



# Factors Affecting Job Satisfaction Mediated By Motivation In Employees Of PT Port Hospital

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## ABSTRACT

This study aims to analyze the influence of *Perceived Organizational Support* and *Internal Communication* on *Job Satisfaction* with *Motivation* as a mediating variable in employees of PT. Port Hospital. The background of this research is based on the increasing job dissatisfaction in the health sector which has an impact on organizational performance and patient safety. A quantitative approach was used through a survey of 192 employees with standardized instruments and the Likert Scale. Data analysis was carried out using SPSS and SEM-AMOS. The results of the study show that *Perceived Organizational Support* and *Internal Communication* have a positive and significant effect on *Job Satisfaction*, both directly and through *Motivation*. These findings highlight the importance of organizational support and effective internal communication in increasing motivation and job satisfaction in a hospital setting.

## INTRODUCTION

The sustainability of the health and social service system is highly dependent on the availability of competent and equitable health workers. However, the world is now facing global challenges in the form of unsuitable working conditions and unsupportive work environments that have been experienced by many health workers. The situation has had a negative impact on the mental health and well-being of workers. This results in high levels of anxiety, stress, mental fatigue (Burnout), moral wounds (Moral Injury), and a decrease in Job Satisfaction among health workers. The continued impact of this condition has been felt by the health system and society, where limited workforce, declining service quality, reduced patient safety, and economic losses have occurred widely. The World Health Organization (WHO) emphasizes the importance of improving mental and physical health by improving working conditions and arrangements, in order to support Job Satisfaction, quality of life, workforce retention and recruitment, as well as data collection and research as the basis for effective decision-making (World Health Organization, 2024).

The role of State-Owned Enterprises (SOEs) has long been used as a focus in efforts to improve the national economy. Therefore, efficiency and effectiveness measures in the

management of SOEs continue to be pursued so that greater contributions can be made to the state. In Indonesia, in addition to running core businesses, several SOEs also manage hospitals that were initially used as part of internal operational support. However, over time, the management of these hospitals is required to be focused and optimized in order to be able to compete with other public and private hospitals. In order for the potential of state-owned hospitals to be further developed and directed to become competitive business entities at the national and international levels, the establishment of state-owned hospital holdings is considered necessary to be synergized. The appointment of PT. Pertamina Bina Medika by the Ministry of SOEs as Holding state-owned hospital has been carried out, under the name of Indonesia Healthcare Corporation (IHC) (Saifudin, 2018).

Job Satisfaction Employees in an organization are seen as important, so empowering employees needs to be done by the organization, accompanied by attention to their well-being. Thus, Job Satisfaction employees can be more easily reached. This empowerment makes employees feel that control over the tasks carried out has been given, and the role played has been considered important in the organization (Maan et al., 2020). To improve Job Satisfaction employees, attention from the management of the organization needs to be given to various important aspects. Among them are salary, promotions, benefits, relationships with superiors and colleagues, Perceived Organizational Support which includes supportive working conditions, Internal Communication effective, work safety, productivity, pleasant working atmosphere, as well as the characteristics of the work itself (Wu et al., 2023).

Perceived Organizational Support has an important role in influencing employees' perception of their relationship with the organization. Direct impact on the upgrade Motivation employees are caused by perceptions of Perceived Organizational Support, the organization can show through concern for employee welfare, concern for solving a problem, and concern for Job Satisfaction employee (Fahmi, 2021). Influence Perceived Organizational Support towards Job Satisfaction can be mediated by Motivation. This perception is formed through the creation of a conducive work environment, the implementation of a fair management style, the implementation of performance evaluations, and appreciation for employee achievements (Tjanturi et al., 2024).

Internal Communication It is seen as a very important tool by the organization, because through such communication the organization's goals and vision can be achieved. Moreover Internal Communication good needs to be possessed by every employee so that performance and Job Satisfaction can be optimized. Job Satisfaction can be influenced by the communication built between superiors and subordinates, so that miscommunication can be avoided (Karsikah et al., 2023). Internal Communication is also considered very important for the improvement of Motivation employees, because through effective communication, employees can be motivated to work better and build a team spirit. A series of efforts aimed at providing Motivation greater through Internal Communication good and effective needs to be done, so that Job Satisfaction and commitment to duty can be increased (Santos et al., 2024).

Motivation has a very important role for any organization that wants to achieve its goals. To achieve the goals of the organization, human involvement is considered very important because the activities of the organization are carried out by them. A person's actions and ways of working are influenced by Motivation so that a person's work behavior can be seen as a manifestation of Motivation owned (Istifadah & Santoso, 2019). The drive to achieve goals and get the job done well can lead to Motivation a person grows. Level Motivation The high is usually shown through enthusiasm, perseverance in facing challenges, and increased work productivity. Strategy Motivation can effectively improve Job Satisfaction, which will ultimately have a positive impact on the performance and productivity of the organization (Dirwan et al., 2024).

Some studies show that Perceived Organizational Support have a significant positive effect on Job Satisfaction. (Aroztegi et al., 2024) with research respondents on employees of audit

firms in Spain, (Chen et al., 2022), with the survey respondents on teachers in Guangdong Province, China, and (Islam & Ahmed, 2018) with survey respondents on bank employees in Pakistan.

Some studies show that Internal Communication have a significant positive effect on Job Satisfaction. (Karsikah et al., 2023) with the respondents of the research on employees at PT. Adis Dimension Footwear, Balaraja, Tangerang, (Nguyen & Ha, 2023), with research respondents at Higher Education Institutions (HEIs) in Bihn Duong, Vietnam, and (Pirrota et al., 2024) with research respondents in the healthcare system in Italy.

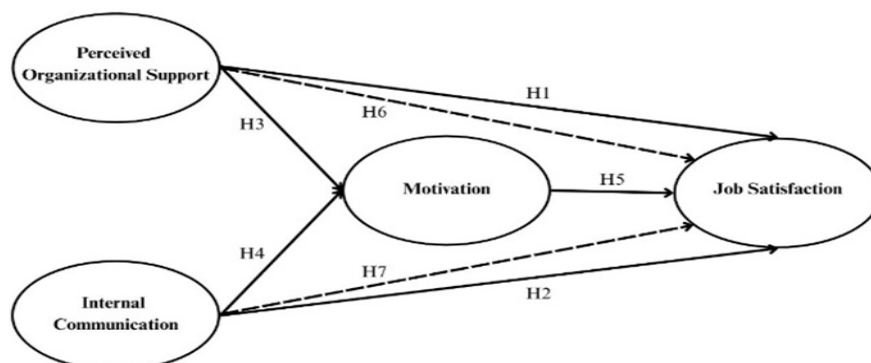
Some studies show that Perceived Organizational Support has a significant positive effect towards Motivation. (Rodríguez-Aceves et al., 2018) with research respondents in manufacturing companies in Mexico and the United States, and (Fahmi, 2021) with research respondents at PT. Nusantara XI Surabaya Plantation. However, the results of the study (Suwarno et al., 2023), with research respondents at PT. Pos Indonesia, Lubuklinggau, stated the results that Perceived Organizational Support has a positive but not significant influence on Motivation.

Some studies show that Internal Communication have a significant positive effect on Motivation. (Safitri et al., 2019) with research respondents at the Public Relations Bureau of the Ministry of Industry and (Irawan et al., 2023) with research respondents at PT. Sanghiang Perkasa Kalbe Nutritionals Karawang. However, the results of the study (Juan & Moi, 2024), states that Internal Communication has an insignificant influence on Motivation with employee respondents in several organizations in China.

Some studies show that Motivation have a significant positive effect on Job Satisfaction. (Ginting et al., 2024) with respondents being hotel employees in Bali, (Permana et al., 2019) carried out against lecturers at private universities in Banten Province, and (Putra & Kurniawati, 2024) with research respondents at PT. Bank Jatim.

Some studies show that Motivation mediate the relationship between Perceived Organizational Support towards Job Satisfaction. (Tjanturi et al., 2024) with respondents consisting of employees in 3 (three) digital agency companies in DKI Jakarta and (Imtiaz et al., 2018) committed against pharmaceutical employees in Lahore, Pakistan. Research from (Santos et al., 2024) shows that Motivation mediate the relationship between Internal Communication towards Job Satisfaction with a research sample on employees in the primary or extractive, secondary or industrial, and tertiary or service sectors in Portugal.

**Figure 1. Conceptual Framework**



## LITERATURE REVIEW

### Perceived Organizational Support

Perceived Organizational Support is a perception formed by employees about the extent of attention and appreciation from the organization for their contributions (Chen et al., 2022). Perceived Organizational Support is formed through favorable treatment, such as the attention and appreciation given by the organization (Liu et al., 2025). Within the framework of social exchange relations theory, a sense of obligation to care for the organization and help the organization in achieving its goals will be developed by employees when there is a high perception of perceived organizational support (Aroztegi et al., 2024).

From some of the definitions mentioned above, it can be concluded that Perceived Organizational Support is a favorable perception among employees about the extent of the organization's attention and appreciation for their contributions. From this perception, it will foster a sense of obligation for employees to care about the organization and help achieve organizational goals (Aroztegi et al., 2024; Chen et al., 2022; Liu et al., 2025).

### **Internal Communication**

Internal Communication is verbal and written communication that occurs smoothly within the organization, both individually and collectively, which is used to develop work methods and strengthen social relations between employees (Karsikah et al., 2023). Internal Communication is a strategy used to connect between employers and employees. Through successful Internal Communication, positive attitudes and behaviors of employees can be improved so that better work results can be achieved (Nguyen & Ha, 2023). The quality of Internal Communication is seen as a multidimensional construct that includes various aspects of communication, such as clarity, accuracy, and timeliness in the exchange of information, the level of trust, respect, and understanding established among team members (Pirrota et al., 2024).

From the description mentioned above, it can be concluded that Internal Communication is a means to facilitate the working relationship between employers and employees. Through effective Internal Communication, positive attitudes and employee performance can be improved. The quality of Internal Communication includes clarity, accuracy, timeliness of information, mutual trust, respect, and understanding between team members (Karsikah et al., 2023; Nguyen & Ha, 2023; Pirrota et al., 2024).

### **Motivation**

*Motivation* It is a drive needed by every organization to achieve the goals that have been set, where the people who work in the organization need to be mobilized through structured and systematic approaches, so that their behavior, attitudes, and contributions can be optimally aligned according to the expectations and interests of the organization as a whole (Istifadah & Santoso, 2019).

*Motivation* as a force that is present in a person that influences the direction (*Leadership*), intensity (*Intensity*), and persistence (*Persistence*) voluntary behavior. Certain levels of effort (*Intensity*) will be used by motivated workers for a certain period of time (*Persistence*) in achieving the goals that have been set (*Leadership*) (Permana et al., 2019). *Motivation* is a condition that causes a person to do an action or activity that is fully conscious. *Motivation* It is also considered an activity that gives rise to and maintains human behavior (Garaika, 2020).

From the description mentioned above, it can be concluded that *Motivation* is the encouragement to employees that the organization needs to achieve its goals. Moreover *Motivation* is considered to be a force that directs, reinforces, and maintains individual behavior at work (Garaika, 2020; Istifadah & Santoso, 2019; Permana et al., 2019).

### **Job Satisfaction**

*Job Satisfaction* is an employee's positive attitude towards work and the organization, which is formed from the perception that the contributions that have been made are appreciated and recognized by the organization (Maan et al., 2020). *Job Satisfaction* is seen as a reaction evoked by individuals to their work experience, which is influenced by salary, promotions, benefits, superiors, co-workers, working conditions, communication, safety, productivity, excitement, and the job itself (Wu et al., 2023). *Job Satisfaction* It is defined as an employee's attitude that shows the extent to which his or her work and various aspects are preferred by the employee, such as a perception of a high level of fairness (Uraon & Kumarasamy, 2024).

From several understandings as mentioned above, it can be concluded that *Job Satisfaction* It is a form of response formed by employees to the work experience they experience, where rewards, recognition, and fair working conditions are expected to create a positive attitude towards work and the organization. This attitude is indicated by the extent to which employees consider their work enjoyable and meets their needs (Maan et al., 2020; Uraon & Kumarasamy, 2024; Wu et al., 2023).

## RESEARCH METHODS

### Research Design

This research is quantitative descriptive with the aim of presenting an objective picture of the conditions studied. The object of the study was employees at PT. Port Hospital at the work site of the head office and branch office (Jakarta, PMC, Cirebon, and Palembang). The data collection method is carried out by distributing a questionnaire in the form of Google Forms and is *cross sectional*, which is done once in a certain period. The analysis tools used in the study are descriptive statistical methods and hypothesis tests, applied to assess the correlation between variables, including to assess whether there is a significant difference between 2 (two) or more groups.

### Variables and Measurements

This research involves 4 (four) variables, namely *Perceived Organizational Support*, as well as *Internal Communication* as an *independent variable*, *Motivation* as a *mediating variable* and *Job Satisfaction* as a *dependent variable*). All research variables were interval scale using Likert Scale measurements with a range of 1 to 5, where each number had the following information 1 = strongly disagree, 2 = disagree, 3 = somewhat agree, 4 = agree, and 5 = strongly agree.

### Data Collection and Sample Collection

The data in this study is a primary type of data. The process of data collection in this study also uses several statements from each variable that have been carried out by previous researchers. The researcher also uses literature studies in his research in terms of completing the conceptual framework of the research being carried out because the scientific data obtained and used by the researcher comes from various sources of information so that *library research* is needed in this research.

The sampling techniques applied in the study are *Snowball Sampling*, which is defined as a non-probability sampling technique used to access hard-to-reach populations. In this method, the initial participants were selected purposively and then asked to recommend other individuals who met the research criteria. Through this method, the sample is expanded by taking advantage of existing social relationships, so that participation can be increased and access to the target group can be obtained more effectively (Ting et al., 2025).

The research sample is determined based on a minimum of 5 (five) times the number of items used to a maximum of 10 (ten) times of the total statement items in the questionnaire, to ensure the validity and accuracy of the results obtained (Hair et al., 2020). The total statement

items in this study are 33 (thirty-three) items. So, the number of samples needed by the researcher in this study is 33 (total questionnaire items) x (5 to 10) = 165 to 330 respondents.

## Data Analysis

### Validity Test

Instrument testing is a tool used to measure validity and reliability testing. In the validity test, the researcher conducts the test to find out whether or not a statement item in the research questionnaire is valid or not. The validity or not results of the validity test can be determined by using the *Loading Factor*, where the value can express this. Value *Loading Factor* based on the total number of samples or the number of respondents used. If *Loading Factor*  $\geq 0.45$ , then all statements are considered valid. However, if *Loading Factor* is at  $\leq 0.45$  All statements are considered invalid (Hair et al., 2020).

### Reliability Test

Reliability testing is an important part of instrument testing to determine whether the results or answers of each respondent are reliable or reliable. Reliability is measured using the *Cronbach's Alpha*. The statement of each item that has met the criteria in the validity test can then be continued to conduct reliability testing. According to (Sekaran & Bougie, 2018), the criteria for reliability testing is the value of *Cronbach's Alpha*  $> 0.60$  indicates that the instrument is reliable and if the *Cronbach's Alpha*  $< 0.60$  indicates that the instrument is unreliable.

### Goodness of Fit Test

Relationships or influences between variables can be formed with one or more independent variables. Before conducting a hypothesis test, the researcher first conducts testing *Goodness of Fit* (GOF). Model fit testing or *goodness of fit test* It is very important because it serves to assess how well the model used in the study is in accordance with the *Path Diagram* (Hair et al., 2020).

### Descriptive Statistical Analysis

Descriptive analysis testing is carried out with the aim of being able to provide a description and description of the variables used in the study and what indicators of statements are contained in it. In this test, what is seen is the result of the mean value and the standard deviation *value*. The mean value can be shown by looking at the average value of the overall respondent's answers to the variables studied, while the *standard deviation value* shows the variation of the respondent's answers.

### Hypothesis Test

The next test in the data analysis method is hypothesis testing. This test is carried out by conducting a hypothesis truth test through a significance test. The level or standard for the significance of a hypothesis test is usually in the range of 90 to 95%, which means that the error rate of this test ranges from 5% to 10%. In this study, the author uses a directional hypothesis, known as the *one-tail test*. Furthermore, the standard criterion of hypothesis testing in this study is that if  $t\text{-stat} = < p\text{-value} = > 0.05$ , then  $H_0$  is accepted and  $H_a$  is rejected, which means that there is no influence or relationship between independent *variables* and *dependent* variables.

## RESULTS

### Descriptive Statistics

Descriptive analysis testing is carried out with the aim of being able to provide a description and description of the variables used in the study and what indicators of statements

are contained in it. In this test, what is seen is the result of the mean value and the standard deviation value. The mean value can be shown by looking at the average value of the overall respondent's answers to the variables studied, while the standard deviation value shows the variation of the respondent's answers. The following is a descriptive statistical analysis that explains the mean and standard deviation values in this study as follows:

### Descriptive Statistics Perceived Organizational Support

**Table 1. Descriptive Statistics Perceived Organizational Support**

No.	Statement Items	Mean	Standard Deviation
1.	The company provides fair treatment without discriminating between male and female employees	3,69	0,835
2.	The company provides equal opportunities for all employees to get promotions	3,73	0,797
3.	The company provides employees with access to the internet or the latest information and communication technologies	3,73	0,777
4.	The company provides cleanliness in the workplace	3,68	0,771
5.	Leaders or superiors are objective and support employees in completing tasks	3,71	0,749
6.	Leaders or superiors strive to improve employee well-being	3,54	0,830
7.	The company provides recognition for employee achievements through praise and publication	3,72	0,695
8.	The company organizes colleagues to support each other	3,70	0,766
<b>Average Perceived Organizational Support</b>		<b>3,69</b>	<b>0,778</b>

Source: Processed Data (SPSS)

### Descriptive Statistics of Internal Communication

**Table 2. Descriptive Statistics of Internal Communication**

No.	Statement Items	Mean	Standard Deviation
1.	Communication with colleagues runs smoothly, both work-related and in discussing personal matters	3,21	1,017
2.	Leaders or superiors can understand the problem, discuss actions, and appreciate my input in carrying out the work	3,14	1,066
3.	Leaders or superiors often communicate with me	3,07	0,982

4.	Conflicts are adequately addressed through appropriate communication channels, such as the availability of meetings	3,11	1,004
5.	The leader or boss tells me how my job fits into the overall goals of the organization	3,10	1,018
6.	There is openness, tolerance, and respect in communicating with my leader or boss	3,03	0,978
7.	I receive information about strategic changes and failures in the company	3,20	1,074
8.	Corporate communication can motivate me to achieve goals and make me feel like an important part of the company	3,00	0,921
9.	Publications published by helpful organizations	3,12	0,982
10.	Within the company, employees respect each other	3,15	0,923
11.	I receive information about government policies and objectives, as well as actions that affect the company	3,28	0,916
<b>Average Internal Communication</b>		<b>3,13</b>	<b>0,989</b>

Source: Processed Data (SPSS)

### Descriptive Motivation Statistics

**Table 3. Descriptive Statistics Motivation**

No.	Statement Items	Mean	Standard Deviation
1.	I need evaluation from leaders or superiors in completing a task	3,37	0,858
2.	I have a realistic perspective on risk	3,26	0,907
3.	I tend to influence and impact my environment in the company	3,41	0,827
4.	I feel a strong desire to lead in this company	3,33	0,888
5.	I can work well in a face-to-face role with customers/patients and the crowd	3,45	0,925
<b>Average Motivation</b>		<b>3,36</b>	<b>0,88</b>

Source: Processed Data (SPSS)

### Descriptive Job Satisfaction Statistics

**Table 4. Descriptive Job Satisfaction Statistics**

No	Statement Items	Mean	Standard Deviation
1.	I have the opportunity to do something that utilizes or uses my abilities	3,97	0,889
2.	I have the freedom to use my judgment	4,03	0,895

3.	I had the opportunity to try my method of doing the job	3,99	0,892
4.	I fit in with the way my coworkers get along with each other	4,05	0,873
5.	I feel an accomplishment that I have gained from my work	3,99	0,898
6.	I have the opportunity to work on my own	3,98	0,901
7.	I have the opportunity to do different things from time to time	4,02	0,909
8.	I have the opportunity to do something for a colleague	4,02	0,926
9.	My job provides a financially stable job	4,17	0,942
<b>Average Job Satisfaction</b>		<b>4,04</b>	<b>0,92</b>

Source: Processed Data (SPSS)

## Data Analysis

**Table5. Hypothesis Test Results**

Hypothesis		Estimate	P-value	Information
H1	Perceived Organizational Support has a Positive Effect on Job Satisfaction	0,245	0,003	Supported Hypotheses
H2	Internal Communication has a positive effect on Job Satisfaction	0,365	0,000	Supported Hypotheses
H3	Perceived Organizational Support has a positive effect on Motivation	0,561	0,000	Supported Hypotheses
H4	Internal Communication has a positive effect on Motivation	0,188	0,000	Supported Hypotheses
H5	Motivation has a positive effect on Job Satisfaction	0,374	0,000	Supported Hypotheses
H6	The Role of Motivation mediates the influence of Perceived Organizational Support on Job Satisfaction	0,210	0,000	Supported Hypotheses
H7	The role of Motivation mediates the influence of Internal Communication on Job Satisfaction	0,070	0,005	Supported Hypotheses

Source: Processed Data (AMOS)

## DISCUSSION

### **The Effect of Perceived Organizational Support on Job Satisfaction**

Based on the results of the hypothesis tests that have been carried out, it shows that Perceived Organizational Support has a significant positive effect on the Job Satisfaction of employees at PT. Port Hospital. The support felt from the organization, such as appreciation, appreciation, and attention to employee needs, can create a more conducive work environment and make employees feel more appreciated. When employee needs and aspirations are taken care of and accommodated, job satisfaction levels can be significantly improved. This makes employees more motivated to contribute to their mutual success and strengthens their loyalty to the workplace.

The results of this study are in accordance with research conducted by Aroztegi et al. (2024), which states that Perceived Organizational Support has a significant positive influence on Job Satisfaction, when the perception of the organizational support provided is of high value, then the sense of obligation to care for the organization and help the organization in achieving its goals will be developed by employees, and as a result employees will experience job satisfaction.

According to Chen et al. (2022), the first strategy that can be implemented to provide organizational support and increase job satisfaction is to ensure that adequate material support is provided, such as providing high salaries, providing comfortable facilities, and job promotion opportunities offered. In addition, other strategies can be implemented by providing the psychological support needed, including recognition of individual values, appreciation of cultural diversity, and concern for well-being. Islam & Ahmad, (2017) revealed that when employees' contributions are appreciated and their well-being is taken care of by the organization, confidence in completing challenging tasks can be increased, and the level of job satisfaction can be felt higher.

### **The Effect of Internal Communication on Job Satisfaction**

Based on the results of the hypothesis testing that has been carried out, it is shown that Internal Communication has a significant positive influence on employee Job Satisfaction at PT. Port Hospital. Effective internal communication within the organization, such as clarity of information, openness between departments, and smooth communication flows, can create a more coordinated and harmonious work environment. When employees are given good access to information and feel listened to by their superiors and colleagues, their job satisfaction can be increased. A sense of being valued and involved in the internal communication process will strengthen a positive perception of the organization, so that employees tend to feel more comfortable, loyal, and motivated to survive and thrive within the company.

The results of this study are in accordance with research conducted by Karsikah et al. (2023), which states that Internal Communication has a significant positive influence on Job Satisfaction, internal communication is considered a crucial element in the organization, because through internal communication, the achievement of organizational vision and goals can be more easily realized. In addition, the ability of employees to build effective internal communication is also very important, as it can support improved performance and job satisfaction. Job satisfaction itself can be influenced by the quality of communication between superiors and subordinates, so that the potential for miscommunication can be minimized.

According to Nguyen & Ha, (2023) effective communication in the work environment can have a positive impact on employee attitudes and performance. Through internal communication that runs well, a supportive and understanding work atmosphere can be created. The impact of creating an environment like this is increased employee comfort and involvement in work. Thus, employee job satisfaction can be improved, as they feel more valued, understood, and have an important role in the organization. Pirrotta et al. (2024) revealed that

clarity, accuracy, and timeliness in information exchange, the level of trust, respect, and understanding established among team members are qualities of effective internal communication in improving employee job satisfaction.

### **The Effect of Perceived Organizational Support on Motivation**

Based on the results of the hypothesis testing that has been carried out, it is shown that Perceived Organizational Support has a significant positive influence on employee motivation at PT. Port Hospital. The support felt from the organization, such as appreciation for contributions, attention to well-being, and a sense of security at work, can foster intrinsic encouragement in employees. When employees feel that their existence and efforts are valued, then the enthusiasm and desire to contribute more will increase. In this condition, work motivation can be formed and improved, as the sense of belonging and attachment to the organization becomes stronger.

The results of this study are in accordance with the research conducted by Acevez et al. (2018), which states that Perceived Organizational Support has a significant positive influence on Motivation, when the attention, appreciation, and assistance from the organization is felt directly by employees, then the feeling of being valued and considered important in the organization can be grown. In these conditions, the internal drive to work harder and contribute optimally will be increased.

Thus, work motivation can be strengthened, as employees feel that their efforts and needs are understood and supported by the organization. According to Fahmi, (2021) perceived organizational support was identified as a factor that was able to increase employee work motivation through satisfaction arising from the attention given by the company. This attention is shown through the response given to employee complaints as well as concern for their job satisfaction. With support, both morally and materially, employees are expected to be motivated to complete their work optimally, so that optimal performance can be produced.

### **The Influence of Internal Communication on Motivation**

Based on the results of the hypothesis testing that has been carried out, it shows that Internal Communication has a significant positive influence on employee motivation at PT. Port Hospital. Effective internal communication, which is reflected in clarity of information, openness between departments, and responsive communication channels, can have a significant positive impact on improving employee work motivation.

When information is conveyed transparently and employees are given space to express their opinions, a sense of being valued and involved in the dynamics of the organization will be formed. This condition is able to foster an intrinsic drive in employees, as their needs for clarity, recognition, and participation are met. Thus, work motivation tends to increase as a sense of belonging and emotional attachment to the organization is formed, which ultimately strengthens commitment and contribution to the achievement of common goals.

The results of this study are in accordance with the research conducted by Safitri et al. (2019), which states that Internal Communication has a significant positive influence on Motivation, motivation in an organization can be maintained through communication, where explanations of tasks that must be done, assessments of the quality of work implementation, and suggestions to increase motivation when they are below standard, can be conveyed to employees. Thus, employees' understanding of their roles and job expectations can be improved, which ultimately contributes to the maintenance of work motivation within the organization.

According to Irawan et al. (2023), employee work motivation can be increased if a good communication flow has been created, both in the form of upward, downward, and horizontal communication. Through effective communication relationships in these various directions,

employee understanding and involvement in the work environment can be built, so that the drive to work optimally can be strengthened.

### **The Effect of Motivation on Job Satisfaction**

Based on the results of the hypothesis testing that has been carried out, it shows that Motivation has a significant positive influence on employee Job Satisfaction at PT. Port Hospital. When work motivation is felt by employees in the form of internal and external encouragement, a sense of belonging to work can be formed. High motivation allows responsibilities and work objectives to be carried out with more enthusiasm. In this condition, employees tend to feel greater satisfaction with their work, because the effort given is considered to be in line with their personal rewards, achievements, and values. Therefore, job satisfaction can be increased when work motivation is built and maintained consistently by the organizational environment.

The results of this study are in accordance with research conducted by Ginting et al. (2024), which states that Motivation has a significant positive influence on Job Satisfaction, employee motivation can be shaped by various factors, both intrinsic such as personal achievement and growth, and extrinsic ones such as rewards and recognition. When motivation has been effectively instilled, the level of engagement in work will be increased, productivity will be shown more consistently, and commitment to the organization will be strengthened. Through such high engagement and commitment, greater job satisfaction can be generated directly. According to Permana et al. (2019), when the urge to work grows from within the individual and is supported by a work environment that is spiritually and materially supportive, the feeling of satisfaction with work will be easier to form.

Putra & Kurniawati, (2024) revealed that increasing motivation and job satisfaction can be pursued through various strategic steps, including the implementation of award programs, increasing employee participation in the work process, providing training and development, and creating a conducive and supportive work environment. With the implementation of these measures, it is hoped that the spirit of work and satisfaction with work can be formed and maintained in a sustainable manner.

### **The Role of Motivation Mediation in the Influence of Perceived Organizational Support on Job Satisfaction**

Based on the results of the hypothesis testing that has been carried out, it shows that Motivation mediates the relationship between Perceived Organizational Support and Job Satisfaction of employees at PT. Port Hospital. When organizational support is positively felt by employees, such as in the form of attention, appreciation, and concern for well-being, then work motivation can be formed and improved.

This increase in motivation then encourages the creation of job satisfaction, because employees feel morally and functionally supported in carrying out their duties. Thus, the influence of organizational support on job satisfaction is not only direct, but also indirectly mediated by the level of motivation that employees have.

### **The Role of Motivation Mediation in the Influence of Internal Communication on Job Satisfaction**

Based on the results of the hypothesis testing that has been carried out, it shows that Motivation mediates the relationship between Internal Communication and Employee Job Satisfaction at PT. Port Hospital. When internal communication is effectively communicated to employees, whether through clarity of information, open feedback channels, or involvement in the communication process, work motivation can be formed and improved.

This increase in motivation encourages the creation of job satisfaction, because employees feel involved, appreciated, and psychologically facilitated in carrying out their roles and

responsibilities. Thus, the influence of internal communication on job satisfaction is not only direct, but can also be indirectly mediated by the level of motivation possessed by employees.

The results of this study are in accordance with the research conducted by Santos et al. (2024), which states that Motivation mediates the relationship between Internal Communication and Job Satisfaction, internal communication has been considered a strategic element that supports organizational success.

Therefore, it has been suggested that an open and participatory communication mechanism be facilitated by management. Through effective communication, space for employees to express their views and suggestions can be provided, so that a sense of belonging to the organization can be strengthened.

The implementation of a communication system that values the contribution of information from employees is believed to be able to encourage increased motivation, job satisfaction, and commitment to responsibility. When communication is perceived to be two-way and transparent, employee motivation and job satisfaction tend to be improved, which ultimately contributes to the smooth functioning of the organization as a whole.

## CONCLUSION

1. Perceived Organizational Support has a significant positive influence on Job Satisfaction in employees at PT. Port Hospital. This shows that when the needs and aspirations of employees are taken care of by the company, the level of job satisfaction can be increased.
2. Internal Communication has a significant positive influence on Job Satisfaction in employees at PT. Port Hospital. This shows that when access to information is provided adequately and employees' voices are listened to by their superiors and colleagues, job satisfaction levels tend to increase.
3. Perceived Organizational Support has a significant positive influence on Motivation in employees at PT. Port Hospital. This shows that when the existence and contribution of employees is appreciated, the enthusiasm and desire to contribute will increase.
4. Internal Communication has a significant positive influence on Motivation in employees at PT. Port Hospital. This shows that internal communication can effectively strengthen work motivation through the provision of clear information and employee involvement in organizational processes. When employees feel heard and empowered, the drive to contribute increases.
5. Motivation has a significant positive influence on Job Satisfaction in employees at PT. Port Hospital. This shows that when employee motivation is high, then responsibilities and work goals can be carried out more enthusiastically. In these circumstances, job satisfaction tends to be felt greater, because the effort given has been perceived to be in line with personal rewards, achievements, and values.
6. Motivation mediates the relationship between Perceived Organizational Support and Job Satisfaction in employees at PT. Port Hospital. This shows that when organizational support such as rewards and attention has been given to employees, work motivation will be formed that encourages employees to be actively involved in their work, so that employees are more likely to feel the meaning and value in the work done, so that job satisfaction increases.
7. Motivation mediates the relationship between Internal Communication and Job Satisfaction in employees at PT. Port Hospital. This shows that when internal communication is conveyed effectively, both with superiors, subordinates and colleagues, it can form high work motivation, which ultimately contributes to increased job satisfaction.

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