



Competence, Job Promotion, and Employee Engagement as Predictors of Employee Performance: The Mediating Role of Work Motivation in a Hospital Setting

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Abstract

This study aims to examine the role of motivation as a mediator in the influence of competence, job promotion, and employee engagement on employee performance at one of hospitals in Depok. The population of this study was 717 employees of one of Hospitals in Depok. The research method used was the associative descriptive quantitative method. The sampling technique in this study was probability sampling with a simple random sampling. The number of samples in this study was 102 respondents. The data analysis technique used PLS (Partial Least Squares). The results of the study showed that competence did not affect employee performance through the role of motivation as a mediating variable. However, competence affected employee performance. Additionally, employee engagement affected employee performance. Lastly, the employee performance was affected by motivation.

INTRODUCTION

The performance of healthcare personnel plays an important part in healthcare organizations since it brings tremendous implications to organizational and service productivity, as well as patient safety. Alkhurayji et al. (2026) point out that healthcare services are enhanced by continuous employee development, organizational policies and supportive workplace environments. Additionally, World Health Organisation/WHO (2025) stated that the essential factors of endeavours to enhance healthcare access and quality are workforce development, health workforce governance, deployment, and competencies. The competencies of the employee are pivotal at the hospital setting since healthcare employees should possess knowledge, professional capabilities, and skills to show their responsibility. As it is highlighted by Imanipour

et al., (2022) that competency- based enhancement can improve healthcare providers. It is aligned with the studies conducted by Maimunah et al., (2024) and Wijaya et al., 2024) which indicate that the employees who have adequate competencies might be equipped to address the organisational objectives.

However, competence is not the only factor that can ensure superior performance, but also other factors might contribute to employee performance in hospital setting. In the practice of healthcare organisation should also be responsible for providing opportunities and career development to their employees. In addition, career development and promotion opportunities bring positive effects to employee performance and positive work outcomes (Garini et al., (2021); Wau & Purwanto, (2021). Therefore, promotion and career advancement indicate the value of employees' capabilities and contributions. Besides competence, human resource management considers that employee engagement is essential factor to demonstrate the employees' dedication and absorption in their work which indicate higher levels of contextual performance. Empirical study conducted by Corbeanu and Iliescu (2023), highlighted a positive effect between job performance and work engagement. Similarly, Neuber et al. (2022) stated that work engagement affects the task performance. Yet, it negatively affects the absenteeism.

Despite the essence of promotion opportunities, competence and engagement effects on employee performance. Employees' work motivation is assumed to affect the employee performance since it determines work intensity, direction and persistence. Wang et al. (2024) found that work motivation is predicted to affect employee job performance. Furthermore, Pramudita et al., (2025) showed the evidence that work motivation affects the employee performance in hospital setting in Indonesia. Additionally, Maimunah et al., (2024) stated that work motivation can be a mediating variable in the relationship between competence and employee performance. This indicates that work motivation function does not only work as performance's direct antecedent, but also as explanatory mechanism that relates human resources factors to employee outcomes. Those relationships might not be consistent and varied in across organisational settings. They could also produce different relation patterns among those variables. Therefore, this inconsistency encouraged to investigate the role of work motivation as a mediating variable in affecting employee performance with determinant factors such as competence, employee engagement and job promotion particularly in the context of one of private hospitals in Depok, Indonesia.

However, in the context of this hospital, it showed the employee performance data indicates fluctuations during 2023. The hospital's Key Indicator (KPI) also decreased from 4,048.95 in the first semester to 4,035.79 in the second semester of 2023. In addition, employee lateness fluctuated throughout the year, indicating that employee performance remains an issue that requires managerial attention. Therefore, the management of this hospital has implemented structured training programs for medical and non-medical employees according to their respective qualifications, indicating the importance placed on employee's abilities while increasing responsibility, authority, and income. Nevertheless, the hospital's promotion system has not yet been fully supported by a structured program, particularly in relation to talent mapping.

In addition to competence and job promotion, employee engagement is an important factor in employee performance. Employee with high engagement tend to demonstrate greater concern for their work and organization, stronger involvement in organizational activities, and greater loyalty. Motivation may further influence how these factors translate into employee performance because it represents an internal drive that encourages individuals to perform activities toward particular goals. At this Hospital, the management provide some programs to strengthen

employee engagement and motivation include coaching and counseling, employee recognition programs, and work-culture activities.

Previous studies have produced inconsistent findings regarding the relationships among the variables examined in this study. Several studies have found that competence has a positive and significant effect on employee performance, whereas other studies have found no significant effect. Similar inconsistencies have been reported for job promotion, employee engagement, and motivation. Furthermore, previous research has shown differing findings regarding the role of motivation in the relationship between competence and employee performance. These inconsistencies indicate a research gap concerning the role of motivation in strengthening or moderating the effects of competence, job promotion, and employee engagement on employee performance. Therefore, the integration of employees' capabilities, employee engagement, and work motivation within a single empirical model, it is expected that this study will bring a comprehensive understanding of the factors influencing employee performance in the health sector. The findings are also expected to provide practical contributions for hospital management in designing employees' promotion, engagement, competency development and the practice of motivation to enhance employee performance sustainably.

HYPOTHESES DEVELOPMENT

The development of hypotheses in this study is based on the relationship between competence, job promotion, employee engagement, motivation, and employee performance. Employee performance is an important aspect in achieving organizational goals because employees' ability to complete their tasks contributes directly to organizational performance. Competence reflects the knowledge, skills, and attitudes required to perform a job effectively, while employee engagement reflects employees' positive involvement, energy, dedication, and focus toward their work. Job promotion represents an organizational opportunity for employees to obtain higher positions accompanied by greater responsibilities, authority, and benefits. Meanwhile, motivation represents an internal driving force that encourages employees to work toward particular goals. These factors are considered relevant in explaining differences in employee performance. The theoretical discussion in the study defines competence as an employee's ability to perform tasks effectively based on knowledge, skills, and appropriate work attitudes, while employee engagement is characterized by vigor, dedication, and absorption in work.

Previous empirical studies have shown inconsistent findings regarding the relationship between competence and employee performance. Akhirati et al. (2023) and Airyq et al. (2023) found that competence has a positive and significant effect on employee performance. However, Pratiwi and Widiartanto (2017) reported that competence did not have a positive effect on employee performance. These inconsistent findings indicate that the relationship between competence and performance may depend on other factors within the work environment. The present study therefore considers motivation as a moderating variable that may influence the strength of the relationship between competence and employee performance.

Job promotion is also considered an important factor associated with employee performance. Promotion provides employees with opportunities to move to higher positions accompanied by greater responsibility, authority, and income. A transparent and continuous promotion system may encourage employees to work more actively and improve their performance. Empirically, Arifuddin and Ilahi (2023) found that job promotion has a positive and significant effect on employee performance. In contrast, Hidayah et al. (2020) found that job promotion did not have a positive effect on employee performance. The different findings suggest

the possibility that the effect of job promotion on performance may vary according to employees' motivational conditions. Therefore, motivation is proposed as a moderating variable in the relationship between job promotion and employee performance.

Employee engagement is another factor that may contribute to employee performance. Employees with high engagement tend to demonstrate energy, dedication, enthusiasm, and full concentration in carrying out their work. Such positive involvement may encourage employees to contribute beyond their basic responsibilities and support organizational objectives. The study by the et al. (2023) found that employee engagement has a positive and significant effect on employee performance, whereas Rahmadalena et al. (2020) found that employee engagement did not have a positive effect on performance. These contrasting findings provide an empirical basis for examining whether motivation strengthens the relationship between employee engagement and employee performance.

Motivation is further considered an important factor in explaining employee performance. Motivation is defined as an internal driving force that encourages individuals to perform particular activities in order to achieve specific goals. Employees with stronger motivation are expected to demonstrate greater effort in completing their responsibilities and achieving organizational objectives. Antika et al. (2021) found that motivation has a positive and significant effect on employee performance, while Anisah et al. (2019) reported that motivation did not have a significant effect on employee performance. These inconsistent findings strengthen the need to examine motivation not only as a direct predictor of performance but also as a factor that may alter the relationships between other predictors and performance.

Building upon these theoretical and empirical considerations, this study proposes that competence, job promotion, and employee engagement influence employee performance, while motivation may moderate the relationships between these independent variables and employee performance. The conceptual framework therefore examines both the direct effects of competence, employee engagement, and motivation on employee performance and the moderating effects of motivation on the relationships between competence, job promotion, employee engagement, and employee performance. This framework is developed in response to the inconsistent findings reported in previous studies and is applied to employees at one of hospitals in Depok.

Based on the theoretical arguments and empirical findings discussed above, the following hypotheses are proposed as follow:

H1: Motivation moderates the effect of competence on employee performance at one Hospital Depok.

H2: Motivation moderates the effect of job promotion on employee performance at one Hospital in Depok.

H3: Motivation moderates the effect of employee engagement on employee performance at one Hospital in Depok.

H4: Competence has a positive and significant effect on employee performance at one Hospital in Depok.

H5: Employee engagement has a positive and significant effect on employee performance at one Hospital in Depok.

H6: Motivation has a positive and significant effect on employee performance at one Hospital in Depok.

METHODS

This study employs a quantitative approach with an associative research design. The associative approach was chosen because it is suitable for analyzing the relationships and influences among the research variables, namely competence, job promotion, employee engagement on employee performance, with motivation as a moderating variable. The quantitative method is considered appropriate because it can empirically test hypotheses using numerical data and allows for the examination of both direct and indirect relationships among variables using multivariate analysis techniques. The study was conducted at one of Hospitals in Depok. The population comprised 717 permanent employees at one of hospitals in Depok, Indonesia. The sample size was determined using the Slovin formula with a 10% margin of error, resulting in a sample size of 102 respondents. Random sampling was employed to ensure that every member of the population had an equal chance of being selected as a respondent. The research data consisted of primary and secondary data. Primary data were collected by distributing questionnaires to respondents, while secondary data were obtained from organizational documents, books, scientific journals, and other literature relevant to the study.

The research instrument consists of a closed-ended questionnaire designed based on the research variable indicators. Each indicator is measured using a five-point Likert scale, ranging from a score of 1 for “strongly disagree” to a score of 5 for “strongly agree.” The competency variable is measured through the dimensions of skills, knowledge, social role, self-image, and attitude. The job promotion variable is measured through the indicators of talent and ability, reputation, intelligence, and performance reports. The employee engagement variable was measured through vigor, dedication, and absorption. The motivation variable was measured through responsibility, work performance, opportunities for advancement, recognition of performance, and challenging work. Meanwhile, the employee performance variable was measured through quality, quantity, timeliness, effectiveness, and independence.

The collected data were analyzed using the Structural Equation Modeling–Partial Least Squares (SEM-PLS) method with the assistance of Smart PLS 4 software. This method was chosen because it can test the relationships among latent variables simultaneously including direct and indirect effects via moderating variables and does not require a normal data distribution, making it suitable for relatively small sample sizes. The analysis was conducted through evaluations of the outer model and the inner model. The outer model evaluation included a convergent validity test by examining outer loadings and Average Variance Extracted (AVE), a discriminant validity test using cross-loadings, and a reliability test using Cronbach’s Alpha and Composite Reliability. The inner model evaluation was conducted by testing the coefficient of determination (R^2), path coefficients to examine direct effects, and indirect effects to test indirect influences through moderating variables. The significance of the relationships was tested using the bootstrapping procedure. Additionally, model fit was assessed through Goodness of Fit (GoF) by calculating communality and R^2 values.

RESULT AND DISCUSSION

Result

An evaluation of the measurement model was conducted to test the validity and reliability of the research instrument. The test results showed that all indicators had outer loadings above 0.70, thus meeting the criteria for convergent validity. The Average Variance Extracted (AVE) values for each construct were above 0.50, meaning that each construct was able to explain more than half of the variance in its indicators. The discriminant validity test using cross-loading showed that each indicator had the highest correlation with the construct it measured compared

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to other constructs, meaning that all variables met the criteria for discriminant validity. Below is a figure of results of the Structural Model of Construct Variables (see figure 1).

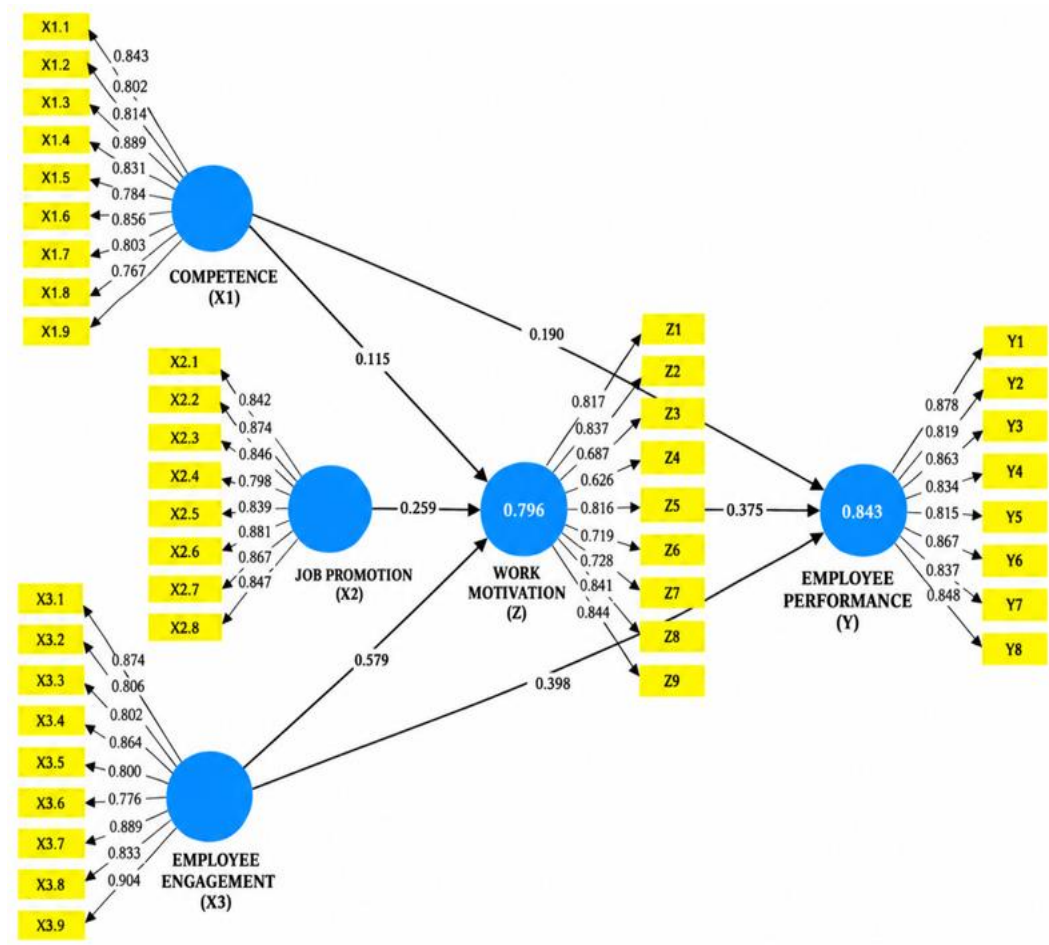


Figure 1. Results of the Structural Model of Construct Variables

Construct reliability was also confirmed by Cronbach's Alpha and Composite Reliability values above 0.70. Thus, all research variables were deemed reliable. The coefficient of determination (R^2) values indicate that the variables of competence, promotion, employee engagement, and motivation explain employee performance to a moderate to strong extent. Hypothesis testing revealed that competence has a positive effect on employee performance, employee engagement has a positive effect on employee performance, and motivation has a positive effect on employee performance. However, the test results also showed that motivation does not moderate the effects of competence or promotion on performance, while motivation was found to moderate the effect of employee engagement on employee performance.

Discussion

The findings of this study confirm that competencies are a key factor that directly enhances employee performance. The higher an employee's skills, knowledge, and work attitude, the better the quality, quantity, and timeliness of their work. Employee engagement has also been shown to play a significant role in improving performance. Employees who have an emotional attachment to and commitment toward their work demonstrate higher dedication, strong work ethic, and full concentration on completing tasks, which has a positive impact on performance outcomes. Below is the table of Results of the path Coefficients Test (see Table 1)

Table 1. Results of the Path Coefficients Test (Direct Effect)

Variable	<i>T Statistics</i>	<i>P Values</i>	Remarks
Competence (X1) -> Employee Performance (Y)	1.968	0.049	Significant
Employee Engagement (X3) -> Employee Performance (Y)	2.727	0.006	Significant
Work Motivation (Z) -> Employee Performance (Y)	3.422	0.001	Significant

Source: data processed by the author (2024)

Based on the table above, it can be seen that motivation has been shown to have a direct effect on performance, indicating that internal drivers such as a sense of responsibility, recognition of achievements, and opportunities for advancement can boost productivity. However, motivation does not function as a moderating variable in the relationship between competence and job promotion and performance. This suggests that competence and job promotion already have a strong enough influence on performance without needing to be reinforced by motivation. Conversely, motivation plays a crucial role in strengthening the effect of employee engagement on performance. This means that employees' commitment to their work will have a greater impact on improving performance when supported by high levels of motivation.

In practical terms, the findings of this study imply that the management of the Hospital needs to focus on improving competencies through ongoing training, strengthening employee engagement programs by creating a supportive work environment, and establishing an effective motivation system through recognition, incentives, and career development opportunities. Thus, a combination of competencies, employee engagement, and motivation will be the key strategy for sustainably improving employee performance.

CONCLUSIONS, RECOMMENDATIONS, AND LIMITATIONS

Conclusions

Based on the results of the analysis, this study concludes that competence does not influence employee performance through the moderating role of motivation, as the significance level obtained was greater than 0.05 and the t-value was less than 1.96, indicating neither a positive nor a significant effect. A similar finding was observed regarding job promotions, which do not influence employee performance through the moderating role of motivation. Conversely, employee engagement was found to influence employee performance through the moderating role of motivation, with a significance level below 0.05 and a t-value above 1.96; thus, the results indicate a positive and significant effect.

In addition, this study found that competence has a direct effect on employee performance, with test results showing significance below 0.05 and a t-value above 1.96. Employee engagement was also found to have a positive effect on employee performance, as was motivation, which had a direct, positive, and significant effect on performance. Thus, this study confirms that competence, employee engagement, and motivation are important factors that can improve employee performance, while the role of motivation as a moderating variable was only found to strengthen the relationship between employee engagement and employee performance.

Limitations

After drawing conclusions, the author identifies several limitations in this study. This study examined only three independent variables competence, employee engagement, and promotion

as well as one moderating variable, motivation. However, there are other factors beyond these variables that could potentially influence employee performance, such as job satisfaction, organizational culture, or leadership style, which were not accounted for in this research model. Furthermore, the data collection method relied solely on questionnaires; thus, the conclusions drawn are based exclusively on respondents' answers without the support of more in-depth information obtained through interviews or direct observation. These limitations provide a direction for further research to provide a more comprehensive understanding of the factors influencing employee performance.

Recommendations

Based on the results of this study, the researchers offer several recommendations that are expected to be beneficial both for the company and for future research. Regarding the variable of employee engagement, the Hospital in Depok has demonstrated positive results, which should be maintained and further strengthened to ensure sustainable improvements in employee performance. For future research, it is recommended that researchers include other variables that may influence employee performance such as job satisfaction, organizational culture, or leadership style to ensure a more comprehensive scope of study. Additionally, increasing the sample size is advised so that the research findings have a broader scope and can be generalized to various organizational contexts.

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