



The Effect of Motivation, Remuneration, and Leadership Style on Hospital Employee Performance

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Abstract

Purpose: This study aimed to analyze and determine the Effect of Motivation and Remuneration on Employee Performance with Leadership Style as a Moderating Variable at Dr Wahidin Sudiro Husodo Hospital, Mojokerto City. Using the census sampling technique, the number of respondents was 176. The results of the study showed that motivation affects employee performance at Dr Wahidin Sudiro Husodo Hospital, Mojokerto City.

Research Methodology: A quantitative research design using a cross-sectional survey was employed. The population consisted of 176 hospital employees, with census sampling applied. Data were analyzed using path analysis and Sobel test to examine moderation effects.

Results: Motivation positively affects employee performance ($CR=3.407$, $p=0.019<0.05$), as does remuneration ($CR=4.522$, $p=0.012<0.05$). Furthermore, leadership style significantly moderates the relationship between motivation and employee performance (Sobel=1.809, $p\leq 0.05$) and between remuneration and employee performance (Sobel=2.691, $p\leq 0.05$).

Conclusions: Both motivation and remuneration are key determinants of employee performance. Effective leadership amplifies these effects, highlighting the importance of supervisory styles that are inspiring and attentive to employee needs.

Limitations: The study is limited to a single hospital in Mojokerto City, and cross-sectional design prevents causal inference over time.

Contributions: This research provides empirical evidence on the interaction between HR incentives and leadership in enhancing employee performance in public healthcare institutions, offering guidance for management strategies in similar contexts.

Keywords: Leadership Style, Motivation, Performance, Remuneration

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1. Introduction

Dr. Wahidin Sudirohusodo Regional Hospital, Mojokerto City is a Work Unit within the local government environment that is formed to provide services to the community in the form of providing goods and/or services that are sold without prioritizing profit and carrying out activities based on the principles of efficiency and productivity. Dr. Wahidin Sudirohusodo Regional Hospital, Mojokerto City is a hospital located at the western end of the border between Mojokerto City and Mojokerto District, precisely in Surodinawan Sub-district, Warriorkulon District, which is the westernmost side of the city bordering Sooko Sub-district, Mojokerto District. Initially, this hospital was located on Jalan Pahlawan, Balongsari

sub-district, in the heart of Mojokerto city, which was originally a type C hospital (Rosyidah et al., 2025).

According to (Nurhikmah, 2024), the basic functions of management are divided into five: planning, organizing, motivating, employee placement, and controlling. Motivation can be defined as the process of influencing people to achieve specific goals. One of the employees who can develop themselves and be creative in their work is a good employee. One of the important problems for leaders in an organization, Dr. Wahidin Sudiro Husodo hospital, Mojokerto City, is how to motivate employees to do good work. Kabeyi (2019) stated that motivation has a significant influence on employee performance. If employee motivation is low, work results or performance are also low.

Research in various countries has shown that there is a relationship between motivation and performance. Borchers and Enke (2021) stated that employees are dissatisfied with the compensation or payments made by their company and their work environment. The results of his research prove that motivation influences employee performance at the Public Sector Intermediate Technical Training Institution in Kenya. This is similar to other studies conducted by researchers in Indonesia. Some of them are: (Cavélius et al., 2020) and (Rahman et al., 2022), in their research found that motivation has an influence on employee performance.

At Dr. Wahidin Sudirohusodo Regional Hospital, Mojokerto City, human resource development is always carried out through training, both held by this agency itself and by other agencies. Employees have their respective duties, so superiors only provide direction to their employees in each of their jobs. However, in reality, there are still many personnel problems at *Rumah Sakit Umum Daerah* (RSUD) Dr. Wahidin Sudiro Husodo Mojokerto City, such as problems of inequality or differences in workload and jealousy between employees with *Aparatur Sipil Negara* (ASN), *Pegawai Pemerintah dengan Perjanjian Kerja* (PPPK), and *Badan Layanan Umum Daerah* (BLUD) status since this remuneration was issued. This indicates that the provision of remuneration is not in accordance with employee expectations, so it does not affect their performance (Fitriani et al., 2022).

The relationship between leadership style and remuneration is that the amount of employee remuneration is determined by their respective superiors. This remuneration system is based on a certain grade or class of position without considering the level of education, ability, and length of service as well as the status of ASN, PPPK, and BLUD employees (Pianese et al., 2023). Therefore, the leadership style of the superior can strengthen or weaken the relationship between remuneration and employee performance. Employees involved in the problem always argue because of their economic motives. Employees are motivated to work to achieve and expect welfare so that they will perform well (Putra & Cho, 2019). However, they are more tempted by the material that is promised by certain parties who violate the rules. Therefore, this motivation ultimately does not improve employee performance. The incident at Dr. Wahidin Sudirohusodo Regional Hospital, Mojokerto City should have been known by the superiors and become their responsibility. Therefore, an idealistic, inspiring, intellectual leadership style, and personal attention to employees, will strengthen the relationship between employee motivation and performance. Based on the explanation that has been mentioned in the background above, the author wants to conduct a study entitled “The Influence of Motivation and Remuneration on Employee Performance with Leadership Style as a Moderating Variable at the Dr. Wahidin Sudirohusodo Regional Hospital, Mojokerto City.

2. Literature Review

2.1 Motivation and Employee Performance

Motivation plays a crucial role in shaping employee performance. It represents the internal drive that influences individuals to achieve personal and organizational goals. Employees who are motivated are

more likely to engage actively in their work, demonstrate creativity, and maintain consistent productivity (Eladira et al., 2024; Udodiugwu et al., 2024). In organizational settings, motivation can stem from both intrinsic factors, such as personal growth and job satisfaction, and extrinsic factors, such as rewards and recognition. A motivated workforce tends to exhibit higher engagement, commitment, and willingness to go beyond minimum job requirements (Syafri et al., 2024). This directly impacts overall performance and contributes to organizational effectiveness. Understanding motivation is essential for management, as employees' performance often reflects their level of engagement. Low motivation can result in poor productivity, errors, and decreased quality of service. Conversely, well-motivated employees not only meet performance standards but also positively influence their peers, creating a culture of high performance within the organization (Hairul et al., 2024; Konjala & Wulansari, 2025).

2.2 Remuneration as a Performance Driver

Remuneration refers to the financial and non-financial compensation provided to employees in exchange for their work. It serves as a critical extrinsic factor influencing employees' attitudes, job satisfaction, and performance levels. Effective remuneration strategies can encourage employees to focus on achieving their goals and performing at higher levels (Kayode et al., 2019; Paulus, 2023).

Proper remuneration ensures equity and fairness, reducing workplace dissatisfaction and conflicts. Employees who perceive their compensation as adequate and aligned with their responsibilities are more likely to demonstrate loyalty, productivity, and commitment to organizational objectives (Ali et al., 2021; Bussin et al., 2023). Conversely, inequitable or poorly structured remuneration can demotivate staff, reduce performance, and increase turnover. Remuneration interacts with other Human Resources (HR) practices, including promotion, recognition, and benefits, to reinforce performance outcomes. When combined with adequate support and training, remuneration becomes a powerful tool to enhance employee engagement, encourage professional development, and maintain high levels of productivity within the organization (Darmawan et al., 2022; van Wyk & Wesson, 2021; Wahyuhadi et al., 2023).

2.3 Leadership Style as a Moderating Factor

Leadership style significantly affects how employees respond to motivation and remuneration. Leaders who adopt an inspiring, participative, and supportive style are able to enhance the positive effects of motivational programs and compensation schemes on employee performance (Alfian et al., 2024; Rachman et al., 2025). The presence of effective leadership ensures that HR practices translate into tangible performance improvements. Leadership style shapes the work environment by influencing communication, feedback, and recognition practices (Abenoja et al., 2025; Fahrizal et al., 2025; Nugraheni et al., 2025). Employees are more likely to perform optimally when leaders provide clear guidance, show personal interest in employee development, and foster trust. Leadership acts as a moderator, strengthening the connection between incentives and performance outcomes. Effective leadership also helps resolve workplace challenges such as conflicts, workload disparities, and performance issues (Bantilan et al., 2024; Hendrarso et al., 2025). By adjusting their approach to meet the needs of their team, leaders can maximize the impact of motivation and remuneration. Consequently, leadership becomes a critical factor in translating HR policies into sustained employee performance and organizational success (Fahrizal et al., 2025; Hendrarso et al., 2025).

2.4 Integration of HR Practices for Performance Improvement

Human resource practices, including motivation, remuneration, and leadership, must be integrated to achieve optimal employee performance. The alignment of these factors creates a synergistic effect, ensuring that employees are both willing and able to perform at their best (Hanafiah et al., 2025; Perwitasari et al., 2025; Riskarini et al., 2025). Integrated HR practices provide a structured approach to employee development, offering incentives, guidance, and support simultaneously. This approach reduces gaps

between organizational expectations and employee capabilities, fostering a work environment conducive to high performance and continuous improvement (Faeni et al., 2025; Haryanto et al., 2025; Lani et al., 2025). When motivation, remuneration, and leadership are effectively coordinated, organizations benefit from increased productivity, reduced turnover, and enhanced employee satisfaction. This holistic approach ensures that performance improvement initiatives are sustainable and that employees remain committed to achieving organizational goals over the long term (Karim et al., 2025; Maulana et al., 2025; Widodo, 2025).

3. Methodology

This study used a quantitative research design. This research was an observational study conducted on several objects according to their actual conditions, without any interval from the researcher. This study used a cross-sectional method. The population was 176. The census sampling technique means that all populations are used as samples in the study (Sugiyono, 2014, 2019).

4. Results and Discussion

4.1 Results

Table 1. Validity Test Results

Variable	Item Question	r Count	Information
Work Environment (X_1)	1	0.752	Valid
	2	0.736	Valid
	3	0.783	Valid
	4	0.785	Valid
	5	0.756	Valid
Remuneration (X_2)	1	0.711	Valid
	2	0.764	Valid
	3	0.763	Valid
	4	0.788	Valid
	5	0.719	Valid
Leadership Style (Z)	1	0.749	Valid
	2	0.707	Valid
	3	0.784	Valid
Employee Performance (Y)	1	0.662	Valid
	2	0.720	Valid
	3	0.801	Valid
	4	0.686	Valid

Based on Table 1, all statement items for the variables Work Environment (X_1), Remuneration (X_2), Leadership Style (Z), and Employee Performance (Y) were found to be valid. The calculated correlation coefficients (r count) ranged from 0.662 to 0.801, indicating that each item has a strong correlation with its respective construct. Since all r count values exceeded the required validity threshold, all questionnaire items were considered valid and appropriate for use in further data analysis.

Table 2. Reliability Test Results

No	Variables	Cronbach's Alpha	Information
1	Motivation	0.921	Reliable
2	Remuneration	0.915	Reliable
3	Leadership Style	0.828	Reliable
4	Employee Performance	0.867	Reliable

Table 2 shows that all research variables achieved Cronbach's Alpha values above the minimum threshold of 0.70. The Motivation variable obtained the highest reliability coefficient (0.921), followed by Remuneration (0.915), Employee Performance (0.867), and Leadership Style (0.828). These findings indicate that all measurement instruments possess a high level of internal consistency and reliability. Therefore, the questionnaire items used to measure the variables are considered reliable and suitable for further statistical analysis.

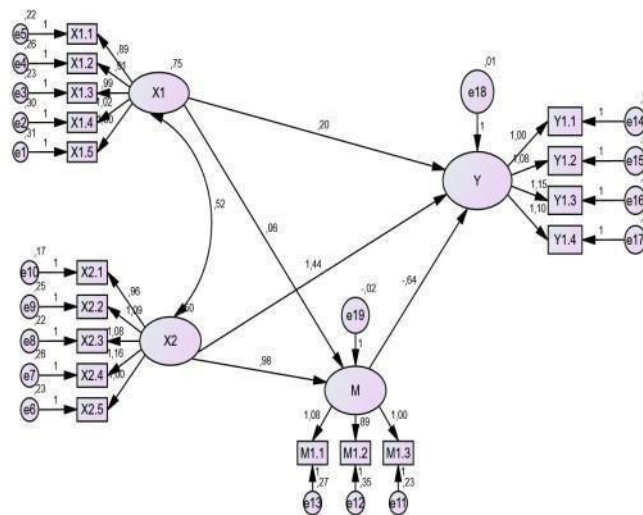


Figure 1. Structural Model of the Research

Figure 1 illustrates the structural model used in this study, which examines the relationships among Work Environment (X_1), Remuneration (X_2), Leadership Style (Z), and Employee Performance (Y). The model shows that Work Environment and Remuneration act as exogenous variables that directly influence Employee Performance. In addition, Leadership Style serves as a mediating variable linking Work Environment and Remuneration to Employee Performance. The measurement model indicates that each latent construct is represented by several observable indicators, all of which demonstrate substantial factor loadings, suggesting that the indicators adequately reflect their respective constructs. The structural paths further indicate the direct and indirect effects among the variables, enabling the assessment of both the mediating role of Leadership Style and the overall influence of Work Environment and Remuneration on Employee Performance.

Table 3. Structural Model Estimates

Dependent		Independent	Estimate	SE	CR	P
Z	←	X1	0.0629	0.0836	2.7529	0.0315
Z	←	X2	0.9802	0.1277	7.6757	***
Y	←	M	0.6448	0.9928	1.6495	0.0510
Y	←	X1	0.2011	0.1429	4.4068	0.0195
Y	←	X2	1.4355	0.9432	3.5219	0.0120
X _l .4	←	X1	1.0188	0.0885	11.5073	***
X _l .3	←	X1	0.9879	0.0820	12.0418	***
X _l .2	←	X1	0.9138	0.0812	11.2599	***
X _l .1	←	X1	0.8932	0.0768	11.6247	***
X ₂ .4	←	X2	1.1567	0.1024	11.2988	***
X ₂ .3	←	X2	1.0802	0.0953	11.3398	***
X ₂ .2	←	X2	1.0875	0.0979	11.1064	***
X ₂ .1	←	X2	0.9640	0.0839	11.4830	***
Z _l .2	←	M	0.8888	0.0933	9.5283	***
Z _l .1	←	M	1.0842	0.0942	11.5123	***
Y _l .2	←	Y	1.0779	0.1282	8.4062	***
Y _l .3	←	Y	1.1496	0.1116	10.3045	***
Y _l .4	←	Y	1.1022	0.1115	9.8866	***

Table 3 presents the results of the structural equation modeling (SEM) analysis. The findings indicate that Work Environment (X_1) has a positive and significant effect on Leadership Style (Z) ($\beta=0.0629$, $p=0.0315$). Similarly, Remuneration (X_2) exerts a positive and highly significant influence on Leadership Style ($\beta=0.9802$, $p<0.001$). Furthermore, Work Environment significantly affects Employee Performance (Y) ($\beta=0.2011$, $p=0.0195$), while Remuneration also demonstrates a significant positive effect on Employee Performance ($\beta=1.4355$, $p=0.0120$). However, the effect of Leadership Style on Employee Performance is not statistically significant at the 5% level ($\beta=0.6448$, $p=0.0510$), although the result is close to the significance threshold.

4.2 Discussion

4.3 The Effect of Motivation on Employee Performance

The results of the hypothesis testing indicate that motivation has a positive and significant effect on employee performance at Dr. Wahidin Sudiro Husodo Hospital, Mojokerto City. This finding is evidenced by the estimated regression weight value of 0.2010965 and a significance value of 0.019, which is lower than the significance level of 0.05. Therefore, the first hypothesis is accepted. These findings indicate that an increase in employee motivation contributes to improved employee performance.

Motivation is an important factor that encourages employees to exert greater effort in achieving organizational goals. Employees with high motivation tend to demonstrate greater commitment, responsibility, and enthusiasm in performing their duties, resulting in improved performance outcomes. According to Paulus, (2023), motivation influences the intensity, direction, and persistence of effort toward achieving organizational objectives. Similarly, Udodiugwu et al., (2024) argue that motivated employees are more likely to achieve higher levels of productivity and effectiveness in the workplace.

4.4 The Effect of Remuneration on Employee Performance

The second hypothesis testing results reveal that remuneration has a positive and significant effect on employee performance. The estimated regression weight value of 1.4355248 and a significance value of

0.012 indicate that remuneration significantly contributes to improving employee performance. Therefore, the second hypothesis is accepted.

Remuneration represents one of the most important extrinsic motivators in human resource management. Employees who perceive compensation as fair and proportional to their contributions are more likely to demonstrate higher levels of job satisfaction and organizational commitment. According to [Udodiugwu et al., \(2024\)](#), compensation systems play a critical role in attracting, motivating, and retaining employees. Furthermore, [Bussin et al., \(2023\)](#) explain that effective remuneration systems encourage employees to improve their work performance and contribute positively to organizational success.

4.5 The Moderating Role of Leadership Style in the Relationship Between Motivation and Employee Performance

The results of the third hypothesis indicate that leadership style significantly moderates the relationship between motivation and employee performance. This finding is supported by a Sobel test value of 1.80895669 and a significance value of 0.05. Therefore, the third hypothesis is accepted. Leadership style serves as an important mechanism that strengthens the impact of employee motivation on performance. Effective leaders are capable of directing motivated employees toward organizational objectives by providing support, guidance, and inspiration. According to [Abenoja et al., \(2025\)](#), leadership influences employee attitudes and behaviors by creating a work environment that promotes commitment and productivity. Likewise, [Rachman et al., \(2025\)](#) suggest that leadership effectiveness enhances employee motivation, which subsequently improves performance outcomes. In the hospital context, leaders play a crucial role in ensuring that motivated employees can effectively utilize their abilities and resources to provide high-quality healthcare services. Consequently, leadership style strengthens the positive relationship between motivation and employee performance.

4.6 The Moderating Role of Leadership Style in the Relationship Between Remuneration and Employee Performance

The fourth hypothesis demonstrates that leadership style significantly moderates the relationship between remuneration and employee performance. This result is supported by a Sobel test value of 2.69121543 and a significance value of 0.05. Therefore, the fourth hypothesis is accepted. Although remuneration serves as a financial incentive, its effectiveness in enhancing performance may depend on how organizational leaders manage and communicate compensation policies. Employees are more likely to perceive remuneration positively when leadership practices are characterized by fairness, transparency, and consistency. According to [Darmawan et al., \(2022\)](#), leadership plays a vital role in shaping employees' perceptions of organizational reward systems. Furthermore, [Putra and Cho, \(2019\)](#) emphasize that effective leaders can maximize the motivational value of compensation by creating trust and maintaining positive relationships with employees. Therefore, leadership style strengthens the influence of remuneration on employee performance by ensuring that employees perceive organizational rewards as meaningful and equitable.

Overall, the findings of this study demonstrate that motivation and remuneration significantly influence employee performance. Moreover, leadership style plays a significant moderating role in strengthening the effects of motivation and remuneration on employee performance. These results suggest that employee performance is determined not only by individual and financial factors but also by managerial practices and leadership effectiveness. Therefore, hospital management should implement integrated human resource strategies that focus on enhancing employee motivation, providing fair remuneration, and developing effective leadership practices to improve organizational performance and service quality ([Alfian et al., 2024](#); [Karim et al., 2025](#)).

5. Conclusions

The results of the hypothesis testing indicate that motivation has a positive and significant effect on employee performance at Dr. Wahidin Sudiro Husodo Hospital, Mojokerto City. This finding is evidenced by a Critical Ratio (CR) value of 3.4067947 and a probability significance value (p -value) of 0.019, which is lower than the significance level of 0.05. Furthermore, remuneration was also found to have a positive and significant effect on employee performance, as indicated by a Critical Ratio (CR) value of 4.521920 and a p -value of 0.012, which is below the threshold of 0.05. These results suggest that both motivation and remuneration play important roles in enhancing employee performance. Leadership style was found to significantly moderate the relationship between motivation and employee performance. The Sobel test produced a value of 1.80895669 with a significance probability value of 0.05, indicating that leadership style strengthens the effect of motivation on employee performance. Similarly, leadership style was also found to significantly moderate the relationship between remuneration and employee performance. This result is supported by a Sobel test value of 2.69121543 and a significance probability value of 0.05. Therefore, leadership style serves as an important moderating variable that enhances the positive effects of both motivation and remuneration on employee performance at Dr. Wahidin Sudiro Husodo Hospital, Mojokerto City.

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Author Contributions

DAP contributed to conceptualization, methodology, and writing of the original draft. S was responsible for data collection, formal analysis, supervision, and review, as well as handling the literature review, validation, and project administration. Both authors contributed equally to the interpretation of results and preparation of the final manuscript.

Conflicts of Interest

The authors declare that there is no conflict of interest regarding the publication of this study. This research was conducted independently, and no financial or personal relationships influenced the results or interpretation of the findings.

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