0,824	Reliabel
Performance (Y)	0,81	Reliabel

Source: SPSS25

### 3.1.3. Classical Assumption Tests

The normality test using the Kolmogorov-Smirnov method yields a significance value of 0.826 (> 0.05), indicating that the data are normally distributed. Therefore, the regression model satisfies the normality assumption.

Table 4. Normality Test Results

	Unstandardized Residual
N	59
Normal Parameters, b Mean	0,00E+00
Std. Deviation	.89827311
Most Extreme Differences Absolute	.082
Positive	.069
Negative	-.082
Kolmogorov-Smirnov Z	.627
Asymp. Sig. (2-tailed)	.826

Source: SPSS25

The multicollinearity test shows that all independent variables have tolerance values above 0.10 and VIF values below 10, ranging from 1.737 to 2.554. This indicates the absence of strong correlations among independent variables, confirming that the model is free from multicollinearity issues.

Table 5. Multicollinearity Test Results

Variable	Collinearity Statistics		Description
	Tolerance	VIF	
Motivation (X1)	0,576	1,737	No multicollinearity
Organizational Culture (X2)	0,392	2,554	No multicollinearity
Job Satisfaction (X3)	0,54	1,852	No multicollinearity

Source: SPSS25

The heteroscedasticity test using the Glejser method shows that all variables have significance values above 0.05. This indicates that heteroscedasticity is not present and that the residual variance is constant. Overall, the classical assumption tests confirm that the regression model is appropriate for further analysis.

Table 6. Heteroscedasticity Test Results

Variabel	Sig.	Description
Motivation (X1)	0,352	No heteroscedasticity
Organizational Culture (X2)	0,468	No heteroscedasticity
Job Satisfaction (X3)	0,485	No heteroscedasticity

Sumber: SPSS25

### 3.1.4. Multiple Linear Regression Analysis

The constant value of 2.825 indicates that when all independent variables are held constant, employee performance is at 2.825. The coefficient for motivation (0.435) suggests that a one-unit increase in motivation leads to an increase of 0.435 in employee performance, assuming other variables remain constant. Similarly, the coefficient for organizational culture (0.189) indicates that improvements in organizational culture contribute positively to performance. The coefficient for job satisfaction (0.370) shows that higher job satisfaction significantly enhances employee performance (Table 7).

Table 7. Multiple Linear Regression Results

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Correlations		
	B	Std. Error	Beta			Zero-order	Partial	Part
1 (Constant)	2,825	1,815	-	1,556	0,125	-	-	-
X1	0,435	0,068	0,525	6,432	0	0,808	0,655	0,399
X2	0,189	0,071	0,263	2,657	0,01	0,771	0,337	0,165
X3	0,37	0,128	0,244	2,898	0,005	0,661	0,364	0,180

Source: SPSS25

The regression analysis produces the following equation:

$$Y = 2,825 + 0,435X1 + 0,189X2 + 0,370X3$$

### 3.1.5. Coefficient of Determination (R<sup>2</sup>)

The coefficient of determination (R<sup>2</sup>) is 0.789, indicating that 78.9% of the variation in employee performance can be explained by the independent variables included in the model. The remaining 21.1% is influenced by other factors not examined in this study. This result suggests that the model has strong explanatory power.

### 3.1.6. Partial Test (t-test)

As presented in Table 7, the t-test results indicate that all independent variables have a statistically significant effect on employee performance. The motivation variable yields a t-value of 6.432 with a significance level of 0.000 (< 0.05), indicating that motivation has a positive and statistically significant effect on employee performance. The organizational culture variable shows a t-value of 2.657 with a significance level of 0.010 (< 0.05), suggesting that organizational culture also exerts a positive and significant influence on performance. Meanwhile, job satisfaction records a t-value of 2.898 with a significance level of 0.005 (< 0.05), demonstrating that job satisfaction likewise has a positive and significant effect on employee performance. Therefore, it can be concluded that, partially, all independent variables have a statistically significant impact on the dependent variable.

### 3.1.7. Simultaneous Test (F-test)

The F-test yields an F-value of 68.460 with a significance level of 0.000 (< 0.05). Additionally, the calculated F-value is greater than the critical F-value (68.460 > 2.769), indicating that all independent variables simultaneously have a significant effect on employee performance. Therefore, the regression model is considered valid and capable of explaining the relationships among variables comprehensively.

## 3.2. Discussion

### 3.2.1. The Effect of Motivation on Employee Performance

The findings confirm that motivation has a positive and significant effect on employee performance, indicating that employees with higher levels of motivation tend to demonstrate better work outcomes. However, beyond statistical significance, it is important to understand why motivation emerges as the strongest predictor in this context. In public healthcare institutions such as Puskesmas, work is characterized by high service demands, bureaucratic procedures, and limited financial incentives. Under such conditions, intrinsic motivation such as a sense of responsibility, professional calling, and public service commitment becomes a critical driver of performance. This finding can be interpreted through the lens of self-determination theory, which emphasizes that internally driven motivation leads to more sustainable and effective performance compared to externally controlled motivation. In the context of Puskesmas, employees

are not only expected to comply with administrative standards but also to provide responsive and empathetic services to the community. Therefore, motivation functions as a psychological mechanism that bridges formal job requirements and actual service delivery. Empirical studies support this interpretation. Recent research highlights that motivation significantly enhances employee performance, particularly in public sector organizations where intrinsic values play a dominant role (Wahyuni & Yulianthini, 2024; Sumarta et al., 2024; Dewi Kusuma & Yudiaatmaja, 2025; Dewi & Heryanda, 2025; Antika & Heryanda, 2025; Dhobee, 2026). These findings suggest that in bureaucratic environments, motivation compensates for structural limitations and becomes a primary catalyst for performance improvement.

### **3.2.2. The Effect of Organizational Culture on Employee Performance**

Organizational culture is found to have a positive and significant effect on employee performance, although its influence is weaker compared to motivation. This result reflects the reality that while shared values and norms provide behavioral guidance, their impact depends heavily on the extent to which they are internalized by employees. In the context of Puskesmas, organizational culture is largely shaped by the BerAKHLAK core values, which emphasize service orientation, accountability, and collaboration. However, the relatively lower regression coefficient suggests that these values may function more as formal guidelines rather than deeply embedded behavioral norms. This indicates a potential gap between espoused values and enacted values in daily work practices. From a theoretical perspective, organizational culture influences performance by creating a shared understanding of acceptable behavior and performance standards. However, its effectiveness is contingent upon consistent leadership support and organizational reinforcement mechanisms. Without these, culture may remain symbolic rather than operational. Recent studies confirm that organizational culture contributes to employee performance when it is actively reinforced and aligned with organizational goals (Maharani & Suarmanayasa, 2025; Achief et al., 2025). Therefore, the relatively modest effect found in this study suggests the need for stronger cultural internalization strategies, particularly through leadership behavior and organizational practices.

### **3.2.3. The Effect of Job Satisfaction on Employee Performance**

The analysis shows that job satisfaction has a positive and significant effect on employee performance, confirming that employees who experience higher levels of satisfaction tend to perform better. However, its role should not be interpreted merely as an emotional outcome, but rather as a strategic factor that influences work attitudes and behavioral consistency. In public healthcare settings, job satisfaction is closely linked to perceptions of fairness, workload balance, and professional recognition. When employees perceive that their efforts are valued and supported, they are more likely to exhibit organizational commitment and discretionary effort. Conversely, dissatisfaction may lead to minimal compliance behavior, where employees perform only to meet basic requirements. This finding aligns with contemporary literature emphasizing that job satisfaction acts as a mediating mechanism between organizational conditions and employee performance (Judge et al., 2022; Alrawahi et al., 2022). Importantly, the results suggest that job satisfaction, while significant, is not the primary driver of performance in this study. This reinforces the argument that satisfaction alone is insufficient without strong motivational support. In other words, satisfied employees are not always high-performing unless they are also motivated to excel.

### **3.2.4. The Simultaneous Effect of Motivation, Organizational Culture, and Job Satisfaction**

The simultaneous analysis reveals that motivation, organizational culture, and job satisfaction collectively have a strong and significant effect on employee performance. The high coefficient of determination indicates that these variables jointly explain a substantial portion of performance variance, confirming that employee performance is inherently multidimensional. Rather than viewing these variables independently, the findings suggest an interaction effect in which motivation acts as the primary driver, while organizational culture and job satisfaction function as reinforcing factors. In the Puskesmas context, this interaction is particularly relevant. The bureaucratic structure establishes formal rules (culture), job satisfaction shapes emotional responses, and motivation translates both into actual performance behavior.

This interpretation is consistent with organizational behavior theory, which posits that performance is influenced by the interaction of psychological, social, and environmental factors (Robbins & Judge, 2017). Empirical evidence also supports the integrative effect of these variables in shaping employee performance (Sumarta et al., 2024; Achief et al., 2025; Udayani., 2025; Dewi Kusuma & Yudiaatmaja, 2025; Dewi & Heryanda, 2025). Importantly, this study does not rely on unsupported claims regarding variable levels, but instead focuses on explaining the structural relationships identified in the regression model. The findings emphasize that improving employee performance in public healthcare requires a balanced and integrated approach. Strengthening motivation should be prioritized, while organizational culture and job satisfaction should be continuously reinforced to sustain performance improvements over time.

#### 4. CONCLUSION

This study aims to analyze the influence of motivation, organizational culture, and job satisfaction on employee performance at UPTD Puskesmas Gerokgak I, Buleleng Regency. The primary focus is to examine the causal relationships among variables and to identify the most dominant factors affecting employee performance within the context of public healthcare services. The findings indicate that, partially, motivation, organizational culture, and job satisfaction have positive and significant effects on employee performance. This suggests that improvements in each of these variables are associated with enhanced employee performance. Simultaneously, the three independent variables also demonstrate a significant and strong influence on performance, as reflected in the high coefficient of determination. Based on the standardized beta coefficients, motivation emerges as the most dominant variable influencing employee performance ( $\beta = 0.525$ ), followed by organizational culture ( $\beta = 0.263$ ) and job satisfaction ( $\beta = 0.244$ ). This indicates that motivational factors play a more substantial role compared to other variables in explaining variations in employee performance within this study.

From a theoretical perspective, these findings reinforce the concept in organizational behavior that performance is the result of the interaction between motivational factors, organizational culture, and individual psychological conditions. This study contributes to the enrichment of human resource management literature, particularly in the context of public healthcare services, by demonstrating that a multidimensional approach is essential for achieving sustainable improvements in employee performance. Practically, the results offer important implications for public sector management, especially in Puskesmas, to prioritize strengthening employee motivation through appropriate incentive systems, clear goal-setting, and recognition mechanisms. In addition, improving organizational culture and maintaining job satisfaction remain essential to support optimal performance.

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