



**THE ROLE OF JOB SATISFACTION IN MEDIATING THE EFFECTS OF
THE WORK ENVIRONMENT, SALARY, AND JOB PROMOTION ON
EMPLOYEE PERFORMANCE AT RSU X****Chornellia Martha Purwaningrum^{1*}**

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Abstract

Human resources are a key factor in the success of healthcare organizations, particularly hospitals, which are required to provide quality services on an ongoing basis. This study aims to analyze the influence of work environment, salary, and job promotion on employee performance through job satisfaction as an intervening variable at RSU X. This study uses a quantitative approach with a survey method. Data were collected through questionnaires distributed to RSU X employees and analyzed using Structural Equation Modeling with a Partial Least Squares approach (SEM-PLS) through SmartPLS 4.0 software. Model evaluation included testing the validity and reliability of constructs, testing the structural model, and testing direct and indirect hypotheses. The results showed that the work environment, salary, and job promotion had a positive and significant effect on employee job satisfaction. Job satisfaction was also proven to have a positive and significant effect on employee performance. In addition, job satisfaction was able to significantly mediate the effect of the work environment, salary, and job promotion on employee performance. The coefficient of determination (R^2) value shows that the research model has strong explanatory power, and the predictive relevance (Q^2) value indicates that the model has excellent predictive capability. These findings confirm that improving employee performance in hospitals can be achieved more effectively through efforts to



improve the work environment, fair salary management, and a transparent promotion system that takes employee job satisfaction into account.

Keywords: Work Environment, Salary, Promotion, Job Satisfaction, Employee Performance, SEM-PLS

INTRODUCTION

Human resources in the health sector include various types of health workers who work in clinical and non-clinical environments responsible for implementing health efforts and community health interventions. This group of health workers includes various occupations, including medical staff, clinical psychologists, nurses, doctors, pharmacists, public health workers, environmental health workers, nutritionists, physical therapists, medical-technical staff, biomedical staff, and traditional medicine practitioners. And other types of healthcare workers. The number of health workers worldwide in 2023 is estimated to reach 29 million for nurses and 2.2 million for midwives. Meanwhile, in Indonesia alone, the number of health workers in 2023 is estimated to be around 1.49 million, consisting of nurses, midwives, doctors, pharmacists, biomedical technicians, public health workers, medical technicians, nutritionists, environmental health workers, and physical therapists. For the province of Central Java alone, there are 126,219 people according to data from BPS (Alhadar & Pariono, 2025; Azzahra et al., 2025; Munawaroh et al., 2025).

In implementing the national health system, it should be noted that health human resources are the main drivers in efforts to improve public health and must be sufficient in number, type, and quality, distributed fairly and evenly according to health and development needs. The close relationship between human resources in the health sector and the functions of health organizations, as well as the interaction between these functions, also affects overall performance. To achieve an organization's vision and mission, human resources expertise and capacity are needed to diagnose problems and intervene to provide solutions for the organization's core tasks and functions (Kartika & Jannah, 2022; Suwandana & Made, 2025).

The work environment is the entirety of tools and materials used in the environment where a person works, work methods, and work arrangements, both individually and in groups. The work environment greatly affects job



satisfaction, both physically and socially. The work environment is a comprehensive framework consisting of supportive infrastructure, friendly interactions among all staff within the company, and a supportive social, emotional, and financial environment that encourages employees to deliver superior performance (Annisa et al., 2023; Zainob, 2022).

The term "work environment" refers to the physical environment where a person performs their work. Physical factors such as lighting, facilities, room temperature, and layout are important components of the work environment, as are social factors such as the availability of supportive coworkers and managers. These results do not clearly show the relationship between employee loyalty and the work environment in other age groups. This understanding can help organizations tailor their work environments to meet the needs of all employees, thereby increasing overall job satisfaction and retention. The work environment greatly affects employee performance productivity, whether it is a physical or non-physical work environment. The work environment can increase calmness and enthusiasm at work, and with increased enthusiasm at work, employee performance will certainly improve (Ayu et al., 2024; Effendi & Hayati, 2025).

Salary is one of the key things to consider and is one of the factors that can affect employee job satisfaction. Salary is a form of periodic payment from an employer to their employees, which is stated in an employment contract and is an important motivator that encourages employees to perform well. Therefore, the level of salary given will affect employee performance and loyalty. Salary is part of the compensation received by employees that companies use to motivate employees to work hard and is expected to provide satisfaction for employees, because employees will be motivated and feel satisfied if the salary is given fairly (Nurhanisah & Chairiyaton, 2023; Rahmat, 2021).

Basic salary is the base rate of salary or fixed salary that is the rate for a job, and can vary according to the job class and skill level of the employee. Salaries are important and have an impact on employees' cost of living calculations. Organizations need to plan what they will pay employees for each job they do. This is because salaries must be recognized as a form of appreciation for employees' contributions to the success of the organization (Abror et al., 2025; Mawardi & Mukrodi, 2025).

Promotions are generally found to have a positive impact on job satisfaction, which in turn improves employee performance. Employees who perceive clear career advancement opportunities tend to demonstrate higher job satisfaction and performance. Many studies show a significant positive relationship between job satisfaction and work performance. Job satisfaction,



which encompasses various aspects such as salary, promotion, supervision, and work environment, positively influences contextual and task performance. Promotion has a direct impact on job performance, but its impact is often mediated by job satisfaction, meaning that promotion leads to higher job satisfaction, which in turn improves performance. Perceived inequity in promotions can negatively impact task performance, highlighting the importance of a fair and merit-based promotion system (Melisa et al., 2025; A. Putri et al., 2025; R. I. Putri et al., 2025). Based on the above description, the researcher decided to conduct a study entitled "The Role of Job Satisfaction in Mediating the Influence of Work Environment, Salary, and Job Promotion on Employee Performance at Rsu X."

RESEARCH METHOD

This study uses a quantitative approach with a survey design to analyze the influence of work environment, salary, and job promotion on employee performance with job satisfaction as an intervening variable. Data were collected through a structured questionnaire distributed to RSU X employees as research respondents. The analysis technique used was Structural Equation Modeling with a Partial Least Squares approach (SEM-PLS) using SmartPLS 4.0 software. Model evaluation was conducted through measurement model testing (outer model), which included convergent validity, discriminant validity, and construct reliability tests, as well as structural model testing (inner model) through path coefficient analysis, R-square values, and Q-square values to assess the model's predictive ability. Hypothesis testing was performed using the bootstrapping method to obtain t-statistics and p-values to determine the significance of direct and indirect effects between variables (Amruddin, 2022).

RESULTS AND DISCUSSION

In accordance with the research objective, which is to determine the effect of Work Environment, Salary, and Job Promotion on Employee Performance through Job Satisfaction, the author will conduct a series of quantitative analyses relevant to the research objective. The data in this study were processed using *Structural Equation Modeling* (SEM) with *partial least squares* (PLS) with the help of SmartPLS 4.0 software.

In *partial least squares* (PLS), there are two types of models formed, namely measurement models and structural models. Measurement models explain the proportion of variance of each *manifest* variable (statement) that can be explained

in latent variables. Through measurement models, it will be known which statements are more dominant in the formation of latent variables. After the measurement model for each latent variable is described, the structural model will be explained, which will examine the influence of each independent latent variable (*exogenous latent variable*) on the dependent latent variable (*endogenous latent variable*).

From the data obtained through questionnaires using the *Partial Least Square* estimation method with the *PLS algorithm*, a *full model path diagram* is obtained in Figure 4.4.

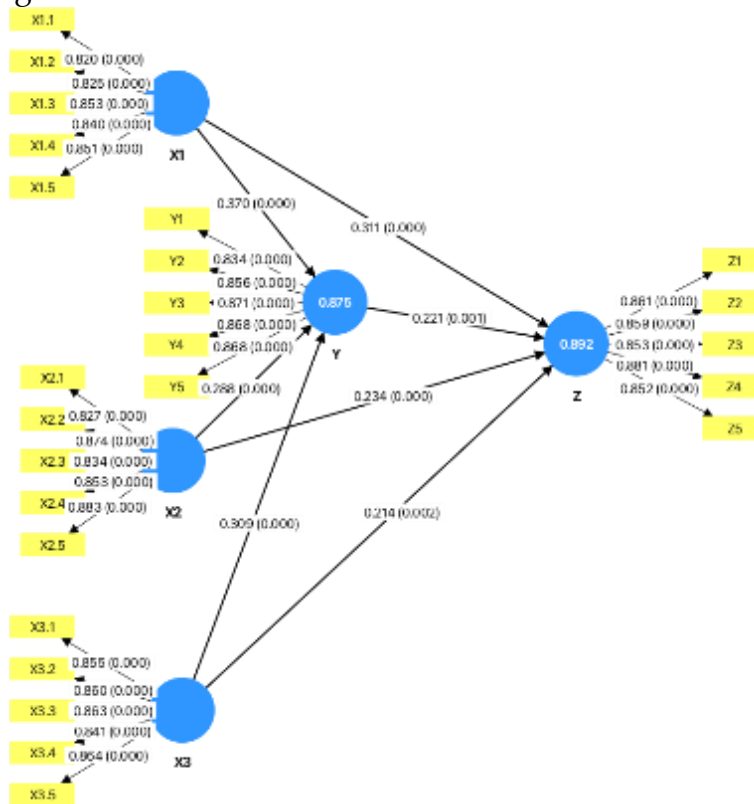


Figure 1
Standardized Coefficients of Structural Modeling
Source: SmartPLS 4.0 Data Analysis, 2026

The Effect of Work Environment on Job Satisfaction at RSU X

The results of hypothesis testing in this study indicate that the work environment (X1) has a positive and significant effect on job satisfaction (Y) at RSU X. Based on the results of the analysis using the Partial Least Squares Structural Equation Modeling (PLS-SEM) method, a path coefficient value of 0.370 was obtained with a t-statistics value of 4.873 and p-values of 0.000 ($p <$



0.05). A t-statistics value greater than 1.96 indicates that the hypothesis stating that there is a positive effect of the work environment on job satisfaction can be accepted. This finding indicates that the better the work environment perceived by employees, the higher the level of job satisfaction of employees at RSU X.

Substantively, the results of this study indicate that the work environment is an important factor in shaping employee job satisfaction. A comfortable, safe, and supportive work environment provides physical and psychological comfort for employees. Aspects of the work environment, including workspace conditions, cleanliness, availability of facilities and infrastructure, and harmonious working relationships with colleagues and superiors, play a role in creating satisfaction with the work being done.

In the context of RSU X, a conducive work environment is very important given the characteristics of work in the health sector, which demands a high level of accuracy, responsibility, and work pressure. Employees who work in a supportive environment tend to feel more valued, secure, and comfortable, resulting in higher job satisfaction. This satisfaction can further influence employees' work attitudes and behavior, such as increased motivation, commitment, and loyalty to the organization.

The findings of this study are in line with the research by Wahyudi & Hanis (2025), which shows that the physical work environment has a significant contribution to employee job satisfaction. The study emphasizes the importance of a well-designed workspace in increasing job satisfaction levels. These results reinforce the findings of this study that the quality of the work environment is an important determinant of employee job satisfaction.

In addition, research by Rahmat et al. (2025) found that working conditions, work relationships, and organizational support have a positive impact on employee job satisfaction in various industries in Vietnam. The study shows that a good work environment can create a positive work attitude and increase job satisfaction, which is in line with the results of this study.

The results of this study are also consistent with the research by Sirait & Hidayat (2025), which found that the work environment has a positive effect on employee work attitudes, including satisfaction and loyalty. Although the study focused on employee loyalty, the findings indicate that a good work environment can shape employees' positive perceptions of the organization, which ultimately increases job satisfaction.

Overall, the main similarity between this study and previous studies lies in the conclusion that the work environment plays an important role in increasing



job satisfaction. The difference in this study lies in the context of healthcare organizations, particularly hospitals, which have job characteristics with higher levels of stress and occupational risk. Therefore, this study provides empirical evidence by showing that good workplace environment management in hospitals has a significant impact on employee job satisfaction.

The practical implication of these findings is that the management of RSU X needs to continue to improve the quality of the work environment, both in terms of physical and non-physical aspects. Improvements in work facilities, increased safety and comfort, and strengthened work relationships and leadership support are expected to increase employee job satisfaction in a sustainable manner.

The Effect of Salary on Job Satisfaction at X General Hospital

The results of hypothesis testing in this study indicate that salary (X₂) has a positive and significant effect on job satisfaction (Y) at RSU X. Based on the results of the analysis using the Partial Least Squares Structural Equation Modeling (PLS-SEM) method, a path coefficient value of 0.288 was obtained with a t-statistics value of 4.074 and p-values of 0.000 ($p < 0.05$). A t-statistics value greater than 1.96 () indicates that the hypothesis stating that there is a positive effect of salary on job satisfaction can be accepted. This finding indicates that the better the employees' perception of the salary they receive, the higher their level of job satisfaction at RSU X.

Substantively, the results of this study indicate that salary is an important factor in shaping employee job satisfaction. Salaries are perceived not only as financial rewards for work done, but also as a form of appreciation and recognition from the organization for employee contributions. Employees who feel that their salaries are fair, commensurate with their workload, and paid on time tend to feel satisfied with their jobs. In addition, transparency in the payroll system also plays a role in building perceptions of fairness, which ultimately increases job satisfaction.

In the context of RSU X, satisfaction with salary plays a very important role given the demands of work in the health sector, which requires precision, high responsibility, and continuous work readiness. Employees who feel financially secure tend to be more focused and calm in carrying out their duties, enabling them to enjoy their work and feel greater job satisfaction.

The findings of this study are in line with the research by Yasin et al. (2020), which found that salary and promotion are the main factors affecting the job satisfaction of female employees in the Afghan public sector. The study shows that low salaries and late salary payments have a negative impact on job



satisfaction. This supports the results of this study that decent and well-managed salaries can increase employee job satisfaction.

In addition, the results of this study are also consistent with the research by Riandi et al. (2025), which shows that wages and benefits have a positive effect on employee job satisfaction in various industries in Vietnam. The study confirms that fair compensation in line with market standards contributes to positive work attitudes and increased job satisfaction. These findings reinforce the results of this study that salary is an important determinant of employee job satisfaction.

The research by Hidayati et al. (2025) also supports this finding by showing that wages have a positive and significant relationship with job satisfaction and play an important role in improving employee performance through job satisfaction as a mediating variable. This shows that satisfaction with wages not only has a direct impact on job satisfaction but also has implications for employee performance.

Overall, the main similarity between this study and previous studies lies in the conclusion that salary is a key factor in increasing job satisfaction. The difference in this study lies in the context of healthcare organizations, particularly hospitals, which have job characteristics with high levels of stress and workload. Therefore, this study provides empirical contributions by showing that fair, transparent, and timely salary management in the healthcare sector greatly affects employee job satisfaction.

The practical implication of these findings is that the management of RSU X needs to continue to pay attention to the salary system, in terms of fairness, timeliness of payment, and transparency of information. These efforts are expected to improve employee job satisfaction in a sustainable manner, which will ultimately have a positive impact on the performance and quality of hospital services.

CONCLUSION

Based on the results of the research findings analysis, it can be concluded that the performance of RSU X employees is greatly influenced by structural and psychological organizational factors, particularly the work environment, salary, and job promotion. These three variables have been proven to have a positive and significant influence on employee job satisfaction, indicating that comfortable working conditions, a fair salary system, and clear career development opportunities are important foundations in building positive employee perceptions of their work. These findings confirm that job satisfaction does not



arise solely on an individual basis, but is the result of human resource management policies and practices that are perceived as fair and supportive by employees.

This study confirms the strategic role of job satisfaction as a major determinant of employee performance. Job satisfaction has been proven to have a positive and significant effect on performance, indicating that satisfied employees tend to demonstrate higher levels of productivity, commitment, and service quality. In the context of hospitals as public service organizations, these findings have important implications because employee performance is directly related to the quality of health services received by patients. Thus, efforts to improve performance cannot be separated from strategies to continuously improve employee job satisfaction.

Furthermore, the results of the mediation effect test show that job satisfaction plays a significant role in bridging the influence of work environment, salary, and promotion on employee performance. This shows that the influence of these variables on performance is not only direct but also works indirectly through increased job satisfaction. The strength of the research model, as reflected in the high R^2 and Q^2 values, confirms that the conceptual framework used has excellent clarity and predictive power. Therefore, this study emphasizes the importance of an integrated managerial approach, in which improvements in the work environment, fair compensation management, and a transparent promotion system are consistently directed at increasing job satisfaction as the key to driving hospital employee performance.

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