

THE EFFECT OF COMPENSATION, WORK ENVIRONMENT, CAREER DEVELOPMENT ON JOB SATISFACTION WITH EMPLOYEE WORK MOTIVATION AS AN INTERVENING VARIABLE IN RS X

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ABSTRACT

Hospitals are HR-intensive organizations because of the many kinds of professions and the number of workers engaged in them. Human resources in a hospital consist of health workers (including doctors, nurses, pharmacists, analysts, nutritionists, physiotherapists, radiographers, medical recorders) and non-health personnel (finance, administration, personnel, security, and so on). In the hospital management system, a strategy is needed to manage human resources. This study used quantitative descriptive research methods using linear regression tests, Pearson correlation tests, and path analysis. The study used 93 respondents. The results of this study show that there is a significant influence between compensation, work environment, and career development stimultan on job satisfaction through employee work motivation. The results of the linear regression test showed the t value for compensation was 1.050, the work environment was 10.960, career development was 5.205, work motivation was 3.654. The results of the Pearson correlation test to work motivation for compensation variables were 0.283, work environment was 0.724, career development was 0.386. The results of the Pearson correlation test to job satisfaction for compensation variables were 0.312, work environment was 0.734, career development was 0.415, work motivation was 0.791. Hospital management is expected to improve and improve factors related to compensation, work environment, career development in order to increase work motivation so as to increase job satisfaction.

INTRODUCTION

The existence of human resource management is very important for organizations in managing, organizing, and using available human resources in order to function effectively and efficiently. For organizations, human resources are valuable assets that require good management. This is because human resources will affect other resources in the organization (Ferry, Sidin, & Wahyu, 2021). In terms of human resources, hospitals are HR-intensive organizations because of the many kinds of professions and the number of workers engaged in them. Resources in a hospital consist of health workers (including doctors, nurses, pharmacists, analysts, nutritionists, physiotherapists, radiographers, medical recorders) and also non-

health personnel (finance, administration, personnel, security, and so on). In the hospital management system, a strategy is needed to manage the human resources in it (Muger Apriansyah, Agrasadya, Ading Sunarto, Laila Irawati, 2021).

Human resources are a very valuable factor, so hospitals are responsible for maintaining the quality of work life and fostering the workforce to be willing to contribute optimally to achieve organizational goals. The growing era of globalization demands quality improvement in all sectors, including in the health service sector. Improving the quality of hospital services is inseparable from the role of various disciplines of health workers in hospitals (Fitria & Sawitri, 2017).

Job satisfaction concerns the general attitude of an individual towards his job. Job satisfaction is the result of various attitudes that HR has. These attitudes are work-related matters along with specific factors such as supervision or supervision, salary and benefits, opportunities for promotion and promotion, working conditions, fair work appraisals, quick resolution of complaints, and good treatment from leaders towards employees. Job dissatisfaction will have an impact on decreasing work motivation and decreasing work loyalty (Barahama, Katuuk, & Oroh, 2019). Job satisfaction can be affected by the employee's relationship with the organization, compensation, work environment, and work/career (Greer, 2001).

Compensation to employees must be appropriate, fair, acceptable, satisfying, motivating to work, rewarding, and based on need. Good compensation can increase job satisfaction so as to increase employee morale and motivation at work. The results of research conducted by Idris et al (2020) show that compensation can affect employee job satisfaction (Idris, Adi, Soetjipto, & Supriyanto, 2020).

Hospitals must really pay attention to the work environment for the benefit of all employees. With the creation of a comfortable and good work environment, it will increase employee motivation and job satisfaction and the organization will get a good impact. The fulfillment of needs and desires through employee work activities is one of the meanings of job satisfaction (Edalmen & Isabella, 2020). According to the results of research Lukita HS et al. (2018), shows that the work environment affects job satisfaction through work motivation (Lukita, Sudarmo, & Prabowo, 2018).

Career development is very important for employees, where management can increase productivity, improve employee attitudes towards their work and build higher job satisfaction. Armstrong (2006) suggests there are several strategic benefits that can be obtained from career development, namely employee satisfaction, increased enthusiasm, higher retention rates, lower HR turnover, better job results, and employee satisfaction will also increase customer satisfaction (Armstrong, 2006).

According to Saputra and Suwandana (2020), compensation, work motivation, and career development can affect job satisfaction (Saputra & Suwandana, 2020). According to Rulianti and Nurpribadi (2023), the work environment, work motivation, and career development together affect the level of employee job satisfaction (Rulianti & Nurpribadi, 2023). The results of research conducted by Gunawan A et al. (2017) show that compensation and career development affect job satisfaction,

through nurse work motivation (Gunawan, Machasin, & Fitri, 2017). Menurut hasil penelitian Edalmen dan Jasmine, I (2020), shows that the work environment has an influence on employee job satisfaction through work motivation (Edalmen & Isabella, 2020).

RS X has a considerable number of human resources. Currently, RS X has 204 employees consisting of medical personnel (dentists, dental specialists, general practitioners, specialists), other health workers (nurses, dental and oral therapists, pharmacists, pharmaceutical technical personnel, medical recorders, anesthesiologists, radiographers, etc.), management personnel. HR is one of the valuable assets in hospitals where human resources will play a very large role in providing health services and helping operations at RS X. Therefore, RS X must pay attention to job satisfaction so that employees can work well and later can have a positive impact on the quality of health services. But unfortunately, in RS X there are still many problems related to compensation, work environment, career development so that it can reduce work motivation and have an impact on decreasing job satisfaction. The level of employee job satisfaction at RS X is still very low, which is only around 24.40%, while 75.60% of employees still feel dissatisfied working at RS X. If this continues, it can have an impact on the quality of health services provided. Based on the description above, researchers need to conduct research on the effect of compensation, work environment, and career development on job satisfaction through employee motivation at RS X.

RESEARCH METHODS

The existence of human resource management is very important for organizations in managing, organizing, and using available human resources in order to function effectively and efficiently. For organizations, human resources are valuable assets that require good management. This is because human resources will affect other resources in the organization (1). In terms of human resources, hospitals are HR-intensive organizations because of the many kinds of professions and the number of workers engaged in them. Resources in a hospital consist of health workers (including doctors, nurses, pharmacists, analysts, nutritionists, physiotherapists, radiographers, medical recorders) and also non-health personnel (finance, administration, personnel, security, and so on). In the hospital management system, a strategy is needed to manage the human resources in it (2).

Human resources are a very valuable factor, so hospitals are responsible for maintaining the quality of work life and fostering the workforce to be willing to contribute optimally to achieve organizational goals. The growing era of globalization demands quality improvement in all sectors, including in the health service sector. Improving the quality of hospital services cannot be separated from the role of various disciplines of health workers in hospitals (3).

Job satisfaction concerns the general attitude of an individual towards his job. Job satisfaction is the result of various attitudes that HR has. These attitudes are work-related matters along with specific factors such as supervision or supervision, salary and benefits, opportunities for promotion and promotion, working conditions, fair work appraisals, quick resolution of complaints, and good treatment from leaders

towards employees. Job dissatisfaction will have an impact on decreasing work motivation and decreasing job loyalty (4). Job satisfaction can be affected by an employee's relationship with the organization, compensation, work environment, and work/career (5).

Compensation to employees must be appropriate, fair, acceptable, satisfying, motivating to work, rewarding, and based on need. Good compensation can increase job satisfaction so as to increase employee morale and motivation at work. The results of research conducted by Idris et al (2020) show that compensation can affect employee job satisfaction (6).

Hospitals must really pay attention to the work environment for the benefit of all employees. With the creation of a comfortable and good work environment, it will increase employee motivation and job satisfaction and the organization will get a good impact. The fulfillment of needs and desires through employee work activities is one of the meanings of job satisfaction (7). According to the results of research Lukita HS et al. (2018), shows that the work environment affects job satisfaction through work motivation (8).

Career development is very important for employees, where management can increase productivity, improve employee attitudes towards their work and build higher job satisfaction. Armstrong (2006) suggests that there are several strategic benefits that can be obtained from career development, namely employee satisfaction, increased enthusiasm, higher retention rates, lower HR turnover, better job results, and employee satisfaction will also increase customer satisfaction (9).

According to Saputra and Suwandana (2020), compensation, work motivation, and career development can affect job satisfaction (10). According to Rulianti and Nurpribadi (2023), work environment, work motivation, and career development together affect the level of employee job satisfaction (11). The results of research conducted by Gunawan A et al. (2017) show that compensation and career development affect job satisfaction, through nurses' work motivation (12). According to the results of research by Edalmen and Jasmine, I (2020), it shows that the work environment has an influence on employee job satisfaction through work motivation (7).

RS X has a considerable number of human resources. Currently, RS X has 204 employees consisting of medical personnel (dentists, dental specialists, general practitioners, specialists), other health workers (nurses, dental and oral therapists, pharmacists, pharmaceutical technical personnel, medical recorders, anesthesiologists, radiographers, etc.), management personnel. HR is one of the valuable assets in hospitals where human resources will play a very large role in providing health services and helping operations at RS X. Therefore, RS X must pay attention to job satisfaction so that employees can work well and later can have a positive impact on the quality of health services. But unfortunately, in RS X there are still many problems related to compensation, work environment, career development so that it can reduce work motivation and have an impact on decreasing job satisfaction. The level of employee job satisfaction at RS X is still very low, which is only around 24.40%, while 75.60% of employees still feel dissatisfied working at RS X. If this continues, it can have an impact on the quality of health

services provided. Based on the description above, researchers need to conduct research on the effect of compensation, work environment, and career development on job satisfaction through employee motivation at RS X.

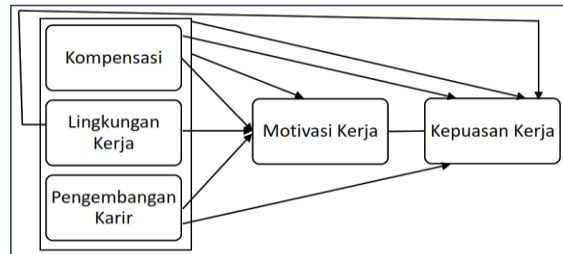


Figure 1. Research Concept Framework

RESULTS AND DISCUSSION

Respondents' characteristic data were made based on gender, age, recent education, length of work, and occupation. Based on gender, the majority of respondents were female, amounting to 55.91%. Based on age, the majority of respondents are aged 30-39 years, which is 30.11%. Based on the latest education, the majority of respondents' education is strata 2 (S2), which is 43.01%. Based on length of work, the majority of respondents have worked for 4 years-<5 years, which is 29.03%. Based on employment, the majority of respondents work as medical personnel, amounting to 70.97%.

In the validity and reality test, all statements can be declared valid and reliable, so that they can be continued for the next research process.

Table 1. Normality test results

Research Variables	Nilai Skewnes s	Nilai Standar d Error	Normality test results
Job Satisfaction	0,208	0,250	0,832
Work Motivation	0,131	0,250	0,524
Compensati on	0,296	0,250	1,184
Work Environmen t	0,147	0,250	0,588
Career Developme nt	0,181	0,250	0,724

From the results above, it can be seen that the results of the *skewness* value divided by the *standard error* value (normality test results), all ≤ 2 . So in the normality

test results above, it can be concluded that all research variable data are normally distributed.

Table 2. Variable Category Description Matrix

Variable	Category			Behaviour
	Low	Keep	Tall	
Job Satisfaction	√			Low
Work Motivation	√			Low
Compensation	√			Low
Work Environment		√		Keep
Career Development	√			Low

Based on the results in table 2, only work environment variables are included in the medium category, while the variables of job satisfaction, work motivation, compensation, and career development are included in the low category.

Table 3. Pearson correlation test results

Research variables	Work Motivation		Job Satisfaction	
	Pearson Correlation	Sig. (2-tailed)	Pearson Correlation	Sig. (2-tailed)
Compensation	0,283	0,006	0,312	0,002
Work Environment	0,724	0,000	0,734	0,000
Career Development	0,386	0,000	0,415	0,000
Work Motivation	-	-	0,791	0,000

Table 4. Results of linear regression test on work motivation

Model		Unstandardized Coefficients		t	Sig.
		B	Std. Error		
1	(Constant)	-6.285	3.664	-1.715	.090
	Kompensasi	.069	.066	1.050	.297
	Lingkungan Kerja	1.112	.101	10.960	.000
	Pengembangan Karir	.718	.138	5.205	.000

Table 5. Results of linear regression test on job satisfaction

Model		Unstandardized Coefficients		t	Sig.
		B	Std. Error		
1	(Constant)	-9.368	3.223	-2.907	.005
	Motivasi Kerja	.335	.092	3.654	.000
	Kompensasi	.066	.057	1.147	.255
	Lingkungan Kerja	.726	.135	5.398	.000
	Pengembangan Karir	.513	.136	3.761	.000

H1: There is an effect of compensation on employee motivation at RS X.

The results of the *Pearson correlation test* in table 3 show that the value of the Pearson correlation of compensation variables to work motivation is 0.283 and sig. (2-tailed) is 0.006. From the results of the *Pearson correlation test*, the value of sig. (2-tailed) <0.05, so this shows that compensation has a correlation with work motivation and the correlation between compensation and work motivation is 0.283 or 28.3%.

The results of this study are in accordance with the results of previous studies. The results of research conducted by Guritno B, et al. (2022) show that compensation has a positive and significant effect on work motivation where large compensation will result in high work motivation from employees (Guritno, Yuliamir, Rahayu, & Hendrajaya, 2022). The results of research conducted by Armanu, et al. (2017) showed that indirect compensation had a positive effect on employee work motivation, while direct compensation did not affect employee work motivation (Armanu, W, & Sudjatno, 2017). The results of research conducted by Novitasari D, et al. (2021) show that compensation has a significant effect on teacher motivation, where if compensation increases, teacher motivation will also increase, but if compensation decreases, teacher motivation will also decrease (Novitasari, Fahlevi, Nagoya, Surya, & Purwanto, 2021). According to Ravee et al. (2023), Compensation has a positive and significant influence on work motivation (Ravee & Yusianto, 2023). According to A. Gunawan et al. (2017), the results of his research show that compensation has a significant and positive effect on nurse motivation. The higher the compensation given, the nurse's motivation will increase (Gunawan et al., 2017).

H2: There is an influence of the work environment on employee motivation at RS X.

The results of the *Pearson correlation test* in table 3 show that the value of the Pearson correlation of work environment variables to work motivation is 0.724 and sig. (2-tailed) is 0.000. From the results of the *Pearson correlation test*, the value of sig. (2-tailed) <0.05, so this shows that the work environment has a correlation with work motivation and the correlation between the work environment and work motivation is 0.724 or 72.4%.

The results of this study are in accordance with previous studies. The results of research conducted by Guritno B, et al. (2022) show that work environment has a positive and significant effect on work motivation where a good work environment can increase employee motivation (Guritno et al., 2022). The results of research conducted by Novitasari D, et al. (2021) show that the work environment has a significant effect on teacher motivation, where if the work environment is good, it

will increase teacher work motivation, and vice versa if the work environment is not good, it will reduce teacher work motivation (Novitasari et al., 2021). Menurut Ravee et al. (2023), The work environment has a positive and significant influence on work motivation (Ravee & Yusianto, 2023). According to the results of research by Amalia N (2021) shows that simultaneously the variables of the physical work environment and non-physical work environment have a positive and significant influence on work motivation (Amalia, 2021). The results of research Warouw C et al. (2017) show that the work environment has a significant positive influence on work motivation (Warouw, Sumayku, & Tumbel, 2017).

H3: There is an influence of career development on employee motivation at RS X.

The results of the *Pearson correlation test* in table 3 show that the Pearson correlation value of career development variables to work motivation is 0.386 and sig. (2-tailed) is 0.000. From the results of the *Pearson correlation test*, the value of sig. (2-tailed) <0.05, so this shows that career development has a correlation with work motivation and the correlation between career development and work motivation is 0.386 or 38.6%.

The results of this study are in accordance with previous studies. According to Gunawan, A et al. (2017), the results of his research show that career development has a significant and positive effect on nurse motivation. The more open career development opportunities, the more motivation nurses work (Gunawan et al., 2017). The results of research conducted by Dermawan A et al. (2022) show that career development has a positive and significant effect on employee motivation (Dermawan, Kusnadi, & Ediyanto, 2022). Hasil penelitian yang dilakukan oleh Kurniawan A et al. (2017) shows that career development and compensation have a significant effect on employee motivation (Kurniawan, Yunus, & ABD Majid, 2017). The results of research conducted by Imbrani, H (2019) show that there is an influence of career development carried out by the company on employee motivation (Imbrani, 2019). According to Saputra and Suwandana (2020), the results of their research show that career development has a positive and significant effect on work motivation (Saputra & Suwandana, 2020).

H4: There is an effect of compensation on employee job satisfaction at RS X.

The results of the *Pearson correlation test* in table 3 show that the Pearson correlation value of compensation variables to job satisfaction is 0.312 and sig. (2-tailed) is 0.002. From the results of the *Pearson correlation test*, the value of sig. (2-tailed) <0.05, so this shows that compensation has a correlation with job satisfaction and the correlation between compensation and job satisfaction is 0.312 or 31.2%.

The results of this study are in accordance with previous studies. Based on the results of research by Ramli, AH et al. (2020), the results showed that compensation has a positive and significant impact on employee job satisfaction. Employee job satisfaction will increase if compensation is increased (Ramli, Edward, & Milton, 2020). The results of research conducted by Tarmidi, D et al. (2021) show that compensation affects employee job satisfaction. The better the compensation given, the more employee job satisfaction will increase. Vice versa, if the compensation given is small, then employee job satisfaction will also decrease (Tarmidi, Simbolon,

Putra, Sulaeman, & Farhan, 2021). The results of research conducted by Robianto, F et al. (2020) show that compensation has a positive and significant effect on job satisfaction. The better the compensation given to employees, the more it will increase employee job satisfaction. The better the work environment around employees, the employee job satisfaction will also increase (Robianto, Masdupi, & Syahrizal, 2020). According to A. Gunawan et al. (2017), the results of his research show that compensation has a significant and positive effect on nurses' job satisfaction (Gunawan et al., 2017). According to Saputra and Suwandana (2020), compensation has a significant effect on job satisfaction (Saputra & Suwandana, 2020). Based on the results of research by Anindita, R et al. (2020), compensation has a positive effect on job satisfaction (Sidabutar, Syah, & Anindita, 2020).

H5: There is an influence on the work environment and employee job satisfaction at RS X.

The results of the *Pearson correlation test* in table 3 of the Pearson correlation value of work environment variables to job satisfaction are 0.734 and sig. (2-tailed) is 0.000. From the results of the *Pearson correlation test*, the value of sig. (2-tailed) <0.05, so this shows that the work environment has a correlation with job satisfaction and the correlation between the work environment and job satisfaction is 0.734 or 73.4%.

The results of this study are in accordance with previous studies. According to the results of research conducted by Idris et al. (2020) shows that the work environment is positively and significantly correlated with job satisfaction. (Idris et al., 2020). Hasil penelitian yang dilakukan oleh Ramli, AH (2019) shows that the work environment has a positive and significant influence on employee job satisfaction where by improving a good work environment for employees, it can increase employee job satisfaction at a private hospital in Jakarta (Ramli, 2019). The results of research conducted by Akinwale, OE and George, OJ show that the work environment with 7 indicators namely socio-political climate, management and administrative support, responsibility, salary, supervision and working conditions, recognition and achievement, and promotion has a high influence on nurse job satisfaction (Akinwale & George, 2020). The results of research conducted by Robianto, F et al. (2020) show that the work environment has a positive and significant effect on job satisfaction (Robianto et al., 2020). According to the results of research by Puwanti, D and Indradewa, R (2022), it shows that the work environment has a positive effect on job satisfaction. This shows that health workers are satisfied with the physical environment in which they work. If job support facilities and infrastructure are available, health workers will feel satisfied working at the hospital and they will feel cared for by the management. In addition to the physical environment, the non-physical environment also provides job satisfaction for health workers. This is shown by the creation of harmonious relationships between superiors and subordinates and between colleagues in the work environment (Purwanti & Indradewa, 2022).

H6: There is an effect of career development on employee job satisfaction at RS X.

The results of the *Pearson correlation test* in table 3 of the pearson correlation value of career development variables to job satisfaction are 0.415 and sig. (2-tailed) is 0.000. From the results of the *Pearson correlation test*, the value of sig. (2-tailed) <0.05, so this shows that career development has a correlation with job satisfaction and the correlation between career development and job satisfaction is 0.415 or 41.5%.

The results of this study are in accordance with previous studies. According to the results of research conducted by Robianto, F et al. (2020) shows that career development has a positive and significant effect on job satisfaction. The better the career development of employees, the job satisfaction will also increase (Robianto et al., 2020). Based on the results of Febrianti's research, NT et al. (2020), it shows that career development and motivation have a positive effect on increasing job satisfaction (Febrianti, Suharto, & Wachyudi, 2020). The results of research conducted by Ratnasari, SL et al. (2019) show that career development has a significant effect on job satisfaction (Ratnasari, Sutjahjo, & Adam, 2019). According to Saputra and Suwandana (2020), career development has a positive and significant effect on job satisfaction (Saputra & Suwandana, 2020). According to A. Gunawan et al. (2017), the results of his research show that career development has a significant and positive effect on nurses' job satisfaction (Gunawan et al., 2017).

H7: There is an effect of compensation, work environment, and career development on employee motivation at RS X.

The results of linear regression tests of compensation variables, work environment, and career development on work motivation in table 4 show that the value of sig. (2-tailed) for compensation is 0.297, SIG value. (2-tailed) for the work environment is 0.000, the value of SIG. (2-tailed) for career development is 0.000. The t value for the compensation variable is 1.050, the work environment variable is 10.960, the career development variable is 5.205. Based on the results of the linear regression test above, the value of t and the value of sig. (2-tailed) for work environment and career development <0.05, while t value and sig value. (2-tailed) for compensation >0.05.

Based on the results of the study above, this shows that the work environment and career development have a significant effect on employee motivation at RS X, but compensation does not have a significant effect on employee motivation at RS X. The results of this study do not fully support previous research, where compensation does not affect work motivation, while work environment and career development affect work motivation. The results of research conducted by Guritno B, et al. (2022) show that compensation and work environment have a positive and significant effect on work motivation where large compensation and improvement in the work environment will result in high work motivation from employees (Guritno et al., 2022). Results of research conducted by Novitasari D, et al. (2021) shows that compensation and work environment have a significant effect on teacher motivation, where if compensation and work environment increase, teacher motivation will also increase, but if compensation and work environment decrease, teacher motivation will also

decrease (Novitasari et al., 2021). According to A. Gunawan et al. (2017), the results of his research show that compensation and career development have a significant and positive effect on nurse motivation. The higher the compensation given, the nurse's motivation will increase. The more open career development opportunities, the more motivation nurses work (Gunawan et al., 2017). Results of research conducted by Kurniawan A et al. (2017) shows that career development and compensation have a significant effect on employee motivation (Kurniawan et al., 2017). Research results of Saputra and Suwandana (2020), Compensation and career development have a positive and significant effect on work motivation (Saputra & Suwandana, 2020).

H8: There is an effect of compensation, work environment, and career development on employee job satisfaction at RS X.

The results of linear regression tests of compensation variables, work environment, career development, and work motivation on job satisfaction in table 5 show that the value of sig. (2-tailed) for compensation is 0.255, SIG value. (2-tailed) for the work environment is 0.000, the value of SIG. (2-tailed) for career development is 0.000, and the value of SIG. (2-tailed) for work motivation is 0.000. The t value for the compensation variable is 1.147, the work environment variable is 5.398, the career development variable is 3.761, and the work motivation variable is 3.654. Based on these results, this shows that the work environment and career development have a significant effect on employee job satisfaction at RS X, but compensation does not have a significant effect on employee job satisfaction at RS X.

Based on the results of the study above, this shows that the work environment and career development have a significant effect on employee job satisfaction at RS X, but compensation does not have a significant effect on employee job satisfaction at RS X. According to the results of Salam's research, MF et al. (2022) show that compensation and work environment have a positive and significant effect on employee satisfaction (Salam, Lasise, & Munizu, 2022). The results of research conducted by Robianto, F et al. (2020) show that compensation, career development, and work environment can have an influence on job satisfaction (Robianto, F et al. 2020). According to A. Gunawan et al. (2017), The results of his research showed that compensation had a significant and positive effect on nurses' job satisfaction (Gunawan et al., 2017). According to Saputra and Suwandana (2020), compensation has a significant effect on job satisfaction (Saputra & Suwandana, 2020).

H9: There is an effect of compensation, work environment, and career development on job satisfaction through employee motivation as an intervening variable in RS X.

The results of linear regression tests of compensation variables, work environment, and career development on work motivation in table 4 show that the value of sig. (2-tailed) for compensation is 0.297, SIG value. (2-tailed) for the work environment is 0.000, the value of SIG. (2-tailed) for career development is 0.000. The t value for the compensation variable is 1.050, the work environment variable is 10.960, the career development variable is 5.205. The results of the linear regression test of the work motivation variable on job satisfaction in table 5 show that the value of sig. (2-tailed) is 0.000. The t value for the work motivation variable is 3.654. Based on these results, this shows that the work environment and career development

have a significant effect on job satisfaction through employee work motivation as an intervening variable in RS X, but compensation does not have a significant effect on job satisfaction through employee work motivation as an intervening variable in RS X.

Based on the results of the research above, this shows that the work environment and career development have a significant effect on employee job satisfaction through work motivation at RS X, but compensation does not have a significant effect on job satisfaction through employee work motivation at RS X. According to Saputra and Suwandana (2020), compensation, Work motivation, and career development have a positive and significant effect on job satisfaction. According to Rulianti and Nurpribadi (2023), the work environment, work motivation, and career development have a simultaneous and significant effect on the level of employee job satisfaction (Rulianti & Nurpribadi, 2023). The results of research conducted by Gunawan A et al. (2017) show that compensation and career development affect job satisfaction, through nurse work motivation (Gunawan et al., 2017). According to the results of research by Edalmen and Jasmine, I (2020), it shows that the work environment has a significant influence on employee job satisfaction through work motivation (Edalmen & Isabella, 2020). According to the results of research Lukita HS et al. (2018), it shows that the work environment affects job satisfaction through significant work motivation in employees (Lukita et al., 2018). The results of research conducted by Lisdiani, V (2017) showed that there was a significant influence between career development variables and job satisfaction variables through Work Motivation variables (Lisdiani, 2017).

CONCLUSION

Based on the results of research and discussion, it can be concluded that compensation does not have a significant effect on job satisfaction through work motivation as an intervening variable, but work environment and career development have a significant effect on job satisfaction through employee work motivation as an intervening variable in RS X.

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