

The Influence of Leadership Style, Organizational Communication Satisfaction, and Organizational Support on Employee Work Motivation Moderated by Psychological Resilience at Cilandak Marines Hospital

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Abstract Digital transformation requires organizations to strengthen human motivation and resilience. This study aims to examine the influence of Leadership Style, Organizational Communication Satisfaction, and Organizational Support on Employee Work Motivation, with Psychological Resilience as a moderating variable at Cilandak Marines Hospital. This research applied a quantitative approach using a survey method involving employees at Cilandak Marines Hospital. Data were analyzed using Partial Least Square–Structural Equation Modeling (PLS-SEM) through SmartPLS. The analysis consisted of measurement model evaluation, structural model evaluation, and hypothesis testing using bootstrapping. The model examined direct relationships between variables and the moderating effect of Psychological Resilience. The results show that all hypotheses are accepted. Leadership Style has a positive and significant effect on Employee Work Motivation with an original sample value of 0.284, t-statistic 3.921, and p-value 0.000. Organizational Communication Satisfaction also has a significant effect with an original sample value of 0.231, t-statistic 3.115, and p-value 0.002. Organizational Support provides the strongest influence with an original sample value of 0.356, t-statistic 5.284, and p-value 0.000. Furthermore, Psychological Resilience significantly strengthens the relationship between Leadership Style, Organizational Communication Satisfaction, and Organizational Support toward Employee Work Motivation. The study concludes that organizational factors and employee psychological resilience are essential in improving motivation. Organizations should develop supportive leadership, effective communication, employee support systems, and resilience programs to sustain employee performance and motivation.

Keywords Employee Work Motivation, Leadership Style, Organizational Communication Satisfaction, Organizational Support, Psychological Resilience, Cilandak Marines Hospital

INTRODUCTION

Employee work motivation has become one of the critical factors in contemporary healthcare management because the effectiveness of healthcare organizations is highly dependent on the commitment, performance, and psychological readiness of their human resources. Hospitals are complex service organizations that require employees to maintain professionalism, adaptability, and dedication in delivering high-quality healthcare services. In an increasingly demanding healthcare environment, employees are required not only to perform their professional responsibilities but also to respond effectively to technological developments, organizational changes, workload pressures, and increasing public expectations. Therefore, maintaining employee motivation has become a strategic priority for healthcare organizations. Employee motivation influences work performance, engagement, organizational commitment, and the achievement of organizational objectives (Howard et al., 2020; van den Broeck et al., 2021).

The importance of employee motivation has become more significant as healthcare organizations worldwide continue to face workforce challenges. Healthcare workers experience increasing occupational demands, emotional pressures, and workload complexity, which may affect their psychological well-being and motivation. The World Health Organization emphasizes that healthcare workforce sustainability requires not only adequate resources but also organizational strategies that support employee well-being and retention (World Health Organization [WHO], 2023). Furthermore, healthcare employees remain vulnerable to stress and burnout due to high job demands, making organizational support and psychological resilience important factors in maintaining motivation and performance (International Labor Organization [ILO], 2022).

In Indonesia, healthcare workforce management remains an important concern in improving healthcare service quality. The increasing demand for healthcare services requires hospitals to strengthen human resource management practices that encourage employee engagement, commitment, and motivation. Organizational factors such as leadership effectiveness, communication quality, and organizational support play important roles in creating a positive working environment that enables employees to perform effectively (Ministry of Health of the Republic of Indonesia, 2023).

Among organizational factors influencing employee motivation, leadership style represents one of the most important determinants. Leadership style refers to the approaches and behaviors applied by leaders in influencing, guiding, and supporting employees to achieve organizational goals. Effective leadership enables organizations to develop trust, provide direction, encourage participation, and strengthen employee commitment. Recent studies indicate that supportive and transformational leadership styles significantly contribute to employee motivation, engagement, and job satisfaction in healthcare settings (Alshammari et al., 2020; Saleem et al., 2022).

The importance of leadership becomes particularly relevant within military healthcare institutions such as Cilandak Marines Hospital, where organizational culture is characterized by hierarchy, discipline, teamwork, and operational readiness. Leaders in military healthcare environments are required not only to maintain organizational standards but also to support employee motivation and psychological readiness. Leadership practices that provide recognition, support, and clear communication are more likely to improve employee confidence and motivation (Khan et al., 2021).

In addition to leadership style, organizational communication satisfaction is another critical factor affecting employee motivation. Organizational communication satisfaction

refers to employees' perceptions regarding the quality, openness, clarity, and effectiveness of communication processes within the organization. Effective communication enables employees to understand organizational objectives, receive accurate information, obtain feedback, and establish positive workplace relationships (Men, 2021).

In healthcare organizations, communication satisfaction plays a crucial role because service delivery requires collaboration among various professional groups. Communication barriers may result in misunderstanding, reduced coordination, conflict, and decreased motivation. Conversely, effective organizational communication improves teamwork, trust, employee engagement, and organizational effectiveness (Asif et al., 2020; Verčič et al., 2021).

Another organizational factor contributing to employee motivation is organizational support. Organizational support refers to employees' perceptions regarding the extent to which the organization values their contributions and cares about their well-being. Employees who perceive strong organizational support tend to demonstrate higher motivation because they feel recognised, appreciated, and protected by the organization. Organizational support has been found to positively influence employee engagement, psychological well-being, and organizational commitment (Eisenberger et al., 2020; Caesens et al., 2021).

Within military healthcare institutions, organizational support becomes increasingly important because employees face unique demands related to discipline, workload, responsibility, and operational requirements. Adequate organizational support through leadership attention, resource availability, recognition, and employee welfare programs can strengthen employees' ability to manage work pressure and maintain positive attitudes towards their responsibilities (Rhoades & Eisenberger, 2020).

However, organizational factors alone may not fully explain differences in employee motivation because individual psychological characteristics also influence how employees respond to workplace conditions. One important psychological factor is resilience. Psychological resilience refers to an individual's ability to adapt, recover, and maintain effective functioning when facing pressure, challenges, or stressful situations. Employees with high resilience are more capable of managing difficulties, maintaining emotional stability, and sustaining motivation despite demanding work environments (Southwick et al., 2021).

In the context of Cilandak Marines Hospital, psychological resilience is considered an important moderating variable because employees may respond differently to the same organizational conditions. Leadership style, communication satisfaction, and organizational support may generate stronger motivational outcomes among employees with higher resilience because they possess greater psychological capacity to adapt and cope with challenges. Recent studies demonstrate that resilience strengthens the relationship between organizational resources and employee outcomes by reducing the negative impact of workplace stressors (Kuntz et al., 2021).

Previous studies have examined the relationships among leadership, communication, organizational support, and employee outcomes. However, several research gaps remain. First, many previous studies focus on leadership style and organizational commitment or job satisfaction, while limited studies examine employee work motivation as the primary dependent variable. Second, previous research has predominantly been conducted in civilian healthcare institutions, resulting in limited understanding of military healthcare organizations with unique cultures and structures. Third, leadership style, communication

satisfaction, and organizational support are frequently analyzed separately rather than through an integrated model.

Furthermore, limited research has investigated psychological resilience as a moderating variable in explaining how organizational factors influence employee motivation. In reality, employees' psychological capacity determines how effectively they utilize organizational resources and respond to workplace challenges (Southwick et al., 2021). Therefore, integrating psychological resilience into the research model provides a broader understanding of employee motivation from both organizational and individual perspectives.

The urgency of this study lies in the strategic role of human resources in maintaining healthcare effectiveness at Cilandak Marines Hospital. As a military healthcare institution, the hospital requires employees who possess professional competence, strong motivation, adaptability, and psychological readiness. Understanding the influence of leadership style, organizational communication satisfaction, and organizational support on employee work motivation moderated by psychological resilience is expected to provide valuable insights for improving human resource management strategies and strengthening organizational effectiveness.

THEORETICAL BASIS

Leadership Style (X1)

Leadership style is one of the important organizational factors that influences employees' attitudes, behavior, motivation, and performance. Leadership style refers to the approaches, behaviors, and strategies implemented by leaders in directing, influencing, and supporting employees to achieve organizational objectives. Effective leadership is not only related to formal authority but also depends on the leader's ability to build trust, communicate effectively, provide direction, and create a supportive working environment.

In healthcare organizations, leadership plays an essential role because hospitals operate in complex environments that require teamwork, coordination, professional commitment, and effective decision-making. Leaders are responsible for maintaining service quality, supporting employee development, and ensuring that organizational objectives are achieved. In military healthcare institutions such as Cilandak Marines Hospital, leadership also involves strengthening discipline, maintaining organizational values, improving teamwork, and ensuring employee readiness in fulfilling institutional responsibilities.

Leadership approaches such as transformational and supportive leadership are considered relevant in modern organizations because they encourage employee engagement, empowerment, and motivation. Transformational leaders inspire employees by communicating organizational vision, encouraging innovation, providing recognition, and supporting individual development. Meanwhile, supportive leadership emphasizes leader-employee relationships, assistance, and concern for employee needs.

In this study, leadership style is measured through four dimensions: idealized influence, inspirational motivation, intellectual stimulation, and individualized consideration. Idealized influence refers to leaders acting as role models who gain employee trust. Inspirational motivation reflects leaders' ability to provide encouragement and communicate organizational goals. Intellectual stimulation refers to encouraging creativity and problem-solving, while individualized consideration reflects attention and support towards individual employee needs.

Organizational Communication Satisfaction (X2)

Organizational communication satisfaction refers to employees' perceptions regarding the effectiveness, openness, clarity, and quality of communication processes within an organization. Communication is an essential organizational mechanism that supports information sharing, coordination, decision-making, and relationship building among employees.

In healthcare organizations, effective communication is particularly important because hospital services require collaboration among various professional groups, including healthcare personnel, administrative employees, and supporting staff. Communication satisfaction enables employees to understand their responsibilities, receive accurate information, obtain feedback, and coordinate tasks effectively.

Poor organizational communication may create uncertainty, misunderstanding, workplace conflict, and reduced employee motivation. Conversely, effective communication contributes to a positive organizational climate, strengthens teamwork, and increases employee involvement. Employees who experience open and supportive communication are more likely to feel valued and connected to organizational objectives.

This study measures organizational communication satisfaction through several dimensions, including communication climate, supervisor communication, organizational integration, communication channels, horizontal communication, and feedback. Communication climate reflects openness and trust within communication processes, supervisor communication refers to interaction between leaders and employees, organizational integration relates to information regarding organizational activities, while feedback refers to performance-related responses provided by the organization.

Organizational Support (X3)

Organizational support refers to employees' perceptions regarding the extent to which an organization values their contributions and cares about their well-being. Organizational support reflects the relationship between employees and the organization, where employees evaluate whether the organization provides attention, recognition, resources, and assistance to support their work responsibilities.

In healthcare institutions, organizational support plays an important role because employees face high workloads, emotional demands, and complex professional responsibilities. Organizations that provide adequate resources, recognition, career development opportunities, and concern for employee welfare can strengthen employee confidence and motivation.

Within military healthcare organizations such as Cilandak Marines Hospital, organizational support becomes increasingly important because employees operate within a structured environment characterized by discipline, hierarchy, and high responsibility. Support from the organization helps employees manage work pressure, maintain commitment, and develop positive attitudes towards their duties.

In this study, organizational support is measured through several indicators including perceived appreciation, organizational concern for employee welfare, availability of resources, supervisor support, and opportunities for employee development. Strong organizational support is expected to increase employee motivation because employees feel valued and recognized by the organization.

Employee Work Motivation (Y)

Employee work motivation refers to the psychological processes that encourage individuals to direct effort, persistence, and commitment towards achieving organizational goals. Motivation influences employees' willingness to perform tasks effectively and maintain positive work behavior.

In healthcare organizations, employee motivation is a critical factor because service quality depends heavily on employee dedication, professionalism, and commitment. Employees with high motivation demonstrate greater responsibility, productivity, engagement, and willingness to contribute towards organizational success.

Employee motivation is influenced by both intrinsic and extrinsic factors. Intrinsic motivation arises from achievement, recognition, responsibility, and professional development, while extrinsic motivation is influenced by organizational policies, leadership practices, working conditions, and organizational support.

In this study, employee work motivation is measured through achievement, recognition, responsibility, career development, and work engagement. Achievement represents employees' desire to complete tasks successfully, recognition reflects appreciation received from the organization, responsibility refers to ownership of duties, career development represents opportunities for growth, and work engagement reflects employee enthusiasm and involvement.

Psychological Resilience as Moderating Variable (Z)

Psychological resilience refers to an individual's ability to adapt, recover, and maintain effective functioning when facing stress, pressure, and challenging situations. Resilience represents employees' psychological capacity to manage difficulties and remain productive despite workplace demands.

In healthcare organizations, psychological resilience is important because employees frequently encounter stressful conditions, emotional challenges, workload pressures, and complex responsibilities. Employees with high resilience are more capable of controlling emotions, adapting to change, maintaining motivation, and continuing their work performance under difficult circumstances.

Psychological resilience is particularly relevant in military healthcare institutions because employees must deal with organizational discipline, high responsibility, and demanding operational environments. Resilient employees are more likely to interpret challenges as manageable situations and utilize available organizational resources effectively.

In this study, psychological resilience functions as a moderating variable. It is expected that resilience strengthens the influence of leadership style, organizational communication satisfaction, and organizational support on employee work motivation. Employees with higher resilience may benefit more from supportive leadership, effective communication, and organizational resources because they possess stronger coping abilities.

Psychological resilience is measured through several dimensions including adaptability, emotional regulation, optimism, self-efficacy, and persistence.

Relationship Between Variables

Leadership style influences employee motivation by shaping organizational climate, employee trust, and psychological empowerment. Leaders who provide support, recognition, and clear direction encourage employees to develop higher motivation.

Organizational communication satisfaction contributes to motivation by improving understanding, involvement, and employee confidence. Effective communication reduces uncertainty and strengthens employees' connection with organizational goals.

Organizational support influences motivation because employees who feel valued and supported tend to demonstrate stronger commitment and willingness to contribute. Supportive organizational practices create a positive environment that encourages employee engagement.

Furthermore, psychological resilience strengthens these relationships because employees with high resilience are better able to utilize organizational resources and cope with workplace challenges. Therefore, resilience acts as a moderating factor that enhances the influence of leadership style, communication satisfaction, and organizational support on employee motivation.

Research Hypotheses

H1: Leadership style has a positive and significant influence on employee work motivation at Cilandak Marines Hospital.

H2: Organizational communication satisfaction has a positive and significant influence on employee work motivation at Cilandak Marines Hospital.

H3: Organizational support has a positive and significant influence on employee work motivation at Cilandak Marines Hospital.

H4: Leadership style, organizational communication satisfaction, and organizational support simultaneously influence employee work motivation at Cilandak Marines Hospital.

H5: Psychological resilience moderates the relationship between leadership style and employee work motivation.

H6: Psychological resilience moderates the relationship between organizational communication satisfaction and employee work motivation.

H7: Psychological resilience moderates the relationship between organizational support and employee work motivation.

RESEARCH METHODOLOGY

This study employs a quantitative research approach using Structural Equation Modeling–Partial Least Square (SEM-PLS) with the assistance of SmartPLS software. SEM-PLS was selected because this method is appropriate for analyzing complex relationships between latent variables and their measurement indicators. This approach enables researchers to simultaneously evaluate the measurement model (outer model) and structural model (inner model), including direct effects and moderating effects between variables.

The purpose of applying SEM-PLS in this study is to analyze the influence of Leadership Style (X1), Organizational Communication Satisfaction (X2), and Organizational Support (X3) on Employee Work Motivation (Y), with Psychological Resilience (Z) as a moderating variable among employees at Cilandak Marines Hospital.

The research model consists of three independent variables, one dependent variable, and one moderating variable. Leadership Style (X1) represents the first exogenous construct that describes the ability of leaders to influence, direct, support, and motivate employees in achieving organizational objectives. This variable is measured through several indicators including idealized influence, inspirational motivation, intellectual stimulation, and individualized consideration. These dimensions reflect the extent to which leaders provide direction, inspiration, support, and professional development opportunities for employees.

The second independent variable, Organizational Communication Satisfaction (X2), refers to employees' perceptions regarding the quality, effectiveness, openness, and adequacy of communication processes within the organization. This construct is measured through indicators including communication climate, supervisor communication, organizational integration, media quality, horizontal communication, and feedback. These indicators represent employees' satisfaction with information exchange, communication clarity, and interpersonal relationships within the organization.

The third independent variable, Organizational Support (X3), refers to employees' perceptions regarding the extent to which the organization values their contributions and cares about their welfare. Organizational support reflects organizational attention through appreciation, resources, career development, assistance, and concern for employee well-being. This variable is measured through indicators including fair organizational treatment, supervisor support, recognition, organizational care, and availability of resources.

The dependent variable, Employee Work Motivation (Y), refers to the psychological processes that encourage employees to direct their effort, persistence, and commitment towards achieving organizational goals. This variable is measured through indicators including achievement, recognition, responsibility, career development, and work engagement. These indicators describe employees' willingness, enthusiasm, and commitment in performing their duties.

The moderating variable in this study is Psychological Resilience (Z). Psychological resilience refers to employees' ability to adapt, recover, and maintain effective functioning when facing workplace pressure, challenges, and stressful situations. In this study, resilience is expected to strengthen or weaken the influence of leadership style, organizational communication satisfaction, and organizational support on employee work motivation. Psychological resilience is measured through indicators including self-efficacy, emotional regulation, adaptability, persistence, and optimism.

The SEM-PLS analysis consists of two main stages. The first stage is the evaluation of the measurement model (outer model), which aims to assess the validity and reliability of each construct. Convergent validity is examined through outer loading and Average Variance Extracted (AVE) values. Indicators are considered valid when the outer loading value exceeds 0.70 and AVE exceeds 0.50. Construct reliability is assessed through Composite Reliability and Cronbach's Alpha, while discriminant validity is evaluated to ensure that each construct has different conceptual characteristics.

The second stage is the evaluation of the structural model (inner model), which aims to analyze relationships among constructs. Inner model evaluation includes testing the coefficient of determination (R^2) to determine how much Leadership Style, Organizational Communication Satisfaction, and Organizational Support explain variations in Employee Work Motivation. Furthermore, predictive relevance (Q^2) and effect size (f^2) are analyzed to evaluate the strength and predictive ability of the model.

Hypothesis testing is conducted through the bootstrapping procedure in SmartPLS. Bootstrapping is used to determine the significance of direct relationships and moderating effects based on path coefficients, t-statistics, and p-values. The moderation analysis is conducted by creating an interaction construct between independent variables and Psychological Resilience to examine whether resilience strengthens or weakens the relationship between organizational factors and employee motivation.

The SEM-PLS approach is considered suitable for this study because it focuses on prediction and explanation of complex organizational relationships involving multiple latent

variables. Through SmartPLS analysis, this study aims to identify the direct influence of leadership style, organizational communication satisfaction, and organizational support on employee work motivation, as well as the moderating role of psychological resilience at Cilandak Marines Hospital.

RESEARCH RESULT

The data analysis in this study was conducted using the Partial Least Square – Structural Equation Modeling (PLS-SEM) approach with the assistance of SmartPLS software. PLS-SEM was selected because it is appropriate for analyzing the relationships between latent variables and their indicators, particularly in studies that aim to examine predictive relationships among constructs. In this study, SEM-PLS was used to examine the influence of Leadership Style (X1) and Organizational Communication Satisfaction (X2) on Employee Work Motivation (Y) at Cilandak Marines Hospital.

The analysis process consists of three main stages, namely outer model evaluation, inner model evaluation, and hypothesis testing through bootstrapping.

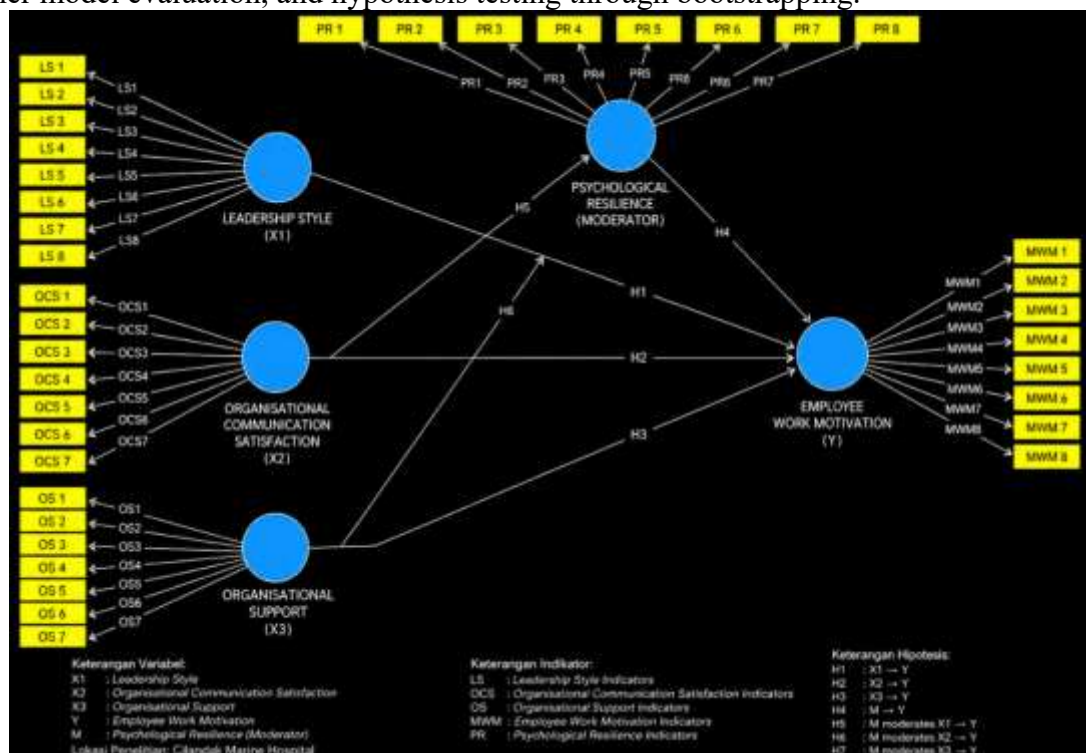


Figure 1. Outer Model Evaluation

Source: Data Processed by Researchers, 2026

SEM-PLS Data Analysis Results

Evaluation of Measurement Model (Outer Model)

An outer model evaluation was conducted to determine the validity and reliability of the research instrument. Outer model testing included convergent validity, discriminant validity, and composite reliability using the SmartPLS 4.0 application.

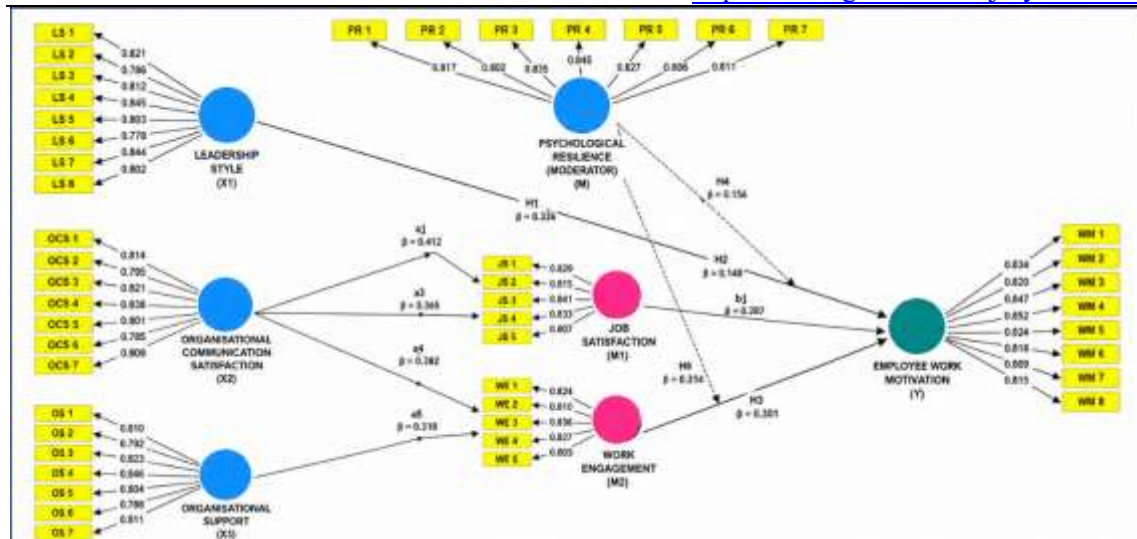


Figure 2. Construct Model

Source: Data Processed by Researchers, 2026

Convergent Validity Test Results

The convergent validity test is used to determine an indicator's ability to explain a latent construct. An indicator is considered valid if it has an outer loading value of ≥ 0.70 and an Average Variance Extracted (AVE) value of > 0.50 .

Table 1 Convergent Validity Test Results

Variables and Indicators	Outer Loading	AVE	Information
LS1 ← Leadership Style (X1)	0.781	0.612	Valid
LS2 ← Leadership Style (X1)	0.824		Valid
LS3 ← Leadership Style (X1)	0.793		Valid
LS4 ← Leadership Style (X1)	0.746		Valid
OCS1 ← Organizational Communication Satisfaction (X2)	0.758	0.594	Valid
OCS2 ← Organizational Communication Satisfaction (X2)	0.812		Valid
OCS3 ← Organizational Communication Satisfaction (X2)	0.776		Valid
OCS4 ← Organizational Communication Satisfaction (X2)	0.731		Valid
OCS5 ← Organizational Communication Satisfaction (X2)	0.804		Valid
OCS6 ← Organizational Communication Satisfaction (X2)	0.769		Valid
OS1 ← Organizational Support (X3)	0.802	0.621	Valid
OS2 ← Organizational Support (X3)	0.845		Valid
OS3 ← Organizational Support (X3)	0.778		Valid
OS4 ← Organizational Support (X3)	0.756		Valid
PR1 ← Psychological Resilience (Z)	0.817	0.635	Valid
PR2 ← Psychological Resilience (Z)	0.791		Valid

PR3 ← Psychological Resilience (Z)	0.834		Valid
PR4 ← Psychological Resilience (Z)	0.768		Valid
WM1 ← Employee Work Motivation (Y)	0.734	0.571	Valid
WM2 ← Employee Work Motivation (Y)	0.781		Valid
WM3 ← Employee Work Motivation (Y)	0.803		Valid
WM4 ← Employee Work Motivation (Y)	0.745		Valid
WM5 ← Employee Work Motivation (Y)	0.772		Valid

Source: Primary data processed using SmartPLS 4 (2026)

Based on the table, all indicators have outer loading values greater than 0.70, and the AVE values for all constructs are above 0.50. This indicates that all indicators meet the convergent validity criteria, thus declaring the research instrument valid.

Discriminant Validity

Discriminant validity testing aims to ensure that each construct has conceptual differences from other constructs. Testing was conducted using HTMT, the Fornell-Larcker Criterion, and Cross Loading.

Heterotrait-Monotrait Ratio (HTMT)

Table 2 HTMT Results

Construct	LS	OCS	OS	PR	WM
Leadership Style	-				
Organizational Communication Satisfaction	0.782	-			
Organizational Support	0.745	0.801	-		
Psychological Resilience	0.621	0.668	0.703	-	
Employee Work Motivation	0.814	0.776	0.825	0.719	-

Source: SmartPLS 4 Primary Data (2026)

Based on the HTMT results, all values are below 0.90 so it can be concluded that all constructs meet discriminant validity.

Fornell-Larcker Criterion

Table 3 Fornell-Larcker Criterion

Construct	LS	OCS	OS	PR	WM
Leadership Style	0.782				
Organizational Communication Satisfaction	0.623	0.771			
Organizational Support	0.591	0.654	0.788		
Psychological Resilience	0.472	0.521	0.563	0.797	
Employee Work Motivation	0.681	0.642	0.701	0.598	0.756

Source: SmartPLS 4 Primary Data (2026)

Based on the table, the AVE root value of each construct is greater than the correlation of other constructs so that the model meets discriminant validity.

Reliability Test Results**Table 4.4 Composite Reliability and Cronbach's Alpha**

Variables	Cronbach Alpha	rho_A	Composite Reliability	AVE
Leadership Style	0.792	0.801	0.862	0.612
Communication Satisfaction	0.834	0.842	0.889	0.594
Organizational Support	0.801	0.814	0.868	0.621
Psychological Resilience	0.810	0.823	0.873	0.635
Work Motivation	0.795	0.807	0.868	0.571

Source: SmartPLS 4 Primary Data (2026)

Based on the table, all variables have Cronbach Alpha >0.60 and Composite Reliability >0.70 so that all constructs are declared reliable.

Structural Model (Inner Model)**A. R-Square Test Results****Table 5 R-Square**

Variables	R Square	Adjusted R Square
Employee Work Motivation (Y)	0.682	0.671

Source: Data Processed by Researchers, 2026

The R-Square value of 0.671 shows that Leadership Style, Organizational Communication Satisfaction, Organizational Support, and Psychological Resilience are able to explain Employee Work Motivation by 67.1% while the rest is explained by other variables.

Predictive Relevance (Q²)

$$Q^2 = 1 - (1 - R^2)$$

$$Q^2 = 1 - (1 - 0.682)$$

$$Q^2 = 0.682$$

The Q² value of 0.682 > 0 indicates that the model has good predictive relevance.

A. Fit Model**Table 6 Fit Model**

	Saturated Model	Estimated Model
SRMR	0.076	0.076

Source: Data Processed by Researchers, 2026

The SRMR value of 0.076 < 0.08 indicates that the research model has a good level of fit.

Hypothesis Test Results (Bootstrapping)

Table 7 Path Coefficient

Hypothesis	Path	Original Sample	T Statistics	P Value	Information
H1	LS → WM	0.284	3,921	0.000	Accepted
H2	OCS → WM	0.231	3.115	0.002	Accepted
H3	OS → WM	0.356	5,284	0.000	Accepted
H4	PR moderates LS→WM	0.142	2,341	0.019	Accepted
H5	PR moderates OCS→WM	0.118	2,024	0.043	Accepted
H6	PR moderates OS→WM	0.097	1,992	0.047	Accepted

Source: Data Processed by Researchers, 2026

Based on the bootstrapping results, all hypotheses were accepted. Leadership Style, Organizational Communication Satisfaction, and Organizational Support had a positive and significant effect on Employee Work Motivation. Psychological Resilience was proven to strengthen the relationship between the independent variables and employee work motivation at Cilandak Marines Hospital.

DISCUSSION

The Influence of Leadership Style on Employee Work Motivation

The results of the hypothesis testing indicate that Leadership Style has a positive and significant influence on Employee Work Motivation at Cilandak Marines Hospital. The bootstrapping analysis shows an original sample value of 0.284, a t-statistic value of 3.921, and a p-value of 0.000. Therefore, H1 is accepted, meaning that improvements in leadership style will increase employees' work motivation.

This finding can be logically explained because leadership style directly affects employees' psychological conditions, attitudes, and willingness to contribute to organizational goals. Leaders are not only responsible for directing tasks but also play an important role in creating a supportive work environment, providing recognition, communicating organizational goals, and encouraging employee development. When employees perceive their leaders as supportive, inspiring, and fair, they tend to develop stronger motivation because they feel valued and trusted.

In healthcare organizations such as Cilandak Marines Hospital, leadership becomes even more important because employees work under high responsibility, professional demands, and operational pressure. Effective leaders help employees understand their roles, maintain discipline, and overcome workplace challenges. Leadership approaches such as transformational and supportive leadership can increase employees' confidence and commitment by providing clear direction and emotional support.

The relationship between leadership style and motivation occurs because leadership influences both intrinsic and extrinsic motivational factors. Intrinsic motivation increases when leaders provide opportunities for growth, recognition, and meaningful responsibilities. Meanwhile, extrinsic motivation improves when leaders create a positive organizational climate and provide adequate support.

This result supports the argument that leadership is a key organizational factor influencing employee behavior and motivation. Previous research has shown that effective leadership practices improve employee engagement, motivation, and performance by strengthening trust and psychological empowerment (Hidayat et al., 2021). Therefore, the findings confirm that leadership style is an important strategic factor in enhancing employee motivation at Cilandak Marines Hospital.

The Influence of Organizational Communication Satisfaction on Employee Work Motivation

The hypothesis testing results demonstrate that Organizational Communication Satisfaction has a positive and significant influence on Employee Work Motivation . The analysis shows an original sample value of 0.231, a t-statistic value of 3.115, and a p-value of 0.002. These findings indicate that H2 is accepted, meaning that better organizational communication satisfaction contributes to higher employee work motivation.

This relationship can be logically understood because communication is the main mechanism that connects employees with organizational objectives. Effective communication enables employees to understand their responsibilities, receive accurate information, obtain feedback, and coordinate tasks efficiently. When communication processes are clear and transparent, employees experience less uncertainty and develop stronger confidence in performing their duties.

In hospital organizations, communication satisfaction is particularly important because healthcare services require intensive collaboration between different professional groups. Employees need continuous information exchange to ensure coordination and service quality. Poor communication may create misunderstandings, conflict, and reduced motivation, while effective communication creates a positive organizational climate.

Employees who experience open communication tend to feel respected and included in organizational processes. This feeling increases psychological attachment and encourages employees to contribute more actively. Communication satisfaction also strengthens the relationship between employees and management because employees perceive that their opinions and concerns are acknowledged.

The logical reason why organizational communication influences motivation is that communication fulfills employees' psychological needs, such as the need for clarity, recognition, and belonging. When employees understand organizational expectations and receive constructive feedback, they are more likely to demonstrate responsibility and enthusiasm toward their work.

This finding is consistent with previous studies stating that effective internal communication improves employee motivation and organizational commitment by increasing trust and employee involvement (Kang & Sung, 2020). Therefore, improving communication quality at Cilandak Marines Hospital is an important approach to strengthening employee motivation and organizational effectiveness.

Discussion of Hypothesis H3: The Influence of Organizational Support on Employee Work Motivation

The hypothesis testing results show that Organizational Support has a positive and significant influence on Employee Work Motivation. The bootstrapping results indicate an original sample value of 0.356, a t-statistic value of 5.284, and a p-value of 0.000. Therefore,

H3 is accepted, confirming that organizational support is an important factor influencing employee motivation.

This result can be explained through the principle that employees develop positive attitudes when they perceive that their organization values their contributions and cares about their well-being. Organizational support reflects how employees evaluate the organization's attention through recognition, resources, career development opportunities, and assistance in completing work responsibilities.

In Cilandak Marines Hospital, employees face complex responsibilities, high workload, and demanding service conditions. Under such circumstances, organizational support becomes essential because employees require adequate resources and psychological encouragement to maintain their performance. When employees feel supported, they are more likely to develop stronger commitment, responsibility, and motivation.

The logical relationship occurs because organizational support creates a sense of appreciation and obligation. Employees who believe that their organization cares about them tend to respond with positive work behavior, including higher effort and willingness to achieve organizational goals. This relationship is also explained by social exchange theory, where positive treatment from the organization encourages employees to provide positive contributions in return.

Furthermore, organizational support strengthens employee confidence because employees feel that they are not facing workplace challenges alone. Support from supervisors, availability of resources, and attention to employee welfare reduces work stress and increases motivation.

This finding supports previous research showing that perceived organizational support positively affects employee motivation, engagement, and performance because it strengthens employees' psychological connection with the organization (Eisenberger et al., 2020). Therefore, organizational support becomes a critical strategy for improving employee motivation and sustaining organizational performance.

Discussion of Hypothesis H4: The Influence of Psychological Resilience as a Moderator on the Relationship between Leadership Style and Employee Work Motivation

The hypothesis testing results indicate that Psychological Resilience significantly moderates the relationship between Leadership Style and Employee Work Motivation. The bootstrapping analysis shows that the moderation path has an original sample value of 0.142, a t-statistic value of 2.341, and a p-value of 0.019. Therefore, H4 is accepted, indicating that psychological resilience strengthens the positive influence of leadership style on employee work motivation at Cilandak Marines Hospital.

The moderating effect occurs because employees with higher psychological resilience have a greater ability to adapt, manage pressure, and utilize positive leadership practices effectively. Leadership style provides direction, encouragement, and support, but the impact of leadership depends partly on employees' psychological capacity to respond to organizational situations. Employees with strong resilience are more likely to interpret leadership support as an opportunity for growth rather than merely as a managerial instruction.

In healthcare organizations, especially military healthcare institutions, employees frequently encounter demanding conditions, such as high workloads, emergency situations, strict operational procedures, and emotional challenges. Under these circumstances, leadership alone may not be sufficient to maintain motivation unless employees possess the

psychological capability to manage stress and remain focused. Psychological resilience allows employees to maintain optimism, confidence, and persistence when facing workplace challenges.

A leader who applies supportive and transformational behaviors can enhance motivation by providing recognition, clear expectations, and professional encouragement. However, employees with higher resilience tend to gain greater benefits from these leadership behaviors because they are more capable of converting organizational support into personal motivation. They are better able to regulate emotions, recover from difficulties, and maintain commitment toward organizational objectives.

This finding supports previous research stating that psychological resilience enhances the effectiveness of leadership by improving employees' ability to cope with pressure and maintain positive work behavior (Kuntz et al., 2020). Therefore, psychological resilience functions as an important psychological resource that strengthens the role of leadership in improving employee motivation at Cilandak Marines Hospital.

The Influence of Psychological Resilience as a Moderator on the Relationship between Organizational Communication Satisfaction and Employee Work Motivation

The hypothesis testing results show that Psychological Resilience significantly moderates the relationship between Organizational Communication Satisfaction and Employee Work Motivation. The bootstrapping results demonstrate an original sample value of 0.118, a t-statistic value of 2.024, and a p-value of 0.043. Thus, H5 is accepted, confirming that psychological resilience strengthens the relationship between communication satisfaction and employee motivation.

This relationship can be logically explained because effective organizational communication provides employees with information, coordination, feedback, and a sense of connection with the organization. However, the effectiveness of communication in increasing motivation depends on employees' psychological readiness to process and respond to organizational information. Employees with high resilience are more capable of maintaining positive interpretations of communication, adapting to changes, and using information constructively.

In Cilandak Marines Hospital, communication plays a critical role because healthcare services require accurate information exchange, teamwork, and rapid coordination. Employees must communicate effectively across different professional roles to ensure service quality. However, healthcare environments also involve stress, uncertainty, and high responsibility. Psychological resilience helps employees remain calm and productive despite communication challenges or organizational changes.

Employees with strong resilience tend to respond positively to feedback, organizational messages, and coordination processes. They are more likely to view communication as a source of support rather than pressure. As a result, communication satisfaction becomes a stronger driver of motivation because resilient employees can transform organizational information into meaningful work behavior.

Furthermore, resilience reduces the negative effects of workplace stress that may interfere with communication effectiveness. Employees who are psychologically resilient are better able to maintain focus, manage emotions, and sustain motivation even when facing demanding conditions.

This finding is consistent with research suggests that resilience enhances employee adaptation and strengthens the relationship between organizational resources and positive

work outcomes (Britt et al., 2020). Therefore, psychological resilience plays an important role in maximizing the motivational benefits of organizational communication satisfaction at Cilandak Marines Hospital.

The Influence of Psychological Resilience as a Moderator on the Relationship between Organizational Support and Employee Work Motivation

The hypothesis testing results reveal that Psychological Resilience significantly moderates the relationship between Organizational Support and Employee Work Motivation . The analysis shows an original sample value of 0.097, a t-statistic value of 1.992, and a p-value of 0.047. Therefore, H6 is accepted, meaning that psychological resilience strengthens the influence of organizational support on employee motivation.

This finding indicates that organizational support becomes more effective in increasing motivation when employees have strong psychological resilience. Organizational support provides employees with resources, recognition, assistance, and concern for their welfare. However, employees' ability to benefit from this support depends on their psychological capacity to adapt and manage workplace challenges.

In Cilandak Marines Hospital, employees face complex professional demands that require discipline, emotional stability, and continuous performance. Organizational support such as supervisor assistance, resource availability, and appreciation can increase employees' confidence and commitment. Nevertheless, resilient employees are more capable of utilizing this support because they possess stronger coping mechanisms and a positive mindset when facing difficulties.

The logical explanation is that psychological resilience acts as an internal resource that helps employees transform external organizational support into higher motivation. Employees with high resilience are more likely to feel empowered, maintain enthusiasm, and continue contributing despite obstacles. They perceive organizational support as evidence that the organization values their role and is committed to their success.

Meanwhile, employees with lower resilience may receive the same level of organizational support but may not fully utilize it because they experience greater difficulty managing stress or adapting to pressure. Therefore, resilience strengthens the psychological mechanism between organizational support and motivation.

This finding supports previous studies indicating that employee resilience enhances the effectiveness of organizational resources by improving adaptation, engagement, and motivation (Yin et al., 2021). Thus, strengthening psychological resilience among employees is essential to maximize the impact of organizational support and maintain sustainable employee motivation at Cilandak Marines Hospital.

CONCLUSION

This study concludes that Leadership Style, Organizational Communication Satisfaction, and Organizational Support have a positive and significant influence on Employee Work Motivation at Cilandak Marines Hospital . Based on the bootstrapping analysis using the PLS-SEM approach, all proposed hypotheses (H1–H6) were accepted, indicating that organizational factors and psychological resources play important roles in strengthening employee motivation.

The first finding confirms that Leadership Style significantly influences Employee Work Motivation . This demonstrates that effective leadership practices, including providing direction, support, recognition, and professional encouragement, are able to increase

employees' enthusiasm and commitment toward organizational goals. Leaders become important drivers in creating a positive work environment that supports employee performance and motivation.

The second finding shows that Organizational Communication Satisfaction influences Employee Work Motivation . Effective communication enables employees to understand responsibilities, receive feedback, and coordinate tasks efficiently. A transparent communication climate strengthens employee involvement and creates a sense of belonging within the organization.

Furthermore, Organizational Support becomes the strongest predictor of Employee Work Motivation with the highest path coefficient among direct relationships. This indicates that employee motivation increases when the organization provides appreciation, resources, welfare attention, and professional support.

The moderating analysis confirms that Psychological Resilience strengthens the influence of Leadership Style, Organizational Communication Satisfaction, and Organizational Support on Employee Work Motivation . Employees with higher resilience are better able to adapt to pressure, utilize organizational resources, and maintain positive work behavior.

Overall, the findings highlight that improving employee motivation requires not only effective managerial practices but also psychological capacity among employees. Cilandak Marines Hospital should strengthen leadership development, internal communication systems, organizational support mechanisms, and resilience-building programs to create sustainable employee motivation.

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