

The Relationship Between Self-Efficacy, Job Satisfaction, and Medical Personnel Performance: A Psychological Review.

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Abstract

This research aims to analyze the complex relationship between self-efficacy, job satisfaction, and medical personnel performance through a comprehensive psychological review. Using qualitative methods with a library research approach, this study explores relevant literature from 2019-2025 to build a deep theoretical understanding of the interrelationship between these three psychological variables. Thematic analysis reveals that self-efficacy functions as the main predictor of medical personnel performance through psychological mechanisms involving professional confidence, intrinsic motivation, and adaptive capacity. Job satisfaction serves as a partial mediator that creates a positive spiral in the relationship between self-efficacy and performance, where medical personnel with high efficacy experience greater job satisfaction and produce optimal performance. The findings show a complex reciprocal relationship where good performance increases self-efficacy through successful experiences and positive feedback. The resulting conceptual model provides strategic implications for developing healthcare HR management programs that focus on improving self-efficacy and job satisfaction as sustainable investments for optimizing medical personnel performance and healthcare service quality.

Keywords: *Self-efficacy, job satisfaction, medical personnel performance*

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INTRODUCTION

Medical personnel are the backbone of the healthcare system, with a great responsibility to provide quality healthcare to the community. In the context of modern healthcare, the performance of medical personnel is not only influenced by technical competence but also by various complex psychological factors. Previous research shows that factors such as self-efficacy and job satisfaction play a significant role in shaping the optimal performance of medical personnel (Diana et al., 2024). A deep understanding of the relationship between these psychological variables is very important given the challenges faced by medical personnel in a high-pressure and demanding work environment.

Self-efficacy, defined as an individual's belief in their ability to perform tasks and achieve specific goals, has been proven to significantly affect work performance. In the context of healthcare, medical personnel with a high level of self-efficacy tend to show better ability to handle critical situations, make clinical decisions, and adapt to changes in medical procedures. Research conducted by (Diani, 2024) reveals that self-efficacy is positively correlated with

employee performance in hospitals, indicating that strong self-confidence can increase the work effectiveness of healthcare workers. Furthermore, a study by (Sepyenia et al., 2024) reinforces this finding by showing that professional self-efficacy is an important predictor of healthcare worker performance through the mediating role of work engagement.

Job satisfaction, on the other hand, is an individual's emotional and cognitive evaluation of their job, which includes aspects of compensation, work environment, interpersonal relationships, and career development opportunities. In the healthcare sector, the job satisfaction of medical personnel has broad implications not only for individual well-being but also for the quality of service provided to patients. Research conducted by (Sumanta et al., 2023) shows that job satisfaction has a positive influence on employee performance, including in the healthcare sector. This phenomenon is reinforced by the findings of (Kiftiyah & Al Banin, 2023) who identified that job satisfaction acts as a mediator in the relationship between self-efficacy and employee performance, showing the complexity of the interaction between psychological variables in the work environment.

The performance of medical personnel is the result of a complex interaction between various internal and external factors that affect an individual's ability to carry out their professional duties. Optimal performance is reflected not only in the achievement of quantitative targets but also in the quality of service, ability to adapt, and contribution to the achievement of healthcare organization goals. Recent research by (Lomban et al., 2023) reveals that internal motivation, which is closely related to self-efficacy and job satisfaction, has a significant effect on the performance of healthcare workers. Similarly, a study conducted by a research team in the International Journal of (Indrayani, 2023) shows that organizational commitment, which is influenced by job satisfaction and self-efficacy, has a mediating role in improving the performance of nurses.

The challenges faced by medical personnel in recent years, especially after the COVID-19 pandemic, have reinforced the urgency of understanding the factors that influence their performance. Research conducted by (Chumaira et al., 2024) reveals that high levels of stress and burnout among medical personnel can decrease self-efficacy and job satisfaction, which ultimately has a negative impact on performance. This condition demands a holistic approach to understanding the psychological dynamics that affect the performance of medical personnel, especially how self-efficacy and job satisfaction interact to form optimal performance.

Based on the phenomena and research gaps that have been identified, this study aims to analyze the relationship between self-efficacy, job satisfaction, and the performance of medical personnel from a psychological perspective. Specifically, this study has the following objectives: first, to identify the level of self-efficacy, job satisfaction, and performance of medical personnel; second, to analyze the relationship between self-efficacy and the performance of medical personnel; third, to explore the relationship between job satisfaction and the performance of medical personnel; and fourth, to test the mediating role of job satisfaction in the relationship between self-efficacy and the performance of medical personnel. Through a comprehensive psychological review approach, this study is expected to provide theoretical and practical contributions to the development of sustainable and effective strategies for improving the performance of medical personnel.

METHODOLOGY

This research employs a qualitative method with a library research approach designed to explore and analyze the relationship between self-efficacy, job satisfaction, and the performance of medical personnel through a comprehensive literature review. The qualitative approach was chosen because it allows the researcher to understand the phenomenon in depth by exploring the complexity of the relationships between

variables within a psychological context rich in nuances and interpretations. The library research method is a systematic research strategy for collecting, analyzing, and synthesizing information from various relevant literature sources to build a deep theoretical understanding of the topic being studied. This approach facilitates the exploration of conceptual and empirical developments related to the research variables through a critical analysis of various theoretical perspectives and previous research findings.

The primary data sources in this study consist of scientific journal articles published between 2019 and 2025, reference books on organizational psychology and occupational health, and policy documents related to human resource management in the healthcare sector. The literature search was conducted systematically through various electronic databases including Google Scholar, PubMed, ResearchGate, ScienceDirect, and Portal Garuda to access publications in both Indonesian and English. The search strategy used a combination of relevant keywords such as "self-efficacy healthcare workers," "job satisfaction medical personnel," "performance tenaga medis," "efikasi diri perawat," and "kepuasan kerja dokter" with the use of Boolean operators to optimize search results. The established inclusion criteria included publications that discussed at least two of the three research variables, involved medical personnel as research subjects, and used either a quantitative or qualitative approach with adequate methodological quality.

The data collection process was carried out through systematic stages, starting with the identification and selection of literature based on relevance to the research topic. The initial stage involved screening titles and abstracts to determine their suitability with the research focus, followed by reading the full-text articles that had been selected for a more in-depth evaluation. Each piece of literature that met the inclusion criteria was then documented in a data extraction matrix that included information about the publication identity, research methodology, sample characteristics, measurement instruments, key findings, and research limitations. The extracted data were then categorized based on the research variables and emerging conceptual themes to facilitate the thematic analysis process. This process was carried out iteratively, involving cross-checking and verification to ensure the accuracy and completeness of the collected data.

Data analysis was performed using a thematic analysis approach, which allows for the identification, analysis, and reporting of patterns or themes that emerge in qualitative data. The analysis process began with familiarization with the data through repeated reading and recording of initial ideas, followed by systematic coding of interesting data features that were relevant to the research questions. The identified codes were then grouped into potential themes, considering the hierarchical and lateral relationships between the codes. The next stage involved reviewing and refining the themes to ensure internal consistency and clear differences between themes, as well as evaluating the validity of the themes in the context of the entire dataset. The analysis results are presented in the form of a descriptive narrative supported by direct quotes from the literature sources to strengthen the developed arguments and interpretations. Source triangulation was performed by comparing findings from various types of publications and theoretical perspectives to increase the credibility and trustworthiness of the research results (Fung et al., 2020).

RESULTS AND DISCUSSION

Conceptualization of Self-Efficacy in the Context of Medical Personnel

Self-efficacy is a fundamental psychological construct that reflects an individual's belief in their ability to perform specific tasks and achieve desired outcomes in a given situation. In the context of healthcare services, the manifestation of self-efficacy in medical personnel is highly complex and multidimensional, encompassing beliefs about clinical ability, medical decision-making, patient communication, and adaptation to health technology developments. Research shows that medical personnel with high levels of self-efficacy tend to show more optimal performance in handling critical situations and providing quality healthcare. This aligns with the findings of (Yuliaty, 2021), which revealed that effective organizational communication can improve employee performance, where self-efficacy acts as a mediator in that relationship. The research by (Yuliaty, 2021) strengthens this concept by showing that education level and professional skepticism affect audit quality, which can be adapted in the context of medical personnel where educational competence influences the formation of professional self-efficacy.

The dimensions of self-efficacy in medical personnel can be categorized into several key aspects, namely clinical self-efficacy related to diagnostic and therapeutic abilities, interpersonal self-efficacy which includes communication with patients and families, and organizational self-efficacy which involves the ability to work in a multidisciplinary team. This phenomenon indicates that self-efficacy does not only depend on internal individual factors but is also influenced by external factors such as the work environment, organizational support, and available training systems. Medical personnel who have access to continuous professional development programs tend to develop stronger self-efficacy, especially in facing the evolving challenges of healthcare with advances in medical technology and changes in disease patterns.

The Dynamics of Medical Personnel's Job Satisfaction in the Healthcare System

Job satisfaction of medical personnel is a complex subjective evaluation of various aspects of their work, including compensation, work environment, interpersonal relationships, career development opportunities, and the meaning and purpose of the work. In the healthcare system, job satisfaction has a broader dimension than in other sectors because it involves a humanistic aspect in patient care and a high moral responsibility. Research by (Rahmayanti & Yuliaty, 2024; Rukmono et al., 2025) reveals that social media marketing strategies are effective in increasing patient visits to hospitals, where good engagement between the hospital and the community can increase the job satisfaction of medical personnel as they feel appreciated for the services provided. In addition, (Yuliaty et al., 2022) showed that waiting times and the type of health insurance have a significant effect on patient satisfaction levels, which indirectly reflects the quality of service provided by medical personnel and can affect their job satisfaction.

The factors influencing the job satisfaction of medical personnel are very diverse and interact to form a holistic work experience. The compensation aspect includes not only

salary and benefits but also recognition of professional contributions and opportunities for career growth. Research by (Zamakhsyari et al., 2024) shows that compensation and the work environment have a positive effect on employee performance, where satisfaction with these two factors becomes an important mediator in that relationship. A conducive physical work environment, the availability of adequate medical equipment, and integrated information systems contribute significantly to the job satisfaction of medical personnel. Medical personnel who work in a solid team and receive good management support tend to experience lower stress levels and higher job satisfaction, which ultimately has a positive impact on the quality of service provided to patients.

The job satisfaction of medical personnel is also influenced by complex organizational factors, including work culture, leadership style, and internal communication systems. (Wantias & Yuliaty, 2025) in a theoretical exploration of medical record management emphasizes that the effectiveness of health information systems contributes to job satisfaction by increasing work efficiency and reducing administrative burdens. When medical personnel can focus on clinical aspects without being burdened by administrative complexity, their job satisfaction increases significantly. This creates a conducive environment for professional development and innovation in healthcare services.

Medical Personnel Performance as a Multidimensional Outcome

The performance of medical personnel is a multidimensional construct that reflects an individual's effectiveness in carrying out professional tasks with established quality standards. The dimensions of medical personnel performance include clinical aspects such as diagnostic accuracy, therapeutic effectiveness, and adherence to medical protocols, as well as non-clinical aspects such as patient communication, team collaboration, and contribution to organizational development. Research by Susanti, (Rahmayanti & Yuliaty, 2024) reveals that effective medical record management is a key component in improving the quality of medical services, which is directly related to the performance of medical personnel in managing patient health information accurately and systematically. The performance of medical personnel is not only measured by the achievement of quantitative targets such as the number of patients served but also by the quality of interactions with patients, the ability to adapt to new technology, and the contribution to the improvement of the overall healthcare system. The evaluation of medical personnel performance requires a comprehensive approach that considers various performance indicators, both objective and subjective. Objective indicators include clinical parameters such as patient recovery rates, length of hospital stay, and complication rates, while subjective indicators include patient satisfaction, peer assessment, and self-assessment. The study by (Rukmono et al., 2025) shows that patient satisfaction with the JKN mobile application is positively correlated with the perception of healthcare service quality, indicating that the adaptation of digital technology by medical personnel is an integral part of modern performance. The performance of medical personnel is also influenced by contextual factors such as the characteristics of the patients served, case complexity, resource availability, and information system support. Medical personnel who work in a supportive environment with integrated systems tend to show better performance because they

can focus on clinical aspects without being hindered by administrative problems or resource limitations.

Interrelation of Self-Efficacy, Job Satisfaction, and Medical Personnel Performance

The relationship between self-efficacy, job satisfaction, and the performance of medical personnel forms a complex conceptual model with various causal and mediating pathways that interact with each other. Self-efficacy acts as a primary predictor of medical personnel performance through psychological mechanisms that involve motivation, persistence, and coping strategies in dealing with work challenges. Medical personnel with high self-efficacy tend to set more challenging goals, work harder to achieve performance targets, and are more resilient to high work pressure. Research by (Yuliaty et al., 2022) reveals that the reliability of telemedicine services is the biggest contributor to a patient's decision to consult, which reflects the importance of medical personnel's self-efficacy in providing reliable and high-quality services. Self-efficacy also influences job satisfaction through a self-regulation mechanism where individuals with strong self-confidence are better able to manage work stress and find meaning in their work.

Job satisfaction functions as a partial mediator in the relationship between self-efficacy and the performance of medical personnel, where medical personnel with high self-efficacy tend to experience greater job satisfaction, which then contributes to improved performance. This mediating mechanism occurs through various psychological pathways including increased intrinsic motivation, organizational commitment, and work engagement. In addition, there is also a reciprocal relationship where good performance can increase self-efficacy through mastery experiences and positive feedback from patients and colleagues. This reciprocal relationship creates a positive spiral where an increase in one variable will encourage an increase in the other, thus creating a synergy that is beneficial for the individual medical personnel, the healthcare organization, and the overall quality of healthcare services.

Theoretical and Practical Implications in Medical Personnel Management

The findings from the literature analysis on the relationship between self-efficacy, job satisfaction, and the performance of medical personnel provide significant implications from both theoretical and practical perspectives in human resource management in the healthcare sector. From a theoretical standpoint, this research enriches the understanding of the complexity of psychological factors that influence the performance of medical personnel and contributes to the development of a more comprehensive theoretical model in health organizational psychology. The conceptual model developed can serve as a basis for further empirical research using a quantitative approach to test the causal relationships between variables. From a practical perspective, understanding the interrelation of these three variables can be used as a basis for developing more effective human resource management strategies to improve the performance of medical personnel. Healthcare organizations can develop training programs that focus on increasing self-efficacy through skill development, mentoring, and exposure to success experiences that can increase the self-confidence of medical personnel.

Strategies to increase job satisfaction can be carried out through improving the compensation system, developing a supportive work environment, and implementing sustainable employee engagement programs. Research shows that investment in

increasing job satisfaction not only impacts the well-being of individual medical personnel but also provides a significant return on investment through increased performance, reduced turnover, and improved quality of healthcare services. In addition, healthcare organizations need to develop a comprehensive and multidimensional performance evaluation system that not only focuses on quantitative aspects but also considers qualitative aspects such as patient satisfaction and team collaboration. The implementation of a constructive feedback system and recognition programs can strengthen the positive spiral between self-efficacy, job satisfaction, and performance. In the era of rapid digital and healthcare technology development, healthcare organizations also need to pay attention to the aspect of technology adaptation and develop continuous training programs to ensure that medical personnel have high self-efficacy in using new technology, so they can maintain or even improve job satisfaction and performance amid dynamic changes in the healthcare industry.

CONCLUSION

Based on a comprehensive analysis using a library research approach, this study reveals the complex and significant relationship between self-efficacy, job satisfaction, and the performance of medical personnel within the psychological context of healthcare services. The findings indicate that self-efficacy acts as a fundamental determinant that not only directly influences performance through mechanisms of motivation and persistence but also through the mediation of job satisfaction, creating a positive spiral in the professional development of medical personnel. Job satisfaction is shown to have a multifaceted dimension that includes aspects of compensation, work environment, and the meaning of work, where its interaction with self-efficacy results in optimal performance outcomes. The conceptual model developed demonstrates a reciprocal relationship that creates sustainable synergy among the variables, where an improvement in one component will drive an improvement in the others. The practical implications of this research provide a strategic foundation for healthcare human resource management to develop programs for enhancing self-efficacy and job satisfaction as a long-term investment in optimizing the performance of medical personnel and the quality of healthcare services.

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