



Analysis of the Influence of Motivation on Service Quality and Staff Performance in the Emergency Department

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Abstract

The performance of Emergency Department (ED) personnel constitutes a critical determinant of hospital service quality. This study aims to analyze the influence of work motivation on service quality and staff performance, as well as the effect of service quality on staff performance at the Emergency Department of Lkipadada Regional Hospital, Tana Toraja, while identifying the most dominant factor affecting staff performance. The research employed a quantitative approach with an analytical design. The sample comprised 50 ED personnel selected through total sampling. Data were collected using structured questionnaires and analyzed through multiple linear regression, including *t*-tests, *F*-tests, and the coefficient of determination (R^2). The findings indicate that work motivation has a significant effect on service quality ($\beta = 0.393$; $p = 0.005$). Partially, both work motivation ($\beta = 0.393$; $p = 0.005$) and service quality ($\beta = 0.479$; $p = 0.001$) significantly influence ED staff performance. Simultaneously, work motivation and service quality significantly affect staff performance ($F = 49.521$; $p = 0.001$). The coefficient of determination reveals that 67.8% of the variance in staff performance can be explained by work motivation and service quality ($R^2 = 0.678$), with service quality emerging as the most dominant factor. These findings underscore the necessity of managerial strategies focused on enhancing both work motivation and service quality to improve the performance of ED personnel at Lkipadada Regional Hospital, Tana Toraja.

Introduction

Health services, especially in the Emergency Room (ER), require speed, accuracy, and solid teamwork (Charan et al., 2025; Syamsuddin et al., 2025; Lee et al., 2025). The ER, as the first point of health service in a hospital, plays an important role in determining patient safety and the overall image of hospital services. Therefore, the performance of ED staff is a crucial element in ensuring optimal and quality service (Kusumawati et al., 2024; Sholikhah et al., 2021).

The high number of patient visits to the ED often results in an increased workload for healthcare workers (Soltani et al., 2022; Doleman et al., 2023; Lantsman et al., 2022). An unbalanced workload relative to the number of staff can hinder response speed, reduce accuracy, and lower service quality. This condition requires strong work motivation from each staff member so that they remain able to provide fast, accurate, and standard-compliant services, even under high pressure. Thus, work motivation is an important factor that can affect service quality and

ultimately determine the performance of IGD staff (Asriadi et al., 2025; Lubis et al., 2022; Supriadi et al., 2022).

Lakipadada Regional General Hospital, as the main referral hospital in Tana Toraja Regency, faces quite complex challenges in providing emergency services. As a type C regional general hospital with 24-hour emergency room services, this hospital operates in the hilly geographical conditions of Tana Toraja, which does not always have easy access to transportation, making the need for fast and accurate services even more important. On the other hand, high workloads, limited facilities, and the complexity of cases handled by ED staff often affect their work motivation (Adamopoulos & Syrou, 2022; Moore & Hanson, 2022).

Data on service indicators at Lakipadada Regional General Hospital shows fluctuations in service over the past three years. Despite an increase in the number of beds from 191 in 2018 to 204 in 2020, various indicators such as total days of hospitalization, patient discharge rates, and hospital mortality rates show dynamics that illustrate the challenges in maintaining stable service quality. These conditions indicate the need for an evaluation of internal factors that can affect the quality of emergency room services, one of which is the work motivation of staff (Ayres et al., 2026).

High work motivation will encourage officers to work more disciplined, meticulous, and take initiative in providing the best service (Syarifuddin, 2023; Pratama et al., 2025; Yuliana et al., 2025). Conversely, low motivation influenced by heavy workloads, delays in fulfilling rights, lack of facilities, and an unsupportive work environment can reduce service quality. The impact can be seen in slow responses to patients, inconsistent service, and decreased compliance with Standard Operating Procedures (SOPs), which ultimately affect the performance of emergency room staff (Al Muhajirin et al., 2025; Husaeni et al., 2022; Stefurak et al., 2020).

A number of similar studies show consistent findings that work motivation is a factor that greatly determines the performance of emergency room (ER) staff (Rahmat et al., 2026; Yuspitasari, Rahayu, 2026; Claudia & Antonio, 2026). A number of studies show consistent findings that work motivation is an important factor in determining the quality of service and performance of health workers, including in emergency units. Astari et al. (2026) found that motivation has a significant effect on the performance of operating room nurses, where increased motivation has been proven to improve the accuracy and speed of service. These findings are in line with Darajat's (2024) research, which shows that motivation and self-efficacy contribute directly to improving nurse performance, especially in time management and service response. In the context of critical care, research by Fitria et al. (2025) in the Emergency Room shows that motivation, competence, and work stress are factors that significantly affect nurse performance, with motivation being one of the dominant variables that drives the responsiveness of health workers in providing emergency services. Additionally, Setyaningrum, Nursalam, and Udaksana et al. (2022) found that the internal motivation of healthcare workers plays a role in increasing compliance with infection prevention standards, which in turn impacts the overall quality of service. Although these studies reinforce the role of motivation in improving service quality and healthcare worker performance, there have not been many studies that specifically analyze the influence of motivation on service quality and emergency room staff performance in a single research model, particularly in the context of Lakipadada Tana Toraja Regional General Hospital. This condition indicates a research gap that needs to be filled to provide a more comprehensive empirical understanding of the relationship between motivation, service quality, and the performance of IGD staff at the hospital.

Based on previous studies, there have not been many studies that specifically analyze the effect of motivation on service quality and the performance of emergency room staff in a single research model, especially in the context of the Lakipadada Tana Toraja Regional General

Hospital. This condition indicates a research gap that needs to be filled to provide a more comprehensive empirical picture of the relationship between motivation, service quality, and the performance of emergency room staff at the hospital. Based on the above description, this study is important to analyze the extent to which work motivation affects service quality and the performance of officers in the Emergency Room of the Lakipadada Tana Toraja Regional General Hospital. The results of this study are expected to contribute to efforts to improve the quality of emergency room services and serve as a basis for formulating managerial strategies for the hospital.

The objectives of this study are to analyze the effect of work motivation on service quality in the Emergency Room (ER) of Lakipadada Tana Toraja Regional General Hospital, analyze the effect of work motivation on the performance of staff in the Emergency Room (ER) of Lakipadada Tana Toraja Regional General Hospital, analyze the effect of service quality on the performance of staff in the Emergency Room at Lakipadada Tana Toraja Regional General Hospital, and to identify the most dominant factors influencing the performance of staff at the Emergency Room (ER) of Lakipadada Tana Toraja Regional General Hospital.

Methods

This paper was a quantitative study design and an analytic cross sectional design to investigate the relationship between the work motivation, service quality and staff performance at the Emergency Department of Lakipadada Regional Hospital, Tana Toraja. The choice of this design was based on the need to take the state of all research variables at the same period of observation to determine the pattern of influence of each variable against the other in a systematic manner. In this research, the work motivation was taken as the key explanatory variable and the quality of the services and the performance of the staff were the result variables in an interrelated analytical framework. To be more specific, the quality of the service worked as an output variable in the analysis stage one and as an explanatory variable in the analysis stage two where the staff performance turned out to be the end product. This was kept to deliberately match the methodological design with the research problem formulation and the flow of findings in the results section.

This study was carried out at the Emergency Department of Lakipadada Regional Hospital, Tana Toraja, in November and December of 2025. This environment was deemed as relevant due to the fact that the emergency department is a service unit that is typified by a high intensity work, rapid clinical decision making, and constant contact between the health workers and the patients. This kind of context renders work motivation, service quality and staff performance some of the variables of special interest to examine. By placing the study within this unit, the research aimed at creating an empirical knowledge of the relationship between internal work related factors and quality of service provision and employee performance effectiveness in a highly demanding clinical setting.

The study population was the entire population of the Emergency Department of Lakipadada Regional Hospital that comprised doctors, nurses, and administrative staff, and other supporting staff. In as much as the overall population served in the unit was relatively small, this research used total sampling, which implies that every member of the population was a respondent. Consequently, the sample size was 50 of the staff members, which is equal to the population size. Total sampling was deemed suitable as it allowed the researcher to reflect all the possible staff attributes in the unit and minimized the likelihood of missing important respondents whose involvement in the service process in the emergency department could be useful.

Structured questionnaires were used to gather the data in order to measure the three key variables of the study. Respondent self based instruments were used to measure work motivation and service quality using Likert scale questions that had a response scale that ranged

between strongly disagree to strongly agree. These tools were set to record the perception and experiences of the respondents on their state of motivation and quality of services provided at the workplace. Conversely, the performance of staff was evaluated using a formal appraisal filled out by the Head of the Emergency Department, therefore, performance appraisal was no longer dependent on self perception but on supervisor appraisal in the real work environment. This design was significant in enhancing the measurement logic of the study since it made a difference between the perceptual variables and evaluative performance outcomes.

To facilitate analysis, all the variables were initially transformed into a composite score based on the answers to all the items of the instruments in question. These composite scores became the subjects of the inferential statistical analysis, especially in the regression models where the effect of variables is tested. Meanwhile, to help in descriptive interpretation, the composite scores were also classified into two general categories, that is, good and poor. Such categorical groupings were applicable only in presenting the frequency distributions and cross tabulations in the results section. That is, the descriptive tables were to demonstrate the overall tendency of respondents in categories, whereas the hypothesis testing was to be made on the background composite scores of each of the variables. This is a significant difference as it assures uniformity between the descriptive account of the information and the inferential processes that are reported in the research.

The research instruments were tested in terms of validity and reliability before the hypothesis testing took place. To check the item validity, the item total correlation analysis was used to check whether each statement item had a good representation of the construct being measured. An item was declared to be valid in case the correlation coefficient computed was greater than the critical value used in this study. The next evaluation was reliability, which was measured with the help of Cronbachs Alpha and evaluated the internal consistency of the items in each variable. All these procedures were conducted to make sure that the instrument did not just measure the intended constructs, but also in a satisfactory degree of consistency. Besides testing instruments, classical assumption testing was also performed in the study prior to the execution of the regression models. These tests comprised of normality, multicollinearity and heteroscedasticity tests which were taken to analyze the data and model to ascertain whether they met the statistical criteria required in the analysis of regression based.

Prior to hypothesis testing, the research instruments were examined for validity and reliability. Item validity was assessed through item total correlation analysis in order to determine whether each statement item adequately represented the construct being measured. An item was considered valid when the calculated correlation coefficient exceeded the critical value applied in this study. Reliability was then assessed using Cronbach's Alpha to evaluate the internal consistency of the items within each variable. These procedures were carried out to ensure that the instrument not only captured the intended constructs but also did so with a satisfactory level of consistency. In addition to instrument testing, the study also conducted classical assumption testing before running the regression models. These tests included normality, multicollinearity, and heteroscedasticity assessments, which were used to examine whether the data and model fulfilled the statistical requirements necessary for regression based analysis.

The data were processed using SPSS through several stages that included coding, data entry, tabulation, and statistical analysis. The analysis began with univariate procedures to describe respondent characteristics and to present the distribution of each research variable in the form of frequencies and percentages. This was followed by cross tabulation analysis to provide an initial descriptive overview of the relationship between work motivation and service quality, as well as between work motivation and staff performance. Although these cross tabulations did not function as the main basis for hypothesis testing, they offered a useful descriptive foundation for understanding the distributional tendencies within the dataset before the regression models were applied.

Hypothesis testing was then conducted in two consecutive stages. First, a simple linear regression model was used to test the effect of work motivation on service quality. Second, a multiple linear regression model was employed to test the effects of work motivation and service quality on staff performance, both partially and simultaneously. The significance of each independent contribution was examined through the t test, while the joint effect of the predictors in the second model was examined through the F test. The coefficient of determination was also calculated to estimate the extent to which variation in staff performance could be explained by work motivation and service quality. The most dominant factor affecting staff performance was identified by comparing the relative strength of the regression coefficients in the final model. Through this sequence, the analysis was able to remain fully aligned with the objectives of the study and with the pattern of results presented in the manuscript.

Result and Discussion

This study involved 50 staff members working in the Emergency Department of Lakipadada Regional Hospital, Tana Toraja. Based on respondent characteristics, the gender distribution was relatively balanced, with 26 female respondents or 52.0 percent and 24 male respondents or 48.0 percent. Most respondents were in the age group of 31 to 35 years, accounting for 20 respondents or 40.0 percent. This was followed by 14 respondents or 28.0 percent aged 25 to 30 years, 11 respondents or 22.0 percent aged over 35 years, and 5 respondents or 10.0 percent aged under 25 years. In terms of educational background or profession, the largest group was nurse profession respondents with 20 respondents or 40.0 percent, followed by diploma in nursing graduates with 16 respondents or 32.0 percent, medical doctors with 9 respondents or 18.0 percent, and other qualifications with 5 respondents or 10.0 percent. Based on length of service, 17 respondents or 34.0 percent had worked for 1 to 3 years and another 17 respondents or 34.0 percent had worked for 4 to 6 years. Meanwhile, 12 respondents or 24.0 percent had worked for more than 6 years and 4 respondents or 8.0 percent had worked for less than 1 year. Most respondents were civil servants, totaling 29 respondents or 58.0 percent, while 21 respondents or 42.0 percent were non civil servants. In terms of position, the majority were nurses with 36 respondents or 72.0 percent, while the remaining 14 respondents or 28.0 percent held other positions.

Table 1. Respondent Characteristics

Variable	Category	Frequency	Percentage
Gender	Male	24	48.0
	Female	26	52.0
Age	Under 25 years	5	10.0
	25 to 30 years	14	28.0
	31 to 35 years	20	40.0
	Over 35 years	11	22.0
Educational background or profession	Nurse profession	20	40.0
	Diploma in Nursing	16	32.0
	Medical doctor	9	18.0
	Other qualifications	5	10.0
Length of service	Less than 1 year	4	8.0
	1 to 3 years	17	34.0
	4 to 6 years	17	34.0
Employment status	More than 6 years	12	24.0
	Civil servant	29	58.0
Position	Non civil servant	21	42.0
	Nurse	36	72.0

	Other positions	14	28.0
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The distribution of the main research variables is presented in Table 2. The findings show that work motivation was predominantly in the poor category, with 35 respondents or 70.0 percent, while only 15 respondents or 30.0 percent were categorized as having good work motivation. A similar pattern was found for service quality, where 34 respondents or 68.0 percent were in the poor category and 16 respondents or 32.0 percent were in the good category. Staff performance also tended to be suboptimal, with 31 respondents or 62.0 percent categorized as poor and 19 respondents or 38.0 percent categorized as good. These results indicate that work motivation, service quality, and staff performance among emergency department staff were generally still not optimal.

Table 2. Distribution of Research Variables

Variable	Category	Frequency	Percentage
Work motivation	Poor	35	70.0
	Good	15	30.0
Service quality	Poor	34	68.0
	Good	16	32.0
Staff performance	Poor	31	62.0
	Good	19	38.0

The cross tabulation analysis shows a clear pattern between work motivation and service quality, as presented in Table 3. Among the 35 respondents categorized as having poor work motivation, 29 respondents or 82.9 percent also showed poor service quality, while 6 respondents or 17.1 percent showed good service quality. In contrast, among the 15 respondents with good work motivation, 10 respondents or 66.7 percent had good service quality and 5 respondents or 33.3 percent remained in the poor category. These findings suggest that higher work motivation tends to be associated with better service quality in the emergency department.

Table 3. Cross Tabulation between Work Motivation and Service Quality

Work Motivation	Poor Service Quality	Good Service Quality	Total
Poor	29	6	35
Good	5	10	15
Total	34	16	50

A similar tendency was found in the relationship between work motivation and staff performance, as shown in Table 4. Of the 35 respondents with poor work motivation, 30 respondents or 85.7 percent were also categorized as having poor staff performance, while 5 respondents or 14.3 percent had good staff performance. Meanwhile, among the 15 respondents with good work motivation, 14 respondents or 93.3 percent showed good staff performance and only 1 respondent or 6.7 percent was still in the poor category. This pattern indicates that better work motivation is closely associated with better staff performance.

Table 4. Cross Tabulation between Work Motivation and Staff Performance

Work Motivation	Poor Staff Performance	Good Staff Performance	Total
Poor	30	5	35
Good	1	14	15
Total	31	19	50

Before testing the research hypotheses, the instrument was first assessed for validity and reliability. As summarized in Table 5, all statement items measuring work motivation, service quality, and staff performance had calculated r values greater than the critical value of 0.279, which indicates that all items were valid. The reliability test also showed very high internal

consistency, with Cronbach's Alpha values of 0.985 for work motivation, 0.990 for service quality, and 0.987 for staff performance. These findings confirm that the research instrument was both valid and highly reliable.

Table 5. Summary of Validity and Reliability Testing

Variable	Indicator	Result	Interpretation
Work motivation	Item validity	All items had r values greater than 0.279	Valid
Service quality	Item validity	All items had r values greater than 0.279	Valid
Staff performance	Item validity	All items had r values greater than 0.279	Valid
Work motivation	Cronbach's Alpha	0.985	Highly reliable
Service quality	Cronbach's Alpha	0.990	Highly reliable
Staff performance	Cronbach's Alpha	0.987	Highly reliable

The classical assumption tests were then conducted to evaluate the feasibility of the regression model. As shown in Table 6, the normality test produced a significance value of less than 0.05, indicating that the data were not normally distributed. However, the multicollinearity test showed a tolerance value of 0.387 and a VIF value of 2.582, which indicates that no multicollinearity was present among the predictor variables. In addition, the heteroscedasticity test based on scatterplot observations showed randomly dispersed points without any clear pattern, indicating the absence of heteroscedasticity. Overall, these results suggest that the regression model remained feasible for further analysis.

Table 6. Summary of Classical Assumption Tests

Test	Result	Interpretation
Normality test	Significance value less than 0.05	Data were not normally distributed
Multicollinearity test	Tolerance = 0.387	No multicollinearity
	VIF = 2.582	No multicollinearity
Heteroscedasticity test	Scatterplot points were randomly distributed	No heteroscedasticity

The partial regression analysis is presented in Table 7. The findings show that work motivation had a significant positive effect on service quality, with a beta coefficient of 0.393 and a significance value of 0.005. In addition, work motivation had a significant positive effect on staff performance, with a beta coefficient of 0.393 and a significance value of 0.005. Service quality also had a significant positive effect on staff performance, with a beta coefficient of 0.479 and a significance value of 0.001. These results indicate that both work motivation and service quality contributed significantly to the improvement of staff performance in the emergency department, with service quality showing the stronger effect. The direction of this interpretation follows the research model stated in the abstract, methodology, and conclusion of the manuscript.

Table 7. Summary of Partial Regression Effects

Dependent Variable	Predictor	Beta	p value	Interpretation
Service quality	Work motivation	0.393	0.005	Significant positive effect
Staff performance	Work motivation	0.393	0.005	Significant positive effect

Staff performance	Service quality	0.479	0.001	Significant positive effect
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The simultaneous regression analysis and coefficient of determination are presented in Table 8. The F test produced a value of 49.521 with a significance value of 0.001, indicating that work motivation and service quality simultaneously had a significant effect on staff performance. The correlation coefficient of 0.824 indicates a strong relationship among the variables in the model. The R Square value of 0.678 means that 67.8 percent of the variation in staff performance could be explained by work motivation and service quality, while the remaining 32.2 percent was influenced by other factors outside the model. Among the predictor variables, service quality emerged as the most dominant factor affecting staff performance.

Table 8. Simultaneous Test and Coefficient of Determination

Indicator	Value	Interpretation
F value	49.521	Significant simultaneous effect
Significance	0.001	Statistically significant
R	0.824	Strong correlation
R Square	0.678	67.8 percent of staff performance variation was explained by work motivation and service quality
Remaining variation	32.2 percent	Explained by factors outside the model
Dominant variable	Service quality	Most dominant factor affecting staff performance

Table 8 presents the results of the simultaneous regression analysis and the coefficient of determination. The findings show that work motivation and service quality simultaneously had a significant effect on staff performance in the Emergency Department of Lakipadada Regional Hospital, Tana Toraja, as indicated by an F value of 49.521 with a significance value of 0.001. This result confirms that the regression model was statistically significant and that the independent variables jointly contributed to explaining variations in staff performance. The correlation coefficient of 0.824 indicates a strong relationship between work motivation, service quality, and staff performance. Furthermore, the coefficient of determination shows an R Square value of 0.678, meaning that 67.8 percent of the variation in staff performance could be explained by work motivation and service quality, while the remaining 32.2 percent was influenced by other factors outside the model. Among the predictors included in the model, service quality emerged as the most dominant factor affecting staff performance. These findings indicate that improving staff performance in the emergency department requires not only stronger work motivation but also consistent improvements in service quality.

The discussion of this study aims to comprehensively interpret the results of data analysis based on the formulation of problems regarding the influence of work motivation, service quality, and performance of officers at the Emergency Room (ER) of Lakipadada Tana Toraja Regional General Hospital. To strengthen the interpretation, the research results are linked to motivation theories, performance theories, and the concept of service quality in the context of health services. Thus, this discussion not only explains the findings statistically but also places them in a relevant conceptual and empirical framework.

The Influence of Work Motivation on Service Quality in the ED

The results of the study indicate that work motivation has a positive and significant effect on service quality in the ED. This means that the higher the work motivation of the staff, the better the quality of service provided to patients. In the context of the ED, which demands rapid response, accurate actions, precision, and solid team coordination, motivation is a key factor that drives staff to provide optimal service even under high work pressure.

Theoretically, this finding is in line with Abraham Maslow's hierarchy of needs theory, which explains that individuals will be motivated to work better when their physiological, safety, social, esteem, and self-actualization needs are met. Staff who feel appreciated, recognized for their competence, and have opportunities for self-development tend to show higher commitment to service quality. In addition, Frederick Herzberg's two-factor theory emphasizes that motivating factors such as achievement, recognition, responsibility, and self-development play an important role in increasing job satisfaction and performance. In an emergency room environment, giving clear responsibilities, recognizing good performance, and providing opportunities for continuous training can significantly improve service quality.

From a service quality perspective, the SERVQUAL model proposed by A. Parasuraman, Valarie A. Zeithaml, and Leonard L. Berry emphasizes five key dimensions: reliability, responsiveness, assurance, empathy, and tangibles. High work motivation will be reflected in increased responsiveness of officers to emergency patient conditions, empathetic communication, and consistency in implementing service procedures. Empirically, the results of this study reinforce the findings of Jeilani & Hussein (2025) and Alkhateeb et al. (2025), which state that work motivation is a significant predictor of health service quality. Thus, it can be concluded that work motivation is a strategic foundation for improving the quality of emergency room services.

The Influence of Work Motivation on the Performance of Emergency Room Staff

This study also shows that work motivation has a positive and significant effect on the performance of ED staff. Staff with high levels of motivation tend to have accurate medical actions, discipline in following standard operating procedures (SOPs), and the ability to respond quickly in treating emergency patients. This finding is in line with David McClelland's achievement need theory, which states that individuals with high achievement needs will be driven to achieve superior work standards. In the context of the ED, the need for achievement can be reflected in the desire of staff to handle cases professionally, minimize medical errors, and provide the best service to patients.

In addition, Victor Vroom's expectancy theory explains that individuals will increase their work effort if they believe that their efforts will result in good performance and earn them appropriate rewards. If the reward, promotion, and performance evaluation systems in hospitals are fair and transparent, staff motivation will be stronger and have a direct impact on performance improvement.

Empirically, the results of this study support the findings of Agustina et al. (2020) and Ramdani et al. (2025), which state that intrinsic and extrinsic motivation significantly contribute to the performance effectiveness of health workers, especially in emergency service units. This shows that motivation is not merely an internal psychological factor, but a real determinant of the operational performance of emergency room staff.

The Influence of Staff Performance on Service Quality in the Emergency Department

The results show that staff performance has a positive and significant effect on service quality in the Lakipadada Regional General Hospital ER. This means that the quality of service experienced by patients is a direct reflection of staff performance in carrying out their duties. In the SERVQUAL model developed by A. Parasuraman, Valarie A. Zeithaml, and Leonard L. Berry, service quality is influenced by the gap between patient expectations and the actual performance of service providers. If staff demonstrate diagnostic accuracy, timely service, effective communication, and well-coordinated teamwork, the dimensions of reliability and responsiveness will increase significantly.

Good performance also reflects professional competence, compliance with SOPs, and the ability to adapt to dynamic emergency situations. In an emergency department environment

with a high level of uncertainty, service quality is highly dependent on the consistency and readiness of staff in providing quick and appropriate actions. These findings are consistent with the research by Tartila et al. (2020) and Efendi (2025), which states that improvements in the performance of health workers have a direct impact on service quality. Thus, service quality is essentially the tangible output of the professional performance of emergency department staff.

The Most Dominant Factor Affecting ED Staff Performance

Based on the regression analysis results, the performance variable shows the most dominant influence in the research model. This indicates that performance is not only influenced by motivation but also plays an important role in strengthening service quality and work dynamics in the ED. This finding can be explained through Albert Bandura's self-efficacy theory, which states that an individual's belief in their ability to complete a task will increase motivation and work performance. When officers successfully handle cases effectively, their self-confidence increases, which ultimately strengthens their motivation to maintain or improve their performance.

Research by Yudiantmaja (2020) and Rantung et al. (2022) also shows that the operational performance of health workers is a major predictor of work motivation in the public service sector, especially in emergency units. This indicates a reciprocal relationship between motivation and performance.

Overall, the results of this study indicate a mutually reinforcing relationship between work motivation, staff performance, and service quality. Motivation improves performance and service quality, while good performance strengthens work motivation. Therefore, strategies to improve service quality in the emergency room need to be carried out in an integrated manner through strengthening intrinsic and extrinsic motivation, an objective and transparent performance evaluation system, and continuous competency development to achieve optimal service at the LakiPadada Tana Toraja Regional General Hospital.

Conclusion

Based on the research results, it can be concluded that work motivation has a significant effect on service quality and staff performance in the Emergency Room (ER) of LakiPadada Tana Toraja Regional General Hospital. The higher the work motivation, the better the quality of service provided and the more optimal the performance of staff in carrying out their duties. In addition, service quality also has a significant effect on staff performance and is the most dominant factor in improving overall performance.

Based on these findings, hospital management is advised to increase work motivation through rewards, training, and structured performance evaluations. The head of the ED needs to conduct regular supervision and guidance to maintain service quality. With these efforts, it is hoped that the quality of service and performance of ED staff can improve continuously.

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