

Enhancing Job Satisfaction in Hospitals: The Role of Communication, Career Development, Continuous Dedication and Compensation by Productivity as a Mediator

Noviyanti¹, Angelina E Rumengan¹, Muammar Khadaffi¹, Chablullah Wibisono¹, Nolla Puspita Dewi¹, Bambang Satriawan¹, Ana Faizah¹, Hermansyah^{2*}

¹Department of Human Resource Management, Faculty of Economics, Universitas Batam, Batam, Indonesia, ²Department of tourism, Faculty of Tourism and Hospitality, Universitas Negeri Padang, Padang, Indonesia. *Corresponding Author's Email: hermansyah@fpp.unp.ac.id

Abstract

Job satisfaction employs a vital framework in human resource management, influencing both employee performance and the long-term viability of organizations, particularly inside of the healthcare sector like hospitals. This research investigates how communication, workload, career advancement, organizational dedication, and compensation impact job satisfaction, by productivity acting as a mediating aspect, specifically among hospitals in Batam City. Employing a mixed-method approach by a sequential explanatory strategy, quantitative data were obtained by 282 nurses across five hospitals utilizing a structured questionnaire and analyzed through Structural Equation Modeling (SEM) by AMOS software. Additionally, qualitative insights were gathered through in-depth interviews by five chosen informants to complement the quantitative outcomes. The analysis revealed that communication, opportunities for career growth, and compensation had a significant impact on job satisfaction. Furthermore, productivity was found to mediate the connection among compensation and job satisfaction. However, workload and continuous dedication did not show a meaningful impact. These outcomes underscore the critical framework of clear communication and equitable compensation in fostering job satisfaction. Hospital administrators are encouraged to improve their communication strategies and remuneration structures to improve both employee satisfaction and organizational productivity. Future research should consider investigating additional aspects that may impact job satisfaction and workforce performance.

Keywords: Career Development, Communication, Compensation, Job Satisfaction, Productivity, Workload.

Introduction

Job satisfaction is a critical component of organizational success and sustainability, defined as the emotional state that reflects how employees evaluate their work experiences (1). In the healthcare sector, particularly hospitals, job satisfaction is directly connected to the standard of patient care and overall institutional performance (2). Hospitals depend on a diverse workforce, including medical personnel, nursing staff, management, and support workers, who are pivotal in achieving organizational goals (3). However, despite the critical framework of hospital staff, limited research has headed the challenges of staff retention, emotional labor, and occupational burnout in the healthcare sector, especially inside of the Indonesian context. These aspects are increasingly recognized as key elements that affect workforce stability and

organizational sustainability in hospitals. Human resources are a key determinant of organizational success (4). In the era of globalization, impactful human resource management transcends comparative advantage, focusing on enhancing employee well-being and productivity to maintain competitiveness (5). For hospitals in Batam City, Indonesia, where nurses constitute a significant portion of the workforce, communication, workload, career progression, continuous dedication, and compensation play vital frameworks in determining job satisfaction (6). Despite their importance, healthcare workers face numerous challenges that adversely impact their satisfaction and productivity (7). High workloads due to staffing shortages, sudden schedule changes, and extended working hours often lead to stress and burnout (8). Additionally, insufficient

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communication channels inside of organizations hinder the impactful dissemination of policies and expectations, leading to employee dissatisfaction (9). Career progression in many healthcare institutions remains unclear, by promotions often impacted by tenure or personal connections rather than merit and competencies (10). Such practices can lead to perceptions of unfairness and demotivation, further exacerbated by suboptimal compensation structures that fail to account for the high-risk nature of healthcare work, including exposure to infectious diseases and hazardous materials (11). Even though extensive research has analyzed the determinants of job satisfaction, outcomes remain inconsistent regarding the significance and strength of the connections among variables such as communication, workload, career progression, continuous dedication, and compensation (12). Some studies emphasize the direct impact of these aspects on job satisfaction, while others highlight their indirect impacts mediated by employee productivity (13). To head these gaps, this research examines the direct and indirect impacts of communication, workload, career progression, continuous dedication, and compensation on job satisfaction, utilizing productivity as an intervening variable (14). Focutilizing on nursing staff in hospitals across Batam City, this research contributes a novel conceptual framework that integrates these variables, offering valuable insights for enhancing employee satisfaction and organizational performance.

This research builds on established theories, including Value and Equity Theory, to understand how employees' expectations align by their work experiences and how perceptions of fairness impact their dedication and satisfaction. By incorporating productivity as an intervening variable, the research comprehensively explains how organizational aspects impact job satisfaction in healthcare settings. This research's outcomes are expected to guide hospital management in

growing targeted strategies to improve job satisfaction, reduce turnover, and improve service standard in Batam City.

In addition to Value and Equity Theories, this research adopts several well-established theoretical perspectives to reinforce the conceptual framework. The Job Demands–Resources (JD-R) model outlines how certain job demands, such as excessive workload, can outcome in stress and diminished job satisfaction. In contrast, job resources like impactful communication, fair compensation, and opportunities for career advancement can improve motivation and overall well-being. Herzberg's Two-aspect Theory also contributes by distinguishing among hygiene elements (e.g., workload and communication) that help prevent dissatisfaction, and motivators (e.g., compensation and career advancement) that directly promote job satisfaction. Moreover, Social Exchange Theory (SET) highlights the value of mutual connections in organizational settings, suggesting that when employees perceive fairness and are rewarded appropriately, they are more likely to show increased engagement and satisfaction. These theoretical perspectives collectively offer a comprehensive foundation for analyzing how organizational elements impact productivity and job satisfaction inside of hospital environments.

To illustrate the connections among the key variables in this research, a conceptual model was enhanced based on the priorly discussed theories, including Value and Equity Theory, the Job Demands–Resources (JD-R) model, Two-aspect Theory, and Social Exchange Theory. This model outlines both the direct and indirect connections among communication, workload, career development, continuous dedication, and compensation on job satisfaction, by productivity serving as a mediating variable. The theoretical model is presented in Figure 1 and serves as the basis for empirical evaluating utilizing the Structural Equation Modeling (SEM) approach.

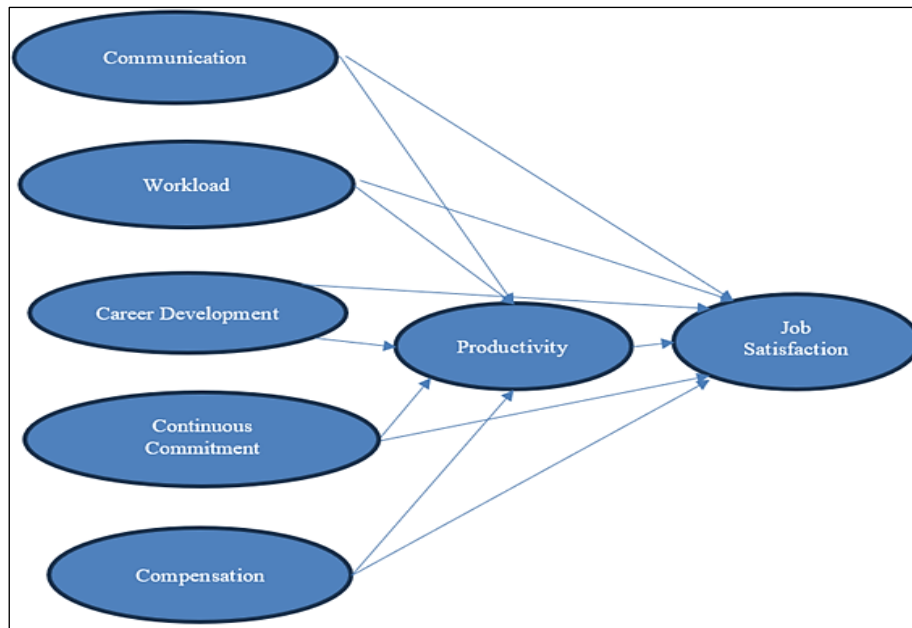


Figure 1: Theoretical Research Model

Methodology

Research Methods

This research adopts a mixed-methods paradigm, synthesizing quantitative and qualitative methodologies to rigorously examine the influence of communication, workload, career development, continuous organizational dedication, and compensation on employee job satisfaction within hospitals located in Batam City, wherein productivity functions as a mediating (intervening) variable. Structured as a sequential explanatory design, the research prioritizes the collection and analysis of quantitative data, that subsequently informs and is enriched by the qualitative phase, thereby facilitating a more nuanced and holistic interpretation of the underlying phenomena.

Quantitative Phase

The participants in this research were chosen purposively by among nurses working in five hospitals in Batam City. Nurses were chosen because they represent the frontline of healthcare services and constitute the largest segment of hospital staff, directly influencing both service standard and organizational performance. The five hospitals were chosen based on their willingness to participate, their representativeness of both public and private institutions, and logistical feasibility for data collection. The quantitative component involves a survey distributed to a sample of 282 employees across five hospitals in Batam City. The sample was chosen utilizing non-

probability sampling techniques to ensure a representative cross-section of the hospital workforce. Data were collected utilizing a structured questionnaire designed to measure variables such as communication, workload, career development, continuous dedication, compensation, job satisfaction, and productivity. Each variable was operationalized utilizing a Likert scale by 1 to 5, where respondents showed their stage of agreement by various statements. The reliability and validity of the questionnaire were evaluated utilizing Cronbach's Alpha and item-total correlation, respectively, ensuring that the instrument was both reliable and valid for data collection.

Qualitative Phase

Following the quantitative analysis, qualitative data were gathered through in-depth interviews by key informants, including HR managers and department heads, to gain deeper insights into the quantitative outcomes. This phase aimed to analyze the contextual aspects influencing the connections identified in the quantitative phase and to give a richer comprehending of the dynamics at play. The interviews were semi-structured, allowing for flexibility in exploring themes related to productivity and job satisfaction.

Data Analysis

Quantitative data were analyzed utilizing Structural Equation Modeling (SEM) by AMOS software version 24.0. SEM was chosen for its ability to evaluating complex connections among

observed and latent variables, providing insights into the causal pathways among the independent variables (communication, workload, career development, continuous dedication, and compensation) and the dependent variable (job satisfaction), by productivity as a mediating variable. The model fit was assessed utilizing various indices, including Chi-Square, RMSEA, GFI, AGFI, TLI, and CFI, ensuring that the model adequately represented the data. Prior to SEM analysis, data suitability was verified utilizing the Kaiser-Meyer-Olkin (KMO) measure and Bartlett's evaluating of Sphericity to confirm sampling adequacy and the appropriateness for aspect analysis. Additionally, Confirmatory aspect Analysis (CFA) was conducted to examine the construct validity, and Cronbach's Alpha was calculated for internal consistency reliability of each measurement scale. Qualitative data were analyzed utilizing thematic analysis that involved coding the interview transcripts to figure out recurring themes and patterns. This analysis gives contextual depth to the quantitative outcomes and helped to validate the connections identified in the SEM analysis. Indirect impacts were analyzed utilizing the Sobel evaluating, that is a statistical method to determine the significance of mediation

impacts. This method allows for assessing whether the mediator variable (productivity) significantly carries the impact of the independent variables (e.g., compensation, communication) to the dependent variable (job satisfaction). Even though Sobel evaluating gives reliable outcomes, future studies are encouraged to complement it by bootstrapping methods to obtain more robust confidence intervals.

Results and Discussion

Quantitative Research Outcomes

Validity and Reliability Evaluating outcomes

The validity and reliability of each measurement item were assessed utilizing aspect loadings, construct reliability (CR), and average variance extracted (AVE). Table 1 presents the outcomes of these evaluations for all measured constructs. All aspect loadings surpassed the recommended threshold of 0.70, revealing acceptable item validity. Furthermore, CR values were consistently above 0.70, and AVE values surpassed 0.50, confirming the convergent validity of each construct. These outcomes demonstrate that the measurement model is both statistically valid and reliable, and thus suitable for further structural analysis.

Table 1: Validity and Reliability Evaluating Outcomes

No .	Variables	Indicator	Standard Loading (Loading aspect)	Standard Loading 2	Measurement Error (1-Std Loading2)	Construct Reliability	Variance Extracted
1	Communication	Communication 1	0.891	0.794	0.206	0.930	0.750
		Communication 2	0.945	0.893	0.107		
		Communication 3	0.792	0.627	0.373		
		Communication 4	0.900	0.810	0.190		
		Communication 5	0.793	0.629	0.371		
2	Workload	Workload 1	0.837	0.810	0.190	0.930	0.780
		Workload 2	0.927	0.889	0.111		
		Workload 3	0.893	0.813	0.187		
		Workload 4	0.880	0.848	0.152		
3	Career Development	Career Development 1	0.974	0.949	0.051	0.950	0.770
		Career Development 2	0.989	0.978	0.022		
		Career Development 3	0.828	0.686	0.314		
		Career Development 4	0.818	0.669	0.331		

4	Continuous dedication	Career Development 5	0.886	0.785	0.215	0.880	1.885
		Career Development 6	0.756	0.572	0.428		
		Continuous dedication 1	0.780	0.608	0.392		
		Continuous dedication 2	0.878	0.771	0.229		
5	Compensation	Continuous dedication 3	0.875	0.766	0.234	0.920	0.668
		Compensation 1	0.800	0.640	0.360		
		Compensation 2	0.832	0.692	0.308		
		Compensation 3	0.848	0.719	0.281		
		Compensation 4	0.770	0.593	0.407		
		Compensation 5	0.826	0.683	0.318		
6	Job Satisfaction	Compensation 6	0.829	0.687	0.313	0.930	0.730
		Job Satisfaction 1	0.649	0.421	0.579		
		Job Satisfaction 2	0.999	0.998	0.002		
		Job Satisfaction 3	0.996	0.992	0.008		
		Job Satisfaction 4	0.817	0.667	0.333		
7	Productivity	Job Satisfaction 5	0.777	0.604	0.396	0.860	0.621
		Productivity 1	0.771	0.594	0.406		
		Productivity 2	0.775	0.601	0.399		
		Productivity 3	0.777	0.604	0.396		
		Productivity 4	0.829	0.687	0.313		

Hypothesis Evaluating Outcomes

Figure 2 illustrates the structural path model derived by the SEM analysis that visually represents the connections among the key variables analyzed in this research. As summarized in Table 2, the hypothesis evaluating outcomes indicate that communication ($\beta = 0.350$, $p = 0.000$), career development ($\beta = 0.194$, $p = 0.000$), compensation ($\beta = 0.152$, $p = 0.005$), and productivity ($\beta = 0.128$, $p = 0.000$) belong a direct and statistically significant positive impact on job satisfaction. In contrast, workload ($\beta = 0.014$, $p = 0.796$) and continuous dedication ($\beta = 0.057$, $p = 0.332$) do not exhibit a significant impact.

Regarding productivity as the mediating variable, compensation ($\beta = 0.128$, $p = 0.000$) and career development ($\beta = 0.047$, $p = 0.006$) were found to positively and significantly affect productivity, while communication ($\beta = -0.043$, $p = 0.021$), workload ($\beta = -0.038$, $p = 0.017$), and continuous dedication ($\beta = -0.073$, $p = 0.001$) had significant negative impacts. These outcomes underscore the necessity for healthcare organizations to implement strategic initiatives focused on impactful communication, clear career development pathways, and equitable compensation structures in order to improve both job satisfaction and employee productivity.

Table 2: Direct Impact

Hypothesis	Path	β	SE	CR	P	Conclusion
H ₁	Communication → Job Satisfaction	0.350	0.55	6.329	0.000	Significant
H ₂	Workload → Job Satisfaction	0.014	0.55	0.259	0.796	Not Significant
H ₃	Career Development → Job Satisfaction	0.194	0.57	3.389	0.000	Significant
H ₄	Career Development → Job Satisfaction	0.057	0.59	0.970	0.332	Not Significant

H ₅	Komp→ Job Satisfaction	0.152	0.054	2.804	0.005	Significant
H ₆	Productivity → Job Satisfaction	0.128	0.035	3.603	0.000	Significant
H ₇	Compensation → Productivity	-0.043	0.019	-2.300	0.021	Significant
H ₈	Workload → Productivity	-0.038	0.016	-2.397	0.017	Significant
H ₉	Career Development → Productivity	0.047	0.017	2.726	0.006	Significant
H ₁₀	Continuous dedication → Productivity	-0.073	0.023	-3.207	0.001	Significant
H ₁₁	Compensation → Productivity	0.128	0.079	15.269	0.000	Significant

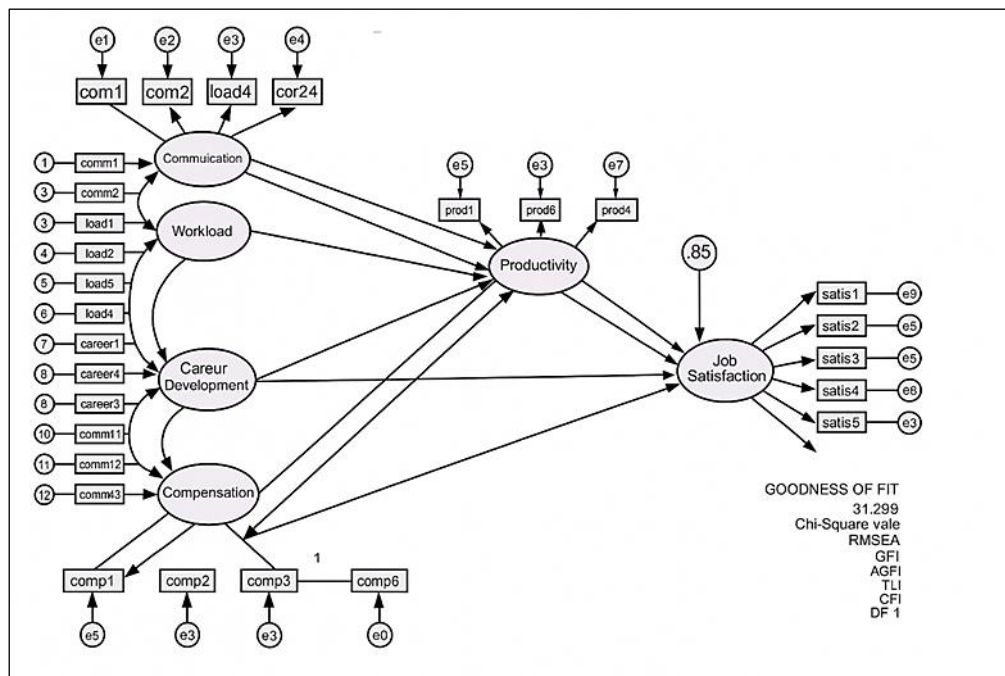


Figure 2: Structural Equation Model Path Diagram

Table 3 presents the outcomes of the indirect impact analysis utilizing the Sobel evaluating to examine the mediating framework of productivity in the connection among organizational aspects and job satisfaction. The outcomes show that all indirect paths are statistically significant, confirming that productivity serves as a meaningful mediator. Specifically, Hypothesis H12 (communication → job satisfaction → productivity) noted a t-statistic of 1.964 ($p = 0.050$), followed by H13 (workload) by $t = 1.992$ ($p = 0.040$), H14 (career development) by $t = 2.397$ ($p = 0.027$), H15 (continuous dedication) by $t = 2.397$ ($p = 0.016$),

and H16 (compensation) by the highest impact, $t = 3.656$ ($p = 0.000$). These outcomes demonstrate that productivity significantly strengthens the impact of communication, workload, career development, continuous dedication, and especially compensation on job satisfaction. The consistent statistical significance across all variables reinforces the robustness of the mediation model and supports the theoretical framework applied in this research (15–17), highlighting productivity as a critical mechanism for enhancing employee satisfaction through strategic organizational practices.

Table 3: Indirect Impact

Hypothesis	Path	Sobel Evaluating		Conclusion
		T Statistic	p Value	
H ₁₂	Communication → Job Satisfaction → Productivity	1.96446	0.05	Significant
H ₁₃	Workload → Job Satisfaction → Productivity	1.991836	0.04	Significant
H ₁₄	Career Development → Job Satisfaction → Productivity	2.397067	0.027	Significant
H ₁₅	Continuous dedication → Job Satisfaction → Productivity	2.397065	0.016	Significant
H ₁₆	Communication → Job Satisfaction → Productivity	3.65609	0.000	Significant

Table 4: Goodness of Fit Evaluation

Goodness Of Fit	Cut-of value	Model outcomes	Description
Chi- square (χ^2)	Expectedly small	31.289	Good
Relative Chi-Square (χ^2/df)	≤ 3.00	4.312	Not Good
Probability	> 0.05	0.007	Good
RMSEA	≤ 0.008	0.001	Good
GFI	≥ 0.90	0.907	Good
AGFI	≥ 0.90	0.905	Good
TLI	≥ 0.95	0.804	Marginal
CFI	> 0.95	0.801	Marginal

Table 4 presents the model fit indices by the SEM analysis. Most indices indicate a good fit, including RMSEA = 0.001, GFI = 0.907, and AGFI = 0.905. Eventhough the relative chi-square ($\chi^2/df = 4.312$) and TLI (0.804) were slightly outside ideal thresholds, the overall fit is acceptable. These outcomes confirm that the proposed model adequately represents the observed data.

Qualitative Data Outcomes

Communication

Communication variables, according to informants, say that several things become criteria in communication that must be considered, namely: communication strategy, how the leader conveys communication, problems found in conveying information through communication, employee behavior in communication, how to deliver communication, the media used, and the need for evaluation in communication.

Workload

Workload variables, according to informants, several things become criteria that must be considered in workload, namely that the work can be completed properly, the hospital makes workload standards and carried out by policies, working hours that are applied according to the schedule must be carried out, and adjusted to

competence and placement, needs and work environment.

Career Development

variabel jenjang karir, informan mengatakan bahwa dalam jenjang karir harus ada kriteria yang dibuat yaitu berdasarkan pendidikan, pelatihan yang harus direalisasi, adanya fasilitas penunjang yang harus diberikan kepada karyawan, prestasi yang diakui, adanya motivator dalam jenjang karir.

Continuous dedication

Continuous dedication variables, most informants said there was a need for rewards in positions and strategies made by management, considering dedication, loyalty, and length of service.

Compensation

Compensation variables, according to informants in providing compensation such as salaries referring to the minimum wage of work, there are benefits given by the bonus and incentive system.

Job Satisfaction

Variable Job satisfaction, informants said that there are things that must be considered in job satisfaction so that turnover does not occur, namely having to recognize the success of the work done and the suitability of the division, motivating work enthusiasm in enhancing performance.

Productivity

Productivity variables, Informants said that there are criteria that cause productivity to increase, namely policies, discipline, sanctions, attention to productive age at work, and placement of appropriate jobs.

The Impact of Communication on Job Satisfaction

The research analysis reveals that communication has a significant positive impact on job satisfaction, by a correlation probability value of < 0.05 . impactive communication is essential in fostering strong working connections among leaders, colleagues, and subordinates. It is a process through that individuals use information to connect by one another, encompassing both verbal and nonverbal forms. Two-way communication is particularly vital, as it ensures that all parties involved share a common comprehending and purpose, facilitating efficient and meaningful exchanges (18).

Communication is considered essential in organizations, as it involves the creation, transmission, and utilization of information to coordinate both the environment and individuals (19). A significant impact of communication on job satisfaction has been demonstrated, by a noted t-value of 6.764, that surpasss the critical t-table value of 1.671.

Qualitative outcomes also support the significant impact of communication on employee satisfaction. Informants noted utilizing strategies like two-way, interpersonal, and impactive communication to improve satisfaction. impactive communication, characterized by openness and transparency, leads to higher job satisfaction (20).

The Impact of Workload on Job Satisfaction

The research outcomes indicate that workload does not significantly impact job satisfaction, as evidenced by a probability value of 0.491, that is greater than 0.05. Workload is closely related to the tasks assigned to employees, which can become burdensome if they do not align by the employees' backgrounds, especially when deadlines are tight. These guidelines include standards for task completion time, work efficiency, workload standards, job performance, and improvements in work procedures and management systems (21). The notion that workload negatively affects job satisfaction has

been handled by prior research. It has been shown that excessive workload or insufficient physical capacity may lead to work-related stress or illness (22).

Qualitative research at the hospital indicates that workload is managed according to employees' competencies and job placements, by no significant complaints by staff. Tasks are often delegated inside of teams, allowing for shift-based workload distribution. This management approach ensures that employees work inside of their competencies, handled by clear standard operating procedures (SOPs) and a conducive work environment.

The Impact of Career Development on Job Satisfaction

A significant and positive impact of career development on job satisfaction has been demonstrated in this research, by a probability value of less than 0.05. Career development is typically viewed as progression inside of the professional hierarchy and comprises a series of work experiences that contribute to individual growth (23). The positive impact of career development on job satisfaction has also been confirmed in prior research (24). Supporting qualitative outcomes indicate that career paths in hospitals are structured based on employees' competencies, experience, education, and length of service, by specific criteria established through institutional policies.

The Impact of Continuous Dedication on Job Satisfaction

This research shows that continuance dedication does not belong a significant impact on job satisfaction, as shown by the probability value of 0.217, that is greater than 0.05, revealing a negative correlation. Maintaining and growing an organization will be easier if the organization understands its employees, this affects aspects such as work accidents, absenteeism, morale, and employee turnover rates (25).

Qualitative outcomes reveal that retaining employees requires policies and SOPs to prevent them by utilizing the organization as a stepping stone. impactive strategies include providing motivation, training, and rewards that align by dedication and loyalty. Hospitals should increase employee engagement by making a supportive environment where employees feel valued and satisfied, thereby reducing the likelihood of turnover.

The Impact of Compensation on Job Satisfaction

A significant positive impact of compensation on job satisfaction has been identified in this research, by a probability value of less than 0.05. It has been suggested that appropriate compensation programs may reduce union impact and minimize the need for government intervention, given that they comply by labor regulations such as minimum wage standards (23). The substantial impact of compensation on job satisfaction has also been handled by prior research (26). Qualitative outcomes further indicate that compensation is given in accordance by hospital policies and is aligned by governmental guidelines. In practice, some institutions offer monthly incentives, while others include health benefits and consider aspects such as tenure, competence, and educational background in determining incentive structures.

The Impact of Productivity on Job Satisfaction

In this research, no significant impact of productivity on job satisfaction was observed, as showed by a probability value of 0.840, that surpasses the 0.05 threshold and suggests a lack of statistically meaningful correlation. Productivity is typically evaluated by comparing outputs to inputs, encompassing two primary dimensions: efficiency, which pertains to achieving goals related to standard, quantity, and timeliness, and performance, that involves the connection among inputs and task execution (27, 28). These outcomes contrast by prior studies that belong noted a positive connection among productivity and job satisfaction (29). Qualitative data further support these outcomes, as informants noted that productivity does not impact job satisfaction due to the alignment of job tasks by employee frameworks and competencies. Moreover, productivity is not formally quantified but is instead informally assessed based on task completion and the absence of complaints.

The Impact of Communication on Work Productivity

A significant and positive impact of communication on productivity was identified in this research, as showed by a probability value of 0.039, reflecting a meaningful correlation. Impactive communication is regarded as a crucial component inside of organizations, as it facilitates the clear and efficient

exchange of information, thereby enhancing productivity (30). In the context of human resource management, aligning employee capabilities by organizational expectations is considered a major challenge, in that communication employs a central framework (31). The outcomes of this research are consistent by prior research that emphasized the strong impact of communication on productivity outcomes (32). This conclusion is also handled by qualitative insights, where communication was described as integral to all operational contexts, directly shaping employee behavior and productivity. It was noted that impactive communication enables faster and more accurate task execution.

The Impact of Workload on Work Productivity

A significant impact of workload on productivity was observed in this research, by a probability value of 0.032 that is below the 0.05 threshold, revealing a strong positive correlation. When workload is not evenly distributed, excessive demands may be placed on the available workforce, potentially outcompeting in physical and mental fatigue, reduced productivity, elevated stress stages, and consequently, higher rates of absenteeism and turnover (33). Qualitative outcomes indicate that workload is managed based on employee competence, educational background, and job placement. Specific work targets and structured shift arrangements belong been implemented to ensure that assigned tasks align by employees' frameworks. This alignment is believed to support sustained productivity by mitigating fatigue and minimizing stress.

The Impact of Career Development on Work Productivity

A significant and positive impact of career advancement on productivity was identified in this research, by a probability value of 0.002. It has been suggested that career advancement heads employees' professional aspirations by enhancing their knowledge, skills, and behavioral competencies, thereby contributing to improved productivity (34). Opportunities for training, performance evaluation, promotion, and work engagement belong been recognized as essential components in impactive career development strategies (35). These outcomes are consistent by prior studies that belong emphasized the framework of career progression in handling

employee performance and productivity (36). Qualitative outcomes further showed that career advancement serves as a key motivational aspect, enabling employees to progress by entry-stage positions to leadership frameworks based on their competence, educational qualifications, and accumulated experience.

The Impact of Continuous Dedication on Work Productivity

The outcomes showed that continuance dedication did not belong a significant impact on productivity, as shown by a probability value of 0.480, that surpasss the 0.05 threshold. Continuance dedication is generally understood as the extent to that employees remain by an organization due to perceived costs of leaving or existing obligations. While organizational dedication has often been associated by improved performance outcomes, including reduced turnover and absenteeism, no significant connection by productivity was found in this research (37). These outcomes differ by prior studies that belong noted a significant association among organizational dedication and productivity (38). Qualitative insights further revealed that, despite formal contractual agreements, employee turnover remained high, suggesting a disconnect among perceived dedication and actual retention. In response, hospitals were noted to belong implemented strategies such as incentive systems, the promotion of a family-oriented work environment, and the organization of social activities to improve employee satisfaction and reduce attrition.

The Impact of Compensation on Work Productivity

A significant and positive impact of compensation on productivity was identified in this research, as showed by a probability value of less than 0.05. Compensation is considered essential for acknowledging employee contributions and for fostering increased motivation, efficiency, and organizational loyalty (39). Impactive human resource planning—encompassing training, mentoring, and coaching—has also been recognized as critical for enhancing employee competencies and ensuring overall organizational performance (40). These outcomes are consistent by prior studies that belong emphasized the importance of compensation in enhancing productivity outcomes (41). Qualitative evidence further showed that compensation in hospitals is

administered in alignment by government policies and guidelines, including the provision of monthly incentives determined by aspects such as employee competence, tenure, and educational background. In addition, health-related benefits are offered through national social security programs, such as the Health and Employment Social Security Organizing Agency.

The Impact of Communication on Job Satisfaction through Productivity

A significant impact of communication on job satisfaction through productivity was identified in this research, by a regression weight of 0.062 and a probability value of 0.039. impactive communication has been recognized as a key element in fostering healthy and productive organizational connections by facilitating mutual comprehending, problem-solving, and the achievement of shared goals (42). This connection has been handled by prior research that emphasized the framework of communication in influencing both productivity and employee satisfaction (43). Qualitative outcomes further confirmed that communication serves as a critical mechanism for enhancing job satisfaction, particularly when impactive collaboration and information exchange occur among employees, staff, and leadership. It was noted that when communication is conducted well and mutual cooperation is present; productivity tends to increase, thereby positively impacting employee satisfaction.

The Impact of Workload on Job Satisfaction through Productivity

A negative and significant impact of workload on productivity was identified in this research, as shown by a regression weight of -0.060 and a probability value of 0.032. It has been emphasized that workload should align by job descriptions and employee competencies; failure to do so may outcome in various issues, including occupational health problems, increased turnover rates, and workplace conflict (44). These outcomes are consistent by prior research that has showed a link among workload and job satisfaction, where satisfaction stages are impactd by additional aspects that also contribute to productivity outcomes (45, 46). Qualitative insights further revealed that workload distribution is generally structured based on job frameworks and employee competencies, handled by standard operating

procedures and established work schedules. However, the persistence of high turnover rates suggests that improvements in workload management and employee engagement strategies remain necessary.

The Impact of Career Development on Job Satisfaction through Productivity

A significant impact of career advancement on productivity was identified in this research, by a regression weight of 0.093 and a probability value of 0.002. Career advancement has been associated by increased pride, recognition, and compensation among employees. Even though it also entails varying stages of responsibility (47). To sustain and improve productivity, it has been suggested that both material and non-material needs of employees must be adequately headed by organizations (48). These outcomes are consistent by earlier research that emphasized the framework of career development in enhancing employee performance and motivation (49). Qualitative outcomes further showed that career policies in hospitals are impacted by aspects such as length of service, employee competence, educational background, and discipline. Rotational assignments are implemented based on these criteria to ensure appropriate job placement and optimize employee contributions.

The Impact of Continuous Dedication on Job Satisfaction through Productivity

In this research, continuance dedication was found to belong no significant impact on productivity, as showed by a regression weight of -0.034 and a probability value of 0.480. Even though organizational dedication is generally associated by increased employee value—where higher loyalty is believed to lead to stronger dedication and improved productivity (50)—such a connection was not handled by the outcomes. Qualitative outcomes further revealed that continuance dedication alone was insufficient to retain employees in the hospital setting, as high turnover rates continued to occur despite prior agreements and investments in skill development initiatives.

The Impact of Compensation on Job Satisfaction through Productivity

A significant positive impact of compensation on productivity was identified in this research, by a

regression weight of 1.064 and a critical ratio (CR) value of 12.993. Compensation is generally understood to encompass all forms of remuneration received by employees for their work, including salaries, bonuses, and benefits. To ensure fairness, compensation is recommended to be determined based on aspects such as job stage, length of service, educational attainment, and skillset (51). These outcomes are consistent by prior studies that belong highlighted the critical framework of compensation in enhancing productivity (52). Qualitative outcomes also support this conclusion, revealing that compensation in hospitals is structured in accordance by government regulations and institutional policies. Monthly incentives and health-related benefits are commonly given, contributing to improved employee satisfaction and performance. Overall, compensation is regarded as a key driver in motivating employees and fostering organizational productivity.

Conclusion

The research conducted in Batam City hospitals highlights the significant impact of various aspects on employee job satisfaction. Communication, career development, and compensation emerge as critical determinants, each showing a positive correlation by job satisfaction. Notably, the research underscores the mediating framework of productivity, particularly in the connection among compensation and job satisfaction. While workload and continuous dedication do not exhibit a significant direct impact, the outcomes suggest that impactful management of these elements can still contribute to a conducive work environment. The mixed-methods approach, integrating quantitative surveys and qualitative interviews, gives a comprehensive comprehending of the dynamics affecting job satisfaction. The qualitative insights reveal that impactful communication strategies, fair compensation aligned by government standards, and clear career advancement pathways are essential in fostering job satisfaction. Hospitals are encouraged to improve these areas to improve employee engagement and productivity.

Overall, the research calls for strategic interventions in hospital management practices, emphasizing the need for robust communication channels, equitable compensation systems, and

supportive career development opportunities. These measures are pivotal in enhancing job satisfaction and, consequently, the standard of healthcare services. These outcomes suggest that hospital HR departments should institutionalize structured communication strategies, such as regular team briefings, open-door policies, and real-time feedback channels. Additionally, communication training for supervisors and the development of formal SOPs for internal communication can improve transparency and trust, ultimately leading to improved job satisfaction and reduced turnover. Future research could analyze additional variables and their potential interactions to further optimize human resource strategies in healthcare settings.

Abbreviations

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Author Contributions

All authors are equally contributed.

Conflict of Interest

The authors declare no conflict of interest.

Ethics Approval

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