



Analysis of Managerial Support, Communication Patterns, and Work Motivation in Shaping the Quality of Medical Team Performance

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Article Info

Article history:

Received 15 February 2026

Received in revised form 29 February 2026

Accepted 25 March 2026

Keywords:

Managerial Support

Communication Patterns

Work Motivation

Medical Team Performance

Partial Least Squares

Abstract

The quality of medical team performance constitutes a crucial determinant of excellence in hospital services. Organizational dimensions such as managerial support, communication patterns, and work motivation are widely recognized as key factors influencing employee performance within healthcare institutions. A comprehensive understanding of the relative contributions of these variables is essential for the formulation of effective human resource management strategies. This study aims to examine the influence of managerial support, communication patterns, and work motivation on the quality of medical team performance at Benyamin Guluh Hospital Kolaka. This research employed a quantitative approach utilizing a survey design. Data were collected through structured questionnaires administered to 78 medical personnel. The data were analyzed using Partial Least Squares–Structural Equation Modeling with the assistance of SmartPLS software to assess the relationships among variables and test the proposed hypotheses. The findings reveal that managerial support and communication patterns do not exert a statistically significant effect on the quality of medical team performance. Conversely, work motivation demonstrates a positive and significant influence and emerges as the most dominant factor affecting performance outcomes. The coefficient of determination (R^2) value of 0.499 indicates that managerial support, communication patterns, and work motivation collectively account for 49.9% of the variance in medical team performance. Work motivation plays a central role in enhancing the quality of medical team performance. The implementation of targeted motivational strategies among medical personnel proves more effective than relying solely on managerial support or communication enhancement initiatives.

Introduction

Data from the Indonesian Ministry of Health in 2018 revealed that around 60% of hospitals in Indonesia do not meet efficient service standards in terms of quality, affordability, and accessibility. Research shows that poor medical services often result in a decline in patient visits. In Indonesia, this is reflected in the level of patient satisfaction with health services, which only reaches 42.8%. The low quality of these services has also encouraged high public interest in seeking treatment abroad, particularly in Malaysia and Singapore (Karaferis et al., 2022; Kitsios & Kamariotou, 2021). According to Dinar & Syahrani (2025), the declining image of domestic healthcare services is one of the triggers, with the reasoning that medical facilities abroad are considered more complete, the service is faster, and the medical personnel are more professional. Data from the Medical Tourism Association even shows that around 600,000 Indonesians travel abroad for medical treatment each year, with total expenditures exceeding

11 trillion rupiah. This phenomenon indicates a significant lack of trust in the domestic medical service system (Calnan & Calnan, 2004; Tefera, 2024; Whetten et al., 2006).

The downward trend in patient visits is also reflected in regional hospital data. For example, based on data from the West Java Provincial Health Office, UD Cibinong Hospital (Bogor Regency) recorded 108,211 outpatient visits and 25,123 inpatient visits in 2019. However, with the emergence of the COVID-19 pandemic, the number of hospital visits has declined significantly, following a global pattern that also shows a sharp decline due to mobility restrictions and public concerns about the risk of infection (An'umillah et al., 2024; Ferzi & Albetris, 2026). This further reinforces that suboptimal service quality, coupled with emergency conditions such as a pandemic, greatly affects public access to and trust in hospital services in Indonesia (Agustina et al., 2025; Sofiaturohmah & Kasman, 2025).

To improve the performance of the medical team, effective managerial support is also very important. By providing clear directions, conducting assessments, and giving constructive feedback, a manager can create a supportive work environment and boost the morale of the medical team. A study conducted at UD Maria Walanda Maramis Hospital shows that a supportive organizational culture and good leadership improve the performance of nurses. Therefore, to achieve optimal service quality, hospitals need to ensure that management, communication, and work motivation work synergistically (Slavkovic et al., 2023; Hidayah et al., 2022; Hoxha et al., 2024; Fatimah et al., 2025). It should also be noted that the quality of service provided by the medical team is also greatly influenced by the level of patient satisfaction. Patient satisfaction not only reflects their perception of the service received but also has a direct impact on the hospital's reputation and operational sustainability. In this case, monitoring and analyzing patient satisfaction levels periodically is important as evaluation material for hospitals to improve existing shortcomings (Ramdhan et al., 2024; Simatupang & Keni, 2025; Friedel et al., 2023; Lam et al., 2023).

The following is data on the level of patient satisfaction at Benyamin Guluh Kolaka Hospital over the last three months, which will illustrate the fluctuations and changes that have occurred in patient satisfaction and the factors that influence it. This data will provide insight into the influence of managerial support, communication patterns, and work motivation on the quality of service received by patients.

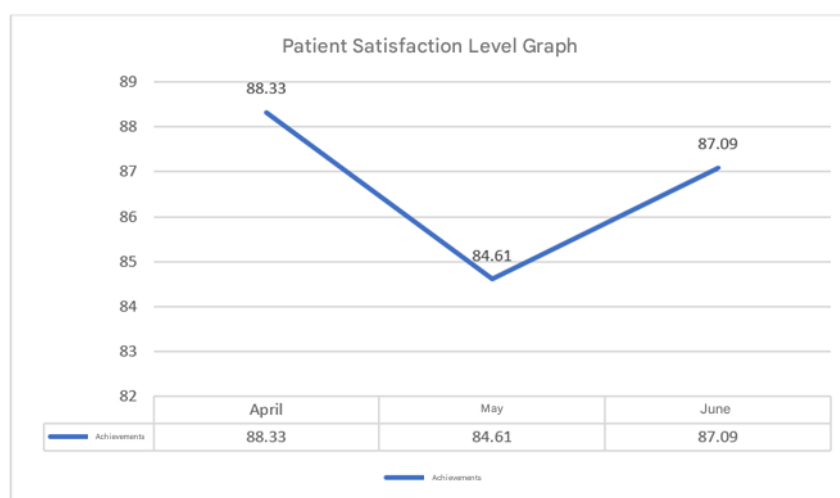


Figure 1. Trend of Patient Satisfaction Levels from April to June

Source: Benyamin Guluh Kolaka, 2023

The decline in patient satisfaction levels at Benyamin Guluh Kolaka Hospital recorded in April, May, and June 2023 indicates significant variations in the quality of services provided. In April, patient satisfaction levels were still quite good at 88.38%, but in May they declined to 84.61%,

and despite a slight recovery in June to 87.09%, this figure was still lower than in April. This decline indicates that there are internal factors affecting service quality, such as coordination issues between units, suboptimal communication, and low motivation among the medical team. Poor coordination between units can cause delays in service and increase patient waiting times, which in turn affects their satisfaction. In addition, ineffective communication between medical staff and patients can cause patients to misunderstand the treatment process, which reduces their trust and satisfaction with the services provided. Equally important, low work motivation among the medical team can have an impact on service quality, as a lack of enthusiasm can affect the way they serve patients (Cadet & Sainfort, 2023; Nghi et al., 2022; Lai et al., 2023; Siregar et al., 2026). Therefore, this decline in patient satisfaction is an important indicator for hospital management to conduct evaluations and find solutions to improve service quality and patient satisfaction in the future.

Based on the phenomena described above, the quality of healthcare services at hospitals is greatly influenced by the synergy between managerial support, effective communication patterns, and the work motivation of the medical team. Weaknesses in these three factors can disrupt the quality of services provided, reduce patient satisfaction, and damage the hospital's reputation. Given the challenges faced by Benyamin Guluh Kolaka Hospital, such as coordination issues between units, ineffective communication, and suboptimal work motivation, the researcher is interested in further investigating how managerial support, communication patterns, and work motivation affect the performance of the medical team at the hospital. This study is expected to provide in-depth insights and practical solutions to improve the quality of health services, thereby increasing patient satisfaction and ensuring the sustainability of Hospital's services more effectively. Therefore, the researcher chose the title "Analysis of Managerial Support, Communication Patterns, and Work Motivation in Shaping the Quality of Medical Team Performance at Benyamin Guluh Kolaka Hospital".

Methods

This study uses a mixed methods approach with a sequential explanatory design, namely the collection and analysis of quantitative data in the early stages, followed by qualitative data exploration to reinforce and explain statistical findings (Judijanto et al., 2024). This approach was chosen to comprehensively capture the complexity of the phenomenon of medical team performance within the hospital organizational system. The quantitative component uses a descriptive analytical design to test the relationship between managerial support (X1), communication patterns (X2), work motivation (X3), and medical team performance (Y) through the Partial Least Squares–Structural Equation Modeling (PLS-SEM) method assisted by SmartPLS. Model evaluation was conducted through construct validity and reliability testing, path coefficient analysis, t-statistic values, p-values, and determination coefficients (R^2). The qualitative component used a case study design to explore the experiences and internal dynamics of the medical team in depth through thematic analysis, which included the stages of transcription, open coding, axial coding, and determination of main themes.

The research was conducted at Benyamin Guluh Kolaka Hospital with a population consisting of medical personnel and patients. The medical personnel population consisted of 180 people, including doctors, nurses, midwives, and medical management personnel, while the patient population was determined based on a monthly average of 350 visits. The patient sample was determined using the Slovin formula with a 10% margin of error, resulting in 78 respondents. The medical staff sample consisted of 5 people who were selected to support the in-depth qualitative data related to the variables of managerial support, communication patterns, and work motivation. The sampling technique was purposive sampling for patients who met the inclusion criteria and accidental sampling for medical staff who had worked for at least one year and were directly involved in the service.

Quantitative data collection was conducted by distributing structured questionnaires to 78 patients to assess the quality of the medical team's performance, while qualitative data was obtained through in-depth interviews with selected medical personnel. The data collection process was carried out in accordance with research ethics principles, including respondent consent and confidentiality of information. Quantitative data were analyzed using PLS-SEM to test the measurement model and structural model, while qualitative data were analyzed thematically to identify patterns of meaning that explain the statistical findings. The integration of the two approaches was carried out at the interpretation stage by comparing and confirming the quantitative results through narratives and interview excerpts, resulting in a comprehensive understanding of the determinants of medical team performance in hospitals.

Result and Discussion

This study was conducted at Benyamin Guluh Kolaka Hospital, focusing on the organizational determinants of medical team performance. In the context of healthcare systems, performance is a multidimensional construct influenced not only by technical competence but also by organizational dynamics such as managerial support, communication patterns, and work motivation. Hospitals operate under high-pressure environments where coordination, responsiveness, and professional accountability are critical. Therefore, understanding which factors most strongly influence performance is essential for improving service quality and patient satisfaction.

In Indonesia, the challenges of healthcare service quality remain significant, as reflected in relatively low patient satisfaction levels and the tendency of patients to seek treatment abroad (Karaferis et al., 2022; Kitsios & Kamariotou, 2021). Within this context, this study provides empirical insight into how internal organizational factors function in shaping medical team performance, particularly in a regional hospital setting.

Analysis of Respondent Characteristics

Table 1. Type of Respondents

Type of Respondent	Number (n)	Percentage
Male	32	41
Female	46	59
Total	78	100

Source: data processing, 2026

Based on the table of respondent characteristics by gender, of the total 78 respondents involved in this study, 32 respondents (41%) were male and 46 respondents (59%) were female.

These results indicate that female respondents dominated over male respondents. This condition may illustrate that health service users at the hospital where the research was conducted were mostly from the female group, or that women were more willing to participate in filling out the research questionnaire.

Managerial Support (X1)

Table 2. Managerial Support (X1)

Variable	Strongly Disagree (STS)	%	Disagree (D)	%	Neutral (N)	%	Agree (A)	%	Strongly Agree (SA)	%	Average
X1.1	3	3.8	13	16.7	30	38.5	22	28.2	10	12.8	3.138
X1.2	1	1.3	23	29.5	41	52.6	11	14.1	2	2.6	
X1.3	7	9	18	23.1	32	41	19	24.4	2	2.6	
X1.4	1	1.3	10	12.8	33	42.3	28	35.9	6	7.7	
X1.5	3	3.8	16	20.5	25	32.1	24	30.8	10	12.8	

Source: data processing, 2026

Based on the results of descriptive analysis of the managerial support variable, the majority of respondents gave neutral to agree responses for all indicators (X1.1–X1.5). The average value of 3.138, with a median of 3.2 and a standard deviation of 0.811, shows that in general, respondents rated managerial support as fairly good.

Indicators X1.2 and X1.4 show the highest percentage of respondents who gave neutral and agree responses, indicating that aspects of communication and management attention to the medical team have been felt, although not yet fully optimal. The existence of respondents who chose the disagree and strongly disagree categories shows that there is still room for improvement in the consistency of managerial support.

These findings are in line with the results of interviews with five medical personnel who were informants for the study. The first medical personnel said that communication between colleagues was generally quite open, especially in coordinating patient care and dividing daily tasks. The second medical personnel stated that discussions and information exchange between medical teams were quite helpful in ensuring smooth service, although sometimes there were still differences in understanding due to information being conveyed verbally.

Medical Team Performance (Y)

Table 3. Medical Team Performance (Y)

Variable	Strongly Disagree (STS)	%	Disagree (D)	%	Neutral (N)	%	Agree (A)	%	Strongly Agree (SA)	%	Average
Y1	1	1.3	14	17.9	47	60.3	14	17.9	2	2.6	2.97
Y2	4	5.1	15	19.2	46	59	9	11.5	4	5.1	
Y3	3	3.8	19	24.4	44	56.4	10	12.8	2	2.6	
Y4	3	3.8	8	10.3	44	56.4	20	25.6	3	3.8	
Y5	5	6.4	21	26.9	33	42.3	15	19.2	4	5.1	

Source: data processing, 2026

Based on the descriptive analysis of the medical team performance variables, the average score was 2.97, with a median of 3 and a standard deviation of 0.692. These results indicate that the medical team's performance is generally in the fairly good category.

The majority of respondents gave neutral ratings on almost all indicators (Y1–Y5), indicating that the medical team's performance was in line with standards but had not yet reached a highly satisfactory level. Indicator Y4 showed a relatively higher percentage of agree responses compared to other indicators, indicating that certain aspects of the team's performance, such as cooperation or accuracy of service, were going well.

The Influence of Managerial Support on the Quality of Medical Team Performance

Based on the results of the PLS-SEM analysis, managerial support does not have a significant effect on the quality of medical team performance at Benyamin Guluh Kolaka Hospital. This is indicated by a very small and statistically insignificant path coefficient value ($\beta = -0.008$; $t = 0.063$; $p > 0.05$). Thus, the first research question, which states that managerial support influences medical team performance, is not empirically proven in this study.

These results indicate that although managerial support theoretically plays an important role in improving employee performance, in the context of this hospital, such support has not been directly felt by the medical team as a factor that affects their performance. This may be due to the characteristics of medical personnel's work, which is more oriented towards professionalism, clinical service standards, and ethical responsibility towards patients than

managerial directives alone (Abinaskholani & Nurrachmad, 2024; Bani et al., 2024; Demircioglu & Atici, 2026). This finding is in line with research by Tegegne et al. (2024), which states that the performance of health workers is often more influenced by individual and professional factors than by organizational structural factors.

However, the results of this study differ from the findings of Franco et al. (2002), which state that leadership support has a significant effect on the performance and well-being of medical personnel. This difference shows that the effectiveness of managerial support is highly dependent on the organizational context, leadership style, and medical personnel's perceptions of the role of hospital management.

The Influence of Communication Patterns on the Quality of Medical Team Performance

The results show that communication patterns do not significantly affect the quality of medical team performance ($\beta = 0.133$; $t = 0.897$; $p > 0.05$). Thus, the second research question regarding the influence of communication patterns on medical team performance is not supported by the results of this study.

This finding shows that although communication is an important element in health services, the communication patterns at Benyamin Guluh Kolaka Hospital are not yet a major factor in determining the performance of the medical team. This may be because communication between medical personnel is procedural and routine, so it is no longer considered a distinguishing factor in performance improvement. This condition is in line with the research by İzci et al. (2021), which states that standard and formal communication does not always have a direct impact on performance improvement if it is not followed by effective collaboration and coordination.

On the other hand, the results of this study differ from the findings of Karaferis et al. (2022), which state that effective communication greatly affects performance and patient safety. This difference indicates that communication at Benyamin Guluh Kolaka Hospital in may have met the minimum standards, but is not yet strong enough to have a significant impact on the quality of the medical team's performance.

The Influence of Work Motivation on the Quality of Medical Team Performance

Unlike the two previous variables, the results of the study indicate that work motivation has a positive and significant effect on the quality of medical team performance ($\beta = 0.619$; $t = 6.29$; $p < 0.05$). Thus, the third research question has been empirically proven.

This finding confirms that the higher the work motivation of the medical team, the better the quality of performance produced. Work motivation encourages medical personnel to provide optimal service, work responsibly, and maintain the quality of health services. These results are in line with Herzberg's (1966) motivation theory, which states that motivating factors such as achievement, recognition, and responsibility play an important role in improving individual performance (Isdiyanto et al., 2026; Taswin et al., 2025).

In addition, the results of this study support the findings of Yunita et al. (2025) and Djaman et al. (2021), which state that work motivation is a key factor in improving the performance of health workers, especially in hospitals. High motivation makes medical personnel more committed to their work and more focused on achieving quality service.

The Most Dominant Variable Affecting the Quality of Medical Team Performance

Based on the results of the dominant variable analysis, work motivation is the variable that has the strongest influence on the quality of medical team performance compared to managerial support and communication patterns. This is indicated by the largest and statistically significant standardized path coefficient value.

This finding answers the fourth problem formulation and shows that improving the performance of the medical team at Benyamin Guluh Kolaka Hospital is more effective through strategies to increase work motivation, both intrinsic and extrinsic. These results are consistent with the research by Septiani (2025) and Setiyawan & Nawawi (2023), which confirms that intrinsic motivation plays an important role in improving individual performance and job satisfaction, including for healthcare workers.

Therefore, the focus of hospital management policies should be directed toward efforts to enhance the work motivation of medical personnel, such as providing rewards, career development, a conducive work environment, and recognition of the performance and contributions of medical personnel.

Research Limitations

This study has several limitations that need to be considered when interpreting the results. First, this study uses a quantitative approach with a cross-t design, so that data is collected at a specific point in time and is not able to describe changes in the behavior or performance of the medical team longitudinally. Therefore, the causal relationship between variables in this study is still predictive and does not fully reflect long-term dynamics.

Second, the research data was obtained through *self-report* questionnaires, so it was highly dependent on the subjective perceptions of the respondents. This condition has the potential to cause bias, such as *social desirability bias*, where respondents tend to give answers that are considered good or in line with the organization's expectations. In addition, this study only involved one hospital, namely Santa Anna Kendari Hospital, so the results cannot be generalized to other hospitals with different organizational characteristics and management systems.

Third, the independent variables studied were limited to managerial support, communication patterns, and work motivation, while there are other factors that could potentially affect the quality of medical team performance, such as job satisfaction, workload, work stress, organizational culture, and clinical leadership, which were not analyzed in this study. Therefore, further research is expected to develop a research model by including additional variables and using a more diverse methodological approach to obtain more comprehensive results.

Conclusion

The results of this study indicate that managerial support and communication patterns do not have a significant effect on the quality of medical team performance at Benyamin Guluh Kolaka Hospital. These findings indicate that the existence of policies, directives, and formal interaction patterns implemented by management have not directly impacted the improvement of medical team performance. The performance of medical personnel in the context of this study appears to be more influenced by internal individual dynamics than organizational structural factors. This condition confirms that managerial and communication effectiveness has not been fully internalized in daily work practices.

This study also proves that work motivation has a positive and significant effect on the quality of medical team performance. Medical personnel with high levels of motivation show commitment, responsibility, and more optimal quality of service to patients. The strong relationship between motivation and performance shows that intrinsic and extrinsic motivation play a strategic role in increasing productivity and quality of health services. The largest path coefficient value for the work motivation variable reinforces its position as the main determinant in the research model.

Comparative analysis between variables places work motivation as the most dominant variable compared to managerial support and communication patterns. This dominance confirms that

efforts to improve the performance of the medical team are more effectively directed at strategies to strengthen motivation, such as giving appreciation, career development, and creating a supportive work environment. The research results provide practical implications for the management of the hospital to prioritize policies based on increasing the motivation of medical personnel. A policy orientation that focuses on strengthening motivation has the potential to produce more sustainable improvements in performance quality.

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