

## ABSTRACT

**Background:** Physician performance is influenced not only by clinical competence but also by psychological and organizational factors such as work engagement and job satisfaction. However, evidence regarding their combined contribution to physician performance and the influence of professional experience remains limited in Indonesian hospital settings.

**Objective:** To examine the relationship between physician engagement, job satisfaction, and performance, and to evaluate whether these associations remain after controlling for years of professional experience.

**Methods:** A mixed-method study was conducted among physicians working at RSA UGM. Quantitative data were collected using validated questionnaires measuring work engagement and job satisfaction, while physician performance data were obtained from institutional records. Multiple linear regression analysis was performed to evaluate the combined effects of engagement and satisfaction on performance, with professional experience categorized as beginner (0–3 years), intermediate (3–10 years), and expert (>10 years) included as a confounding variable. Semi-structured interviews were conducted to explore contextual factors influencing engagement, satisfaction, and performance.

**Results:** The mean scores for engagement (5.10; SD = 0.498) and satisfaction (4.59; SD = 0.513) were high. However, performance was not significantly correlated with satisfaction ( $\rho = 0.081$ ,  $p = 0.71$ ) or engagement ( $\rho = -0.042$ ,  $p = 0.85$ ), even after controlling for years of experience. Descriptively, surgical specialists reported the highest satisfaction and engagement, while general practitioners exhibited the highest performance scores (mean = 93.97; SD = 8.38). Qualitative findings revealed four themes: (1) dissatisfaction with remuneration (less than expected paycheck), (2) high satisfaction with the learning environment and professional growth, (3) teaching workloads that do not meaningfully affect clinical duties, and (4) a perception that teaching duties do not compromise patient outcomes.

**Conclusion:** Although physicians at RSA UGM demonstrate high levels of engagement and satisfaction, these factors did not statistically significantly predict clinical performance in this sample. Professional growth and a supportive learning environment are primary drivers of satisfaction, whereas remuneration remains a key area for organizational improvement.

**Keyword:** Teaching hospital, work satisfaction, work engagement, work performance, organization model

## ABSTRAK

**Latar Belakang:** Kinerja dokter merupakan luaran krusial yang dipengaruhi oleh faktor psikologis dan organisasi. Meskipun keterikatan kerja (work engagement) dan kepuasan kerja diteorikan sebagai pendorong kinerja, bukti empiris pada berbagai spesialisasi dan tingkat pengalaman di rumah sakit akademik di Indonesia masih terbatas.

**Tujuan:** Untuk menganalisis hubungan antara keterikatan kerja, kepuasan kerja, dan kinerja dokter di RSA UGM, dengan mempertimbangkan masa kerja atau pengalaman profesional.

**Metode:** Penelitian metode campuran (mixed-methods) ini menggunakan survei kuantitatif ( $n = 50$ ) dan penelusuran rekam kinerja manual ( $n = 22$ ), diikuti dengan wawancara semi-terstruktur kualitatif. Data kuantitatif dianalisis menggunakan Pearson's  $r$  dan Spearman's  $\rho$  dikarenakan distribusi data kinerja dan pengalaman yang tidak normal. Data kualitatif dianalisis menggunakan analisis tematik.

**Hasil:** Rata-rata skor keterikatan ( $5,10$ ;  $SD = 0,498$ ) dan kepuasan ( $4,59$ ;  $SD = 0,513$ ) tergolong tinggi. Namun, kinerja tidak berhubungan signifikan dengan kepuasan ( $\rho = 0,081$ ,  $p = 0,71$ ) maupun keterikatan ( $\rho = -0,042$ ,  $p = 0,85$ ), bahkan setelah mengontrol faktor pengalaman. Secara deskriptif, spesialis bedah memiliki kepuasan dan keterikatan tertinggi, sementara dokter umum memiliki skor kinerja tertinggi (rerata =  $93,97$ ;  $SD = 8,38$ ). Temuan kualitatif mengidentifikasi empat tema: (1) ketidaksesuaian remunerasi (gaji di bawah ekspektasi), (2) kepuasan tinggi terhadap lingkungan pembelajaran dan pertumbuhan profesional, (3) beban mengajar yang tidak mengganggu pekerjaan utama, dan (4) persepsi bahwa tugas mengajar tidak mengganggu hasil layanan pasien.

**Kesimpulan:** Meskipun dokter di RSA UGM menunjukkan tingkat keterikatan dan kepuasan yang tinggi, faktor-faktor tersebut tidak secara statistik memprediksi kinerja klinis pada sampel ini. Pengembangan profesional dan lingkungan belajar yang suportif menjadi pendorong utama kepuasan, sementara sistem remunerasi tetap menjadi area utama untuk perbaikan organisasi.

**Kata Kunci:** kinerja dokter, kepuasan kerja, keterikatan kerja, rumah sakit akademik, metode campuran.