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The Effect of Employee Motivation, Work Environment and Job Satisfaction on Employee Performance at the Surabaya Acupuncture Clinic

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ABSTRACT

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This research aims to analyze the influence of employee motivation, work environment, and job satisfaction on employee performance at the Surabaya Acupuncture Clinic. This research uses a qualitative approach, where the researcher acts as the main research tool, carrying out an in-depth process of data collection, analysis and interpretation. The research was carried out using direct and active methods, which included interviews with employees to obtain relevant primary data, as well as systematic data processing and analysis. All stages of the research, from data collection to conclusion, were carried out carefully to ensure the accuracy of the results. It is hoped that the research results will provide a deeper understanding of the factors that will influence employee performance and offer strategic recommendations to increase productivity and efficiency in the clinic.

Notes: All manuscripts should not exceed 20 pages and should have a minimum of 5 pages

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1. Introduction

Competition in the healthcare industry, especially in the field of acupuncture, has grown significantly in recent years. People today are increasingly open to alternative and holistic treatments, including the use of acupuncture as an effective and safe treatment method. along with the increasing interest in acupuncture services, clinics that provide these services have begun to emerge, both in big cities and regions. In an increasingly competitive business environment, acupuncture clinics are required to not only provide high quality services but also create a positive experience for patients. This includes aspects such as ease of registration, convenience of facilities, and friendly interaction from clinic staff. Therefore, employee performance is key in maintaining and enhancing the clinic's reputation in the eyes of the public.

Located on the eastern side of Java Island, Surabaya is the second most populous city in Indonesia, after Jakarta. On the other hand, as an important trading center, the working environment in Surabaya's acupuncture clinics may have unique dynamics, which may influence employees' perceptions of their working conditions and in turn, affect their level of job satisfaction. Surabaya's strong cultural heritage may play a role in shaping the work culture in acupuncture clinics. Cultural values traditionally practiced in Surabaya society may influence work patterns, interactions between employees and perceptions of job satisfaction.

Employee motivation is an internal drive to encourage individuals to achieve goals and expected performance in a work environment. Afandi states that "Motivation is an internal drive that arises from within a person or individual because of inspiration, encouragement, as well as motivation to carry out an activity completely wholeheartedly, enthusiastically, and seriously, so that the results of the activity can achieve satisfactory quality and quality" (Afandi, 2018). Faris, et al expressed the opinion that "employee performance is strongly influenced by motivation" (Farisi, Irnawati, & Fahmi, 2020). Therefore, employee motivation plays an important role in the work environment as it can affect employee performance standards, productivity, retention and overall job satisfaction.

The work environment includes various factors, such as the work atmosphere, organizational culture,

relationships between employees, company policies, facilities, and technology available in the workplace. According to Enny W "Everything around workers and employees that can affect their work happiness and their ability to do work to the best of their ability is referred to as the work environment." (W Enny, 2019). Another opinion explains that "the workplace environment has a significant and positive impact on employee performance" (Sihaloho & Siregar, 2020). Thus, a positive work environment will foster teamwork, creativity, and optimal performance by providing a pleasant, safe and comfortable work environment and full of support for employees.

Job satisfaction is the overall level of satisfaction, happiness and satisfaction felt towards an individual by his work. Indrasari argues that job satisfaction is not a single concept, but rather an emotional and emotional reaction to certain aspects of one's job (Indrasari, 2017). Then Harahap and Tirtayasa expressed the opinion that they believe that employee performance is partially influenced by job satisfaction (Harahap & Tirtayasa, 2020). Therefore, competent management will pay attention to the various variables that will affect employee job satisfaction and strive to create an environment that promotes happiness and well-being.

Employee performance refers to the level of achievement, work results, and contributions that a person makes when performing their job-related tasks. Ariani et al emphasize how "motivation and work environment have a huge effect and have a good impact on employee performance" (Ariani, 2020). On the other hand, Indrasari explained that "performance is a series of achievements that are achieved and refers to actions in achieving and carrying out the tasks requested" (Indrasari, 2017). Thus, employee performance is important to help management in knowing the strengths and weaknesses of employees, providing useful criticism, and making appropriate career development plans.

A positive work atmosphere, motivation and level of job satisfaction are important variables that can affect productivity levels and service quality. Therefore, an in-depth understanding of the relationship between employee performance at Surabaya Acupuncture Clinic, motivation, job satisfaction and a healthy work environment will provide valuable insights to improve operational efficiency and patient satisfaction.

2. Methodology

To collect data and information about the subject under study, the author uses a descriptive methodology combined with direct research into the field. Quoting from Sugiono "A broad understanding of the social context under study is necessary for qualitative researchers, as well as theoretical understanding and interviews related to the values, culture, legal beliefs, and practices that emerge and develop in that environment." (Sugiyono, 2023).

Surabaya Acupuncture Clinic is used as the subject in this study. Then the object of research is Motivation, work environment and job satisfaction in improving employee performance at the Surabaya Acupuncture Clinic. There are two kinds of data sources that will be applied in this research, namely; 1) Primary data, which is collected through an interview and observation process related to employee motivation, work environment, and job satisfaction that affect employee performance at the Surabaya Acupuncture Clinic; 2) Secondary data, which is supporting or additional information for primary data, such as documents, literature, online sources, and articles that provide insight into employee motivation, work environment, and job satisfaction in the context of employee performance. The informants determined to collect information consist of several informants, namely; 1) Key Informants, those who have important information related to the research. 2) Key Informants, those who take direct participation in the social interactions being studied.

The following data collection techniques will be used in this study: A. When conducting a preliminary study to identify a topic that requires further investigation and wants to obtain more detailed information, but there are limitations in the number of respondents or the respondents are few, interviews will be used as a data collection strategy; B. When compared with other data collection methods, such as surveys and interviews, the observation method has its own specific characteristics (Sugiyono, 2023). When studying human behavior, work processes, or natural phenomena with a small number of respondents, data collection methods using observation techniques will be applied.

Once the data has been presented and interpreted using data processing methods, the next step involves analyzing the data using a qualitative descriptive approach. Through this data analysis, the essence of the issues

discussed can be explained in detail and will highlight the interrelationships between each data, which will then assist in drawing appropriate conclusions.

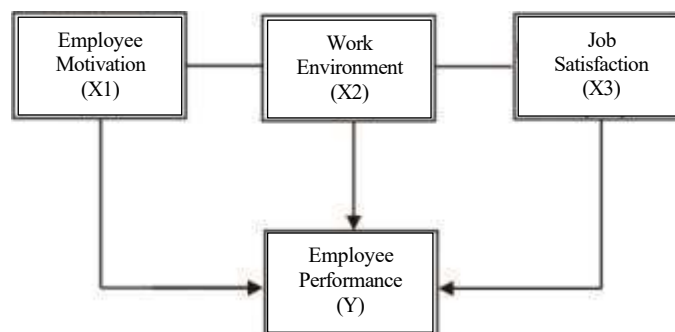


Figure 1. Relationship between Dependent and Independent Variables

3. Results and Discussion

3.1. Results

3.1.1. Employee Motivation at the Surabaya Acupuncture Clinic

a. Acupuncture clinic employees (Administration)

Based on the results of interviews on May 13, 2024 with key informants, it was revealed that the Acupuncture Clinic motivates employees by instilling a sense of responsibility for work and the team. This is reflected in the attitude of employees who believe that they have a great responsibility for the tasks assigned to them. They not only perform their duties well, but are also ready to take the initiative in solving problems or challenges that arise, without the need to be forced or directed by superiors. This proactive attitude shows a high level of professional maturity and engagement from the employees in achieving common goals. Moreover, this sense of responsibility is also a cooperative and rewarding work atmosphere where everyone believes that they have an important role to play in the overall success of the team.

b. Acupuncture clinic employees (Administration)

Based on the results of interviews on May 13, 2024 with key informants, the acupuncture clinic motivates employees in a way that intrinsic motivation was found to be one of the elements that influence worker performance. Employees at the clinic stated that their intrinsic motivation arises from within themselves, mainly due to personal satisfaction and a deep interest in the practice of acupuncture as one of the competencies in the field of traditional medicine. For example, some employees showed great interest in acupuncture and herbal treatment methods and felt happy when they could help patients to heal. This shows how important intrinsic motivation is in motivating employees in acupuncture clinics to give their best in their work.

c. Accountant Employee (Paramedic)

Based on the results of the interview on May 13, 2024 with key informants, the clinic motivates employees by having clear and ambitious goals in their careers. When asked about their vision for their work at the clinic, most employees indicated that they have specific dreams and goals related to acupuncture and herbal practices. Some mentioned wanting to become experts in acupuncture or traditional medicine, while others hoped to expand their skills and understanding in order to improve the delivery of care to patients.

d. Accountant Employee (Paramedic)

Based on the results of the interview on May 13, 2024 with key informants, the accountpuntur clinic motivates employees by showing a high level of involvement and dedication to their work. They are actively involved in every aspect of their work at the clinic, putting their all into every task assigned to them. When asked about how they carry out their daily duties at the clinic, many employees emphasized the importance of providing high-quality care to patients. They talked about how they strive to provide the best care possible, putting the needs and comfort of patients first.

e. Accountant Employee (Paramedic)

Based on the results of interviews on May 13, 2024 with key informants, the acupuncture clinic motivates employees in a way that the balance between challenge and ability plays an important role in motivating employees. Many of them stated that their motivation increases when they are faced with challenges that match their abilities in acupuncture practice. When asked about their experience in handling complex cases, most employees revealed that they felt challenged but also felt confident in their ability to overcome the challenge.

3.1.2. Work Environment at Surabaya Acupuncture Clinic

a. Accountpunter clinic employees (Administration)

Based on the results of interviews on May 13, 2024 with key informants, the accountpunter clinic's work environment, ranging from adequate physical facilities, cleanliness, to positive interactions between coworkers. Comfortable and complete facilities, such as clean workspaces, adequate medical equipment, and comfortable rest rooms, provide comfort for employees in carrying out their daily tasks.

b. Accountpunter clinic employees (Administration)

Based on the results of interviews on May 13, 2024 with key informants, interviews with employees at the clinic, many stated that a positive work environment includes aspects such as mutual understanding among coworkers, support from management, and collaboration within the team. They revealed that when they feel supported by their coworkers and superiors, and work in an environment that encourages teamwork and open communication, they usually feel more motivated to do and give their best effort in their work.

c. Accountant Employee (Paramedic)

Based on the results of interviews on May 13, 2024 with key informants, in interviews with employees, many of them stated that a comfortable work environment includes various aspects, such as a friendly atmosphere, adequate facilities, and good relationships between coworkers. When employees feel comfortable with their work environment, they are more likely to feel happy and motivated in carrying out their tasks.

d. Accountant Employee (Paramedic)

Based on interviews on May 13, 2024 with key informants, in interviews with employees, the attitude of the boss has a big impact on their working atmosphere. When the boss is in a good mood and provides support and appreciation to staff, it fosters a happy and positive environment and inspires employees to give their best. However, conversely, if the boss is in a bad mood, this can have a negative impact, including a decrease in employee morale and productivity.

e. Accountant Employee (Paramedic)

Based on the results of the interview on May 13, 2024 with key informants, in interviews with employees, Mutual understanding and respect between superiors and subordinates opens up space for open and honest communication. This allows us to collaborate better in completing our tasks and overcoming challenges that arise along the way.

3.1.3. Job Satisfaction at the Surabaya Acupuncture Clinic

a. Accountpunter clinic employee (Administration)

Based on the results of interviews on May 13, 2024 with key informants, in interviews with employees, job satisfaction in the work environment at this clinic is very supportive. We have a good relationship between fellow employees and also with management. The atmosphere is very positive, and I feel appreciated by my coworkers. Furthermore, the clinic provides many opportunities for career development. We receive training from management to improve our skills, and I feel valued as a contributing team member. This gave me an added boost to keep progressing in my career.

b. Accountpunter clinic employees (Administration)

Based on the results of interviews on May 13, 2024 with key informants, in interviews with employees, job satisfaction in motivating me to continue working well at the Surabaya Acupuncture Clinic. I believe that job satisfaction plays a key role in improving my performance and commitment to work. When I am satisfied with

the work I do at this clinic, I am moved to continue to give my best in whatever activity I am engaged in with all my might. It feels very satisfying when I can see the results of my efforts and dedication, and it is a great encouragement for me to continue performing well.

c. Accountant Employee (Paramedic)

Based on the results of interviews on May 13, 2024 with key informants, in interviews with employees, my level of job satisfaction at the Surabaya Acupuncture Clinic has a big influence on my overall performance. When I feel satisfied with the working environment at this clinic, as well as getting support and cooperation from my teammates, I tend to be more motivated and able to perform well in carrying out my tasks. I feel that the conducive work environment at this clinic provides a positive atmosphere for me to thrive and give my best contribution. The support I receive from my teammates and superiors also greatly influences my motivation to work harder and provide excellent service to patients.

d. Accountant Employee (Paramedic)

Based on the results of interviews on May 13, 2024 with key informants, in interviews with employees, according to the experience of Employees having work partners who are almost all very good is one of the main factors that can provide satisfaction in their work. When I work with good coworkers, I feel supported and appreciated. We help each other, share knowledge and experience, and work together to achieve the same goals. This fosters a positive and collaborative work environment, where I feel more motivated to give my best at work.

e. Accountant Employee (Paramedic)

Based on the results of interviews on May 13, 2024 with key informants, in interviews with employees, vacation can contribute to one's level of job satisfaction. When I have the opportunity to take a vacation, I feel that it is a very valuable time to break away from the daily routine at work. Vacations give me the opportunity to refresh my mind and body, and I return to the clinic with renewed vigor and recharged energy.

3.1.4. Employee Performance at the Surabaya Acupuncture Clinic

a. Accountpundur clinic employees (Administration 1)

Based on the results of interviews on May 13, 2024 with key informants, in interviews with employees, When we feel well supported by all aspects, be it from management, coworkers, or available facilities, our work feels lighter and we can focus fully on service to patients. This greatly impacts our overall performance. Then the support we receive makes us feel appreciated and motivates us to give our best to the patients. We feel more confident and competent in carrying out our tasks, resulting in significantly improved patient care.

b. Accountant clinic employee (Administration 2)

Based on the results of interviews on May 13, 2024 with key informants, in interviews with employees, these may feel that the responsibilities they carry in carrying out tasks at the clinic have a significant impact on their performance. They are aware of the importance of the roles and responsibilities they have in providing health services to patients. On the other hand, the drive to provide the best service to patients is also a strong motivational factor for these employees. They may be highly committed to providing quality care and ensuring patient satisfaction.

c. Accountant Employee (Paramedic)

Based on interviews on May 13, 2024 with key informants, in interviews with employees, teamwork and good communication are important factors that improve clinic services and employee performance. Through interviews with clinic employees, we found that solid teamwork and effective communication between team members have a significant positive impact. A team that collaborates and communicates well with each other can more efficiently handle patient needs and ensure that the services provided meet high quality standards.

d. Accountant Employee (Paramedic)

Based on the results of interviews on May 13, 2024 with key informants, in interviews with employees, In

interviews with several clinic employees, many of them stated that they feel more efficient and productive when their work environment is supportive. One employee emphasized, "Collaboration among colleagues and support from management are key in achieving optimal results for us. When we feel supported and can work collaboratively, we can complete tasks more efficiently and achieve the expected results."

e. Accountant Employee (Paramedic)

Based on the results of interviews on May 13, 2024 with key informants, in interviews with employees, revealed that their job satisfaction has a direct impact on their performance at work. One employee emphasized, "My job satisfaction greatly affects my overall performance. When I feel valued and satisfied with my work, I tend to be more motivated to give my best in the tasks at the clinic." Our research results also support that the findings show a positive correlation between employee performance and job satisfaction. When employees feel valued, and are satisfied with what they do, and feel that their contributions are recognized, they tend to be more motivated to perform better.

3.2. Discussion

3.2.1. Motivation to Employee Performance at the Surabaya Acupuncture Clinic

Employee motivation has a significant effect on their performance, as shown by Surabaya Acupuncture Clinic. Employee motivation, both intrinsic and extrinsic, plays an important role in determining how effective they are in performing their tasks at the clinic. Motivated employees tend to show high levels of engagement and dedication to their work. They have very clear and ambitious professional goals, and put maximum effort into any task they embark on. In addition, motivated employees also demonstrate a willingness to learn and develop. They actively seek opportunities to improve their knowledge and skills in acupuncture practice. With strong motivation, employees are also able to better deal with challenges that arise, thus improving their overall performance.

3.2.2. Work environment on employee performance at the Surabaya acupuncture clinic

The workplace environment has a major impact on employee performance. Employee performance and outcomes can usually be improved through a collaborative, positive and supportive workplace. In interviews with a number of employees at the clinic, many highlighted the importance of a conducive work environment in improving their performance. One employee revealed, "When the work environment in this clinic is positive and supportive, I feel more motivated to work harder and provide optima service to patients". Another employee added, "We have a good relationship among fellow employees and with the clinic management. This creates a harmonious and collaborative working atmosphere, where we can support each other and collaborate in achieving the same goals". Meanwhile, a comfortable and pleasant working environment also affects employees' mood and motivation. Employees tend to be happier and more excited to come to work when they feel accepted and appreciated by their work environment.

3.2.3. Job Satisfaction on Employee Performance at the Surabaya Acupuncture Clinic

Based on the results of research conducted at the Surabaya Acupuncture Clinic regarding the relationship between job satisfaction and employee performance, it can be concluded that there is a significant relationship between the two variables. Research shows that employees who are satisfied with their work environment tend to have better performance. Job satisfaction is measured through a number of factors, including relationships with coworkers as well as superiors, career development opportunities, not to mention recognition of their contributions. Employees who feel valued and supported by their work environment tend to be more motivated and perform well in carrying out their tasks. Thus, it is important for clinic management to continue to pay attention to and improve employee job satisfaction. Efforts to create a positive work environment, provide career development opportunities, and provide recognition for employee contributions can improve overall performance at the clinic.

4. Conclusion

Research conducted at the Surabaya Acupuncture Clinic revealed that employee motivation, work environment, and job satisfaction play an important role in determining employee performance at the clinic.

Intrinsic motivation, which comes from personal satisfaction and a person's deep interest in acupuncture treatment, has a significant impact on the level of employee engagement and commitment in carrying out their responsibilities. In addition, employee motivation is also positively influenced by managerial support and recognition. A supportive and collaborative work environment also plays an important role in creating conditions that enable motivated employees to deliver optimal performance. Thus, a good understanding and management of employee motivation, a positive work environment, and job satisfaction can be key in improving the performance and success of the Surabaya Acupuncture Clinic.

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