



## Moderating effect of work experience on motivation and performance at Islamic hospital

Chamdan Purnama<sup>1</sup>, Mirhamida Rahmah<sup>2</sup>, Dinda Fatmah<sup>3</sup>, Karina Ananda Putri<sup>4</sup>, Syaiful Hasani<sup>5</sup>,  
Yusriyah Rahmah<sup>6</sup>, Zakiyah Zulfa Rahmah<sup>7</sup>

<sup>1,2,3</sup>Management Department, Faculty of Economics, School of Economics Al-Anwar, Mojokerto, Indonesia

<sup>4</sup>Sharia Law Department, Faculty of Islamic Studies and Arabic language, Al-Azhar University, Cairo, Egypt

<sup>5</sup>Management Science Doctoral Program, Faculty of Economics and Business, State Malang University,  
Malang, Indonesia

<sup>6</sup>Information Technology Department, Faculty of Computer Science,  
University of Brawijaya, Malang, Indonesia

<sup>7</sup>Shariah Economic Department, Faculty of Economics and Business, State Islamic Religious Institute,  
Kediri, Indonesia

### Article History

Received : 2024-09-04

Revised : 2024-11-16

Accepted : 2024-11-25

Published : 2024-12-02

### Keywords:

Work motivation, Work  
experience, Employee  
performance, Health services,  
Islamic hospital

### DOI:

<https://doi.org/10.20885/AJIM.vol6.iss2.art1>

### JEL Classification:

J24, M12, M54, I15, D23

### Corresponding author:

Chamdan Purnama  
[chamdan.p@gmail.com](mailto:chamdan.p@gmail.com)

### Author's email:

[mirhamidar@gmail.com](mailto:mirhamidar@gmail.com)  
[fatmah.dinda@gmail.com](mailto:fatmah.dinda@gmail.com)  
[karinaananda2@gmail.com](mailto:karinaananda2@gmail.com)  
[syaifulhasani28@gmail.com](mailto:syaifulhasani28@gmail.com)  
[riyahyus@gmail.com](mailto:riyahyus@gmail.com)  
[zrahmah44@gmail.com](mailto:zrahmah44@gmail.com)

### Paper type:

Research paper

### Abstract

**Purpose** – This study examined the moderating effect of work experience on the relationship between work motivation and employee performance at an Islamic hospital in East Java. It explores how varying levels of experience influence the impact of motivation on performance, providing insights into improving workforce effectiveness.

**Methodology** – An explanatory design was used with a sample of 150 Islamic hospital employees selected using proportional sampling. Data were collected through structured questionnaires using a five-point Likert scale. Multiple and interaction regression analyses were performed using IBM SPSS Statistics version 25 to assess the relationships between work motivation, work experience, and employee performance as well as the moderating role of experience.

**Findings** – The results show a significant positive relationship between work motivation and employee performance, with motivated employees consistently achieving higher performance levels. Work experience significantly moderated this relationship, amplifying the positive effect of motivation on performance. Employees with more experience experienced greater performance improvements when motivated, highlighting the critical role of experience.

**Implications** – These findings provide practical insights for hospital management, suggesting that motivational strategies should consider different levels of experience. Customized training programs, experience-based development, and rewards aligned with work experience can enhance motivation and performance and improve retention and organizational outcomes.

**Originality** – This study contributes to the existing literature by providing empirical evidence of the moderating effect of work experience on the motivation-performance relationship in the healthcare sector, offering practical recommendations for experience-based employee management development strategies. Motivation strategies to optimize employee performance and enhance organizational outcomes.

### Cite this article:

Purnama, C., Rahmah, M., Fatmah, D., Hasani, S., Rahmah, Y., & Rahmah, Z. Z. (2024). Moderating effect of work experience on motivation and performance at Islamic hospital. *Asian Journal of Islamic Management*, 6(2), 75–88. <https://doi.org/10.20885/AJIM.vol6.iss2.art1>



Center for Islamic Economics Studies  
and Development, Faculty of Business  
and Economics, Universitas Islam  
Indonesia

## Introduction

Work motivation is a critical factor influencing employee performance in the health sector, particularly in Islamic hospitals. Islamic hospitals, as health institutions that integrate Islamic values into their operations, present a unique working environment that can affect motivation and performance differently than non-Islamic hospitals. This distinctiveness arises from the integration of Islamic principles into organizational culture, work ethics, and patient care practices. The need for research on employee performance in Islamic hospitals is vital to understanding how these values interact with factors such as work motivation and experience to shape performance outcomes.

Research on employee performance in Islamic hospitals is essential because of the growing demand for high-quality healthcare services in Indonesia, a predominantly Muslim country. Islamic hospitals are expected to uphold both medical excellence and adherence to Islamic ethical standards, placing additional responsibility on their employees to maintain this balance. In this context, work motivation becomes even more important as it is intertwined with both professional responsibilities and religious obligations, which can impact employee behavior and performance. The unique demands of Islamic hospitals make it necessary to investigate how motivation combined with work experience influences performance in this setting.

Work experience is a moderating factor that strengthens or weakens the relationship between work motivation and performance. [Layek and Koodamara \(2024\)](#) highlighted the significant role of work experience as a moderating variable on employee performance, while [Fan et al. \(2024\)](#) also showed that work experience significantly influences motivation and job performance. Employees with more experience are often more adept at handling complex tasks and utilize motivation more effectively to achieve better outcomes. However, [He et al. \(2020\)](#) noted that work experience is often overlooked in discussions on learning transfer and performance, especially in healthcare settings.

East Java, the focus of this study, is a region with a rapidly growing healthcare sector. The Islamic Hospital in East Java was chosen for this study because of its strategic role in serving a large Muslim population, combined with increasing demands for high-quality ethical healthcare. Compared to other regions, such as Central or West Java, East Java faces unique challenges related to healthcare access, infrastructure, and workforce development. These challenges necessitate a deeper understanding of the factors that influence employee performance, particularly in Islamic hospitals, where both medical proficiency and adherence to Islamic ethics are critical.

[Firjatullah et al. \(2023\)](#) emphasized the importance of an integrated approach to evaluate and improve hospital performance based on ergonomic factors and work motivation, focusing on efficiency. Similarly, [Zhao et al. \(2023\)](#) highlighted the need to motivate health workers to voluntarily adopt environmentally friendly practices, which indirectly affect performance. [Thani et al. \(2023\)](#) explored behaviors critical for success in remote work environments and underscored the broad impact of motivation on employee performance and job satisfaction. These studies demonstrate that motivation consistently plays a vital role in enhancing performance across different sectors, including health care.

However, in Islamic hospitals, work motivation is not solely driven by financial or professional incentives. Religious and ethical motivations aligned with Islamic principles play a significant role. Previous studies, such as [Al Sabei et al. \(2022\)](#), found a connection between transformational leadership, adverse patient events, and service quality in emergency departments, with job satisfaction mediating these outcomes. This suggests that motivation factors in healthcare are multifaceted and require careful examination, particularly in religiously affiliated institutions.

This study empirically tested the moderating role of work experience in the relationship between work motivation and employee performance at an Islamic Hospital in East Java. By involving 150 employees from an Islamic Hospital, this study employs an explanatory approach with multiple regression analysis to explain the relationships between the variables studied. Data will be collected through surveys and interviews with Islamic hospital employees to measure their levels of work motivation, performance, and work experience. Through appropriate statistical analysis, this study determined whether work experience acts as a significant moderator. A deeper understanding of the role of work experience in the relationship between motivation and performance will provide valuable insights for hospital management to develop more effective human resource strategies.

## Literature Review

This research draws upon Reinforcement Theory as the primary theoretical framework. Reinforcement theory, developed by [Dedahanov et al. \(2017\)](#), suggests that behavior is a function of its consequences. In the context of employee motivation and performance, positive reinforcement (such as rewards, recognition, and promotions) encourages desired behaviors, whereas negative reinforcement (such as penalties or lack of rewards) discourages undesirable behaviors.

According to reinforcement theory, employees are more likely to perform well when their actions have positive consequences, creating a cycle in which motivation drives performance and performance, in turn, is reinforced by favorable outcomes. This theory is particularly relevant in the healthcare sector, where clear incentives for excellent service and patient care can directly impact employee motivation and performance.

Work experience, as a moderating variable in this study, is also informed by reinforcement theory. More experienced employees are likely to have encountered a range of consequences for their actions, helping them better understand how motivation leads to specific outcomes. This understanding enables them to respond more effectively to motivational stimuli by leveraging their experiences to enhance their performance. [Zhou et al. \(2024\)](#) discussed how work experience is often overlooked in motivation studies but can be a critical factor influencing how employees learn from and respond to reinforcement mechanisms.

This study empirically tests the moderating role of work experience in the relationship between work motivation and employee performance, grounded in the reinforcement theory. By examining this interaction in the specific context of Islamic hospitals, where both professional and ethical considerations play a role, this study contributes to a deeper understanding of how motivational strategies can be tailored to maximize employee performance.

[Heidari et al. \(2024\)](#) proposed an integrated approach to evaluate and improve hospital performance by analyzing work motivation factors. Their study highlighted that interventions such as improved training, a supportive work environment, and performance rewards can significantly enhance work motivation, which subsequently leads to better overall performance. These findings align with the need for hospital management to focus on motivational strategies as a key driver of employee performance.

[Layek and Koodamara \(2024\)](#) emphasized the importance of both intrinsic and extrinsic motivation in influencing employee performance. They argue that work experience is a crucial moderating variable that effectively enhances employees' ability to harness their motivation. More experienced employees tend to utilize motivation more productively, leading to superior performance outcomes. This indicates that integrating work experience into motivation strategies can amplify performance results, especially in complex work environments, such as hospitals.

[Pham et al. \(2024\)](#) explored the relationship between work motivation and commitment among library staff. They found that motivation significantly impacts work commitment and that a balance between work and family life plays a key role in sustaining employee motivation. This balance also contributes to enhanced productivity, highlighting the need for holistic motivational strategies that consider the personal and professional aspects of an employee's life.

[Rinaldi and Riyanto \(2021\)](#) examined the influence of work motivation, work environment, and job satisfaction on organizational citizenship behavior in hospitals. Their research demonstrates that work motivation has a direct and significant effect on employee performance. Furthermore, a conducive work environment and high job satisfaction also contributed positively to performance, reinforcing the idea that motivation does not function in isolation, but interacts with other workplace factors.

Similarly, well-established motivation theories like Reinforcement Theory (Skinner) and empirical studies, highlight that motivated employees tend to exhibit higher performance levels. Research across sectors, including healthcare, has consistently shown a positive link between work motivation and performance ([Layek & Koodamara, 2024](#)). Motivation drives employees to exert greater effort, focus, and persistence in their work tasks, which translates to higher performance levels. In hospitals with high job demands and challenging work environments, motivated employees are more likely to go beyond the basic requirements of their jobs, leading to improved service quality

and patient care (Rinaldi & Riyanto, 2021). This relationship is especially important in Islamic hospitals, where values and ethical considerations may further enhance the impact of motivation on performance, as motivated employees align their work with the hospital's moral and religious mission.

Work experience has also been proposed to shape employee responses to motivation. This hypothesis aligns with Reinforcement Theory, which posits that individuals adapt their behavior based on the outcomes of their actions. Experienced employees, who have learned which behaviors lead to rewards, promotions, or recognition, are likely to be better positioned to leverage motivation for enhanced performance (He et al., 2020; Purnama, 2010). Layek and Koodamara (2024) also suggested that work experience enhances an employee's ability to translate motivation into tangible performance improvements, as more experienced employees tend to develop better problem-solving skills and task efficiency.

Moreover, experienced employees may also have greater confidence and competence in their job roles, which allows them to harness motivational factors more efficiently than less-experienced employees. This hypothesis builds on the idea that while motivation is important, its effectiveness is likely enhanced when coupled with significant work experience. In Islamic hospitals, where both work experience and personal motivation are highly valued, this moderating role is even more relevant. Employees with higher work experience are motivated not only by external rewards but also by their internal sense of duty and religious commitment, further strengthening their performance (McNall et al., 2009). The moderating effect of work experience implies that hospitals should tailor motivation strategies based on employees' experience to maximize performance. For instance, experienced employees may benefit from leadership roles and advanced training, whereas less experienced employees may require more foundational training and support.

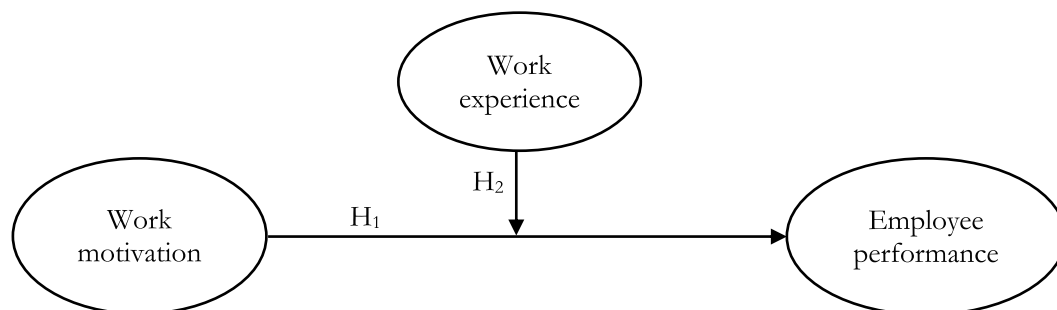
Based on a thorough literature review, two key hypotheses were developed to examine these dynamics.

H<sub>1</sub>: Work motivation positively influences employee performance.

H<sub>2</sub>: Work experience moderates the relationship between work motivation and employees' performance in hospitals.

These hypotheses were intended to offer strategic insights into enhancing the motivation and performance of hospital staff at different experience levels. This study aimed to provide valuable insights into increasing employee motivation and performance in Islamic hospitals through effective experience management. Hospital administrators can use these findings to develop targeted training, development programs, and reward policies that align with employees' experience levels, ultimately contributing to improved employee retention and overall organizational performance.

The conceptual framework for this research is illustrated in Figure 1.



**Figure 1.** Research Conceptual Framework

Source: Authors' own work

## Research Methods

This study adopts an explanatory approach to explain the relationship between work motivation, work experience, and employee performance in an Islamic Hospital. The study population consisted of employees at an Islamic Hospital in East Java, with a sample of 150 employees selected

using a proportional random sampling technique. A sample size of 150 was deemed appropriate based on statistical considerations, such as the rule of thumb for multiple regression analysis, which requires a minimum of ten respondents per variable to ensure reliable results. Given that this study examined three main variables (work motivation, work experience, and employee performance), the sample size exceeded the minimum threshold and allowed for sufficient statistical power to detect significant relationships.

The sample was drawn from various departments within the hospital, including administrative, medical, and support staff to ensure a diverse and representative group of employees. Only full-time employees with at least one year of work experience were eligible to participate in the study to ensure that respondents had sufficient familiarity with the hospital's operational environment and could accurately reflect their work motivation and performance. Senior-level managers, middle management, and junior staff across departments were included to reflect a comprehensive range of positions and responsibilities.

Data were collected through the distribution of questionnaires, using a five-point Likert scale. The questionnaire was designed to measure the respondents' levels of work motivation, work experience, and employee performance, ensuring that the questions were applicable to all eligible participants based on their roles in the hospital. The instrument used for measuring work motivation and performance was adapted from scales previously validated in the literature, ensuring reliability and construct validity.

Data analysis was performed using multiple regression analysis and IBM SPSS Statistics software version 25. An interaction regression analysis was used to evaluate the moderating effect of work experience on the relationship between work motivation and employee performance. The analysis stages included testing model suitability and hypothesis testing to determine the relationships between the hypothesized variables. The goodness-of-fit of the regression models and interaction effects were examined using standardized coefficients, significance tests, and R-squared values.

### Respondent characteristics

The respondents demonstrated interesting demographic patterns, which may provide additional insights into the research findings. In terms of sex, 61% were men and 39% were women, indicating a predominance of male employees in the hospital. This gender distribution may bring several benefits such as the ability to handle heavy physical tasks and ensure the availability of certain specialists. However, achieving gender balance in the workplace remains important for fostering inclusivity and equity.

In terms of age, 68% of the respondents were aged 17-35 years, reflecting a young workforce with high energy, adaptability, and stamina. These traits can be particularly advantageous in the health care sector, where physical demands and rapid adaptation to new technologies are critical. However, maintaining age diversity is equally important for capitalizing on the experience and mentorship offered by senior employees.

**Table 1.** Respondent Characteristics

Description	N	%	Description	N	%	Description	N	%
Gender			Age			Education		
Man	92	61	17-35	102	68	Graduated from high school	22	15
Woman	58	39	36-53	41	27.5	Bachelor	128	85
Amount	150	100	53>	7	4.5	Amount	150	100
			Amount	150	100			

Source: Data processed

Regarding educational background, most respondents (85%) held a bachelor's degree, which is beneficial for enhancing theoretical knowledge, managerial skills, and critical thinking. Employees with higher education levels also tend to have better communication skills and a stronger commitment to professional development, aligning well with the hospital's goals of improving

service quality and organizational performance. Detailed characteristics of the respondents are presented in Table 1, highlighting these key demographic factors.

### Validity and reliability test results

The validity test results show that the measurement instrument is of very good quality. Each statement of the variables work motivation (X1), work experience (X2), and performance (Y) was tested using Pearson correlation. All the correlation values were greater than 0.361, with a significance value of less than 0.05, as shown in Table 2. This confirms that each statement in the instrument has a significant relationship with the concept being measured, thus meeting established standards. Therefore, it can be concluded that this instrument is valid for use in research, so that the measured variables accurately reflect work motivation, work experience, and performance (Ghozali, 2018).

**Table 2.** Validity Test

Indicator	Pearson Correlation	Sig. (2-tailed)	Indicator	Pearson Correlation	Sig. (2-tailed)
X1_Service quality	0.686	0.000	X2_Involvement	0.849	0.000
X1_Obedience	0.550	0.000	X2_Conflict resolution	0.441	0.000
X1_Teamwork	0.465	0.000	X2_Use of technology	0.778	0.000
X1_Initiative	0.559	0.000	X2_Participation	0.774	0.000
X1_Involvement	0.769	0.000	X2_Communication ability	0.737	0.000
X1_Professionalism	0.674	0.000	Y_Innovation	0.747	0.000
X1_Response	0.689	0.000	Y_Effective communication	0.487	0.000
X1_Presence	0.636	0.000	Y_Initiative	0.789	0.000
X1_Dedication	0.585	0.000	Y_Collaboration	0.747	0.000
X1_Award	0.407	0.000	Y_Presence	0.697	0.000
X2_Length of work	0.667	0.000	Y_Productivity	0.668	0.000
X2_Role diversity	0.796	0.000	Y_Error rate	0.423	0.000
X2_Certification	0.532	0.000	Y_Accuracy	0.401	0.000
X2_Ability	0.610	0.000	Y_Obedience	0.788	0.000
X2_Leadership	0.733	0.000	Y_Service quality	0.692	0.000

Source: Data processed

**Table 3.** Reliability Test

Indicator	Cronbach's Alpha if Item Deleted	Indicator	Cronbach's Alpha if Item Deleted
X1_Service quality	0.877	X2_Involvement	0.876
X1_Obedience	0.878	X2_Conflict Resolution	0.878
X1_Teamwork	0.881	X2_Use of Technology	0.876
X1_Initiative	0.879	X2_Participation	0.878
X1_Involvement	0.876	X2_Communication Ability	0.881
X1_Professionalism	0.878	Y_Innovation	0.882
X1_Response	0.879	Y_Effective Communication	0.881
X1_Presence	0.878	Y_Initiative	0.885
X1_Dedication	0.879	Y_Collaboration	0.878
X1_Award	0.886	Y_Presence	0.879
X2_Length of work	0.880	Y_Productivity	0.879
X2_Role Diversity	0.878	Y_Error Rate	0.883
X2_Certification	0.878	Y_Accuracy	0.884
X2_Ability	0.876	Y_Obedience	0.877
X2_Leadership	0.878	Y_Service quality	0.878

Source: Data processed

The results of the reliability test showed that Cronbach's alpha value was greater than 0.70 for all statement items from the variables work motivation (X1), work experience (X2), and performance (Y). This confirmed a good level of internal consistency between the items for each

variable. The high Cronbach's alpha value reflects that each item is interrelated and measures the same concept together, as shown in Table 3. This reliability test confirms that the measurement instrument can be relied upon to provide consistent and stable results over time. Thus, it can be concluded that the statements in the instrument have good reliability and can be used to measure the desired concept. This confirms the reliability of the measurement instruments and the accuracy of the data obtained from this research, providing a strong foundation for further analysis and interpretation of the research findings (Ghozali, 2018).

### Classic assumption test results

The results of classical assumption testing were verified to validate the regression model in this study. From the normality test, the Sig value was 0.071, which is greater than the threshold value of 0.050, indicating that the model residuals have a normal distribution, as shown in Table 4. The multicollinearity test showed that there was no indication of multicollinearity, with tolerance and VIF values that met the criteria. was determined, as listed in Table 5. Finally, the results of the heteroscedasticity test show that no heteroscedasticity was detected in the regression model, as shown in Table 6. With all the requirements met, it can be concluded that the regression model used in this study is valid, and the results of the regression analysis can be relied on to produce research findings that are accurate and can be interpreted with high confidence (Ghozali, 2018).

**Table 4.** Normality Test

		Studentized Deleted Residual
N		150
Normal Parameters, b	Mean	-0.0002980
	Std. Deviation	1.01004368
Most Extreme Differences	Absolute	0,050
	Positive	0,032
	Negative	-0,050
Statistical Tests		0,050
Asymp. Sig. (2-tailed)		0,200c,d

a. Test distribution is Normal.

b. Calculated from data.

c. Lilliefors Significance Correction.

d. This is a lower bound of the true significance.

Source: Data processed

**Table 5.** Multicollinearity Test

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	17,724	2,399		7,388	0,000		
	Work motivation	0,270	0,076	0,296	3,542	0,001	0,767	1,305
	Work experience	0,200	0,070	0,237	2,835	0,005	0,767	1,305

a. Dependent Variable: Employee Performance

Source: Data processed

**Table 6.** Heteroscedasticity Test

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	0,921	0,219		4,194	0,000
	Work motivation	0,000	0,007	-0,006	-0,064	0,949
	Work experience	-0,004	0,006	-0,056	-0,594	0,553

Source: Data processed

## Hypothesis test results

The results of the hypothesis testing highlight important findings regarding the relationship between work motivation, work experience, and employee performance. First, these results show that work motivation has a significant positive impact on performance, as shown by the  $\beta$  coefficient of 0.375 and a significance value (Sig) of 0.000, as shown in Table 7, supporting H<sub>1</sub>. This confirms that a high level of motivation contributes significantly to improving employee performance. In addition, the results reveal that the moderating effect between work motivation and work experience on performance is also significant. The significant  $\beta$  coefficients for both variables and the interaction between the two indicate that a combination of high work motivation and good work experience can jointly improve employee performance. The low significance value (Sig = 0.000) shown in Table 9 supports H<sub>2</sub>. These results support the conclusion that this relationship is unlikely to occur by chance. Thus, these findings provide valuable insights for human resource managers and organizational leaders in designing strategies to improve employee performance by driving better work motivation and focusing on the moderating role of work experience.

**Table 7.** Results of Testing the Influence of Work Motivation on Employee Performance

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	20,325	2,269		8,958	0,000
	Work motivation	0,375	0,068	0.411	5,482	0,000

a. Dependent Variable: Employee Performance

Source: Data processed

**Table 8.** Testing Results Work Motivation Impact on Employee Performance

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	0.411a	0,169	0,163	7.01127

a. Predictors: (Constant), Work Motivation

Source: Data processed

In the regression analysis carried out in Table 7, the relationship between work motivation (X<sub>1</sub>) and performance (Y) is explained through the first regression equation ( $Y = 20.325 + 0.375X_1$ ). The coefficient (0.375) shows that every one-unit increase in work motivation results in an increase of (0.375) units in performance. In other words, the higher the level of work motivation, the higher the performance achieved by the individual. This phenomenon is strengthened by the positive coefficient, which indicates a significantly positive correlation between work motivation and performance. These findings confirm that work motivation plays an important role in improving employee performance in the context of this research. Strategies to increase work motivation can be considered an effective approach to improve individual performance in the workplace. Thus, these results provide a deeper understanding of the relationship between work motivation and performance, providing a strong basis for managers and human resource practitioners to design interventions aimed at increasing employee work motivation and performance.

Table 8 shows the results of testing the impact of work motivation on employee performance. The correlation coefficient, R, was 0.411, indicating a moderate positive relationship between work motivation and employee performance. This correlation suggests that higher levels of work motivation are associated with improved employee performance, although this relationship is not particularly strong.

The R<sup>2</sup> value was 0.169, meaning that work motivation alone accounted for 16.9% of the variation in employee performance. This implies that, while work motivation is a relevant factor, other variables not included in the model may also play significant roles in determining performance outcomes. The Adjusted R<sup>2</sup>, slightly lower at 0.163, confirms the model's explanatory



power after adjusting for the predictor, which is a standard practice to ensure that the model is not overly fitted to the sample data.

The standard error of the estimate is 7.01127, showing that the average actual employee performance scores deviate from the predicted values. This suggests a moderate level of prediction accuracy because lower standard error values would indicate a stronger predictive model.

In summary, the results suggest that work motivation has a meaningful, although moderate, impact on employee performance. This finding supports the hypothesis that enhancing employee motivation can positively influence performance, but also suggests that additional factors should be considered to fully explain variations in employee performance.

**Table 9.** Simultaneous Testing Motivation, Experience, and Interaction on Performance

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	1963,996	3	654,665	14,080	0,000b
	Residual	6788.564	146	46,497		
	Total	8752.560	149			

a. Dependent variable: employee performance

b. Predictors: (constant), interaction of work motivation with work experience, work motivation, work experience

Source: Data processed

**Table 10.** Moderation Test Results work Experience the Relationship Between Work Motivation and Employee Performance

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	8,146	6,680		1,219	0,225
	Work motivation	0,578	0,214	0,633	2,700	0,008
	Work experience	0,547	0,237	0,650	2,309	0,022
	Interaction of Work Motivation with Work Experience	-0.011	0,007	-0,656	-1,535	0.127

a. Dependent Variable: Employee Performance

Source: Data processed

The results of the regression analysis listed in [Table 10](#) show the impact of independent variables such as work motivation (X1), work experience (X2), and their interaction (X1.X2), on the dependent variable performance (Y), represented in the second equation ( $Y = 8.146 + 0.578X1 + 0.547X2 - 0.011X1.X2$ ). A work motivation coefficient (X1) of 0.578 shows a positive and significant impact on performance, as does the work experience coefficient (X2) of 0.547. However, the interaction between work motivation and work experience (X1.X2) shows a negative impact, possibly reducing performance. The correlation coefficient (R) confirmed the strong relationship between work motivation, work experience, and performance, and their interaction strengthened their impact.

**Table 11.** Moderation Test Work Experience on Motivation-Performance Relationship Coefficient

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	0.474a	0,224	0,208	6.81887

a. Predictors: (Constant), Interaction of Work Motivation with Work Experience, Work Motivation, Work Experience

Source: Data processed

[Table 11](#) provides a summary of the moderation test results, analyzing the impact of work experience on the relationship between work motivation and employee performance. The

correlation coefficient,  $R$ , is 0.474, indicating a moderate positive relationship between work motivation, work experience, and employee performance. This moderate correlation suggests that incorporating both motivation and experience into the model contributes positively to explaining variations in employee performance. The  $R^2$  value is 0.224, meaning that 22.4% of the variability in employee performance is explained by work motivation, work experience, and their interactions. This value reflects the meaningful contribution of these variables in predicting the performance outcomes. The Adjusted  $R^2$ , which is slightly lower at 0.208, confirms that the model maintains its explanatory power even after adjusting for the number of predictors. In addition, the standard error of the estimate, 6.81887, shows the average distance between the actual and predicted performance scores, suggesting a moderate level of prediction accuracy. Overall, these findings indicate that work experience has a significant moderating effect on the motivation-performance relationship, affirming the hypothesis that employee experience enhances the effectiveness of motivation in influencing performance. This highlights the importance of considering work experience in strategies aimed at optimizing employee motivation and performance.

## Results and Discussion

Further analysis showed that work experience strengthens the relationship between work motivation and employee performance. In the hospital context, particularly where work experience plays a dominant role, the importance of developing work motivation has become clearer. Strategies for improving employee performance must consider the moderating influence of work experience. Understanding this interaction is crucial for designing effective strategies to enhance employee performance in hospitals, where experienced employees can often contribute significantly to organizational goals.

Empirical findings regarding the impact of work motivation on employee performance in hospitals offer important implications for human resource management and the improvement of healthcare services. These findings provide substantial contributions to both the theoretical development and practical application of the factors influencing employee performance, particularly in the healthcare sector.

From a theoretical standpoint, the results align with the existing literature and deepen our understanding of how work motivation drives performance outcomes. This study extends the earlier research by [Umihastanti and Frianto \(2022\)](#), which emphasizes the role of factors such as ergonomics, competence, and environmental values in ensuring sustainable performance in healthcare settings. This research demonstrates that motivation is not an isolated driver, but interacts with other elements to enhance performance.

The empirical validation of this relationship also reinforces the management literature, supported by studies such as [Alsadaan et al. \(2023\)](#) and [Bostan et al. \(2024\)](#), which highlight the complexity of the dynamics between motivation and performance. [Lawlis et al. \(2024\)](#) further contribute to this discourse by applying frameworks such as self-determination theory and social exchange theory to illustrate how relevant work experiences shape relationships between employees, thus directly influencing productivity and service quality.

From a practical perspective, these findings offer actionable insights for improving motivation and performance in hospital management. Research by [Durrani et al. \(2024\)](#) on environmentally friendly employee empowerment and studies like [\(Bostan et al. \(2024\)\)](#), which propose models to address administrative challenges in Turkish hospitals, underscores the importance of creating work environments that foster motivation.

Hospitals can implement concrete steps such as reward programs, targeted training, and appropriate development initiatives. These actions are in line with the conclusions drawn by [Franco et al. \(2002\)](#) and [Vo et al. \(2022\)](#), who emphasize that understanding the factors behind work motivation can significantly improve the management of human resources. Hospitals can enhance employee satisfaction and performance by fostering an environment that supports motivation, leading to better patient care and stronger reputation in the healthcare market.

Moreover, the study by [Udekwe et al. \(2024\)](#) on the impact of human resource information systems (HRIS) in the South African health sector illustrates how technology can motivate

healthcare workers to stay productive and contribute to high-quality services. This demonstrates that work motivation is multifaceted, and effective management requires a combination of technical, psychological, and organizational approaches.

This study's empirical findings highlight the role of work experience as a moderator in the relationship between work motivation and employee performance in hospitals, offering significant insights into workplace dynamics. These findings deepen our understanding of the factors influencing employee performance and provide new perspectives on how work experience can alter the impact of motivation.

Research by [Pham et al. \(2024\)](#) on pathways to innovative work behavior and performance, alongside [Amin et al. \(2024\)](#) on customer value co-creation, supports the idea that work experience is a key factor in shaping performance outcomes. Work experience enhances an employee's ability to leverage their motivation into practical results, particularly in high-stakes environments, such as hospitals, where performance directly affects patient care.

In a practical context, a detailed understanding of how work experience moderates motivation-performance relationships provides invaluable guidance for hospital managers. For instance, [Aungsuroch and Montayre \(2024\)](#) on factors influencing nurse engagement and [Agirre-Aramburu et al. \(2024\)](#) on integrating human resource practices offer detailed insights into how work experience can guide the development of effective human resource policies.

By recognizing the nuances of how work experience influences motivation, hospital management can tailor strategies to different levels of experience. More experienced employees may require less motivational input to achieve high performance, while younger or less experienced employees may need additional support. This allows for a more efficient allocation of training and development resources and provides targeted programs that resonate with employees' varying stages of experience.

Moreover, studies like those by [Tafese Keltu \(2024\)](#) on the influence of human resource development practices and [Guo et al. \(2024\)](#) on the impact of AI and automation on physician performance emphasize the importance of customizing motivational strategies to reflect employees' professional development stages. Hospitals that adopt this approach can retain talent more effectively, improve employee satisfaction, and optimize overall organizational performance.

The findings of this study have broad implications for hospital human resource development. By acknowledging the moderating role of work experience, hospital managers can design targeted policies and interventions to boost employee performance. For instance, experienced employees might benefit from leadership development programs and advanced training, whereas less experienced staff might require mentoring and basic skill development. This allows hospitals to maximize employee potential across all levels of experience and improve overall performance and patient outcomes.

Furthermore, these strategies are aligned with global trends in healthcare management, as evidenced by studies by [Pursio et al. \(2024\)](#) on nursing practice environments and [Grundgeiger et al. \(2024\)](#) on clinical documentation. Hospitals that tailor their motivational and developmental strategies to employees' experience levels not only enhance employee retention but also position themselves competitively in an increasingly complex healthcare market.

In conclusion, this research offers critical insights into the importance of managing work motivation and work experience effectively in hospitals. These findings underscore the need for comprehensive strategies that address these variables, ensuring that hospitals can achieve high performance while maintaining employee satisfaction and delivering superior patient care.

## Conclusion

Based on the findings of this study, it can be concluded that work motivation plays a crucial role in enhancing employee performance in Islamic hospitals. High work motivation significantly contributes to improved performance, whereas work experience serves as a moderator, strengthening the relationship between work motivation and performance. These findings suggest that hospital management should design targeted work motivation programs that consider

employees' work experiences. This approach will help to create a more effective human resource development strategy aimed at improving employee productivity and overall performance.

This study had some limitations, first, it was limited to a specific hospital context, which may reduce the generalizability of the results to other sectors or healthcare institutions. Additionally, the cross-sectional design of the study did not allow us to observe the long-term effects of work motivation and work experience on performance, making it difficult to assess changes over time. Future studies could use a longitudinal approach to track the evolution of these relationships.

Future research could explore other factors that potentially influence the relationship between work motivation and performance, such as organizational culture, leadership styles, and employee well-being. Additionally, expanding the research to multiple hospitals or sectors could help validate and generalize the findings. Finally, investigating how technological advancements and automation interact with work motivation and experience in shaping employee performance would provide valuable insights for adapting human resource strategies to future workplace dynamics.

In conclusion, effective human resource management focused on employee development, advanced analysis, and incorporating employee work experience is key to fostering a motivating, supportive, and productive work environment. These steps will help improve employee performance and the quality of healthcare services provided to patients, thus creating a competitive advantage for hospitals in an increasingly competitive market.

### Acknowledgements

The Acknowledgement section should specify the individuals or institutions who have also contributed to the article but are not its authors (the relevant scientific programs, grants, scholarships, contracts are indicated, the persons or organizations that helped an author in conducting the research, namely, access to information, organization of the survey, interview, etc.). We would like to express our sincere gratitude to the following institutions for their invaluable support and contribution to this research: Sekolah Tinggi Ilmu Ekonomi Al-Anwar, Universitas Negeri Malang, Universitas Brawijaya, and Institut Agama Islam Negeri Kediri. We also wish to acknowledge the collaboration and insightful feedback of our coauthors, whose expertise and dedication have greatly enriched this study. Their collective efforts have been instrumental in the successful completion of this study.

### Author contributions

Conceptualization: Chamdan Purnama, Mirhamida Rahmah

Data curation: Dinda Fatmah, Syaiful Hasani, Yusriyah Rahmah, Zakiyah Zulfa Rahmah

Formal analysis: Chamdan Purnama, Mirhamida Rahmah, Dinda Fatmah, Syaiful Hasani, Yusriyah Rahmah, Zakiyah Zulfa Rahmah

Investigation: Dinda Fatmah, Syaiful Hasani, Yusriyah Rahmah, Zakiyah Zulfa Rahmah

Formal analysis: Chamdan Purnama, Mirhamida Rahmah, Dinda Fatmah, Syaiful Hasani, Yusriyah Rahmah, Zakiyah Zulfa Rahmah

Methodology: Chamdan Purnama, Mirhamida Rahmah

Project administration: Chamdan Purnama, Mirhamida Rahmah

Supervision: Chamdan Purnama, Karina Ananda Putri, Mirhamida Rahmah

Validation: Chamdan Purnama, Karina Ananda Putri, Mirhamida Rahmah

Visualization: Chamdan Purnama, Karina Ananda Putri, Mirhamida Rahmah

Writing – original draft: Dinda Fatmah, Syaiful Hasani, Yusriyah Rahmah, Zakiyah Zulfa Rahmah

Writing – review & editing: Dinda Fatmah, Syaiful Hasani, Yusriyah Rahmah, Zakiyah Zulfa Rahmah

### References

- Agirre-Aramburu, I., Freundlich, F., & Blázquez-Díaz, T. (2024). The perspective of managers on integrating HR practices to increase organizational performance in SME firms: An analysis of the interaction effect. *Intangible Capital*, 20(1), 215. <https://doi.org/10.3926/ic.2418>

- Al Sabei, S. D., Labrague, L. J., Al-Rawajfah, O., AbuAlRub, R., Burney, I. A., & Jayapal, S. K. (2022). Relationship between interprofessional teamwork and nurses' intent to leave work: The mediating role of job satisfaction and burnout. *Nurs Forum*, 57(4), 568–576. <https://doi.org/10.1111/nuf.12706>
- Alsadaan, N., Salameh, B., Reshia, F. A. A. E., Alruwaili, R. F., Alruwaili, M., Awad Ali, S. A., Alruwaili, A. N., Hefnawy, G. R., Alshammari, M. S. S., Alrumayh, A. G. R., Alruwaili, A. O., & Jones, L. K. (2023). Impact of nurse leaders behaviors on nursing staff performance: A systematic review of literature. *Inquiry*, 60. <https://doi.org/10.1177/00469580231178528>
- Aunguroch, Y., & Montayre, J. (2024). Updating factors influencing nurse work engagement in the hospital settings: A systematic review. *Journal of Healthcare Leadership*, 16, 157–176. <https://doi.org/10.2147/JHL.S451056>
- Bostan, S., Urek, D., & Yesildag, A. Y. (2024). A model proposal for developing a solution and determining the administrative problems of hospitals in Turkey: The BUY model. research and theory for nursing practice, *Research and Theory for Nursing Practice*, 38(2), 227–251. <https://doi.org/10.1891/RTNP-2023-0091>
- Dedahanov, A. T., Rhee, C., & Yoon, J. (2017). Organizational structure and innovation performance: Is employee innovative behavior a missing link? *Career Development International*, 22(4), 334–350. <https://doi.org/10.1108/CDI-12-2016-0234>
- Durrani, N., Raziq, A., Mahmood, T., & Khan, M. R. (2024). Barriers to adaptation of environmental sustainability in SMEs: A qualitative study. *PLoS ONE*, 19(5 May), 1–22. <https://doi.org/10.1371/journal.pone.0298580>
- Fan, S. X., Duan, S. X., & Deng, H. (2024). Improving digital work experience: An experimental investigation of IT identity and organization support. *Industrial Management and Data Systems*, 124(3), 1107–1131. <https://doi.org/10.1108/IMDS-02-2023-0128>
- Firjatullah, J., Wolor, C. W., & Marsofiyati. (2023). Pengaruh lingkungan kerja, budaya kerja, dan beban kerja terhadap kinerja karyawan. *Jurnal Manuhara: Pusat Penelitian Ilmu Manajemen Dan Bisnis*, 2(1), 01–10. <https://doi.org/10.61132/manuhara.v2i1.426>
- Franco, L. M., Bennett, S., & Kanfer, R. (2002). Health sector reform and public sector health worker motivation: A conceptual framework. *Social Science and Medicine*, 54(8), 1255–1266. [https://doi.org/10.1016/S0277-9536\(01\)00094-6](https://doi.org/10.1016/S0277-9536(01)00094-6)
- Ghozali, I. (2018). *Aplikasi analisis multivariate dengan program IBM SPSS 25* (9th ed.). Badan Penerbit Universitas Diponegoro.
- Grundgeiger, T., Juranz, C., Hurtienne, J., & Happel, O. (2024). Motives and fluent interaction in clinical documentation: An experience-based design for a documentation tool in anesthesiology. *Human Factors in Healthcare*, 5(April 2023). <https://doi.org/10.1016/j.hfh.2024.100071>
- Guo, Q., Yang, X., & Xie, H. (2024). The impacts of mountain campsite attributes on tourists' satisfaction and behavioral intentions: The mediating role of experience quality. *Journal of Destination Marketing & Management*, 32, 100873. <http://dx.doi.org/10.1016/j.jdmm.2024.100873>
- He, P., Zhou, Q., Zhao, H., Jiang, C., & Wu, Y. J. (2020). Compulsory citizenship behavior and employee creativity: Creative self-efficacy as a mediator and negative affect as a moderator. *Frontiers in Psychology*, 11, 1–16. <https://doi.org/10.3389/fpsyg.2020.01640>
- Heidari, S., Tavakkoli-Moghaddam, R., Salimi, B., Mehdizadeh-Somarin, Z., & Hamid, M. (2024). An integrated approach for evaluating and improving the performance of hospital ICUs based on ergonomic and work-motivational factors. *Computers in biology and medicine*, 168, 107773. <https://doi.org/10.1016/j.combiomed.2023.107773>

- Lawlis, T., Mawer, T., Bevitt, T., Arthur, T., Andrew, L., Wallace, R., Sambell, R., & Devine, A. (2024). Host organizations' perceptions to providing safe and inclusive work-integrated learning programs for students with disability. *International Journal of Work-Integrated Learning*, 25(1), 95–107. [https://www.ijwil.org/files/IJWIL\\_25\\_1\\_95\\_107.pdf](https://www.ijwil.org/files/IJWIL_25_1_95_107.pdf)
- Layek, D., & Koodamara, N. K. (2024). Motivation, work experience, and teacher performance: A comparative study. *Acta Psychologica*, 245, 104217. <https://doi.org/10.1016/j.actpsy.2024.104217>
- McNall, L. A., Masuda, A. D., & Nicklin, J. M. (2009). Flexible work arrangements, job satisfaction, and turnover intentions: The mediating role of work-to-family enrichment. *Journal of Psychology: Interdisciplinary and Applied*, 144(1), 61–81. <https://doi.org/10.1080/00223980903356073>
- Pham, T. P. T., Van Nguyen, T., Van Nguyen, P., & Ahmed, Z. U. (2024). The pathways to innovative work behavior and job performance: Exploring the role of public service motivation, transformational leadership, and person-organization fit in Vietnam's public sector. *Journal of Open Innovation: Technology, Market, and Complexity*, 10(3), 100315. <https://doi.org/10.1016/j.joitmc.2024.100315>
- Purnama, C. (2010). Motivasi dan kemampuan usaha dalam meningkatkan keberhasilan usaha industri kecil (Studi pada industri kecil sepatu di Jawa Timur). *Jurnal Manajemen dan Kewirausahaan*, 12(2), 177-184. <https://doi.org/10.9744/jmk.12.2.pp.%20177-184>
- Pursio, K., Kankkunen, P., Mikkonen, S., & Kvist, T. (2024). Organizational characteristics of nursing practice environments related to registered nurses' professional autonomy and job satisfaction in two Finnish Magnet-aspiring hospitals: Structural equation modeling study. *BMC Nursing*, 23(1), 1–13. <https://doi.org/10.1186/s12912-024-01772-9>
- Rinaldi, E., & Riyanto, S. (2021). The effect of work motivation, work environment, and job satisfaction on organizational citizenship behavior and their impact on employees performance of RSU Menteng Mitra Afia during the Covid-19 pandemic. *International Journal of Research in Business and Social Science*, 10(6), 101–110. <https://doi.org/10.20525/ijrbs.v10i6.1293>
- Tafese Keltu, T. (2024). The effect of human resource development practice on employee performance with the mediating role of job satisfaction among Mizan Tepi University's academic staff in Southwestern Ethiopia. *Heliyon*, 10(8), e29821. <https://doi.org/10.1016/j.heliyon.2024.e29821>
- Thani, A. K. A., Rosely, N., Sakarji, S. R., & Zainuddin, N. N. M. Z. (2023). Islamic work ethics and organizational citizenship behavior among Muslims employees in jabatan kemajuan masyarakat (Kemas), Putrajaya. *International Journal of Accounting, Finance and Business (IJAFB)*, 8(46), 220–232. <https://doi.org/10.55573/IJAFB.084615>
- Udekwe, E., Iwu, C. G., & Obadire, O. S. (2024). Impact of human resource information system performance for sustainable health sector in South Africa. *Electronic Journal of Knowledge Management*, 22(2), 1–17. <https://doi.org/10.34190/ejkm.22.2.3344>
- Umihastanti, D., & Frianto, A. (2022). Pengaruh dukungan organisasi dan employee engagement terhadap kinerja pegawai badan kepegawaian daerah. *Jurnal Ilmu Manajemen*, 10(1), 219–232. <https://doi.org/10.26740/jim.v10n1.p219-232>
- Vo, T. T. D., Tulliao, K. V., & Chen, C. W. (2022). Work motivation: The roles of individual needs and social conditions. *Behavioral Sciences*, 12(2). <https://doi.org/10.3390/bs12020049>
- Zhao, H., Chen, Y., & Liu, W. (2023). Socially responsible human resource management and employee moral voice: Based on the self-determination theory. *Journal of Business Ethics*, 183(3), 929–946. <https://doi.org/10.1007/s10551-022-05082-5>