

# THE ROLE OF WORK MOTIVATION AS A MEDIATING VARIABLE IN THE INFLUENCE OF WORK ORIENTATION AND COMPENSATION ON EMPLOYEE PERFORMANCE IN THE ERA OF DIGITALIZATION AND THE USE OF AI TECHNOLOGY AT MATA RAMATA HOSPITAL

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## Abstract

The development of the era of digitalization and the use of artificial intelligence (AI) technology requires organizations, including hospitals, to have adaptive and high-performance human resources. Employee performance is influenced by various factors, including job orientation, compensation, and work motivation. This study aims to analyze the influence of work orientation and compensation on employee performance with work motivation as a mediating variable at Ramata Eye Hospital in the era of digitalization and the use of AI technology. This study uses a quantitative approach with a survey method. The population in this study is all employees of Mata Eye Hospital, with a sample of 136 respondents determined using saturated sampling techniques. Data collection was carried out through a questionnaire measured using the Likert scale. Data analysis was carried out using the Structural Equation Modeling (SEM) method based on Partial Least Square (PLS). The results of the study show that work orientation and compensation have a positive and significant effect on employee performance. In addition, job orientation and compensation also have a positive and significant effect on work motivation. Work motivation has been shown to have a positive and significant effect on employee performance and acts as a partial mediating variable in the relationship between work orientation and compensation for employee performance. These findings show that improving employee performance depends not only on compensation and job orientation, but also on strengthening work motivation, especially in the face of the demands of technological adaptation and the digitalization of healthcare services. This research is expected to make a theoretical contribution to the development of human resource management as well as a practical contribution to the management of Ramata Eye Hospital in formulating strategies to improve employee performance in a sustainable manner.

**Keywords:** *job orientation, compensation, work motivation, employee performance, digitalization, AI.*

## INTRODUCTION

In the context of modern organizations, work orientation and compensation are inseparable from the development of digital work systems that are increasingly influencing employee work patterns. Digitalization is driving changes in the way employees interact, perform tasks, and communicate internally. Therefore, understanding work orientation and compensation needs to be seen not only from a conventional perspective, but also from how employees respond to technology-based changes. Work orientation refers to the attitudes and values that individuals bring in responding to their work. A good job orientation can encourage employees to be more dedicated, proactive, and responsible in carrying out their duties. Work orientation is not only formed from internal factors of individuals, but is also influenced by organizational culture, leadership style, and the work system applied. Employees with a positive work orientation tend to have a long-term view of the career and contribute optimally to the organization. In line with Sedarmayanti in (Ratnasari & Septiani, 2020) is a process that involves the meantime in the introduction of new employees to their organization and work units. Onboarding involves providing new hires with the information they need to perform their job duties satisfactorily. Meanwhile, according to Hakim et al., (2022) Job orientation involves providing information to employees about organizational goals, history, philosophy, procedures, and arrangements. This should include relevant benefits and human resources policies, such as working hours, payroll procedures, overtime demands, and other benefits, compensation is a phenomenon that arises in the work dynamics at Mata Mata Hospital, which becomes very decisive to the extent to which an employee feels valued by

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the organization. Compensation includes not only basic salary, but also benefits, bonuses, overtime incentives, and other perks. Fair and competitive compensation is believed to be able to increase job satisfaction and employee loyalty. However, the imbalance between the workload and the rewards received can lead to dissatisfaction, even lowering the employee's morale. According to Dessler (2020), compensation is any form of payment or reward that is given to employees and arises from their work. Compensation includes financial and service rewards as well as benefits received by employees as part of the employment relationship. Compensation is what employees receive in exchange for employee contributions to the organization while according to Hasibuan (2020), compensation is all income in the form of money, direct or indirect goods that employees receive in exchange for services that will be provided to the company.

**Table 1. Compensation of Employees of Mata Ramata Hospital**

Department/Work Unit	Basic Salary (Rp)	THR	Overtime / Hours	BPJS Kesehatan & BPJS Employment
General Practitioner	5.000.000	Yes (1x salary according to the religion adhered to)	IDR 20,000	Yes (After 6 months contract)
Specialist Doctor	7.000.000 - 10.000.000			
Management	3.000.000 - 3.500.000			
Nurse	3.000.000 - 3.500.000			
Non-Medical Staff (CS, FO, etc.)	3.000.000 - 3.500.000			

The compensation provided by Ramata Eye Hospital includes several main components, namely basic salary, Overtime/Hour, THR (Hari Raya Allowance), as well as BPJS Kesehatan and BPJS Employment. Base salaries for employees vary depending on their job title, with GPs and specialists receiving higher salaries compared to other employees. For management, the basic salary is in the range that is in accordance with the applicable standards in the region. This hospital also provides Overtime/Hours for employees who work beyond operating hours, with an amount in accordance with the applicable overtime policy. In addition, employees also receive THR every year as a form of appreciation during religious holiday celebrations. Mata Ramata Hospital also provides BPJS Kesehatan and BPJS Employment facilities for employees who have worked for more than 6 months, to provide social protection and welfare to employees. Although there is no fixed allowance such as meal or transportation allowance, this compensation aims to provide fair rewards and maintain the enthusiasm and motivation of employees in providing the best service to patients.

The work environment at this hospital is also quite challenging. Employees have to work fast, meticulous, and are often under pressure because they have to serve patients with various conditions. In situations like this, work motivation is an important key so that employees stay motivated and can show their best performance. Ramata Eye Hospital is a suitable place to take a deeper look at the relationship between the variables studied, because all aspects ranging from work orientation, compensation system, to work motivation can be observed in real life in the daily lives of its employees. In addition, the large and diverse number of employees in this hospital makes it ideal as a data collection location. The hospital also provides good permits and support for the research process, so that the implementation can run smoothly. Based on these reasons, the selection of Ramata Eye Hospital as the location of the research is considered appropriate and can help provide a clear picture of the influence of job orientation and compensation on employee performance through work motivation at Mata Ramata Hospital.

Ramata Eye Hospital is not only guided by the Employment Law in making decisions because all hospitals are mandatory and must be guided by SNARS (National Hospital Accreditation Standards). Hospital accreditation is a recognition given by an independent institution, if in Indonesia the institution is called KARS (Hospital Accreditation Commission). Where every year all hospitals in Indonesia are required to carry out accreditation because this aims to improve the quality of hospital services, ensure patient safety, encourage hospitals to make continuous improvements, provide legal protection and public trust, and become one of the operational and credibility requirements for hospitals at the National/International level. Every year or every new policy from the WHO (World Health Organization), will affect the points or standards imposed by KARS. If a hospital has been declared to have passed accreditation, everything is not immediately completed because in accreditation there are

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levels, starting from the first graduation, passing the elementary level, passing the intermediate level, passing the main level, and finally passing the plenary level. For now, Ramata Eye Hospital has successfully completed accreditation and is declared to have passed the plenary level, it indicates that the employees owned by this hospital are very competent in their fields and all examination equipment owned are also in accordance with the standards set by KARS so that Ramata Eye Hospital is able to provide maximum service to the Balinese people. Based on this background, this study aims to analyze the effect of "The Role of Work Motivation as a Mediating Variable in the Influence of Work Orientation and Compensation on Employee Performance" at Mata Mata Hospital. The results of this study provide a theoretical contribution to the development of human resource management science as well as a practical contribution to the management of Ramata Eye Hospital in developing a strategy to improve sustainable employee performance through strengthening work orientation, improving the compensation system, and maintaining employee work motivation

## RESEARCH METHODS

The research approach used is quantitative with a survey method that aims to collect numerical data from Ramata Eye Hospital employees systematically and objectively. Data was collected through a structured questionnaire designed to measure variables of employee job orientation, compensation, work motivation, and performance. Using statistical analysis techniques, the researcher seeks to empirically test how work motivation plays a mediator in the influence of work orientation and compensation on performance. In this study, the population used was all employees of Ramati Eye Hospital, which amounted to 136 people. This number is all employees without exception, so the data taken represent real conditions in the hospital environment, in order to analyze the influence of work orientation and compensation on employee performance with work motivation as a mediating variable. In this study, the sampling technique used is saturated samples, which are sampling techniques in which the entire population is used as a research sample. Thus, all 136 employees at Ramata Eye Hospital became a sample in this study. The data collection method in this study was carried out through questionnaire dissemination techniques.

## RESULTS AND DISCUSSION

### The Influence of Work Orientation on Employee Performance at Ramata Eye Hospital in the Era of Digitalization and the Utilization of AI Technology

The results of data analysis show that work orientation has a positive and significant influence on employee performance. The results of the analysis mean that the more work orientation increases, the more employee performance will increase. These findings indicate that job orientation is not only the initial process in introducing employees to the organization, but is also an ongoing factor influencing daily work behavior, including discipline, service quality, and work effectiveness. In a specialized hospital environment such as Mata Mata Hospital, work orientation has strategic meaning because the healthcare sector requires a high level of accuracy, speed, and empathy. Employees with a good work orientation tend to understand standard operating procedures (SOPs) thoroughly, prioritize patient safety, and are able to work together in a multidisciplinary team. This is very important because every mistake or omission can have a direct impact on the quality of health services provided. Therefore, a strong job orientation helps to create a work culture that is professional, safe, and compliant with hospital accreditation standards (KARS).

In the era of digitalization, including the use of AI technology in the health sector, job orientation also includes employees' readiness to adapt to changes in technology-based work systems. Employees who have a high work orientation will see technology as a tool to improve service quality and efficiency, not as an obstacle. For example, the use of electronic medical record systems, automated patient scheduling applications, and AI devices for health data analysis can be optimized by employees who have a clear understanding of the organization's goals and their role in them. A good job orientation helps them learn the new system faster and implement it appropriately. Overall, job orientation serves as the foundation that ensures employee performance runs according to the expected standards. A deep understanding of the organization's duties, responsibilities, and goals makes employees able to provide consistent and quality work results. In the context of Mata Mata Eye Hospital, a maintained work orientation will have an impact on the smooth operation of the hospital and the quality of eye health services which are the main focus of the institution. This is in line with research conducted by Wulandari & Adi (2023) and Ningsih & Putra (2024) confirming that positive work orientation in the hospital sector has a direct impact on improving the performance of medical and paramedical staff.

### **The Effect of Compensation on Employee Performance at Ramata Eye Hospital in the Era of Digitalization and the Utilization of AI Technology**

The results of the analysis showed that compensation had a positive and significant effect on employee performance at Mata Mata Hospital. This means that the better the compensation system provided, the higher the performance that employees can achieve. Compensation here includes basic salary, allowances, overtime payments, and facilities such as BPJS Kesehatan and BPJS Ketenagakerjaan. This form of award provides an encouragement for employees to carry out their duties according to standards and contribute maximally to the achievement of hospital goals. Fair compensation that is commensurate with the workload helps to create a sense of satisfaction and appreciation in employees. When employees feel that the rewards they receive are commensurate with the effort and responsibility undertaken, they will be more focused, thorough, and committed to completing tasks. In the context of hospitals, this can be seen in improving the quality of service, the speed of patient handling, and compliance with applicable SOPs. At Mata Mata Hospital, compensation is one of the important factors that affect the stability of the workforce. Competitive salaries help retain experienced medical and non-medical personnel, so that hospital performance is maintained. Overtime pay also gives appreciation to employees who work outside of operating hours, ensuring that services to patients are not disrupted despite an increase in the number of visits.

In the era of digitalization and the use of AI technology, compensation is not only related to financial rewards, but can also include the support of work facilities that utilize technology. For example, application-based work systems or modern medical equipment that make employees' jobs easier. The provision of these facilities is indirectly part of non-financial compensation that helps employees work more efficiently and improve the quality of performance. Overall, well-managed compensation will create a reciprocal relationship between employees and the organization. At Mata Mata Eye Hospital, proper compensation encourages employees to provide the best results, maintain service quality, and support the achievement of hospital quality standards. Thus, improving the quality and feasibility of compensation is a strategic step to maintain optimal employee performance in the midst of increasingly complex work demands in the digitalization era. This is in line with research conducted by Hartanto & Lestari (2021) and Mayela & Umar (2024) showing that fair compensation and in accordance with the workload significantly improves the performance of hospital staff.

### **The Effect of Employee Work Motivation on Employee Performance at Ramata Eye Hospital in the Era of Digitalization and the Utilization of AI Technology**

The results of the data analysis showed that work motivation had a positive and significant influence on employee performance at Rana Eye Hospital. This finding means that the higher the level of motivation an employee has, the better his or her performance in carrying out duties and responsibilities. Work motivation serves as an internal driving force that makes employees willing to exert all their abilities, skills, and time to achieve their work goals. In the context of hospitals, motivated employees will work with great seriousness to provide optimal service to patients, ensure that every medical procedure is carried out to standards, and maintain professionalism in every action. This positive relationship shows that the existence of motivation is not only a complementary factor, but one of the important elements that determines the achievement of employee performance consistently. The work environment of hospitals has different characteristics compared to other sectors, as employee performance directly impacts patient safety and health. Therefore, work motivation plays a role as a foundation that maintains employee commitment in providing appropriate, fast, and accurate service. Highly motivated employees tend to show discipline in attendance, meticulousness in work, and high responsibility in every medical and administrative procedure. They also have an urge to comply with the applicable Standard Operating Procedures (SOPs) without neglecting the aspects of friendliness and empathy to patients. Strong motivation helps employees stay focused even when faced with emergency situations or high workloads, so that service quality can be maintained.

In the era of digitalization and the use of AI technology, the role of work motivation is increasingly important because technological changes demand high adaptability. Ramata Eye Hospital began to utilize electronic medical record systems, modern diagnostic devices, and digital-based operational management applications. Highly motivated employees will be more open to learning new systems, participating in technology training, and leveraging digital innovations to improve work efficiency. Motivation also encourages employees to overcome reluctance or concern about new technologies, so that the digital transition process runs more smoothly. This adaptation indirectly impacts performance improvement, as work can be completed faster, more accurately, and in accordance with the development of modern healthcare standards. High work motivation not only has an impact on the achievement of

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short-term targets, but also on the sustainability of performance in the long term. Motivated employees have a tendency to take the initiative, for example helping colleagues who are struggling, providing suggestions for service improvements, or offering innovative ideas to improve service quality. In the context of hospitals, these initiatives are invaluable as they can increase patient satisfaction and strengthen the positive image of the institution. High motivation also allows employees to maintain consistency in performance even in high-pressure conditions, such as when facing a surge in the number of patients or sudden policy changes. This consistency is one of the important benchmarks in performance appraisal, because it shows stable professionalism in the midst of the dynamics of the work environment.

Overall, the relationship between work motivation and employee performance at Ramata Eye Hospital in the era of digitalization and the use of AI technology shows a close relationship. Motivation is the main driver that encourages employees to work optimally, adapt to technological changes, and provide high-quality service. The higher the motivation, the greater the willingness of employees to meet and even exceed the work standards that have been set. In a hospital environment that prioritizes patient safety and service quality, work motivation is one of the important pillars that ensures optimal employee performance despite the ever-evolving demands and challenges. These findings reinforce that proper management of work motivation will have a direct positive impact on the overall success of the organization. The results of this study are in line with research conducted by Sari & Hidayat (2022) and Gina & Rizki (2024) which shows that medical staff who have a high work orientation tend to be more motivated in achieving quality service standards.

## The Effect of Work Orientation on Employee Work Motivation at Ramata Eye Hospital in the Era of Digitalization and the Utilization of AI Technology

The results of the analysis show that work orientation has a positive and significant influence on employee work motivation at Mata Mata Hospital. These findings indicate that the clearer, more directed, and more effective the work orientation given, the higher the internal motivation of employees to carry out their duties optimally. Job orientation helps employees understand their vision, mission, core values, and applicable work standards, so they feel they have an important role in the organization. This understanding creates a *sense of belonging* and fosters a greater desire to contribute. Thus, job orientation is not only an initial administrative process, but also an important instrument in building sustainable work motivation. A good job orientation provides a thorough understanding of the tasks, responsibilities, and performance expectations that must be met. At Mata Mata Hospital, this orientation includes an introduction to medical procedures, patient service standards, safety protocols, and procedures for using medical equipment. When employees have a clear understanding from the start, they are more likely to adjust to the work rhythm and culture of the organization. The confidence formed from this understanding is one of the main sources of work motivation, because employees feel ready and able to face job challenges. It also reduces anxiety or confusion that can hinder work morale.

In the era of digitalization and the use of AI technology, work orientation has an additional dimension that is increasingly important, namely the provision of adaptation to new technology. Ramata Eye Hospital began to utilize various digital systems such as electronic medical records, app-based patient management systems, and advanced AI-based diagnostic devices. Through the right job orientation, employees are not only introduced to the technology, but also taught how to utilize it to improve service efficiency and accuracy. The understanding that this technology can help with daily work encourages employees to be more eager to learn and innovate, so that work motivation increases. A structured work orientation is able to foster confidence in employees, because they know that they are equipped with adequate information and skills to carry out their work. This confidence contributes directly to work motivation, as employees feel capable of achieving the given targets. At Mata Mata Hospital, the clarity of information related to work procedures, inter-departmental coordination channels, and health service ethics standards makes employees feel more comfortable interacting with both patients and colleagues. This comfort and confidence trigger a stable work ethic, even though they have to work in a dynamic and stressful environment.

Overall, the results of this study confirm that job orientation has an important role in encouraging employee work motivation at Mata Mata Hospital, especially in the midst of major changes due to digitalization and the use of AI technology. A comprehensive onboarding process ensures that employees understand their roles, are able to adapt to new technologies, and feel connected to the organization's goals. This understanding arouses the drive to work better, maintains the quality of service, and contributes to the hospital's positive reputation. Thus, strengthening work orientation that is relevant to technological developments and the demands of the health industry is a strategic step to maintain employee work motivation in a sustainable manner. These results are in line with research conducted by

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Hernita & Ngatno (2019) and Torikha (2023). This is especially relevant because high motivation is important to support fast and quality patient service.

## **The Effect of Compensation on Employee Work Motivation at Ramata Eye Hospital in the Era of Digitalization and the Utilization of AI Technology**

The results of the study show that compensation has a positive and significant influence on employee work motivation at Mata Eye Hospital. This means that the better the compensation system provided by the hospital, the higher the motivation of employees to work with full enthusiasm and dedication. The compensation in question includes basic salary, allowances, bonuses, overtime incentives, and other facilities such as BPJS Kesehatan and BPJS Ketenagakerjaan. Providing decent compensation makes employees feel appreciated for their contributions, which in turn fosters satisfaction and increases work motivation. In the context of healthcare, adequate compensation is also a form of appreciation for the hard work of employees who often face high pressure, long working hours, and great responsibility for patient safety. Compensation not only serves as a financial reward, but also as a symbol of recognition for the performance and dedication of employees. At Mata Mata Hospital, competitive salary and overtime pay that matches the workload signals that management appreciates every effort made by employees. This recognition plays an important role in building satisfaction and pride in the work carried out. When employees feel that their hard work is being fairly rewarded, they will have an internal drive to maintain or even improve the quality of performance. This factor is crucial in the healthcare industry, where the emotional and physical burden of employees is relatively high, so rewards through compensation are one of the effective sources of motivation.

In the era of digitalization and the use of AI technology, compensation can also reflect the organization's support for increasing employee capacity in mastering new technologies. Ramata Eye Hospital began to adopt various digital systems such as electronic medical records, automated queuing systems, and AI-based diagnostic devices. Adaptation to this technology requires training and competency improvement, which, when balanced with the provision of incentives or special benefits, can motivate employees to master these new skills faster. Compensation relevant to the demands of modern work helps employees feel appreciated, while fostering a desire to continue to thrive in an increasingly digitized work environment. Adequate compensation contributes directly to job satisfaction, which in turn encourages motivation to perform at its best. Employees who are satisfied with the salary, benefits, and perks they receive tend to have higher morale, are more loyal to the organization, and are more enthusiastic about serving patients. At Mata Mata Hospital, this satisfaction is strengthened by clear overtime payments, the provision of THR according to the provisions, and complete social security. The combination creates a sense of financial security, which is critical for employees in dealing with work pressures and health risks in a hospital environment. With this sense of security, employees are encouraged to stay focused on the quality of service without being distracted by financial worries.

Overall, these findings confirm that compensation is one of the key factors that affect employee work motivation at Mata Mata Hospital, especially in the midst of increasingly complex technological developments and work systems. Providing compensation that is fair, decent, and relevant to the demands of modern work can foster job satisfaction and encourage sustainable work morale. With the right compensation support, employees are more motivated to develop their abilities, adapt to change, and maintain a dedication to providing high-quality healthcare. Therefore, the management of an effective compensation system is an important part of the human resource management strategy to maintain employee motivation in the era of digitalization and the use of AI technology. These results are in line with research conducted by Muslimin et al. (2024) and Fajar & Indah (2023) confirming that high work motivation encourages improved performance in the health sector.

## **The Effect of Job Orientation on Employee Performance Through Mediation Work Motivation at Ramata Eye Hospital in the Era of Digitalization and the Utilization of AI Technology**

The results of the analysis showed that work motivation plays a role as a *partial mediation* variable in the relationship between work orientation and employee performance at Mata Mata Hospital. This means that a good work orientation still has a direct influence on improving employee performance, but part of this influence is channeled through increased work motivation. These findings indicate that while strong work orientation can drive performance directly, the presence of work motivation remains an important factor that strengthens the relationship. In this context, work motivation serves as a psychological bridge that transforms positive attitudes and values in work orientation into productive and high-quality work behaviors. A clear work orientation, such as an understanding of the organization's vision and mission, a proactive attitude, a sense of responsibility, and adherence to procedures,

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can shape an employee mindset that is geared towards achieving optimal work results. However, in order for this orientation to be truly reflected in daily work behavior, an internal drive in the form of motivation is needed. At Mata Eye Hospital, this motivation can arise from a sense of pride in being part of an institution that has a high reputation in the field of eye health, or from the inner satisfaction of successfully providing the best service to patients. High motivation will make employees more consistent in applying these work orientation values, so that performance can be maintained even in the midst of complex work demands. The era of digitalization and the application of AI technology has brought significant changes in hospital work systems, ranging from electronic medical records, automated queuing systems, to the use of AI-based diagnostic tools. This change demands an adaptive work orientation and is open to learning new technologies. Although employees who have a strong work orientation will tend to be ready to accept change, work motivation is the driving factor that ensures that readiness is realized in concrete actions. With maintained motivation, employees not only follow changes, but also take the initiative to optimize the use of technology to improve service quality, so that the impact on performance is maximized.

The status of work motivation as a mediator partly shows that the management of Ramata Eye Hospital needs to pay attention to these two lines of influence, both directly from work orientation to performance, and indirectly through work motivation. Work orientation can be improved through the provision of organizational values, training, and work culture coaching. Meanwhile, work motivation can be strengthened by providing awards, recognition, and creating a work environment that supports employee well-being. By optimizing these two aspects simultaneously, hospitals can obtain more consistent and sustainable performance improvements, especially in the face of increasingly fierce competition in the healthcare industry. Overall, the results of this study confirm that work orientation has an important role in improving employee performance, but this influence will be stronger if it is accompanied by high work motivation. Work motivation at Ramata Eye Hospital acts as a reinforcer that transforms attitudes and values of work orientation into consistent, effective, and quality work actions. Because of its nature as a partial mediation, good work orientation can still improve performance even if the level of employee motivation is not optimal, but the results will be much higher if work motivation is also at a good level. Therefore, human resource management in this hospital needs to combine a strategy to strengthen work orientation with efforts to maintain and increase work motivation so that employee performance remains excellent in the era of digitalization and the use of AI technology. These results are in line with research conducted by Muslimin et al. (2024) and Fajar & Indah (2023) confirming that high work motivation encourages improved performance in the health sector.

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The results of the analysis showed that work motivation plays a role as a *partial mediation* variable in the relationship between compensation and employee performance at Mata Eye Hospital. This means that good compensation still has a direct influence on improving employee performance, but part of this influence is channeled through increased work motivation. This indicates that while employees can improve their performance in direct response to the compensation received, a higher level of work motivation will reinforce and maximize the impact. In other words, compensation and work motivation work together to drive optimal performance, where compensation becomes an external trigger and work motivation becomes an internal driver. Compensation that includes basic salary, allowances, overtime incentives, THR, and BPJS health and employment facilities provides a sense of security and appreciation for employee contributions. To some extent, decent compensation is able to shape employees' positive perception of their value in the eyes of the organization. This perception encourages employees to maintain quality work, increase rigor, and show dedication to their duties. However, compensation also plays an indirect role through work motivation. When compensation is seen as fair and commensurate with the workload, employees will be more eager to maintain or improve their performance, so the effect becomes stronger than relying solely on compensation directly. The era of digitalization and the use of AI technology at Ramata Eye Hospital has brought significant changes in work processes, ranging from electronic medical recording systems, AI-based diagnostic tools, to more efficient management of patient data. These changes often add to the complexity of the job and demand quick adaptation from employees. In situations like this, adequate compensation is one of the important factors that encourage employees to adapt and accept change. However, the ability to make optimal use of technology is greatly influenced by work motivation. Employees who are motivated because they feel valued through compensation will be more proactive in learning new systems and applying technology to improve service quality, so that their performance is more optimal. The work motivation status as a mediator partly means that the management of Ramata Eye Hospital is not only ensuring competitive compensation, but also needs to manage the

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factors that can maintain employee motivation. Compensation can be an initial driving factor, but without consistent motivation, the resulting performance improvement may not be sustainable. By understanding these mechanisms, management can combine fair compensation strategies with policies that foster motivation, such as non-financial rewarding, employee involvement in decision-making, and the creation of a positive work environment. This will ensure that compensation is not only materially rewarded, but also a source of psychological energy to work better. Overall, this study proves that compensation has a positive effect on employee performance, both directly and indirectly through work motivation. Its nature as a mediation partly shows that performance improvement can be achieved even if work motivation is not at the optimal level, but the results will be maximized when motivation is also high. At Mata Mata Hospital, fair compensation provides employees with a sense of security and reward, while work motivation encourages them to turn that satisfaction into a more quality work action. In the era of digitalization and the use of AI that demands high adaptation, the synergy between compensation and work motivation is key in maintaining and improving performance in a sustainable manner. Research conducted Sugeng & Niswah (2023), Salim & Sabuhari (2022), Cahayu & Rahyuda (2019) shows that compensation has a positive and significant influence on employee performance mediated by work motivation.

## CONCLUSION

Some of the conclusions that can be drawn from the results of the description and results of the preliminary analysis of this research are as follows: Work orientation has a positive and significant effect on employee performance. This means that every increase in work orientation at Mata Ramata Hospital will result in increased employee performance. These findings show that employees' understanding of vision, SOPs, and readiness to adapt to digital technology and AI can increase work effectiveness. Work orientation is an important foundation in maintaining the quality of eye health services in the midst of the demands of professionalism and digitization of services. Compensation has a positive and significant effect on employee performance. This means that every increase in compensation at Ramata Eye Hospital will result in increased employee performance. Fair and decent compensation, both financial and non-financial, encourages employees to work more focused, thorough, and responsible. In the era of digitalization, compensation also plays a role in maintaining workforce stability and supporting employee adaptation to AI technology and modern work systems. Work motivation has a positive and significant effect on employee performance. This means that every increase in work motivation owned by Ramata Eye Hospital employees will result in increased employee performance. Motivation functions as an internal driver that makes employees able to work consistently, comply with SOPs, and maintain service quality despite facing high work pressure. In the context of digitalization and the use of AI, motivation also encourages employees' readiness to learn and utilize technology optimally.

Work orientation has a positive and significant influence on work motivation. This means that every increase in work orientation at Ramata Eye Hospital will result in increased work motivation. Clarity of roles, understanding of work procedures, and debriefing on technological changes can increase employee confidence and belonging to the organization. A good job orientation helps employees be better prepared to face job challenges and foster a spirit to contribute to the fullest. Compensation has a positive and significant effect on work motivation. This means that if the compensation is getting better, of course it will increase the work motivation of Ramati Eye Hospital employees. Providing adequate salaries, benefits, incentives, and social security creates a sense of security, respect, and satisfaction with work. In the era of digitalization, compensation associated with improving technological competence also encourages employee motivation to adapt and develop. Work motivation is a partial mediating variable in the relationship between work orientation and employee performance. In the case study at Ramata Eye Hospital, work orientation directly has an influence on employee performance through work motivation as a mediating variable. Work orientation can directly improve performance, but the influence becomes stronger when it is accompanied by high work motivation. This shows that good work orientation needs to be accompanied by motivation management so that employee performance is more optimal and sustainable in the digital era. Work motivation is a partially mediated variable in the relationship between compensation and employee performance. In the case of Ramata Eye Hospital, compensation directly has an influence on employee performance through work motivation as a mediating variable. Compensation provides an external boost, while work motivation converts that drive into productive work behavior. In the context of Mata Mata Hospital, the synergy between fair compensation and high work motivation is key in maintaining employee performance in the midst of the complexity of work and the use of AI technology.

# THE ROLE OF WORK MOTIVATION AS A MEDIATING VARIABLE IN THE INFLUENCE OF WORK ORIENTATION AND COMPENSATION ON EMPLOYEE PERFORMANCE IN THE ERA OF DIGITALIZATION AND THE USE OF AI TECHNOLOGY AT MATA RAMATA HOSPITAL

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