



Specialist doctor's professionalism on doctor's performance with job satisfaction as an intervening variable

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ABSTRACT

This research was conducted to determine the influence of professionalism of specialist doctors on doctor performance with job satisfaction as an intervening variable. This research was conducted at XYZ Palembang Hospital involving 36 specialist doctors. Data collection was carried out by distributing a questionnaire containing 59 questions with a Likert Scale of 1-5 based on the purposive sampling method. Data were analyzed using the PLS-based SEM method. The results of this research state that time management has a positive and significant effect on job satisfaction, job satisfaction has a negative effect and can mediate the effect of time management and training on the performance of specialist doctors. Motivation and training have a positive and insignificant effect on job satisfaction. Time management and motivation have a positive and insignificant effect on the performance of specialist doctors. Training and job satisfaction have a negative and insignificant effect on the performance of specialist doctors. Job satisfaction has a negative effect and is unable to mediate the influence of motivation on the performance of specialist doctors at xyz hospital in Palembang City.

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INTRODUCTION

The professionalism of doctors is currently a hot issue among the public. Professionalism has many meanings. Various sources define doctor professionalism into four main components: excellence (constantly improving competence and knowledge), accountability (taking responsibility for their actions towards patients), altruism (putting the interests of patients above their own), and humanism, divided into three principles: humanitarianism (committed to service), respect for others (respecting colleagues or other staff), and honor and integrity (behaving as well as possible and following applicable rules) (Kanter et al., 2017).

Doctors, being among the best human resources in the hospital, need to have their performance evaluated, as it is a crucial factor in determining organizational effectiveness. We can define performance as the outcome of an individual's efforts within a company or organization, aimed at achieving its objectives and minimizing losses. Performance, also referred to as

performance, is the outcome of a person's or a group's efforts within an organization, guided by their authority and responsibility, to legally, ethically, and morally achieve organizational goals (Yuarsa et al., 2021).

XYZ Hospital is a hospital located in Palembang City. As it performs its duties, the hospital must provide high-quality, professional services, prioritize customer satisfaction, and consistently work to enhance both service quality and overall hospital performance. However, as they practice their profession, specialist doctors frequently encounter issues that specialist doctors' standard visiting hours have not reached 100%, indicating a lack of optimal performance. The level of professionalism of doctors at XYZ hospital consists of aspects of technical skills, communication skills, clinical reasoning, emotions and reflective values. In the perception of patients, the level of professionalism of a doctor may only be assessed based on the doctor's ability to provide services and the absence of subjectivity in carrying out his duties. This is due to various factors such as continuing to work in other hospitals for tasks like surgery, practice, or other non-work-related needs. Therefore, we must enhance the performance of doctors to optimize services and ensure that patients receive high-quality care from specialists. Researchers conducted an initial survey to assess the professionalism of specialist doctors. They interviewed several heads of polyclinic rooms, who frequently arrive in the middle of the day and sometimes refuse to serve patients due to unclear services. They also found that specialist doctors rarely visit the room to monitor inpatients, instead preferring to provide telephone advice. This situation indicates that the performance of specialist doctors as medical personnel at XYZ Hospital remains subpar. Although the hospital has a mechanism to monitor doctor compliance, this often happens and is difficult to avoid, which is most likely caused by the busy schedule of doctors both at XYZ Hospital and at other hospitals. The low human resources of specialist doctors at XYZ Hospital also contribute to the shortage of specialist visit hours, as they primarily serve as practice partners, resulting in multiple practice hours. The results of interviews with specialists revealed that XYZ Hospital did not conduct a performance appraisal, thereby lacking motivation for specialists to enhance their performance. This is certainly the biggest challenge for specialist doctors to fulfill their professionalism.

Additionally, the researcher conducted an interview with HRD at XYZ Hospital, which revealed that OPPE, or continuous professional practice evaluation, carried out performance appraisals. The results indicated that non-compliance with specialists' visit hours led to a decline in their performance. Problems often arise with the performance of specialist doctors due to their practice of conducting visits outside of the specified hours and often scheduling these visits on holidays, which is not in line with the Standard Operating Procedures (SOPs) set by XYZ Hospital. The management of various XYZ hospitals strives to provide special incentives for specialists each month, in addition to their regular salaries, particularly for civil servants. For specialists who are not civil servants, they also allocate a monthly budget for their salaries. Additionally, the management of various XYZ hospitals procures services from BPJS, adhering to the prepared commitments and regulations. However, the facts reveal that medical personnel frequently perform their tasks suboptimally and lack discipline. Indicators such as compliance with all organizational rules, the ability to complete tasks error-free (with the lowest error rate), and accuracy in performing duties demonstrate the efforts made to identify employee performance in hospitals, especially medical personnel. Proper execution of all these indicators indicates a well-performed employee.

Time management is one of the most important skills to have in the world of work. Being on time and filling in attendance on time is something that is expected of employees, and it can only be achieved if time is managed smartly and efficiently. Proper time management enhances a person's motivation to complete their work. Effective time management stimulates and motivates individuals to work, leading to increased enthusiasm at work, which in turn, enhances performance achievement (Muliati & Budi, 2021).

Research conducted by Dwi Yasa (2022), the results showed that time management directly has a positive and significant effect on employee satisfaction and performance; job satisfaction plays a partially significant role in mediating the effect of time management on employee performance; and job satisfaction plays a partially significant role in mediating the effect of organizational citizenship behavior on employee performance. Efforts aimed at enhancing the performance of hospital health workers hold significant importance and are highly sought after due to various aspects associated with the improvement of health services. In developing countries like Indonesia, supervision variables continue to play a crucial role in influencing individual performance in fulfilling their functions and responsibilities, particularly in enhancing the quality of health services provided at Puskesmas (Ilyas, 2019).

Their motivation at work is one of the main factors affecting the performance of human resources (HR). How strong an individual's motivation is will determine a lot about the quality of the behavior displayed. The strength and weakness of a worker's motivation also determine the size of the achievement, or good and bad performance. Mas'ud, (2019), motivation is defined as the internal drive that propels an individual to act. The higher the individual's motivation to achieve his goals, the higher his performance will be, and vice versa.

Individual characteristics differ from one another, causing motivation in work situations to differ (Robbin & Judge, 2019). Individual characteristics in this study are gender, age, and length of service. Gender itself does not cause differences in motivation to work, but various factors related to gender, such as differences in obtaining positions and the amount of salary, among others, do. As a person ages, their maturity increases, and they demonstrate a higher level of mental development. Increasing age will also increase a person's wisdom and ability to make decisions, think rationally, control emotions, and tolerate other people's views, which will affect the increase in motivation. The length of service is the amount of time someone spends working for an organization. Lihawa et al., (2018), it has been said that a person's work motivation increases with the length of time they spend in an organization.

Training is the next factor that affects a doctor's performance. Training is the process of learning the basic skills needed by new employees to do the job. Training is essential to improve performance. Training is an important factor in HR development. Training not only increases knowledge, but also improves work skills, resulting in improved work performance (Pramono & Prahawan, 2021). Research conducted by Yimam (2022) said that training design, training needs assessment, training delivery style, and training evaluation have a significant positive effect on employee performance. Research conducted by Nmadu et al., (2021), increasing training and development improves employee performance.

Job satisfaction is an interesting and important issue because it has proven to be of great benefit to the interests of individuals, organizations, and society. The job satisfaction factor refers to an individual's feelings towards their job (Wibowo, 2018). Everyone has a different level of satisfaction. Job satisfaction is an effective or emotional response to various aspects of work. Job satisfaction is a general attitude that arises from several specific attitudes towards work factors, individual characteristics, and group relationships beyond the work itself. Therefore, we can conclude that individuals' feelings towards work, work situations, and cooperation among leaders, fellow leaders, and fellow employees in an organization constitute job satisfaction (Sutrisno, 2019).

Research conducted by Hadaitana & Iqbal (2023), training and development, respectively, have a positive and significant direct effect on employee job satisfaction; training and development, respectively, have a positive and significant direct effect on employee performance; employee job satisfaction has a positive and significant direct effect on employee performance; and job satisfaction, respectively, mediates training and development, having a positive and significant impact on employee performance. Research conducted by Hayek et al., (2020), the performance of primary care physicians is highly satisfied in the Jewish and Arab communities. However, there are ethnic differences in the extent of satisfaction with primary care physician performance.

Improving primary care physician performance communication skills, fostering interpersonal interaction between primary care physician performance and patients, and spending more time with patients during visits may lead to increased satisfaction with primary care physician performance.

RESEARCH METHOD

This study employs a causal associative design, a type of quantitative research that aims to understand the cause-and-effect relationship between two or more variables. The independent variables in this study are management, motivation, and training, while the dependent variable is the performance of specialist doctors (bound), and the mediating variable is job satisfaction. This study employs the individual as its unit of analysis. The study's population consists of individuals who are respondents. The respondents in this study were specialist doctors at XYZ Hospital Palembang City, which consists of 36 specialists. Data were collected using questionnaires distributed directly to respondents. The sampling technique for this study was non-probability sampling with a purposive sampling approach. Purposive sampling involves identifying specific considerations or criteria that the study's sample must meet. In this study, there are criteria used in the selection of samples from specialist doctors at XYZ Hospital Palembang City, totaling 36 people. We collected data using documentation and questionnaires. We used PLS-SEM for data analysis. The data obtained were directly tested on PLS-SEM due to the limited number of respondents so that a pretest was not carried out.

RESULTS AND DISCUSSION

The respondents are doctors from XYZ Hospital in Palembang City. Table 4.1 displays the distribution of respondent characteristics. Most respondents were male (63.9%), with a dominant age range of 30–40 years (50%). The most recent education is that of a specialist doctor (Sp-1) (72.2%). 36 people were the respondents to the assessment.

Table 1 Respondent Characteristics

Variable	Amount	Percentage (%)
Gender		
Male	23	63,9
Female	13	36,1
Age		
30-40	18	50
41-50	14	38,9
51-60	4	11,1
Education		
Specialist (Sp-1)	26	72,2
Subspecialist (Sp-2)	10	27,8
Total	n = 36	100

Source: Processed research data (2024)

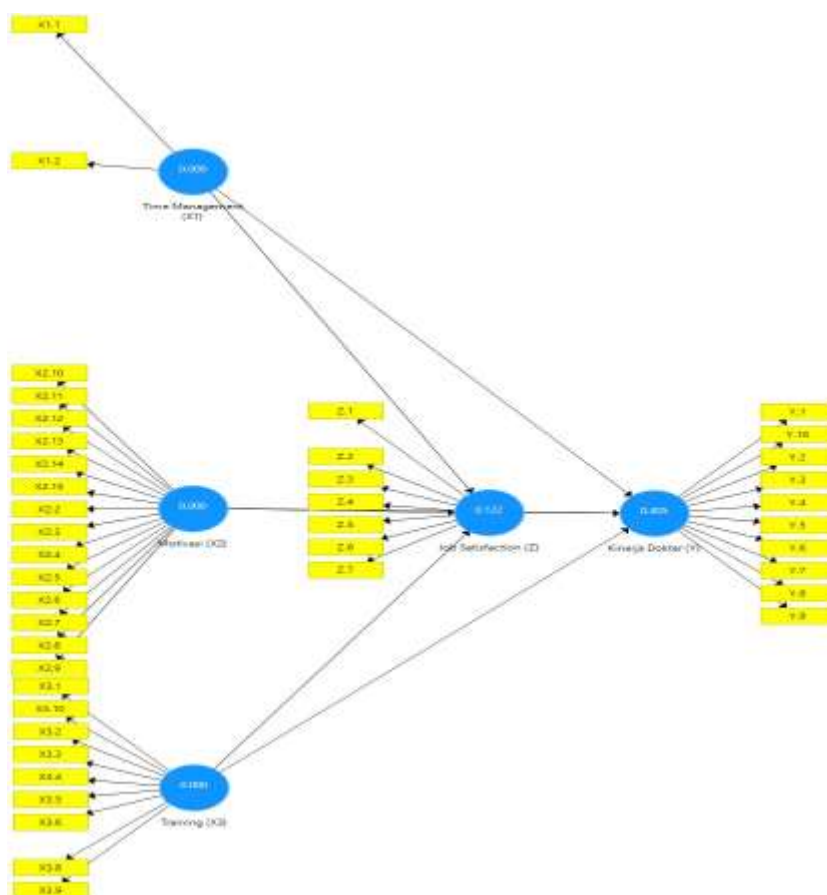


Figure .1 Outer Model
 Source: Processed research data (2024)

PLS-SEM analysis begins with evaluating the measurement model, or outer model, by examining the relationship between indicators and latent variables (Hair et al., 2019). Outer model analysis consists of two tests, namely the validity test and the reliability test. We use the validity test to ascertain the validity of the questionnaire. We use construct validity (convergent validity) and discriminant validity, which are statistical methods of processing results with PLS. Convergent validity is a method of testing validity by looking at the magnitude of the path coefficient value between the latent variable and its indicator. Convergent validity is evaluated in two stages. If the loading factor value is ≥ 0.5 , then it is declared sufficient, while if the loading factor value is ≥ 0.7 , then it is declared high classification (Ghozali & Latan, 2015). The AVE value that meets the criteria is ≥ 0.5 (Indahyanti, 2013).

Table 2 Validity Test

	Loading Factor	AVE	Validity
<i>Time Management</i>		0,849	Valid
X1.1	0,919		Valid
X1.2	0,924		Valid
<i>Motivasi</i>		0,552	Valid
X2.2	0,675		Valid
X2.3	0,816		Valid
X2.4	0,827		Valid
X2.5	0,865		Valid
X2.6	0,516		Valid
X2.7	0,765		Valid

	<i>Loading Factor</i>	AVE	Validity
X2.8	0,804		Valid
X2.9	0,642		Valid
X2.10	0,575		Valid
X2.11	0,759		Valid
X2.12	0,817		Valid
X2.13	0,845		Valid
X2.14	0,678		Valid
X2.15	0,718		Valid
<i>Training</i>		0,784	Valid
X3.1	0,930		Valid
X3.2	0,896		Valid
X3.3	0,841		Valid
X3.4	0,968		Valid
X3.5	0,906		Valid
X3.6	0,944		Valid
X3.8	0,503		Valid
X3.9	0,963		Valid
X3.10	0,923		Valid
<i>Job Satisfaction</i>		0,571	Valid
Z.1	0,602		Valid
Z.2	0,706		Valid
Z.3	0,879		Valid
Z.4	0,875		Valid
Z.5	0,762		Valid
Z.6	0,613		Valid
Z.7	0,804		Valid
<i>Performance</i>		0,700	Valid
Y.1	0,830		Valid
Y.2	0,948		Valid
Y.3	0,880		Valid
Y.4	0,878		Valid
Y.5	0,726		Valid
Y.6	0,841		Valid
Y.7	0,776		Valid
Y.8	0,669		Valid
Y.9	0,884		Valid
Y.10	0,898		Valid

Source: Processed research data (2024)

Meanwhile, the HTMT (heterotrait-monotrait ratio) demonstrates discriminant validity. If HTMT is <0.85 or <0.90, there is no problem with discriminant validity. This study asserted the validity of all variables due to an HTMT of less than 0.90.

Table 3 HTMT Test

	Job Satisfaction (Z)	Performance (Y)	Motivation (X2)	Time Management (X1)	Training (X3)
Job Satisfaction (Z)					
Performance (Y)	0.894				
Motivation (X2)	0.614	0.874			
Time Management (X1)	0.625	0.641	0.869		
Training (X3)	0.515	0.650	0.783	0.849	

Source: Processed research data (2024)

In the context of reliability, if the Cronbach's alpha and composite reliability values are > 0.7, then it is declared reliable (Hair et al., 2019). This study declared all variables reliable because all Cronbach's alpha and composite reliability values were >0.7.

Table 4 Reliability Test

	Cronbach's Alpha	Composite Reliability	Reliability
Job Satisfaction (Z)	0.872	0.901	Reliable
Performance (Y)	0.951	0.959	Reliable
Motivation (X2)	0.938	0.944	Reliable
Time Management (X1)	0.823	0.919	Reliable
Training (X3)	0.962	0.970	Reliable

Source: Processed research data (2024)

The next step in the PLS-SEM analysis involves evaluating the structural model, also known as the inner model, by assessing the relationship between the latent variables in the research model. The inner model assesses R-square, VIF, IPMA, f-square, and Q-square.

Coefficient determination (R-square) value is in the range of 0 to 1 ($0 \leq R^2 \leq 1$). The value is getting better if the R-square is close to the value 1 (Ghozali & Latan, 2015). The R-Square value is used to measure how much the dependent variable can be explained and influenced by the independent variable.

Table 5 R-Square

Indicator	R Square
Job Satisfaction (Z)	0.348
Performance (Y)	0.658

Source: Processed research data (2024)

According to the research findings, the R-square for the job satisfaction variable is 0.348. The application of time management, motivation, and training has a 34.8% effect on job satisfaction, indicating that other variables not included in this study, such as organizational citizenship behavior and self-efficacy, influence the remaining 65.8% (Dwi Yasa, 2022). The R-square for the specialist doctor's performance variable is 0.658. The application of time management, motivation, and training has a significant impact on the performance of specialists, accounting for 65.8%. However, other variables not included in this study, such as worker satisfaction, development, and high performance, account for 34.2% (Hadaitana & Iqbal, 2023), (Conteh & Yuan, 2022).

Multicollinearity means that there is a strong relationship between two or more independent variables in a model. If the VIF value is >5 , it indicates that there is already a multicollinearity issue. VIF values of 3-5 indicate possible collinearity issues. In the meantime, a VIF value of less than 3 indicates no multicollinearity issues (Hair et al., 2019).

Table 6 R-Square

Variable	Performance (Y)
Time Management (X1)	1.082
Motivation (X2)	1.525
Training (X3)	1.287
Job Satisfaction (Z)	1.533

Source: Processed research data (2024)

According to table 4.6, the time management variable has a VIF value of 1.082 ($VIF < 3$), indicating that it does not have a multicollinearity issue. The motivation variable has a VIF value of 1.525 ($VIF < 3$), so it is stated that it does not have multicollinearity issues. The training variable has a VIF value of 1.287 ($VIF < 3$), so it is stated that it does not have multicollinearity issues. The job satisfaction variable has a VIF value of 1.533 ($VIF < 3$), so it is stated that it does not have a multicollinearity issue.

IPMA (Importance-Performance Map Analysis) is a complementary method that displays a graph with performance on the vertical axis and importance on the horizontal axis. This indicates

that the further to the right, the greater the construct's performance and importance (Ringle & Sarstedt, 2016).

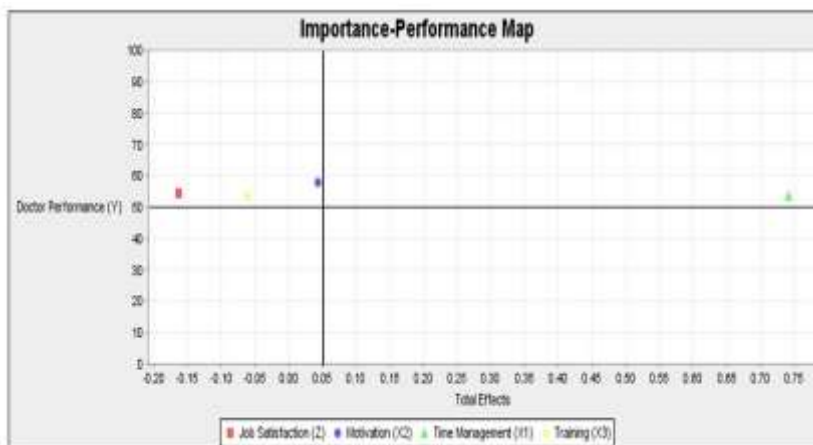


Figure 2 IPMA Analysis
 Source: Processed research data (2024)

Figure 4.3 displays the results of the IPMA output for the research model's target construct, training, with time management variables located in the upper right quadrant. This quadrant shows an important area that is already performing well. Respondents consider the time management variable to be the most important, and the specialist doctors at XYZ Hospital have performed well in this regard. Therefore, it can be suggested for hospital managers to always pay attention and maintain the quality of service provided by every specialist who works at the hospital. The motivation variable is located in the lower right quadrant of Figure 1.3 above; if it is in this quadrant, it indicates that respondents consider it important, but its performance is below average. Therefore, hospital management should prioritize this motivation variable, as doctors consider it important, despite its inadequate performance. The role of specialist motivation at work is crucial because motivation can improve the performance of doctors.

In the effect size (f-square) analysis, if the value is <0.02, it is said that it does not have an effect size large enough to have a meaningful effect. The f-square value of 0.02 to <0.150 is stated to have a small effect size; the f-square value of 0.150 to <0.350 is stated to have a medium effect size; and the f-square value ≥ 0.350 is stated to have a large effect size (Hair et al., 2019).

Table 7 F-Square

<i>Paths</i>	<i>f-Square</i>	Interpretation
Time Management (X1) → Performance	1.754	Large
Motivasi (X2) → Performance	0.032	Small
Training (X3) → Performance	0.006	Does not have sufficient effect size
<i>Job Satisfaction (Z) → Performance</i>	0.054	Small

Source: Processed research data (2024)

The study found that the time management variable has an f-square value of 1,754, which means it provides a large effect size. While the motivation variable, job satisfaction, has a value between 0.032 and 0.054, indicating a small effect size, training has a value of 0.006, indicating insufficient impact on the performance of specialists. The next stage is hypothesis testing via bootstrapping. The path coefficient reveals the degree of influence between two variables.

Table 8 *F-Square*

	Path Coefficient	Sample Mean (M)	Standard Deviation (STDEV)	Hyphotesis
Time management affects Job Satisfaction	0.017	0.002	0.212	H1: Hypothesis supported
Motivation affects Job Satisfaction	0.454	0.509	0.170	H2: Hypothesis not supported
Training affects Job Satisfaction	0.232	0.206	0.170	H3: Hypothesis not supported
Time Management affects the Performance of Specialists	0.806	0.812	0.100	H4: Hypothesis not supported
Motivation affects the performance of specialist doctors	0.130	0.116	0.160	H5: Hypothesis not supported
Training affects the performance of specialist doctors	-0.052	-0.055	0.103	H6: Hypothesis not supported
Job Satisfaction affects the Performance of Specialist Doctors	-0.168	-0.155	0.157	H7: Hypothesis not supported
Time Management affects the Performance of Specialist Doctors with Job Satisfaction as an intervening variable	-0.003	-0.003	0.043	H8: Hypothesis supported
Motivation affects the Performance of Specialist Doctors with Job Satisfaction as an intervening variable	-0.076	-0.074	0.084	H9: Hypothesis not supported
Training affects the Performance of Specialist Doctors with Job Satisfaction as an intervening variable	-0.039	-0.037	0.055	H10: Hypothesis supported

Source: Processed research data (2024)

The inner model of bootstrapping results, which describes the structural relationship between variables in this research model, is displayed below. In the model, there is one dependent variable, three independent variables, and one intervening variable. The path coefficient in this study reveals the effect of hypothesis testing, as the research focused on the current population at XYZ Hospital Palembang City.

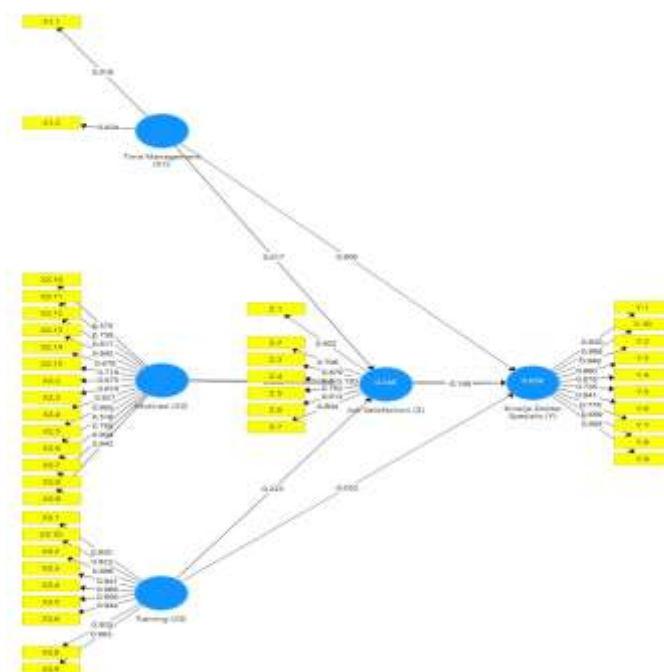


Figure 1.3 Outer Model

Source: Processed research data (2024)

Time management has a positive and significant effect on job satisfaction. Doctors with strong time management skills can enhance their productivity, effectiveness, and efficiency, leading to optimal work performance. This is in accordance with the opinion of Hadaitana & Iqbal (2023) which states that time management is how to make time under control so as to ensure the creation of effectiveness, efficiency, and productivity at work. Managing time will have a positive impact on daily life, such as at work that requires high concentration, increasing effective and efficient productivity (Forsyth, 2019). This is not in line with previous research, which found that Isni et al., (2022), found that division of working time has no effect on job satisfaction. Work satisfaction arises from the ability to effectively manage time, despite the demands that force doctors in hospitals to extend their working hours, even when they are administratively complete.

Motivation has a positive and insignificant effect on job satisfaction. Doctors with low motivation will reduce job satisfaction. With high work motivation, there will be a sense of responsibility and passion for work that creates a desire to work and give their best for their work. The lack of evidence supports the significance of work motivation in doctor job satisfaction, implying that doctors rely on other factors to fulfill their responsibilities. Without high work motivation and a positive work environment, doctors will not experience good job satisfaction. Proper application of work motivation will also lead to good job satisfaction for doctors. This research is not in line with Istighfar (2023) and Riyanto et al. (2021) This contradicts the established theory, which posits that a high level of personal motivation significantly influences an employee's job satisfaction and its impact on their achievements.

Training has a positive and insignificant effect on job satisfaction; therefore, it can be concluded that training does not affect the job satisfaction of specialists at XYZ hospital. It can also be interpreted that if job training increases, it does not necessarily increase the job satisfaction of specialists in XYZ hospitals. This study is consistent with that of Mayasari Ginting et al., (2023) who found that training has no effect on job satisfaction. According to Sumardjo et al., (2021) online Grab motorcycle taxi drivers' training has no effect on their job satisfaction Ratag (2016) research reveals that job satisfaction remains unaffected by training.

Time management has a positive and insignificant effect on specialists' performance. The more a doctor is able and careful to manage his time in his tasks and work, the more likely he is to improve his performance as a doctor at XYZ Palembang Hospital. Conversely, the doctors' high ability to manage their time has implications for increasing their performance at XYZ Palembang Hospital. This is not in line with research Mamahit (2019), it was found that the importance of time management with the performance of lecturers at the Faculty of Engineering, Universitas Negeri Manado. Research from, Yener et al., (2021), Dwi Yasa (2022) and (Awan et al., 2020) said that Time Management affects employee performance.

Motivation has a positive and insignificant effect on the performance of specialists; therefore, it can be concluded that motivation does not affect the performance of specialists in XYZ hospitals. The low motivation of specialist doctors will have implications for their low performance as doctors at XYZ Hospital in Palembang City. Therefore, it is crucial for the hospital's management to make efforts to enhance the quality and qualifications of self-evaluation through training, particularly in relation to the motivation of practicing doctors. In line with Hidayat (2021) said motivation has no effect on employee performance of PT Surya Yoda Indonesia. motivation has no effect on the performance of employees of PT Surya Yoda Indonesia. This means that motivation cannot improve employee performance. Research by Pragiwani et al. (2020) found that motivation has no significant effect on employee performance.

Training has a negative and insignificant effect on the performance of specialists; thus, it can be concluded that there is no significant influence between training variables on the performance of specialists at XYZ Hospital in Palembang City. It can be explained that training has not been a variable that affects the performance of specialists. Fundamentally, specialist doctors require a unique set of skills that align with their job descriptions, such as competence, which is deemed more significant than training. This result is in accordance with research Wicaksono (2019), it clarifies that training does not significantly impact employee performance, as it solely aims to enhance work performance. This research is also in line with Atawirudi et al., (2020), the study suggests that training does not have a significant impact on enhancing employee performance. However, this does not mean that training is not important in an organization. In the context of training, it makes more sense to have an indirect influence, as the knowledge and skills acquired in a short period of time naturally require adaptation and time to implement in the workplace.

Job satisfaction has a negative and insignificant effect on the performance of specialists; thus, it can be concluded that there is no significant influence between job satisfaction variables on the performance of specialists at XYZ Hospital in Palembang City. Doctors who are dissatisfied with their work, the payment received, and the opportunities provided to develop their abilities will perform poorly. The more appropriate the work position and the work given, the better and more timely payment of salaries and performance allowances received, and the wider the opportunities provided to develop themselves, the better the performance of doctors will be. The above results are in line with the results of previous research conducted by Nabawi (2019), which concluded that there was no effect of job satisfaction on employee performance. Research by Adiyasa & Windayanti (2019) proving the relationship between job satisfaction and performance.

Job satisfaction has a negative effect and can mediate the effect of time management on specialists' performance. In this study, there is an indirect influence between time management and the performance shown by specialists related to job satisfaction. If doctors can manage their time well, it will positively impact both the organization and patients, thereby influencing their performance and job satisfaction. If doctors can manage time well, it can have a good impact on the organization and patients, such as having priorities at work, reducing delays and errors at work, and having good concentration at work so that it can increase one's productivity. (Forsyth, 2019). This result in line with Dwi Yasa (2022), it was found that time management affects employee performance mediated by job satisfaction.

Job satisfaction has a negative effect and is unable to mediate the effect of motivation on specialists' performance. In this study, there is no indirect effect between motivation and performance as shown by specialists related to job satisfaction. If doctors are motivated to work, it will have an impact on job satisfaction which can improve the performance of specialists. Job satisfaction reflects how doctors feel about their work. This will be seen in the doctor's positive attitude towards work and everything faced in his work environment. If job satisfaction is low, the hospital must respond to the needs of doctors. This result in line with Rivaldo & Ratnasari (2020) said that the value of the indirect effect is smaller than the value of the direct effect, meaning that indirect motivation through job satisfaction does not have a significant effect on employee performance.

Job satisfaction has a negative effect and can mediate the effect of training on specialists' performance. In this study, specialists show an indirect effect between training and performance related to job satisfaction. The hospital needs to enhance the doctor's job satisfaction, as a high level of job satisfaction indicates unfulfilled agency desires, such as delayed salary receipt. This aligns with Widodo (2018) perspective that training consists of a series of individual activities designed to systematically enhance skills and knowledge, enabling employees to perform professionally in their respective fields. Training is a learning process that enables employees to carry out current work according to standards. Research by Nmadu et al., (2021), Yimam (2022) dan (Hadaitana & Iqbal, 2023) which found that training affects doctor performance and job satisfaction, aligns with this study.

CONCLUSION

The influence of three independent variables, namely time management, motivation, and training, on the performance variable of specialist doctors, with job satisfaction acting as an intervening variable. We have conducted data analysis using PLS-SEM to address the raised research questions. Time management has a positive and significant effect on job satisfaction. Motivation has a positive and insignificant effect on job satisfaction. Variable training has a positive and insignificant effect on job satisfaction. Time management has a positive and insignificant effect on specialists' performance. The motivation variable has a positive and insignificant effect on the performance of specialists. Variable training has a negative and insignificant effect on the performance of specialists. Job satisfaction variables have a negative and insignificant impact on specialists' performance. Job satisfaction has a negative impact and is able to mediate the effect of time management on the performance of specialists at XYZ hospitals in Palembang City. Job satisfaction has a negative effect and is unable to mediate the effect of motivation on the performance of specialists at XYZ hospitals in Palembang City. Job satisfaction has a negative effect and can mediate the impact of training on the performance of specialists at XYZ hospitals in Palembang City.

This study has several limitations. First, there is a limited number of samples. This study has a sample size of 36 specialists which is in accordance with the minimum quantitative research sample limit of 30 samples. This causes a lot of insignificant data. It is hoped that further research can use a larger sample and can meet the minimum limit of the number of samples equivalent to a Confidence Interval of 95, so that the results of the analysis can have a higher level of confidence. The second limitation is that data collection was done through an online questionnaire, where there is a time lag between filling out the questionnaire and the doctor's working hours. This may cause recall bias. It is expected that in future studies, data collection can be carried out on the same day as respondents in the hospital, thus reducing the possibility of recall bias. The third limitation is that the study was only conducted on a population of specialist doctors at xyz hospital Palembang City. It is expected that further research can be conducted on the population of doctors in all hospitals in Palembang city. The fourth limitation is that this study only examined three

independent variables. It is hoped that further research can examine other independent variables that according to theory can positively affect the performance of specialists.

From the research results, it is suggested that the hospital conduct time management training for doctors, especially specialist doctors, with time management, the organization will not lose its time for useless activities, but the organization will be able to run its time regularly and productively. In addition, hospital management needs to improve the training provided with facilities that make doctors more satisfied.

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