

## THE EFFECT OF WORK ENVIRONMENT, MOTIVATION, AND CAREER DEVELOPMENT ON EMPLOYEE JOB SATISFACTION AT BALI MANDARA EYE HOSPITAL

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### Abstract

This study aims to analyze the effect of work environment, motivation, and career development on employee job satisfaction at Bali Mandara Eye Hospital, Denpasar, Bali. A quantitative approach was employed using multiple linear regression analysis. The population consisted of 279 employees, with a sample of 164 respondents selected through Slovin's formula at a 5% error margin. Data were collected via structured questionnaires using a five-point Likert scale and analyzed using SPSS. The validity test showed all items had r-values above 0.1533 (r-table), and Cronbach's Alpha values exceeded 0.60, indicating reliable instruments. The results of the classical assumption tests confirmed that the data met the requirements of normality, multicollinearity, and homoscedasticity. The F-test showed a simultaneous significant effect ( $F = 83.514$ ,  $p < 0.05$ ), while individual t-tests revealed that work environment ( $t = 10.411$ ,  $p < 0.001$ ), motivation ( $t = 7.877$ ,  $p < 0.001$ ), and career development ( $t = 8.009$ ,  $p < 0.001$ ) each positively and significantly affected job satisfaction. The Adjusted R-Square of 0.603 indicates that 60.3% of job satisfaction variance is explained by the three variables. Work environment emerged as the most dominant predictor. These findings support Self-Determination Theory, Job Demands-Resources Theory, and Growth Mindset Theory, confirming the importance of an integrated approach in managing human resources in hospital settings.

**Keywords:** Work Environment, Motivation, Career Development, Job Satisfaction, Hospital, Bali Mandara Eye Hospital

## INTRODUCTION

Healthcare organizations such as hospitals require highly motivated, professionally competent, and satisfied employees to deliver quality services to patients. Bali Mandara Eye Hospital (Rumah Sakit Mata Bali Mandara), a government-owned referral hospital under the Bali Provincial Health Office, is committed to providing excellent eye care services to the community of Bali and Eastern Indonesia. The hospital's vision is to become a regional center for eye care and referral services in realizing Bali as an advanced, safe, peaceful, and prosperous province.

Based on the 2024 Employee Job Satisfaction Survey conducted at Bali Mandara Eye Hospital, 84 percent of employees reported satisfaction, while 16 percent expressed dissatisfaction. Among the dissatisfied employees, the main sources of dissatisfaction included the healthcare service fee distribution system (38.2%), opportunity for achievement (18.8%), welfare system (16.4%), career development (9.3%), and work environment (7.1%). These findings indicate that work environment, motivation, and career development are critical factors influencing employee job satisfaction (Rumah Sakit Mata Bali Mandara, 2024).

Job satisfaction is defined as a positive emotional state arising from a subjective perception of one's work experience (Zacher & Baumeister, 2024). In the hospital setting, employee job satisfaction is crucial because dissatisfied healthcare workers may reduce service quality and increase turnover intention, which ultimately affects patient care (De Vries et al., 2023). The work environment encompasses all physical and non-physical conditions surrounding employees during work that may affect their performance and wellbeing (Shetty et al., 2024). Motivation, both intrinsic and extrinsic, has a direct relationship with employee job satisfaction (Abdul, 2023). Studies in Indonesian hospital and service contexts similarly confirm that work motivation is a significant predictor of employee job satisfaction (Lantara, 2019; Suci, 2021). Career development, defined as a continuous process to enhance employee competence and performance, also plays a significant role in determining job satisfaction (Saputri et al., 2021).

Previous research has shown inconsistent results regarding the effects of these variables on job satisfaction. Some studies found significant positive effects (Donley, 2021; Mahrool & Farwis, 2021; Anita Lestari et al., 2023), while others found no significant relationship (Darmawan, 2020; Nurbaiti et al., 2024). This research gap provides justification for re-examining these variables in the specific context of Bali Mandara Eye Hospital.

This study aims to: (1) examine the effect of work environment on employee job satisfaction; (2) examine the effect of motivation on employee job satisfaction; (3) examine the effect of career development on employee job satisfaction; and (4) examine the simultaneous effect of work environment, motivation, and career development on employee job satisfaction at Bali Mandara Eye Hospital.

## REVIEW OF LITERATURE

Job satisfaction is a positive emotional response to various aspects of work, including the physical environment, reward systems, social relationships, and opportunities for competence development. According to Susi Alianti et al. (2023), job satisfaction is "a general attitude toward one's job that reflects the difference between the amount of reward received and the amount employees believe they should receive." Rahmad and Mahdani (2024) describe it as an affective or emotional response to multiple aspects of work. Issa Gazi

et al. (2024) emphasized that job satisfaction extends beyond material achievement to include psychological dimensions such as feeling valued, psychologically safe, treated fairly, and having opportunities for self-development.

The work environment refers to all conditions surrounding employees during work, both physical and non-physical, that can influence their performance and wellbeing (Shetty et al., 2024). Key dimensions of the work environment include physical conditions (lighting, ventilation, temperature, cleanliness, ergonomic facilities), psychological and social safety (emotional support, trust, stress levels), organizational culture (management systems, organizational policies, career opportunities), social support and collaboration, and communication systems. Research in the Indonesian context has shown that non-physical work environment, including interpersonal relationships and workplace culture, significantly shapes employee performance and satisfaction (Bagia & Susila, 2021; Cipta & Bagia, 2019). The Job Demands-Resources Theory (Claponea RM, 2023) posits that environmental resources such as social support from colleagues and supervisors function as positive mediators that help balance job demands and reduce burnout risk, thereby enhancing overall job satisfaction.

Motivation, according to Self-Determination Theory (Ryan & Deci, 2020), is an internal drive arising from three basic human needs: autonomy, competence, and social connection. These needs must be fulfilled for a person to feel intrinsically motivated and derive satisfaction from work. The Job Characteristics Model (Basalamah & Ajmal, 2021) adds that motivation emerges from job design that gives meaning, responsibility, and direct feedback to workers. Goal Setting Theory (Locke & Latham, 2020) further establishes that the presence of specific, challenging, and measurable targets can enhance effort and persistence, contributing to motivation and job satisfaction. In the Indonesian hospital and public service context, Wulandari and Bagia (2020) confirmed that work motivation has a substantial and significant influence on employee performance in primary healthcare settings, while Suwena and Heryanda (2024) demonstrated that motivation plays a mediating role between job characteristics, workload, and employee performance.

Career development is a continuous strategic process integrating personal and professional needs fulfillment, adaptability, and achievement of life purpose. It encompasses training, competence development, transparent promotion systems, mentorship, and inclusive opportunities for all employees (Anita Lestari et al., 2023; Saragih & Rizky, 2025). Studies have shown that organizational culture and employee competence are foundational drivers of performance that complement career development initiatives (Meitriana, Anggeline & Sujana, 2019; Cipta & Bagia, 2019). Career development positively affects job satisfaction through multiple theoretical lenses: Self-Determination Theory links career development to intrinsic motivation (Ryan & Deci, 2020); Growth Mindset Theory (Dweck, 2020) argues that belief in growing capabilities mediates positive career development-satisfaction relationships; and Job Crafting Theory (Saragih et al., 2025) suggests career development allows individuals to align tasks with personal strengths and interests, creating more meaningful work experiences.

## RESEARCH METHOD

This study employed a quantitative research design based on the positivist paradigm (Park & Artino, 2020). The research was conducted from November to December 2025 at Bali Mandara Eye Hospital, located at Jl. Angsoka No.8, Dangin Puri Kangin, Denpasar

Utara, Denpasar, Bali. The population consisted of all 279 employees of the hospital, including medical personnel (doctors and nurses), administrative staff, security, technicians, and cleaning staff. Using Slovin's formula with a 5% margin of error and 95% confidence level, a sample of 164 employees was determined.

Data were collected through structured questionnaires distributed via Google Forms. The questionnaire covered four variables: Work Environment (X1) with 22 items, Motivation (X2) with 12 items, Career Development (X3) with 12 items, and Job Satisfaction (Y) with 11 items. All items used a five-point Likert scale ranging from 1 (strongly disagree) to 5 (strongly agree). Validity was tested using corrected item-total correlation ( $r_{table} = 0.1533$  for  $n = 164$ ), and reliability was assessed through Cronbach's Alpha, with 0.60 as the acceptable threshold (Repke et al., 2024).

The data analysis technique used multiple linear regression:  $Y = a + b_1X_1 + b_2X_2 + b_3X_3 + e$ , where Y is job satisfaction, X1 is work environment, X2 is motivation, and X3 is career development. Before regression analysis, classical assumption tests were conducted: (1) Kolmogorov-Smirnov normality test (significance  $> 0.05$  for normal distribution); (2) multicollinearity test using Variance Inflation Factor ( $VIF < 10$ ); and (3) heteroscedasticity test using the Glejser test (significance  $> 0.05$  indicates homoscedasticity). Hypothesis testing was conducted using F-test for simultaneous effects, t-test for partial effects, and coefficient of determination ( $R^2$ ) to measure explained variance (Supahar et al., 2021).

## RESULTS AND DISCUSSION

The descriptive analysis of 164 respondents showed that 54.9% were female and 45.1% were male, reflecting the common dominance of female workers in healthcare organizations. The majority of respondents (34.1%) were above 40 years old, followed by the 31-35 years age group (26.2%). By position, administrative staff dominated (31.7%), followed by nurses (26.8%), other employees (17.1%), cleaning staff (7.9%), security (6.7%), technicians (6.1%), and doctors (3.7%). Most respondents (61%) had worked for more than six years, indicating high loyalty and employee stability.

The statistical descriptive analysis showed that Work Environment had a mean of 64.80 (SD = 17.96), Motivation had a mean of 38.05 (SD = 8.48), Career Development had a mean of 35.31 (SD = 10.39), and Job Satisfaction had a mean of 32.95 (SD = 6.20). Generally, all variables were in moderate-to-high categories, indicating that respondents perceived their work environment, motivation, career development, and job satisfaction positively.

All instrument items were declared valid, with r-values ranging from 0.733 to 0.899, all exceeding the  $r_{table}$  value of 0.1533. Reliability tests showed Cronbach's Alpha values of 0.984 (Work Environment), 0.958 (Motivation), 0.972 (Career Development), and 0.929 (Job Satisfaction), all well above the 0.60 threshold. The classical assumption tests confirmed: (1) Normal distribution with Kolmogorov-Smirnov significance of  $0.200 > 0.05$ ; (2) No multicollinearity with all VIF values below 10 (VIF: Work Environment = 1.001, Motivation = 1.007, Career Development = 1.008); and (3) Homoscedasticity confirmed through scatter plot analysis showing random residual distribution.

The F-test result showed  $F_{count} = 83.514 > F_{table} = 2.66$  with significance 0.000 ( $< 0.05$ ), confirming that work environment, motivation, and career development simultaneously have a significant effect on job satisfaction (H4 accepted). The Adjusted R-Square of 0.603 indicates that 60.3% of job satisfaction variance is explained by these three

variables, while the remaining 39.7% is attributed to other factors such as leadership style, compensation, organizational culture, and workload.

The t-test results showed: Work Environment t-count = 10.411 > t-table = 1.97462, p = 0.000 (H1 accepted); Motivation t-count = 7.877 > t-table = 1.97462, p = 0.000 (H2 accepted); Career Development t-count = 8.009 > t-table = 1.97462, p = 0.000 (H3 accepted). Work environment emerged as the most dominant predictor of job satisfaction, followed by career development and motivation.

The significant positive effect of work environment on job satisfaction is consistent with Job Demands-Resources Theory (Claponea RM, 2023), which emphasizes that environmental resources such as social support, adequate facilities, and good management systems serve as positive mediators reducing burnout risk. This finding aligns with Donley (2021) who found that safe, comfortable, and supportive work environments significantly increase motivation and positive work perception, and Sibuea (2024) who demonstrated that physical and psychological factors significantly influence quality of life and job satisfaction among nurses. Furthermore, Heryanda, Mayasari and Dharmayasa (2022) established that effective communication and emotional intelligence, as part of non-physical work environment, significantly boost employee performance in banking service contexts in Buleleng Regency.

The dominant effect of work environment ( $t = 10.411$ ) is particularly understandable in the hospital context, where medical staff face high work demands, heavy emotional burdens, and significant health and safety risks. This result also supports Self-Determination Theory (Ryan & Deci, 2020), which emphasizes that work environments fulfilling autonomy, competence, and healthy social relationships enhance intrinsic motivation and job satisfaction. The high standard deviation of work environment scores (17.96) suggests variation in employee perceptions across different work units, indicating that while the overall environment is perceived positively, certain units require specific attention.

The positive and significant effect of motivation on job satisfaction confirms findings by Mahrool and Farwis (2021), who found that both intrinsic and extrinsic motivation significantly affected healthcare worker satisfaction during the COVID-19 pandemic. Aulia et al. (2025) similarly found that high motivation combined with good engagement and resilience significantly increased job satisfaction. Self-Determination Theory (Ryan & Deci, 2020) explains this through the fulfillment of basic psychological needs: when employees feel their work enables them to meet needs for autonomy, competence, and social connection, they experience greater satisfaction and motivation. The updated Job Satisfaction Theory by Riyanto et al. (2021) further confirms that motivation positively influences job satisfaction and drives positive behavior toward achieving organizational goals.

Career development's positive and significant effect on job satisfaction is supported by Self-Determination Theory, which links career growth opportunities to intrinsic motivation (Ryan & Deci, 2020). When organizations provide clear, structured career development systems, employees feel their work has greater meaning and value. Anita Lestari et al. (2023) found that position promotion and training significantly increased career development and employee satisfaction. Saragih and Rizky (2025) confirmed that training and development significantly increased pride and job satisfaction, while Maulidya et al. (2024) showed that structured career development can increase engagement and reduce burnout. Saputra, Bagia and Yulianthini (2016) further confirmed that employee job satisfaction has a direct and positive effect on employee loyalty and performance outcomes,

highlighting that organizations investing in career development create a virtuous cycle of satisfaction and retention. Job Crafting Theory (Saragih et al., 2025) further suggests that career development allows individuals to align tasks with personal interests and strengths, creating more meaningful work experiences that enhance satisfaction.

The simultaneous effect of the three variables reflects the complex, interrelated nature of job satisfaction formation. Job satisfaction is not formed by a single factor in isolation, but emerges from the synergistic interaction of multiple organizational factors. When a supportive work environment is combined with effective motivation systems and clear career development pathways, the combined effect on job satisfaction is greater than any single factor alone. Heryanda and Sururin (2020) demonstrated this synergistic principle in the hospitality sector, showing that both job satisfaction and work motivation jointly and significantly predict employee productivity in service organizations. This finding is also consistent with the research of Ela Rosalinda et al. (2025), which showed that physical environment combined with high motivation and clear development opportunities significantly improves job satisfaction and healthcare service quality.

## CONCLUSION

This study concludes that: (1) Work environment has a positive and significant effect on employee job satisfaction at Bali Mandara Eye Hospital ( $t = 10.411$ ,  $p < 0.001$ ), making it the most dominant predictor; (2) Motivation has a positive and significant effect on employee job satisfaction ( $t = 7.877$ ,  $p < 0.001$ ); (3) Career development has a positive and significant effect on employee job satisfaction ( $t = 8.009$ ,  $p < 0.001$ ); and (4) Work environment, motivation, and career development simultaneously have a significant effect on employee job satisfaction ( $F = 83.514$ ,  $p < 0.001$ ), explaining 60.3% of its variance (Adjusted  $R^2 = 0.603$ ).

These findings suggest that hospital management should adopt a holistic and integrated approach to managing employee satisfaction. Priority should be given to: creating a conducive physical and psychological work environment; designing a transparent and merit-based reward system; developing individual career plans with clear, accessible pathways for all employees; providing continuous training and development programs; and fostering a positive organizational culture that values each employee's contribution. Future research is recommended to include additional variables such as leadership style, compensation, organizational culture, and work-life balance, and to employ more advanced analytical methods such as SEM or PLS to explore mediating and moderating effects.

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