

# The Effect of Management, Motivation, and Discipline Implementation on Employee Job Satisfaction: A Survey at The Indonesian Public Health Center

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## ARTICLE INFO

### Article history :

Received : 5 September 2025

Revised : 20 September 2025

Accepted : 30 September 2025

### Keywords

Job Satisfaction

Motivation

Discipline

Public Health Center

Multiple Linear Regression



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Majalah Ilmiah Bijak

## ABSTRACT

Health services provided by community health center employees can run optimally if they are supported by good management, employee work motivation, job satisfaction, and high discipline so that they can improve employee performance. This type of research is quantitative and has a descriptive analysis approach. The sample was 48 Community Health Center employees obtained using a total sampling technique. Data was collected by questionnaire and then analyzed by multiple linear regression using SPSS 25.0 software. The research results showed that the implementation of BLUD (The Regional Public Service Agency) service management, work motivation, work discipline and job satisfaction were in the high category. The results of statistical tests obtained the BLUD management service variable with a coefficient of 0.368 and ap value of 0.000, motivation with a coefficient of 0.395 and ap value of 0.001, and work discipline with a coefficient of 0.007 and ap value of 0.007, so it can be concluded that these three variables have an influence on job satisfaction. The BLUD management variables, motivation and discipline together influence employee job satisfaction at the Sukahening Tasikmalaya Community Health Center with ap value of 0.000.

## 1. INTRODUCTION

Indonesia Health services are everything in the approach to health service efforts for the community that is based on the needs and rights of individuals, families and communities.. Health services are a very important factor in creating good, quality public health, financial justice and management that refers to good governance (Sebayang, 2020). Efforts to improve the quality of health services in First Level Health Facilities (FKTP), the Ministry of Health targets each sub-district to have at least 1 (one) accredited community health center in 2019 in accordance with the 2015-2019 RPJMN target. According to the 2020 Indonesian health profile, it is stated that the number of Community Health Centers in Indonesia until the end of 2019 was 10,134 units, with details of the number of inpatient Community Health Centers 6,086 units and the number of non-inpatient Community Health Centers 4,048 units. The number of Community Health Centers increased in 2020, namely 10,205 units (Research and Development, Ministry of Health of the Republic of Indonesia, 2020). Meanwhile, the number of Community Health Centers in Tasikmalaya Regency is 40, with details of 8 DTP Community Health Centers and 32 non-DTP Community Health Centers, of which 25 are BLUD Community Health Centers and 6 are non-BLUD Community Health Centers. (Tasikmalaya Regency Health Office, 2020).

The Regional Public Service Agency (BLUD) Health Center is a system implemented by the Health Center to provide services to the community. It offers flexibility in its financial management patterns, an exception to the general regional financial management system. Various indicators of Health Center management in providing health services include planning, organizing, mobilizing, and monitoring. Implementing good management can increase employee job satisfaction and automatically improve service quality. (Azwar, 2020).

Good service can be achieved if all organizational components and employees can perform their jobs effectively. This is also inseparable from the existence of job satisfaction. This means that job satisfaction is a factor that encourages employees to work harder and also serves as motivation. Job satisfaction is often equated with a person's attitude toward work. This attitude is defined as the level of

positive or negative feelings a person has toward a particular object, such as a place, object, or other person.(Suwatno & Priansa, 2021).

Employees desperately need work motivation to perform their jobs, creating enthusiasm and passion for their work. Every employee has a different motivation for their work; some seek recognition from their company and others seek a sense of personal satisfaction. Motivation is also crucial for improving employee performance. Motivation can drive someone to carry out an activity to achieve the best possible results.(Hasibuan, 2020).

Work discipline is the starting point for all success in achieving an organization's goals. The implementation of work discipline in an organization aims to ensure that all employees in the company are willing to voluntarily comply with and obey all applicable regulations without coercion. Good work discipline can be seen from the high awareness of employees in complying with and following all applicable regulations and procedures, a strong sense of responsibility for their respective tasks, and increased efficiency and performance of employees.(Nawawi et al., 2021).

Research conducted bySekartini (2016)stated that job satisfaction can be influenced by the management of Community Health Center services. Work discipline has a positive but insignificant effect on job satisfaction, meaning that increasing work discipline in each area cannot increase employee job satisfaction. Work motivation has a positive and significant effect on employee job satisfaction at the Sukahening Community Health Center. Then, in the study(Wulandari & Sholihin, 2019)found that motivation, discipline, and the work environment simultaneously had a significant effect on employee job satisfaction. Motivation partially had a significant effect on employee job satisfaction, while discipline and the work environment did not.

Sukahening Community Health Center (Puskesmas) is one of the Community Health Centers (Puskesmas) in Tasikmalaya Regency and has been a Public Service Agency (BLUD) since 2019. It has received Intermediate accreditation, which is one of the indicators used to assess service quality at the Puskesmas. Another quality indicator is the Sukahening Community Health Center's UPTD Patient Visit Data, which has experienced a significant increase over the past three years. This can be seen from 10,849 visits in 2020, 14,513 visits in 2021, and 19,899 visits in 2022.

One of the performance indicators of the Community Health Center is the coverage of Performance-Based Capitation (KBK), where the implementation of this KBK has not been optimal, this can be caused by limited human resources and facilities and infrastructure so that it has an impact on services at the Community Health Center. The assessment of the achievement of KBK at the Sukahening Community Health Center for the number of contacts (AK) reached 720 people, this is lower than the set target of 1920 people, while the number of referrals was 67 people, the data can be said to have reached the target because it is not more than 2%. Furthermore, for the prolanis indicator, both diabetes mellitus and hypertension sufferers have not been able to reach the target. There are 7 people with diabetes under control, even though the target should be 39 people, as well as hypertension sufferers, the number of sufferers under control is 1 person, far lower than the set target of 470 people. Even though the Prolanis Ratio Indicator who regularly visit the Sukahening Community Health Center has not reached the specified target of >50% every month of the number of existing prolanis participants.

Furthermore, there are issues related to the consistency of staff in data entry. This is due to their heavy workload, and the fact that they often also double as midwives or nurses, which has led to a decline in public and individual health services. Community health centers are striving to improve compliance with health visit indicators to achieve targets through promotive and preventive efforts. Sick visits require significantly more resources than wellness visits.

Regarding the management of Community Health Centers (Puskesmas) with the BLUD system, it is considered insufficient to carry out its functions properly. The heads of the Puskesmas, led by nurses, tend to be more oriented towards curative health services. The Puskesmas information system is not yet capable of supporting the strategic planning process of the Puskesmas, for example in terms of the number and educational background of human resources, public health programs that need to be developed according to needs, while the promotive and preventive functions of the Puskesmas are neglected. The ability of Puskesmas leaders to advocate across sectors at the sub-district and district

levels is also still very lacking, so that health-oriented development is still passively responded to by sectors outside the health sector because of the assumption that health-oriented development issues are solely the responsibility of the health sector.

Based on the description above, the role of employees in facing organizational challenges and achieving organizational goals can be realized optimally if employees have the motivation to achieve, have high job satisfaction and are able to work with discipline. Therefore, the author is interested in conducting research on "The Effect of Implementation of Regional Public Service Agency Health Center Management, Motivation, and Discipline on Employee Job Satisfaction (Survey at Sukahening Tasikmalaya Health Center)".

## **Theoretical Basis**

### **A. Implementation of BLUD Health Center Management**

Based on the Regulation of the Minister of Home Affairs of the Republic of Indonesia Number 79 of 2018, the Regional Public Service Agency (BLUD) is a system implemented by the technical implementation unit of a regional agency or agency to provide services to the public with flexibility in financial management methods as an exception to the provisions of regional management in general. Flexibility is the freedom in financial management patterns through healthy business practices to improve services to the public without seeking profit in order to advance the general welfare and the intellectual life of the nation.(Rahmiyati, 2023).

Service management is an approach and practice for planning, organizing, coordinating, and controlling various aspects related to the provision of services to customers or stakeholders. Service management is applied in various sectors, including businesses, government organizations, healthcare, education, tourism, and other industries that provide services to the public or clients.(Robbins, 2022).

Here are some important points regarding health service management according toAzwar (2020).

1. Health System Planning
2. Resource Management
3. Quality of Health Services
4. Patient Safety
5. Health Information Management
6. Financial management
7. Personnel Management
8. Health Policy and Regulation
9. Changes in Health Services

### **B. Work motivation**

Leaders in an organization or company play a powerful role in building and fostering motivation among employees. Motivational encouragement varies from person to person, and can be tailored to the circumstances and conditions in which they find themselves.(Fahmi, 2021). According to George and Jones, employee work motivation indicators are as follows:Suwatno & Priansa (2021).

1. Direction of Behavior  
Direction of behavior refers to the behavior an employee chooses at work from a wide range of possible behaviors, whether appropriate or inappropriate. Every employee is expected to work on time, follow applicable regulations, and cooperate with fellow coworkers.
2. Level of Effort  
Level of effort can be defined as how hard an employee works to achieve their chosen behavior. In their work, employees must not simply choose behaviors that are functional for achieving company goals; they must also be motivated to work hard to carry out their chosen behaviors.
3. Level of Persistence  
This refers to employee motivation when faced with a problem, obstacle or hindrance in work, how hard an employee continues to try to carry out the chosen behavior.

### C. Work Discipline

Work discipline is a tool used by managers to communicate with employees so that they are willing to change their behavior and as an effort to increase a person's awareness and willingness to comply with all company regulations and applicable social norms (Jackson, 2014). Good discipline reflects a person's strong sense of responsibility for the tasks assigned to them.(Armstrong, 2019).According toMangkunegara (2019) There are five indicators of employee work discipline, including:

1. Time Rule Discipline  
This showscompliance with working hours, where employee attendance and compliance with working hours.
2. Discipline towards Company Regulations  
Written and unwritten rules and regulations are made so that a company's goals can be achieved properly.
3. Discipline towards the Rules of Conduct at Work  
Demonstrated by ways of carrying out work according to position, duties and responsibilities as well as ways of relating to other work units.
4. Discipline in carrying out assigned tasks  
Able to complete work on time and not delay the work assigned every day.
5. Discipline and Responsibility  
Demonstrated by ways of carrying out work according to position, duties and responsibilities as well as ways of relating to other work units.

### D. Job satisfaction

Job satisfaction is an individual matter because each individual has a different level of satisfaction according to the values that apply to each individual.(Shobirin, 2019)A person who is satisfied with their work will have high motivation, commitment to the organization and work participation so that they will continue to improve their performance.(Sedermayanti, 2022). The indicators that determine job satisfaction are as follows(Robbins, 2022).

1. Mentally Challenging Job  
Employees tend to prefer jobs that give them opportunities to use their skills and abilities and offer a variety of tasks, freedom, and feedback. Work that is too challenging will lead to boredom, while work that is too challenging will lead to frustration and feelings of failure. Under conditions of moderate challenge, most employees will experience enjoyment and satisfaction.
2. Decent Salary  
Employees want pay systems and promotion policies that they perceive as fair and aligned with their expectations. Promotions provide opportunities for personal growth, increased responsibility, and enhanced social status. Therefore, individuals who perceive that promotion decisions are made fairly are more likely to experience job satisfaction.
3. Personality and Job Compatibility  
Holland's "personality-job fit" theory concludes that a high match between an employee's personality and their occupation will result in a more satisfied individual. People with a personality type that matches their job are more likely to succeed in their jobs, and therefore, they will also experience high levels of job satisfaction.

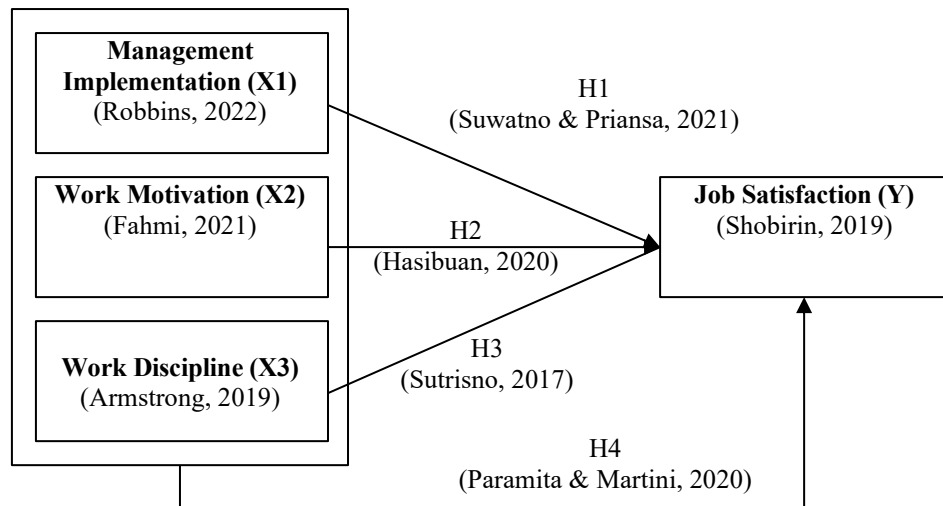
**Table 1.** indicates some previous research regarding this research

No.	Title	Research result	Similarities & Differences
1.	The Influence of Motivation, Discipline, and Work Environment on Employee Job	Motivation, discipline and work environment simultaneously have a significant influence on employee job satisfaction.	<b>Equality</b> Independent variables: motivation, work discipline

	Satisfaction at PT. Bank Sulut Airmadidi Branch (Wulandari & Sholihin, 2019)	Motivation partially has a significant effect on employee job satisfaction, while discipline and work environment do not have a significant effect.	<ul style="list-style-type: none"> <li>Dependent variable: job satisfaction</li> <li><b>Difference</b></li> <li>Independent variables: work environment, service management</li> </ul>
2.	The Relationship Between the Implementation of Community Health Center Management and the Work Commitment of Officers with the Quality of Medical Services at the General Polyclinic of the Bangkalan Regency Community Health Center (Shobirin, 2019)	The implementation of community health center management is significantly related to the quality of medical services at General Polyclinics in community health centers throughout Bangkalan Regency. Work commitment is significantly related to the quality of medical services at General Polyclinics in Community Health Centers throughout Bangkalan Regency. There is a significant relationship between the implementation of community health center management and work commitment with the quality of medical services in general polyclinics in community health centers throughout Bangkalan Regency.	<ul style="list-style-type: none"> <li><b>Equality</b></li> <li>Independent variables: health center management</li> <li><b>Difference</b></li> <li>Independent variables: Work commitment</li> <li>Dependent variable: Quality of service</li> </ul>
3.	Important indicators in motivation, employee performance, work discipline, service quality and job satisfaction (Paramita & Martini, 2020)	<p>Motivation has a positive influence on the quality of health services.</p> <p>Motivation has a negative, but not significant, effect on job satisfaction.</p> <p>Work discipline has a positive but not significant effect on the quality of health services.</p>	<ul style="list-style-type: none"> <li><b>Equality</b></li> <li>Independent variables: Motivation, work discipline</li> <li>Dependent variable: Job satisfaction</li> <li><b>Difference</b></li> <li>Independent variables: Performance, quality of service</li> </ul>
4.	The Influence of Motivation, Work Discipline, Job Satisfaction and Leadership on the Performance of Employees at the Sidenreng Rappan Regency Education Office (Daga et al., 2021)	<p>Motivation, work discipline, and job satisfaction do not have a significant effect on employee performance.</p> <p>Leadership has a significant positive influence on employee performance.</p> <p>Motivation, work discipline, job satisfaction and leadership simultaneously influence employee performance.</p>	<ul style="list-style-type: none"> <li><b>Equality</b></li> <li>Independent variables: Motivation, work discipline</li> <li><b>Difference</b></li> <li>Independent variables: Job satisfaction, service management</li> <li>Dependent variable: Performance</li> </ul>
5.	The Influence of Motivation, Work Environment, and Career Management on Employee Job Satisfaction (Fausta & Ekawati, 2023)	Motivation has a positive, but not significant, effect on employee job satisfaction. Work environment and career management have a positive and significant influence on employee job satisfaction.	<ul style="list-style-type: none"> <li><b>Equality</b></li> <li>Independent variables: Work motivation</li> <li>Dependent variable: Job satisfaction</li> <li><b>Difference</b></li> <li>Independent variables: Work environment, career management</li> </ul>

### Framework of thinking

The framework of this research is presented in the following figure.



**Fig. 1** Framework

From this framework, the research hypothesis are as follows.

1. There is an influence of BLUD service management on job satisfaction.
2. There is an influence of motivation on job satisfaction.
3. There is an influence of discipline on job satisfaction.
4. There is a simultaneous influence of service management, motivation, and discipline on job satisfaction simultaneously.

## 2. THE PROPOSED METHOD

The object of this research is the Sukahening Community Health Center in Tasikmalaya Regency. This research is a descriptive analysis study. The descriptive analysis approach examines the relationship between two or more variables that can be seen at a significant level. If there is a relationship, the strength of the relationship is determined (Sujarweni, 2015)..

This study uses quantitative data. Quantitative research is a research method based on the philosophy of positivism, used to examine a specific population or sample and test predetermined hypotheses (Sugiyono, 2018). Data were obtained by distributing questionnaires to employees of the Sukahening Community Health Center in Tasikmalaya Regency. The population in this study was 47 employees at the Sukahening Community Health Center, consisting of medical and non-medical personnel. The sampling technique in this study used saturated sampling or total sampling, meaning that 48 officers working at the Sukahening Community Health Center were used as samples. After the data was collected, the data was analyzed using descriptive analysis and multiple linear regression.

## 3. RESULTS AND DISCUSSION

### Validity and Reliability Test

Validity testing is used to measure the validity of a questionnaire. The results of the validity test can be seen in the following Table 2.

**Table 1** Validity Test

No	BLUD Management	Work motivation	Work Discipline	Job satisfaction	Note
1.	0.654	0.492	0.752	0.538	Valid
2.	0.688	0.739	0.511	0.531	Valid
3.	0.512	0.476	0.841	0.522	Valid
4.	0.698	0.642	0.503	0.518	Valid
5.	0.680	0.565	0.724	0.599	Valid
6.	0.501	0.621	0.674	0.742	Valid
7.	0.535	0.551	0.574	0.587	Valid

8.	0.592	0.586	0.647	Valid
9.	0.757	0.616	0.601	Valid
10.	0.540		0.666	Valid

The results of data processing for all variables yielded a calculated  $r$  value  $> r$  table (0.444). Therefore, it can be identified that all statements and questions are valid and suitable for use in research. Next, a reliability test was conducted as a tool to measure a questionnaire that is an indicator of the variables. The following are the results of the reliability test in this study.

**Table 2** Reliability Test

Variables	Cronbach Alpha	Information
BLUD Management	0.815	Reliable
Work motivation	0.763	Reliable
Work discipline	0.847	Reliable
Job satisfaction	0.664	Reliable

The results of the reliability test indicate that a statement can be said to be reliable if the Cronbach's alpha value is  $> 0.6$ . Based on the results of the reliability test data processing, all variables are declared reliable because the results show that Cronbach's alpha is  $> 0.6$ .

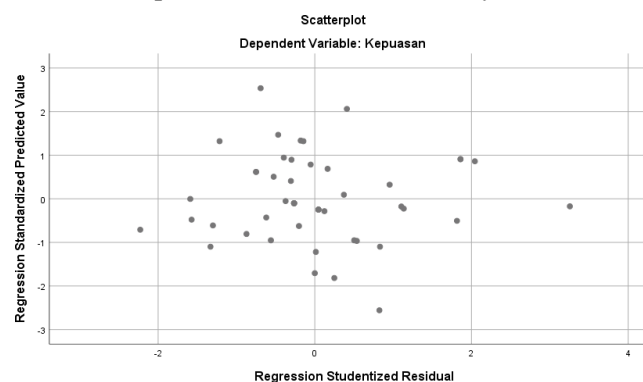
### Classical Assumption Test

Classical assumption tests consist of normality, multicollinearity, heteroscedasticity, and autocorrelation tests. The normality test is used to determine whether data follows a normal distribution. In this study, the Kolmogorov-Smirnov test was used to test for normality. The multicollinearity test was used to determine whether there is a correlation between independent variables. To test for multicollinearity, the VIF value was used. The heteroscedasticity test was used to test whether the error variance is constant. To perform this test, a scatter plot was used. The autocorrelation test was conducted to test whether there is a correlation between error variables. The Durbin-Watson test was used to perform this test.

**Table 3** Classical Assumption Test

Assumptions	Test Statistics	Decision	Conclusion
Normality	$p = 0,200 > 0,05$	H0 is accepted	Normally distributed residuals
Multicollinearity	$VIF < 10$	H0 is accepted	There is no multicollinearity
Autocorrelation	$du < d = 2,346 < 4 - du$	H0 is accepted	No autocorrelation occurs

The scatter plot to test heteroscedasticity is as follows.



**Fig. 2** Scatter Plot Heteroscedasticity Test

The Figure 2 shows that the points on the scatterplot are spread out, thus concluding that there is no heteroscedasticity in the data. Based on Table 4 and Figure 2, it can be concluded that all classical assumptions have been met, allowing for multiple linear regression.

## Multiple Linear Regression

Multiple linear regression analysis is used to determine the direction of the relationship between the independent and dependent variables, whether each independent variable is positively or negatively related. The following Table 5 are the results of the data analysis using multiple linear regression.

**Table 4** Multiple Linear Regression

Unstandardized Coefficients			Standardized Coefficients	t	Sig.
Model	B	Std. Error	Beta		
1 (Constant)	12,023	2,855		4,211	.000
BLUD Management	.368	.097	.401	3,804	.000
Motivation	.395	.109	.362	3,616	.001
Discipline	.296	.105	.250	2,827	.007

From this table, the following regression equation is obtained.

$$Y = 12,023 + 0,368X_1 + 0,395X_2 + 0,296X_3$$

The following is the interpretation of the regression equation.

- A positive constant value of 12.023 indicates that if BLUD management, motivation and work discipline are considered zero (0) or non-existent, then the job satisfaction score is 12.023.
- Coefficient of factor X1 (BLUD management)  
In the Unstandardized Coefficients column, the BLUD management variable row obtained a positive coefficient value of 0.368. This value can be interpreted as meaning that if the BLUD management value increases by 1 point, while other variables remain constant, the job satisfaction value will increase by 0.368 points.
- Coefficient of factor X2 (work motivation)  
In the Unstandardized Coefficients column, the work motivation variable row obtained a positive coefficient value of 0.395. This value means that if the work motivation value increases by 1 point, while other variables remain constant, the job satisfaction value will increase by 0.395 points.
- X3 factor coefficient (work discipline)  
In the Unstandardized Coefficients column, the work discipline variable row obtained a positive coefficient value of 0.296. This value can be interpreted as if the work discipline value increases by 1 point, while other variables remain constant, then the value of job satisfaction will increase by 0.296 points.

## Correlation and Determination Coefficient Test

The correlation coefficient test was used to measure the level of closeness or strength of the correlation between the two BLUD management variables, work motivation and work discipline, and job satisfaction. The results of the correlation coefficient test are presented in the following Table 6.

**Table 5** Correlation and Determination Coefficient Test

Model	R	R Square	Adjusted Square	R	Standard Error of the Estimate	Durbin-Watson
1	.908a	.825	.813	.964	2,346	

The table shows that the BLUD management, motivation, and work discipline variables (independent variables) influence job satisfaction. The correlation coefficient analysis yielded an R value, representing the correlation coefficient. The correlation value was 0.908. This value can be interpreted as indicating a very strong relationship between the two research variables.

Table 6 also shows the coefficient of determination (R<sup>2</sup>) measures the extent to which BLUD management, motivation, and work discipline influence employee job satisfaction. Table 6 shows that the coefficient of determination (R<sup>2</sup>) is 0.825. This means that BLUD management, motivation, and work discipline variables influence 82.5% of employee job satisfaction at the community health center, while the remaining 17.5% is influenced by other factors not examined in this study.

### Hypothesis Testing

The simultaneous test is used to determine the effect of independent variables simultaneously on the dependent variable. The results of the simultaneous test (F test) prove hypothesis 4.

**Table 6** Simultaneous Test

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	193,030	3	64,343	69,243	.000b
	Residual	40,887	44	.929		
	Total	233,917	47			

The Table 7 shows that there is a simultaneous influence between the implementation of BLUD management, work motivation, and work discipline on job satisfaction with a calculated f of 69.243 and a p value of 0.000 (<0.05). It can be concluded that H4 is accepted. *Partial tests are used to determine the influence of each independent variable on the dependent variable. The following Table 8 are the results of the partial test (t-test) to prove hypotheses 1, 2, and 3.*

**Table 7** Partial Test

Hypothesis	t Count	Significance	Conclusion
BLUD Management→Job Satisfaction (H1)	3,804	0,000	H1 accepted
Motivation→Job Satisfaction (H2)	3,616	0.001	H2 accepted
Work Discipline→Job Satisfaction (H3)	2,827	0.007	H3 is accepted

## Discussion

### A. The Influence of BLUD Management on Job Satisfaction

The results of the study indicate that BLUD management has a significant influence on the job satisfaction of employees at the Sukahening Community Health Center in Tasikmalaya Regency. The implementation of BLUD services as a form of service to the community in the form of providing health services without prioritizing seeking benefits.profit, and in carrying out health service activities based on the principles of efficiency and productivity. Health center management in providing health services includes planning, organizing, mobilizing, and supervising. Good service can be achieved if all organizational devices/employees can carry out their work well. This is also inseparable from the factor of job satisfaction. This means that job satisfaction is a factor that encourages employees to work harder and also serves as motivation in their work. Job satisfaction is often equated with a person's attitude toward work. This attitude is defined as the level of positive or negative feelings a person feels toward a particular object such as a place, object, or other person.(Suwatno & Priansa, 2016).

BLUD service management at Community Health Centers focuses on the quality of patient care, thus providing satisfaction to Community Health Center employees and increasing employee morale are essential to improving health services and patient satisfaction. In line with the opinion(Suwatno & Priansa, 2021) Employees who feel satisfied with their work will be motivated to carry out activities, so that work can be completed quickly and better. Implementing BLUD service management certainly requires support from management, as it is necessary to provide positive encouragement, both morally and materially, so that employees feel satisfied, safe, and comfortable in their work.

## **B. The Influence of Work Motivation on Job Satisfaction**

The results of the study indicate that work motivation has a significant influence on the job satisfaction of employees at the Sukahening Community Health Center in Tasikmalaya Regency. Work motivation plays a crucial role in achieving employee job satisfaction, with the level of work motivation determining the level of job satisfaction. Work motivation makes employees more focused on achieving their goals, and once those goals are achieved, employees feel happy and satisfied with their efforts. This statement aligns with the research findings. Mustafa (2021) In his research, he observed a reciprocal relationship between work motivation and job satisfaction. Motivation, role perception, and the ability to produce performance are then rewarded. Rewards that are deemed fair then determine the level of job satisfaction. Furthermore, other research indicates a group of job aspects/characteristics related to job satisfaction, known as motivational factors. (Wulandari & Sholihin, 2019)

Work motivation creates job satisfaction, such as certain job characteristics (the amount of responsibility received) can create high work motivation and then produce high job satisfaction. Research by (Sekartini, 2016) also stated that work motivation has a positive and significant effect on employee job satisfaction, this means that the more employees feel motivated in their work, the more their job satisfaction will increase.

Based on the above description, it can be concluded that work motivation influences job satisfaction, so the work motivation variable can be used to predict job satisfaction. Motivation to fulfill needs is a crucial factor in achieving job satisfaction. Each worker has different needs and interests in fulfilling these needs. These needs play a crucial role in achieving job satisfaction, often referred to as motivation. This means that work motivation plays a crucial role in achieving job satisfaction.

## **C. The Influence of Work Discipline on Job Satisfaction**

The results of the study indicate that work discipline has a significant effect on job satisfaction of employees at the Sukahening Community Health Center in Tasikmalaya Regency. This finding is supported by research conducted by (Paramita & Martini, 2020) Discipline influences job satisfaction. This is also in line with previous research conducted Saryadi et al. (2022) found that there was a relationship between officer discipline and service quality. Then, in the study Mustafa (2021) said that there is a significant influence of motivation on performance.

## **D. The Influence of BLUD Management, Motivation, and Work Discipline on Job Satisfaction**

The results of the study indicate that BLUD management, motivation, and work discipline have a significant and simultaneous effect on the job satisfaction of employees at the Sukahening Community Health Center in Tasikmalaya Regency. The correlation coefficient of the three variables is 0.908, which is considered strong. The coefficient of determination of the influence of the three variables is 82.5% and the remaining 17.5% is influenced by other factors. If management improves, work motivation and work discipline will increase so that by implementing BLUD management, employees will have high work motivation because BLUD is oriented towards patient satisfaction, this condition results in employees having high work discipline, following the rules set by the Community Health Center which in turn can affect the breadth of employee work.

The above results are in line with the opinion (Rahmiyati, 2023) He stated that management through leadership is a process of influence carried out by an individual in managing group members to achieve organizational goals. Leadership is a form of strategy or theory of leadership that is certainly carried out by someone commonly referred to as a leader who has the authority to manage the organization to achieve its goals.

Through proper planning, organization aligned with competencies, implementation of tasks appropriate to their respective fields, and evaluation of health services at the Community Health Center, employees can be motivated to work, which directly improves work discipline and contributes to job satisfaction. This is because employees are well-motivated by management to provide the best for the community.

#### 4. CONCLUSION

This research concludes that BLUD service management, work motivation, and discipline each have a significant influence on employee job satisfaction at the Sukahening Tasikmalaya Community Health Center, and collectively these variables also contribute to improving overall job satisfaction. Accordingly, effective and well-planned BLUD service management—through proper planning, competency-based organization, consistent implementation, and strict control—is essential to enhance employee satisfaction. In addition, increasing work motivation by encouraging employee attendance, collaboration, task completion, and focus at work can further improve job satisfaction. Discipline also plays a crucial role; therefore, adherence to attendance schedules, punctuality, compliance with health center regulations, and obedience to instructions should be strengthened. Overall, collaboration between management and employees is necessary, as improved service management can simultaneously enhance discipline and motivation, ultimately leading to higher employee job satisfaction..

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