The Effect of Public Leadership and Administrative Collaboration on Hospital Performance through Employee Job Satisfaction

Natasha Waya[1*], Dewi Wuisan[2]
[1,2]*Department of Hospital Administration, Faculty of Medicine, Universitas Pelita Harapan; Jakarta Selatan, Indonesia*

*Corresponding Author E-Mail: Natashawaya123@gmail.com

Submitted:
January 2, 2026

Revised:
February 3, 2026

Accepted:
March 28, 2026

Published Online:
March 31, 2026

ABSTRACT

Rapid changes in healthcare demand effective leadership and collaboration to enhance performance and service quality in hospitals. This study investigates the impact of public leadership and administrative collaboration on hospital performance, with employee job satisfaction acting as a mediating variable. The research, conducted in public hospitals in Indonesia, uses a quantitative approach with a survey method to collect data from 162 hospital employees. Structural Equation Modeling (SEM) with SmartPLS is employed for data analysis. The results show that public leadership significantly affects employee performance, while administrative collaboration strongly enhances employee job satisfaction. However, the direct impact of public leadership on employee job satisfaction is not significant, and employee job satisfaction does not significantly mediate the relationship between leadership and performance. The study also reveals that while administrative collaboration impacts employee job satisfaction, its effect on performance is not statistically significant. These findings suggest that while leadership and collaboration are vital for improving hospital outcomes, other factors should be explored to enhance performance further.

Keywords*: Administrative Collaboration, Hospital Performance, Job Satisfaction, Public Leadership.*

INTRODUCTION

Modern healthcare requires hospitals not only to operate efficiently but also to adapt to policy changes, technological developments, and increasing patient expectations. Hospital performance is evaluated through several dimensions, including clinical outcomes, patient safety, service user satisfaction, and human resource efficiency. Managerial practices at the leadership level play a crucial role in improving the quality of healthcare services. In the context of public hospitals, leaders must balance service objectives, social responsibilities, and accountable budget management. Participatory and transformational leadership styles have been shown to enhance employee motivation and job satisfaction. In addition, administrative collaboration across units and professional groups strengthens service coordination while improving patient safety and operational efficiency (Zia et al., 2024). Employee job satisfaction also plays a mediating role between leadership, administrative collaboration, and hospital performance. Leadership support and a collaborative work environment enhance psychological well-being and work motivation among employees. Job satisfaction has also been found to mediate the relationship between leadership and performance (Cantarelli et al., 2023). However, increasing workloads and limited human resources may reduce service quality.

In many hospitals, particularly in developing countries, weak leadership practices and inadequate administrative collaboration across units often result in low employee job satisfaction and negatively affect institutional performance. Research conducted by Septyawan et al. (2024) found that leadership style has a positive and significant influence

JIMKES

Jurnal Ilmiah Manajemen Kesatuan
Vol. 14 No. 2, 2026
pp. 2203-2216
IBI Kesatuan
ISSN 2337 – 7860
E-ISSN 2721 – 169X
DOI: 10.37641/jimkes.v14i2.5067

on employee job satisfaction, indicating that better leadership leads to higher satisfaction among hospital employees. Similarly, Zia et al. (2024) demonstrated that effective public leadership contributes to improved administrative collaboration, which in turn enhances the effectiveness of public healthcare services. These phenomena indicate that public leadership and administrative collaboration play an important role in shaping employee performance through increased employee job satisfaction.

Employee performance refers to the level of achievement in carrying out tasks and responsibilities effectively and efficiently in accordance with organizational standards. In the hospital context, employee performance serves as a key indicator of service success because it affects not only administrative productivity but also patient care quality, procedural accuracy, and operational efficiency. Hamdi et al. (2024) emphasized that employee performance is influenced by factors such as the work environment, competence, and organizational support. Tarigan et al. (2025) further found that adequate work facilities can improve employee job satisfaction and directly enhance employee performance. Handayani et al. (2025) also noted that the integration of hospital information systems with the national health insurance program can strengthen service quality and work effectiveness. Moreover, career development plays a critical role in improving employee motivation and performance (Panjaitan et al., 2025). Work environment and discipline may also indirectly influence employee performance through employee job satisfaction (Putra et al., 2025). Therefore, employee performance reflects the effectiveness of human resource management in achieving healthcare service goals.

Previous studies have also demonstrated the importance of leadership in influencing employee performance. Ehwani et al. (2024) found that leadership significantly affects employee performance, and this influence becomes stronger when mediated by employee job satisfaction. Zhao et al. (2024) similarly reported that leadership support significantly increases healthcare workers' job satisfaction in large hospitals in China, with satisfaction levels reaching 74.33 percent. Furthermore, Xiong et al. (2022) showed that organizational growth culture and person–organization fit positively influence hospital performance, with employee job satisfaction acting as a partial mediator. These findings collectively suggest that strong public leadership, effective administrative collaboration, and improved employee job satisfaction are essential factors for enhancing the performance of healthcare institutions.

Despite these findings, a research gap remains, particularly in the context of public hospitals in Indonesia. Most previous studies have focused on the education sector or general government institutions, whereas hospitals possess more complex managerial characteristics involving cross-professional coordination, heavy workloads, and the demand for fast and accurate public services. Moreover, many studies have adopted purely quantitative approaches without considering contextual aspects such as health bureaucracy culture and the dynamics of administrative collaboration across clinical units. Therefore, this study attempts to integrate the relationships among public leadership, administrative collaboration, employee job satisfaction, and hospital performance within the Indonesian public service system. The aim of this study is to analyze the influence of public leadership and administrative collaboration on hospital performance, with employee job satisfaction as a mediating variable, to generate strategic recommendations for improving the effectiveness of public hospital management.

LITERATURE REVIEW & HYPOTHESIS DEVELOPMENT

The Influence of Public Leadership on Employee Job Satisfaction and Performance

Public leadership has developed as a key form of leadership in public sector organizations, including government hospitals, emphasizing accountability, public service values, and the ability of leaders to direct organizations toward effective service outcomes. In the healthcare context, public leaders play a vital role in shaping organizational values, strengthening work culture, and ensuring the quality of patient care. Effective leadership contributes to the creation of a supportive organizational climate that influences employee attitudes and workplace behavior. Leaders who

demonstrate a clear vision, effective communication, and emotional support are more likely to enhance employee motivation and comfort at work. Transformational leadership in the public sector has been shown to increase employee motivation and engagement by fostering trust and encouraging innovation (Irabor & Okolie, 2019; Udin, 2023). Additionally, leadership effectiveness influences employee norms, behavior, and productivity in healthcare organizations (Suherdi, 2025). Emotional intelligence also strengthens interpersonal relationships within organizations, which ultimately enhances employee job satisfaction.

Employee performance in the healthcare sector is closely linked to the effectiveness of public leadership in guiding, motivating, and ensuring that services are delivered in accordance with professional standards. Public leaders in hospitals play a strategic role in setting performance targets, strengthening work discipline, and promoting a productive organizational culture. Strong leadership encourages employees to demonstrate higher levels of commitment and responsibility in achieving organizational goals. Leadership in public institutions, particularly in healthcare settings, significantly shapes work values and behaviors that directly influence employee performance (Suherdi, 2025). Moreover, transformational leadership can stimulate employees to perform optimally through inspiration, vision, and intellectual stimulation (Sudarmo, 2025). Based on these perspectives, this study hypothesizes that public leadership positively influences both employee job satisfaction and employee performance.

H1: Public leadership has a positive influence on employee job satisfaction.
H2: Public leadership has a positive influence on hospital performance.

The Influence of Employee Job Satisfaction on Performance

Employee job satisfaction refers to a psychological state that reflects the extent to which employees feel content with their work, work environment, and the rewards they receive (Safitri & Kasmari, 2022; Bragadóttir et al., 2023). In organizational behavior theory, employee job satisfaction is widely regarded as a crucial factor that influences employee motivation, loyalty, and productivity. Employees who experience higher levels of satisfaction are more likely to demonstrate positive attitudes toward their work, maintain strong commitment to the organization, and show greater enthusiasm in performing their duties (Limanto et al., 2022). In the healthcare sector, employee job satisfaction is particularly important because it not only affects employee well-being but also influences the quality of services provided to patients. A supportive work environment, fair compensation, and recognition of employee contributions are among the key factors that contribute to higher levels of employee job satisfaction within healthcare organizations.

Several studies have highlighted the significant role of employee job satisfaction in improving employee performance. Cristofoli et al. (2024) and Elkhweildi et al. (2025), through a meta-analysis study, found that employee job satisfaction has a positive correlation with employee performance, particularly in service-oriented sectors such as healthcare. Employees who are satisfied with their work tend to demonstrate higher work morale, stronger commitment, and better service delivery. Similarly, Putra and Putra (2024) emphasized that satisfied employees are generally more productive and dedicated to achieving organizational goals. This condition encourages employees to perform their responsibilities more effectively and contribute to overall organizational success (Ghanad, 2023; Herni, 2024). Therefore, employee job satisfaction can be considered an important factor in improving employee performance in healthcare institutions. Based on this perspective, this study hypothesizes that employee job satisfaction has a positive effect on employee performance.

H3: Employee job satisfaction has a positive influence on hospital performance.

The Influence of Administrative Collaboration

Administrative collaboration refers to the ability of administrative units within an organization to work together in a coordinated manner, share information, and build cross-functional synergies to support smooth operations. In a hospital environment, administrative collaboration is crucial due to the complex and interdependent nature of healthcare services. Widjaja (2025) states that collaboration and teamwork create mutual trust and strengthen working relationships, thus supporting organizational stability. Lesmono et al. (2024) also emphasized that teams with strong coordination tend to be more cohesive and able to create a supportive work environment. Furthermore, Irianto (2025) showed that cross-departmental collaboration in hospitals can improve communication and reduce operational errors.

Administrative collaboration is believed to improve hospital operational efficiency through task coordination, information exchange, and synergy between work units. In organizational theory, collaboration enables employees to work more effectively because work processes become more structured and errors are minimized. Novita (2025) found that collaboration between administrative and clinical staff can improve organizational performance through streamlined procedures and improved communication. Collaboration enables employees to complete work more quickly and accurately, resulting in improved performance. However, Nallaluthan et al. (2024) emphasized that collaboration only has a significant impact when directly linked to performance indicators and employee development programs. Based on this argument, this study hypothesizes that administrative collaboration has a positive impact on employee performance.

H4: Administrative collaboration has a positive influence on employee job satisfaction.
H5: Administrative collaboration has a positive influence on hospital performance

The Influence of Employee Job Satisfaction as a Mediating

In management literature, public leadership is often seen as indirectly improving employee performance through increased employee job satisfaction. Supportive and inspiring leaders can create a positive work environment, resulting in higher employee job satisfaction and motivation to perform better (Vuong et al., 2021; Vadilla et al., 2025). In this case, employee job satisfaction acts as a psychological mechanism bridging the influence of leadership on performance outcomes. Hadi and Kirana (2024) explain that employee job satisfaction is frequently an important mediator in the leadership-performance relationship, although in some contexts, other factors, such as organizational culture, may play a more dominant role. Therefore, the hypothesis developed is that employee job satisfaction mediates the relationship between public leadership and employee performance.

Administrative collaboration can also serve as a mechanism that strengthens the impact of employee job satisfaction on employee performance (Frempong et al., 2018). Employees with higher job satisfaction are more likely to collaborate effectively with coworkers and engage in efficient administrative coordination. Strong collaboration can improve operational efficiency and productivity, thereby optimizing performance (Kumari et al., 2021). However, Bagga (2024) emphasizes that the relationship between collaboration and performance is complex and depends on organizational context and task type. This study hypothesizes that administrative collaboration mediates the relationship between employee job satisfaction and employee performance.

H6: Employee job satisfaction mediates the relationship between public leadership and hospital performance.
H7: Employee job satisfaction mediates the relationship between administrative collaboration and hospital performance.

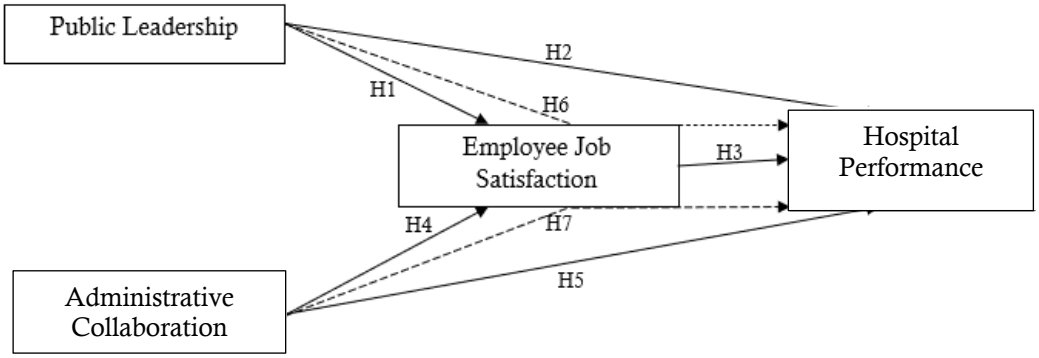

Figure 1. Conceptual Framework

Figure 1 illustrates a conceptual framework in which public leadership and administrative factors act as independent variables, employee job satisfaction functions as a mediating variable, and performance is the dependent variable. Public leadership directly influences employee job satisfaction (H1) and performance (H2), while administrative factors also directly affect job satisfaction (H4) and hospital performance (H5). Furthermore, employee job satisfaction has a direct effect on performance (H3). The dashed paths (H6 and H7) indicate mediation effects, meaning that both public leadership and administrative factors indirectly influence performance through employee job satisfaction.

RESEARCH METHODS

This study employed a quantitative research design using a survey approach to examine the relationships between public leadership, administrative collaboration, employee job satisfaction, and hospital performance. The research aimed to analyze both the direct and indirect effects among these variables, with employee job satisfaction positioned as a mediating variable. Public leadership and administrative collaboration were treated as independent variables, employee job satisfaction as the mediating variable, and hospital employee performance as the dependent variable. The quantitative design was selected because it allows for systematic measurement of variables and statistical testing of causal relationships within organizational settings, particularly in healthcare institutions.

The population of this study consisted of all hospital employees, including both medical and non-medical staff involved in service delivery and administrative activities. A purposive sampling technique was applied to select respondents who met specific criteria, particularly employees who had worked in the hospital for at least one year and were directly involved in hospital operations. This criterion ensured that respondents possessed sufficient experience and understanding of the organizational environment. The sample size was determined using the Slovin formula, where N represents the total population and e represents the margin of error set at 5 percent (0.05). With an estimated population of 200 employees, the minimum sample required for this study was calculated to be 133 respondents.

Data were collected using a structured questionnaire consisting of closed-ended questions measured on a five-point Likert scale, ranging from strongly disagree (1) to strongly agree (5). The questionnaire was designed to measure the four research variables: public leadership, administrative collaboration, employee job satisfaction, and employee performance. Prior to the main analysis, the research instrument was evaluated through validity and reliability tests to ensure that the items accurately measured the intended constructs and produced consistent results. This step was essential to confirm the appropriateness of the questionnaire as a reliable research instrument.

The data analysis technique employed in this study was Structural Equation Modeling (SEM) using the Partial Least Squares (PLS) approach. Data processing and statistical analysis were conducted using SmartPLS software. This analytical method was chosen because it allows simultaneous examination of complex relationships between variables, including mediating effects. The analysis procedure involved several stages, including testing for convergent validity, discriminant validity, and composite reliability within the measurement model. Subsequently, the structural model was evaluated to assess the relationships among variables, followed by estimation of path coefficients and hypothesis testing to determine the magnitude and significance of the influence of public leadership and administrative collaboration on employee performance through employee job satisfaction.

RESULTS

The demographic profile of respondents is presented to provide an overview of the characteristics of individuals participating in this study. Understanding respondent demographics is essential, as factors such as gender, age, and investment experience may influence decision-making behavior and contribute to variations in herding tendencies. By examining these characteristics, the study ensures that the sample adequately represents diverse investor backgrounds, thereby enhancing the reliability and generalizability of the findings. The following table summarizes the distribution of respondents based on gender, age group, and investment experience. The research results from 162 employee respondents were calculated and can be categorized according to Table 1. This classification provides a clearer overview of the demographic characteristics of the sample, which is essential for understanding the context of the analysis. Furthermore, it helps ensure that the interpretation of the findings is grounded in the composition of the respondents, particularly in relation to their investment behavior and decision-making patterns.

Table 1. Demographic Profile of Respondents

Categorization	Characteristics	Frequency	Percent	Valid Percent	Cumulative Percent
Gender	Man	80	49.4	49.4	49.4
	Woman	82	50.6	50.6	100.0
Age	20-30	81	50.0	50.0	50.0
	31-40	68	42.0	42.0	92.0
	41-50	13	8.0	8.0	100.0
Experience	<5 years	55	34.0	34.0	34.0
	11-15	34	21.0	21.0	54.9
	16-20	4	2.5	2.5	57.4
	5-10	69	42.6	42.6	100.0
Total		162	100.0	100.0	

Table 1 shows that the composition was nearly balanced, 49.4% (80 people) of men and 50.6% (82 people) of women out of a total of 162 respondents. There was no gender predominance. This distribution minimized gender-based bias in further analysis because representation of both groups was practically equal. Respondents were predominantly aged 20–30 (50.0%; 81 respondents), followed by those aged 31–40 (42.0%; 68 respondents), and those aged 41–50 (8.0%; 13 respondents). Ninety-two percent were aged ≤40, indicating a relatively young population. This implies that adoption of new policies/processes is likely to be rapid, but in-depth experience per individual may be limited to a small number of senior respondents. The majority had <10 years of service (34.0% <5 years + 42.6% 5–10 years = 76.6%; 124 people). The 11–15 year group accounted for 21.0% (34 people), and the 16–20 year group accounted for only 2.5% (4 people). This structure indicates a growing workforce with a large junior–mid-level base; institutional capabilities depend on systems, operational standards, and coaching, as the proportion of very senior experts remains low.

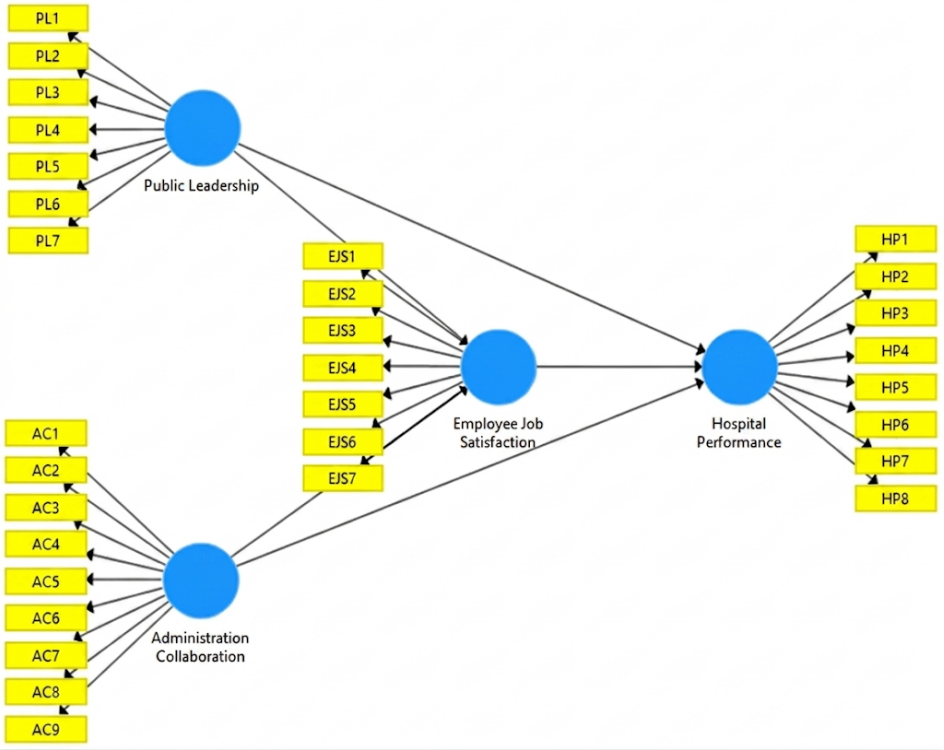

Figure 2. Research Flow Diagram

Figure 2 illustrates that the blue circles represent the observed variables, which are measured through questionnaires. In this study, the independent variables are public leadership and administrative collaboration. Job satisfaction acts as the mediating variable, while hospital performance serves as the dependent variable. Each indicator also functions as a basis for constructing the overall model. In PLS applications, causal relationships can be visualized using flowcharts.

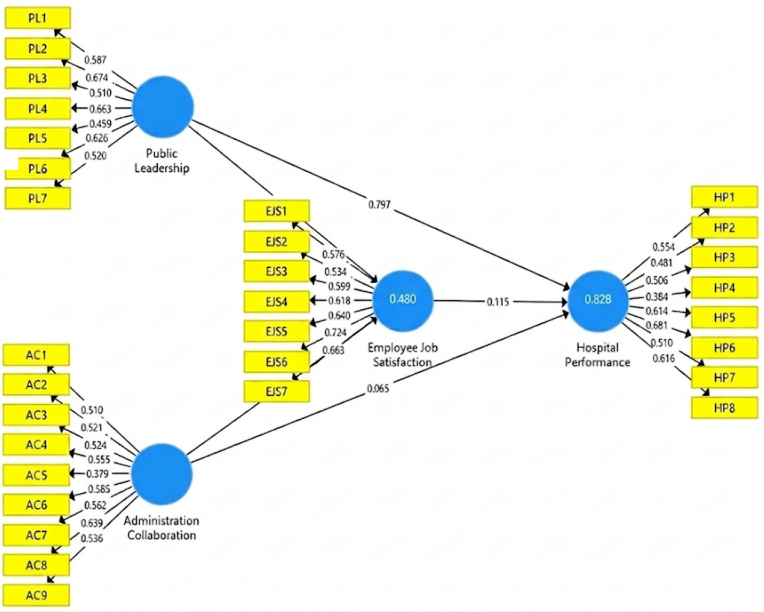

Figure 3. Outer Model

Loading factors are used to evaluate convergent validity. If an indicator's loading factor is ≥ 0.5, then the indicator is considered to have strong validity for the relevant construct or latent construct. Figure 3 shows the determination impact analysis, which is used to determine how much the exogenous variable contributes to the endogenous variable. R square is determined by the coefficient of determination (R^2), which basically shows how much capacity the model has to explain endogenous variations.

Table 2. Loading Factor Validity Test

Variable	Item	Factor Loading
Administrative Collaboration	AC1	0.510
	AC2	0.521
	AC3	0.524
	AC4	0.555
	AC5	0.379
	AC6	0.585
	AC7	0.562
	AC8	0.639
	AC9	0.536
Employee Job Satisfaction	EJS1	0.576
	EJS2	0.534
	EJS3	0.599
	EJS4	0.618
	EJS5	0.640
	EJS6	0.724
	EJS7	0.663
Public Leadership	PL1	0.587
	PL2	0.674
	PL3	0.510
	PL4	0.663
	PL5	0.459
	PL6	0.626
	PL7	0.520
Hospital Performance	HP1	0.554
	HP2	0.481
	HP3	0.506
	HP4	0.384
	HP5	0.614
	HP6	0.681
	HP7	0.510
	HP8	0.616

Table 2 presents the outer loading values of each indicator for the variables administrative collaboration, employee job satisfaction, public leadership, and hospital performance, which are used to assess convergent validity in the measurement model. In general, most indicators exhibit loading factor values above 0.50, indicating that they adequately represent their respective constructs. However, several indicators have loading factor values below the 0.50 threshold, namely AC5 (0.379), PL5 (0.459), HP2 (0.481), and HP4 (0.384). According to the criteria for convergent validity, indicators with loading factors below 0.50 should be removed, as they are considered insufficient in reflecting the underlying construct. Therefore, these items are recommended for elimination to improve the overall quality of the measurement model. After excluding these underperforming indicators, the research instrument can be considered to have stronger convergent validity and to be more appropriate for subsequent structural model analysis.

Table 3. Validity and Reliability Test

Variable	AVE	Cronbach's Alpha
Public Leadership	0.625	0.779
Employee Job Satisfaction	0.620	0.816
Performance	0.651	0.772
Administrative Collaboration	0.690	0.784

Table 3 presents the Average Variance Extracted (AVE) and Cronbach's Alpha values for each research variable, which are used to assess the validity and reliability of the constructs. All variables show AVE values above 0.50, indicating that the constructs have adequate convergent validity because the indicators are able to explain more than half of the variance of their respective constructs. In addition, the Cronbach's Alpha values for all variables are above 0.70, demonstrating that the measurement items have good internal consistency and reliability. These results indicate that the constructs of public leadership, administrative collaboration, employee job satisfaction, and employee performance are both valid and reliable for further analysis in the structural model.

Table 4. Discriminant Validity Test

Variable	Public Leadership	Employee Job Satisfaction	Performance	Administrative Collaboration
Public Leadership	0.582			
Employee Job Satisfaction	0.514	0.625		
Performance	0.901	0.569	0.550	
Administrative Collaboration	0.692	0.691	0.696	0.539

Table 4 presents the discriminant validity test results among the research variables. The values on the diagonal represent the square root of the Average Variance Extracted (AVE) for each construct, while the off-diagonal values indicate the correlations between variables. The results show that each construct has a higher diagonal value compared to its correlations with other variables, indicating that each variable is distinct and measures a different concept within the model. Therefore, the constructs of public leadership, employee job satisfaction, performance, and administrative collaboration demonstrate adequate discriminant validity, meaning that each variable is empirically distinguishable from the others in the measurement model.

Table 5. Hypothesis Testing

Hypothesis	p-values
Public Leadership → Employee Job Satisfaction	0.403
Public Leadership → Hospital Performance	0.000
Employee Job Satisfaction → Hospital Performance	0.071
Administrative Collaboration → Employee Job Satisfaction	0.000
Administrative Collaboration → Performance	0.397
Public Leadership → Employee Job Satisfaction → Hospital Performance	0.525
Administrative Collaboration → Employee Job Satisfaction → Hospital Performance	0.081

Table 5 presents the results of the hypothesis testing based on the p-values obtained from the structural model analysis. The findings indicate that public leadership has a significant effect on employee performance ($p = 0.000$) and administrative collaboration significantly influences employee job satisfaction ($p = 0.000$), as the p-values are below the significance threshold of 0.05. However, public leadership does not have a significant effect on employee job satisfaction ($p = 0.403$), and employee job satisfaction does not significantly affect employee performance ($p = 0.071$). Furthermore, administrative collaboration does not have a significant direct effect on employee performance ($p = 0.397$). Regarding the mediating effects, employee job satisfaction does not significantly mediate the relationship between public leadership and employee performance ($p = 0.525$) nor the relationship between administrative collaboration and employee performance ($p = 0.081$). These results indicate that the indirect effects through job satisfaction are not statistically supported in this study.

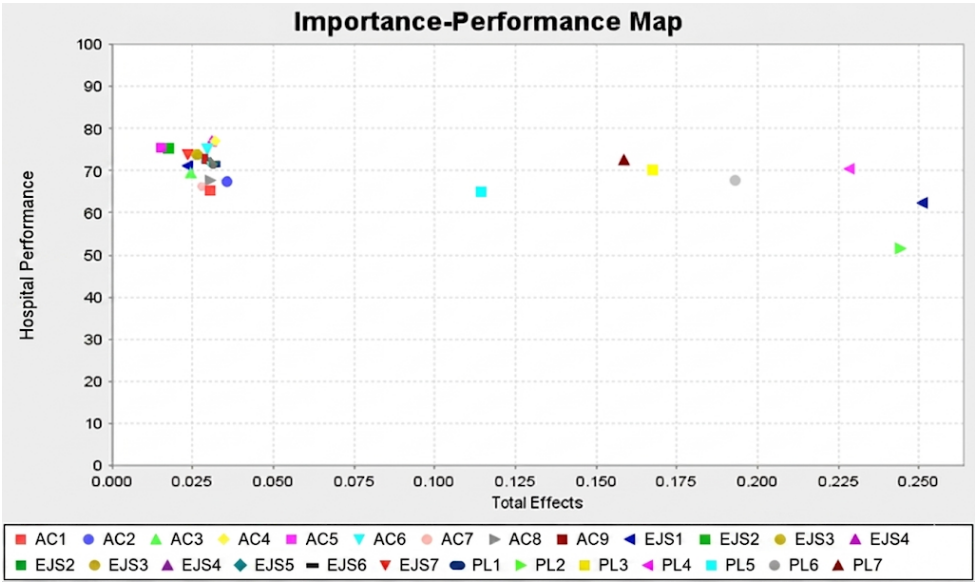

Figure 4. Importance- Performance Map from Performance Variable

Figure 4 shows the distribution of indicators based on two main dimensions: total effect (importance) on the horizontal axis and performance on the vertical axis. In general, most indicators fall within the high-performance area (65–80) but have low importance values (<0.05). This indicates that although these indicators perform well, their contribution to the target variable is relatively small and therefore not a top priority for improvement.

Several other indicators have higher importance (0.15–0.25), such as indicators PL1, PL2, PL3, and PL4, but their performance varies. Indicators with high importance but lower performance should be the focus of improvement because they have a significant impact on the outcome variable. Conversely, indicators with high importance and high performance indicate areas of strength that need to be maintained.

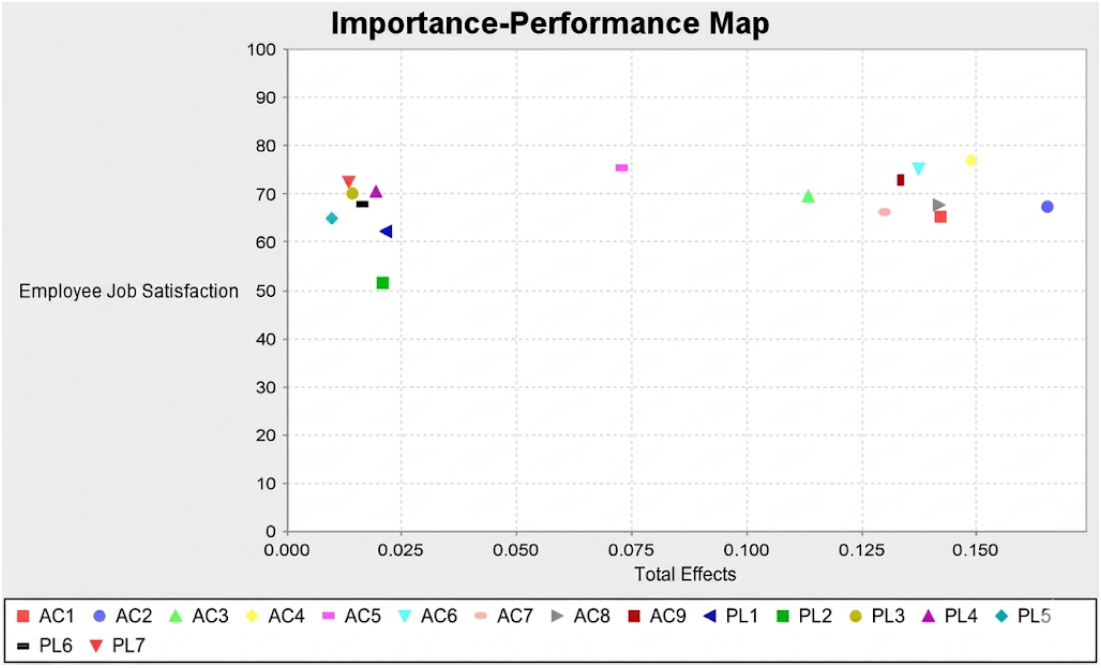

Figure 5. Importance-Performance Map Importance Variable

Figure 5 shows that most indicators have relatively high performance (60–80) but with varying levels of importance. Some indicators fall into the low importance area (<0.05),

such as AC1, AC2, AC3, AC4, AC6, and AC7. Although these indicators show relatively good performance, their contribution to improving job satisfaction is still small and therefore not a top priority for improvement. Conversely, indicators such as PL1, PL2, PL3, PL4, and PL5 show higher importance values (0.10–0.15) with quite good performance levels. These indicators are strategic factors that most influence employee job satisfaction. If an indicator has high importance but its performance is not optimal, then that indicator should be the primary focus for improvement, as its improvement will have the greatest impact on job satisfaction.

DISCUSSION

The results indicate that public leadership does not significantly influence employee job satisfaction. This suggests that leadership practices may not directly determine employees' satisfaction levels, as job satisfaction is influenced by multiple factors such as working conditions, compensation, workload, interpersonal relationships, and organizational culture. This finding contrasts with previous studies emphasizing the importance of leadership in shaping job satisfaction. For instance, Udin (2023) argued that transformational leadership enhances employee motivation and satisfaction by fostering trust and aligning individual and organizational goals. Similarly, Waqas et al. (2014) highlighted the role of leaders' emotional intelligence in improving job satisfaction. However, this finding aligns with Giyanisa (2021) and Firli and Kuswinarno (2024), who noted that leadership influence varies depending on organizational context.

The study found that public leadership has a significant positive effect on employee performance. This indicates that leadership plays a crucial role in improving performance in healthcare organizations. Effective leaders clarify organizational goals, guide employees, and create a supportive environment that encourages higher productivity. This finding supports Suherdi (2025), who argued that leadership in public institutions shapes organizational norms, values, and employee productivity. Similarly, Sudarmo (2025) explained that transformational leadership, characterized by inspiration, clear vision, and intellectual stimulation, motivates employees to exceed routine responsibilities. In hospital settings where service quality and operational efficiency are essential, effective leadership significantly contributes to improving employee performance.

The results show that employee job satisfaction does not significantly influence employee performance. Although the relationship is positive, it is not statistically significant in this study. This finding contrasts with previous studies suggesting that satisfied employees tend to perform better. For instance, Pancasila et al. (2020) found a positive relationship between job satisfaction and performance, especially in service sectors such as healthcare. Similarly, Putra and Putra (2024) emphasized that satisfied employees are typically more motivated and productive. However, the findings align with Lesmono et al. (2024), who argued that job satisfaction does not always directly translate into performance because performance in healthcare is often measured using objective indicators.

Administrative collaboration significantly positively affects employee job satisfaction, indicating that effective teamwork among administrative staff enhances satisfaction. Such collaboration improves communication, fosters trust, and strengthens organizational support (Widjaja, 2025). Nallaluthan et al. (2024) also found that teams with strong collaboration report higher satisfaction as members feel valued. In hospitals, where tasks are interdependent, administrative cooperation streamlines operations, reduces stress, and creates a supportive work environment. Moreover, cross-functional collaboration improves communication, minimizes errors, and further enhances job satisfaction, reinforcing the importance of collaborative practices for employee well-being (Irianto, 2025).

Administrative collaboration was not found to significantly influence employee performance directly, suggesting that improved workplace relationships and satisfaction may not immediately lead to measurable performance gains. This contrasts with Novita

(2025), who reported that collaboration between administrative and clinical staff enhanced performance via better coordination, communication, and process efficiency. However, the finding aligns with Pancasila et al. (2020), who argued that collaboration alone does not directly improve performance without clear performance management, leadership guidance, and employee development. Thus, while collaboration supports a positive work environment, additional mechanisms are needed to translate it into enhanced performance.

Mediation analysis showed that employee job satisfaction does not mediate the relationship between public leadership and employee performance or between administrative collaboration and performance. This indicates that leadership and collaboration may affect performance through other organizational mechanisms rather than job satisfaction. Hadi and Heryjanto (2023) found that organizational culture, job resources, and institutional systems often serve as stronger mediators in public sector performance. Similarly, Bagga (2024) emphasized that collaboration's impact on performance is complex and context-dependent. These findings highlight the multifaceted nature of employee performance in healthcare and the need for integrated strategies combining leadership, collaboration, and supportive organizational systems.

CONCLUSION

The study findings indicate that while public leadership directly enhances employee performance, it does not significantly influence employee job satisfaction. Likewise, administrative collaboration positively impacts employee job satisfaction but does not directly improve performance. Employee job satisfaction itself does not mediate the relationship between leadership or collaboration and performance, suggesting that multiple organizational mechanisms jointly determine employee outcomes. These results imply that fostering effective leadership and promoting collaborative practices are crucial for creating a supportive and efficient work environment, yet additional structures, such as performance management systems, employee development programs, and organizational culture, are necessary to translate these practices into measurable performance improvements.

The study has several limitations, including its focus on a specific set of hospitals, which may limit generalizability, and the cross-sectional design, which restricts the ability to infer causal relationships. Future research could employ longitudinal or experimental designs to better capture the dynamic interactions between leadership, collaboration, employee satisfaction, and performance. Exploring other mediating or moderating factors, such as organizational culture, job resources, and institutional policies, could provide deeper insights into how leadership and collaboration influence performance. In practice, healthcare organizations should combine supportive leadership, structured collaboration, and robust organizational mechanisms to optimize both employee well-being and performance outcomes, ensuring a holistic approach to human resource management in complex service environments.

FUNDING STATEMENT: This research did not receive any specific grant from funding agencies in the public, commercial, or not - for - profit sectors.

CONFLICTS OF INTEREST: The author declares no conflict of interest.

DECLARATION OF GENERATIVE AI STATEMENT: During the preparation of this work, the author used Turnitin, Grammarly, and ChatGPT to improve sentence structure and overall clarity. All content was then reviewed, edited, and refined by the author, who takes full responsibility for the accuracy, integrity, and originality of the final publication.

REFERENCES

[1] Bagga, S. K., & Verma, P. (2024). The mediating role of employees' readiness to change: Relationship of transformational leadership and job satisfaction. *European Economic Letters (EEL)*, *14*(1), 603-626.
[2] Bragadóttir, H., Kalisch, B. J., Flygenring, B. G., & Tryggvadóttir, G. B. (2023). The relationship of nursing teamwork and job satisfaction in hospitals. *SAGE Open Nursing*, *9*(1), 23-37.
[3] Cantarelli, P., Vainieri, M., & Seghieri, C. (2023). The management of healthcare employees' job satisfaction: optimization analyses from a series of large-scale surveys. *BMC Health Services Research*, *23*(1), 1–14.
[4] Cristofoli, D., Meneguzzo, M., & Riccucci, N. (2024). Collaborative administration: the management of successful networks. *Public Management Review*, *19*(3), 275–283.
[5] Delgado, R., & Kass, D. (2023). The effects of leadership behavior on psychological safety, job satisfaction, and perceptions of patient care. *Keystone Journal of Undergraduate Research*, *9*(1), 10–19.
[6] Ehwani, R., Akos, M., & Rahmadi, R. (2024). Pengaruh kepemimpinan terhadap kinerja pegawai yang dimediasi dengan kepuasan kerja (Pada Dinas Pendidikan Kabupaten Kapuas). *Administrative*, *8*(1), 67–80.
[7] Elkhweildi, M., Vetbuje, B., Alzubi, A., & Aljuhmani, H. (2025). Leading with green ethics: how environmentally specific ethical leadership enhances employee job performance through communication and engagement. *Sustainability*, *17*(17), 7923-7943.
[8] Firli, R. D., & Kuswinarno, M. (2024). Peran lingkungan kerja dalam meningkatkan kepuasan kerja karyawan pabrik rokok. *Jurnal Manajemen Kewirausahaan dan Teknologi*, *53*(9), 1689–1699.
[9] Frempong, L. N., Agbenyo, W., & Darko, P. A. (2018). The impact of job satisfaction on employees' loyalty and commitment: A comparative study among some selected sectors in Ghana. *European Journal of Business and Management, 10*(12), 95–105.
[10] Ghanad, A. (2023). An overview of quantitative research methods. *International Journal of Multidisciplinary Research and Analysis*, *6*(8), 3794–3803.
[11] Giyanisa, A. (2021). Kepemimpinan transformational, keterlibatan kerja, motivasi kerja, dan kepuasan kerja mempengaruhi kinerja karyawan. *Journal of Administration and Educational Management (Alignment)*, *4*(1), 71–77.
[12] Handayani, N., Syafei, M. Y., & Narimawati, U. (2025). Integrating hospital information systems and national health insurance: impact on employee performance and service quality. *Jurnal Ilmiah Manajemen Kesatuan*, *13*(4), 2889–2898.
[13] Hadi, L., & Heryjanto, A. (2023). Mediated by job satisfaction (empirical study: employees of Perum Indonesian Aviation Navigation Service Provider Jakarta Air Traffic Services Center Branch). *Asian Journal of Social and Humanities*, *2*(2), 1671–1686.
[14] Hadi, S., & Kirana, K. (2024). Pengaruh motivasi kerja dan kepemimpinan transformasional terhadap kinerja pegawai. *Jurnal Ekonomi dan Bisnis Digital (Ekobil)*, *3*(2), 37–43.
[15] Hamdi, H., Helmi, G. F., Kadir, A., & Naimah, N. (2024). Analysis of key factors affecting employee performance. *Jurnal Ilmiah Manajemen Kesatuan*, *12*(6), 2361-2372.
[16] Herni, J. (2024). Faktor yang memengaruhi motivasi, kepuasan dan kepemimpinan terhadap kinerja pegawai pada bagian administrasi/office Rumah Sakit Dirgahayu Samarinda. *Jurnal Sains dan Teknologi*, *6*(2), 238–245.
[17] Irabor, I. E., & Okolie, U. C. (2019). A review of employees' job satisfaction and its effect on their retention. *Annals of Spiru Haret University. Economic Series, 19*(2), 93–114.
[18] Irianto, O., Mattulada, A., & Muliati, M. (2025). Organizational commitment as a mediator in managerial performance of regional apparatus in Papua. *Lex Localis - Journal of Local Self-Government*, *23*(S5), 1996–2007.
[19] Kumari, K., Ali, S. B., & Abbas, J. (2021). Examining the role of motivation and reward in employees' job performance through mediating effect of job satisfaction: An empirical evidence. *International Journal of Organizational Leadership, 10*(4), 400-412.
[20] Lesmono, B., Avianti, W., & Jusdijachlan, R. (2024). Pengaruh gaya kepemimpinan, motivasi kerja dan kompetensi terhadap kinerja tenaga medis (studi pada Rumah Sakit TK IV.03.07.01 Kencana Kota Serang Banten). *Jurnal Pendidikan dan Kebudayaan Nusantara*, *1*(3), 112–123.
[21] Limanto, S., Prasetyo, V. R., & Gitaputri, N. W. (2022). Gift recommendations based on personality using fuzzy and big five personality test. *RESTI (Rekayasa Sistem dan Teknologi Informasi)*, *6*(6), 987-992.
[22] Nallaluthan, K., Kamaruddin, S., Thurasamy, R., Ghouri, A. M., & Kanapathy, K. (2024). Quantitative data analysis using PLS-SEM (SmartPLS): issues and challenges in ethical consideration. *International Business Education Journal*, *17*(2), 41–54.
[23] Novita, I., & Edastama, P. (2025). Pengaruh perception of organizational politics, emotional intelligence, dan transformational leadership terhadap job performance melalui job satisfaction. *MES Management Journal*, *4*(3), 761-780.
[24] Pancasila, I., Haryono, S., & Sulistyo, B. A. (2020). Effects of work motivation and leadership toward work satisfaction and employee performance: Evidence from Indonesia. *Journal of Asian Finance, Economics and Business*, *7*(6), 387–397.

[25] Panjaitan, M., Simatupang, S., Silalahi, M., & Simanjuntak, M. D. (2025). Determinants of career development on employee performance. *Jurnal Ilmiah Manajemen Kesatuan*, *13*(3), 1599–1608.

[26] Putra, H., & Putra, O. (2024). The impact of leadership competency, organizational culture, job satisfaction, and employee performance in public administration. *Priviet Social Sciences Journal*, *4*(11), 1-11.

[27] Putra, R. S., Agustina, T. S., & Aziz, A. A. B. (2025). The influence of work environment and work discipline on employee performance through job satisfaction. *Jurnal Ilmiah Manajemen Kesatuan*, *13*(5), 3745–3754.

[28] Safitri, A. N., & Kasmari, K. (2022). Pengaruh lingkungan kerja, pemberdayaan, dan kepemimpinan terhadap kinerja karyawan (Studi di PT. Phapros, Tbk Semarang). *Eqien-Jurnal Ekonomi dan Bisnis*, *11*(02), 14-25.

[29] Septyawan, M. A., Kurniawan, A. W., & Musa, C. I. (2024). The effect of leadership style on employee job satisfaction at the regional public hospital of Makassar. *Entrepreneurship, Management, and Business Research Journal, 1*(2), 31–37.

[30] Sudarmo, S., Fauziah, M., Anasrulloh, M., Hastuti, M., Putra, E., & Chaniago, D. (2025). Transformational leadership relationship, work environment, job satisfaction motivation, and hospital employee performance. *PaperASIA, 41*(4b), 482–493.

[31] Suherdi, H., Mukhlis, A., & Suadma, U. (2025). The role of transformational leadership and work-life balance in improving the performance of ASN employees through job satisfaction. *Jurnal Economic Resource*, *8*(2), 1753–1763.

[32] Tarigan, A. K., Sihombing, S. D., Butarbutar, I. P., & Berlien, R. (2025). The influence of work facilities on job satisfaction and employee performance in the hospital administrative unit. *Jurnal Ilmiah Manajemen Kesatuan*, *13*(6), 4765–4774.

[33] Udin, U., Nurfitri, D., & Shaikh, M. (2023). Ethical leadership and job satisfaction: extending the dual mediation mechanism. *Bisma (Bisnis dan Manajemen)*, 2(1), 47–66.

[34] Vadilla, A. E., Fitria, D., & Wahjono, S. I. (2025). Exploring the relationship between organizational behavior and job satisfaction: Analysis qualitative from PT. Mayora, TBK. *Golden Ratio of Data in Summary, 5*(3), 581–590.

[35] Vuong, B., Tung, D., Tushar, H., Quan, T., & Giao, H. (2021). Determinants of factors influencing job satisfaction and organizational loyalty. *Management Science Letters, 11*(1), 103–120.

[36] Waqas, A., Bashir, U., Sattar, M. F., Abdullah, H. M., Hussain, I., Anjum, W., & Arshad, R. (2014). Factors influencing job satisfaction and its impact on job loyalty. *International Journal of Learning and Development, 4*(2), 141–161.

[37] Widjaja, L. (2025). The influence of transformational leadership, compensation, organizational commitment on turnover intention in mediation of job satisfaction (study on manufacturing company PT XYZ). *Journal of Administration and Educational Management (Alignment)*, *8(*4), 989–999.

[38] Xiong, C., Hu, T., Xia, Y., Cheng, J., & Chen, X. (2022). Growth culture and public hospital performance: The mediating effect of job satisfaction and person–organization fit. *International Journal of Environmental Research and Public Health*, *19*(19), 1910-1920.

[39] Zhao, J., Liu, T., & Liu, Y. (2024). Leadership support and satisfaction of healthcare professionals in China's leading hospitals: a cross-sectional study. *BMC Health Services Research*, *24*(1), 1016-1036.

[40] Zia, M., Yuan, Y. X., Ullah Khan, N., & Estay, C. (2024). The impact of public leadership on collaborative administration and public health delivery. *BMC Health Services Research, 24*(1), 1–13.