

# The Effect of Generational Diversity, Rewards, Recognition, and Work Loyalty on Employee Job Satisfaction



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## Abstract

**Background:** Employee job satisfaction is an important factor in maintaining service quality and the sustainability of hospital organizations. Good job satisfaction can improve performance, loyalty, and employee attachment to the organization. In a multigenerational hospital work environment, job satisfaction is influenced by various organizational factors, including generational diversity, rewards, recognition, and work loyalty. **Methods:** This study aims to analyze the effect of generational diversity, rewards, recognition, and work loyalty on employee job satisfaction at Gatoel Hospital in Mojokerto. This study uses a quantitative cross-sectional design. The population consists of all medical and non-medical employees at Gatoel Hospital in Mojokerto, totaling 359 people, with a sample of 186 respondents using simple random sampling. Bivariate data analysis used Pearson's correlation test. Multivariate analysis used multiple linear regression. **Results:** The results of the bivariate analysis showed that generational diversity influenced employee job satisfaction ( $p = 0.000$ ;  $r = 0.512$ ), rewards influenced employee job satisfaction ( $p = 0.000$ ;  $r = 0.720$ ), recognition affected employee job satisfaction ( $p = 0.000$ ;  $r = 0.757$ ), and work loyalty affected employee job satisfaction ( $p = 0.000$ ;  $r = 0.759$ ). The results of the multivariate analysis show that all variables simultaneously affect employee job satisfaction ( $p = 0.000$ ), with work loyalty as the most dominant variable ( $\beta = 0.378$ ). The coefficient of determination (Adjusted  $R^2 = 0.685$ ) shows that generational diversity, rewards, recognition, and work loyalty explain 68.5% of the variation in employee job satisfaction. **Conclusion:** Generational diversity, rewards, recognition, and work loyalty significantly influence employee job satisfaction at Gatoel Hospital in Mojokerto. Among these factors, work loyalty emerged as the most dominant predictor. These findings highlight the importance of integrated human resource management strategies that strengthen organizational loyalty, ensure fair reward systems, and foster recognition across generational groups to enhance employee job satisfaction and support hospital sustainability.

**Keywords:** Job Satisfaction, Generational Diversity, Rewards, Recognition, Job Loyalty

## 1. Introduction

Employee job loyalty is one of the key factors in maintaining organizational sustainability and the quality of hospital services. Employees with high loyalty tend to show commitment, emotional attachment, and a willingness to deliver optimal performance on an ongoing basis. In the context of healthcare services, job loyalty becomes even more important because it is directly related to patient safety, service continuity, and human resource stability (Vasumathi et al., 2021). Various studies show that low job loyalty among healthcare workers contributes to increased burnout, absenteeism, and turnover intention, which ultimately has a negative impact on the quality of hospital services.

Globally, the health sector is one of the sectors with the highest rates of burnout and turnover, especially after the COVID-19 pandemic. International reports show that high work pressure, work-life imbalance, and lack of organizational support are the main factors contributing to declining loyalty among healthcare workers, especially among younger age groups and those early in their careers. This condition is also beginning to be felt in various developing countries, including Indonesia, along with increasing demands for quality health services and changes in the characteristics of the workforce, which are becoming increasingly diverse in terms of generation (Davidescu et al., 2020).

Work loyalty is not formed instantly, but is the result of the interaction of various individual and organizational factors. One factor that is consistently reported to have a strong influence on work loyalty is job satisfaction. Employees who feel satisfied with their work, whether in terms of rewards, recognition, or work environment, tend to have higher loyalty to the

organization (Sanches et al., 2024). A number of cross-country studies show that fair rewards and recognition of performance play an important role in increasing job satisfaction among healthcare workers, which in turn has a positive impact on organizational loyalty (Liyana et al., 2020). However, the effectiveness of these rewards and recognition is not always universal, as it is influenced by individual characteristics and expectations, including generational differences.

In recent years, generational diversity has become an important issue in human resource management, including in the health sector. The current hospital work environment is filled with various generational groups with different values, motivations, and work expectations. Younger generations tend to emphasize work-life balance, clarity of career development, and the need for quick and meaningful recognition, while older generations place greater emphasis on job stability, organizational security, and long-term loyalty. If not managed adaptively, these differences have the potential to cause communication gaps, job dissatisfaction, and ultimately reduce employee loyalty (Issa et al., 2024; Tran et al., 2024).

In Indonesia, the issue of hospital employee loyalty is also an important concern, especially at the regional hospital level. Several studies show that job satisfaction, compensation, and organizational climate are significantly related to hospital employee loyalty (Gazi, Yusof, Islam, Amin, & bin S Senathirajah, 2024). However, most of these studies still focus on the direct relationship between variables and have not specifically examined the role of generational diversity in shaping job satisfaction and loyalty. In addition, studies that integrate rewards, recognition, and generational diversity into a comprehensive analytical framework are still limited, especially those that place job satisfaction as an intervening variable (Iteiyu & Rotich, 2024).

This condition is also relevant to the situation at Gatoel Hospital in Mojokerto, which has a multigenerational workforce with diverse backgrounds and work expectations. Based on preliminary information and studies, there are variations in employees' perceptions of the reward and performance recognition systems. Younger employees tend to feel that the appreciation they receive is not fully commensurate with their workload and contributions, while senior employees place more emphasis on job stability and continuity. These differences in perception have the potential to affect employee job satisfaction and loyalty if not addressed with appropriate human resource policies (Safira & Ratnasari, 2025).

Although various studies have examined the influence of rewards and recognition on job loyalty, there is still a research gap in the context of the health sector, particularly hospitals. Most previous studies have been conducted in the corporate or education sectors, so they do not fully represent the complexity of the hospital work environment, which has high work pressure and diverse patient service demands. Furthermore, the role of job satisfaction as an intervening variable in the relationship between generational diversity, rewards, recognition, and job loyalty has rarely been examined empirically (Satrio & Linando, 2025).

Based on this background, this study aims to analyze the influence of generational diversity, rewards, and recognition on employee job loyalty with job satisfaction as an intervening variable at Gatoel Hospital in Mojokerto. This study is expected to fill the literature gap related to human resource management in the health sector and provide theoretical and practical contributions in formulating strategies to increase employee job loyalty in hospitals, especially in facing the challenges of a multigenerational workforce.

## 2. Materials and Methods

This study employed a quantitative analytical design with a cross-sectional approach. The population comprised 359 non-medical and medical support employees at Gatoel Hospital, Mojokerto. The independent variables were generational diversity, rewards, recognition, and employee work loyalty, while the dependent variable was job satisfaction. Data were collected using a structured questionnaire that had been tested for validity and reliability prior to data collection. Bivariate analysis was conducted using Pearson's product-moment correlation to examine the relationship between each independent variable and job satisfaction. Furthermore, multivariate analysis was performed using multiple linear regression to identify the dominant factors influencing employee job satisfaction.

## 3. Results

The results of the study on employees at Gatoel Hospital Mojokerto who were directly involved in this study were 186 respondents. The frequency distribution table of the research subject characteristics is described in Table 1:

**Table 1** Characteristics of Research Subjects Based on Age, Gender, Latest Education, Profession, and Length of Service at Gatoel Hospital Mojokerto in January 2026 (n=186)

Characteristics	n	
<b>Age</b>		
< 30 years	34	18.3
30-40 years	98	52.7
41-50 years	44	23.7
> 50 years	10	5.3
<b>Gender</b>		

Characteristics	n	
Male	53	28.5
Female	133	71.5
<b>Highest level of education</b>		
High school graduate	14	7.5
Completed Diploma	65	34.9
Bachelor's Degree	107	57.5
<b>Professional</b>		
Non-Medical Staff	42	22.6
Pharmaceutical Staff	19	10.1
Medical Records Staff	5	2.7
Physical Therapist	6	3.2
Midwife	13	7
Nurse	97	52.2
Doctor	4	2.2
<b>Years of experience</b>		
< 1 year	8	4.3
1-5 years	24	12.9
6-10 years	59	31.7
> 10 years	95	51.1

Table 1 shows the results of the research subjects' characteristics based on age, gender, highest level of education, profession, and length of service at Gatoel Hospital in Mojokerto. In terms of age, most respondents were aged 30-40 years, namely 98 respondents (52.7%). In terms of gender, most respondents were female, namely 1339 respondents (71.5%). The majority of respondents had a bachelor's degree, namely 107 respondents (57.5%). The majority of respondents were nurses, namely 97 respondents (52.2%). The majority of respondents had worked for > 10 years, namely 95 respondents (51.1%).

**Table 2** Characteristics of Research Variables Based on Research Variables at Gatoel Hospital Mojokerto in January 2026 (n=186)

Variable	Mean	Median	Min	Max	95% CI	
					Lower	Upper
Generation diversity	57.13	57.00	47	68	56.47	57.80
Reward	56.04	56.00	42	77	55.11	56.97
Recognition	56.83	56.00	39	80	56.83	55.94
Work loyalty	56.69	56.00	43	73	55.89	57.50
Patient satisfaction	69.35	69.00	52	88	68.39	70.32

Table 2 shows the results of the research variables based on generational diversity, reward, recognition, work loyalty, and patient satisfaction. The mean values for the variables of generational diversity (57.13), reward (56.04), recognition (56.83), work loyalty (56.69), and patient satisfaction (69.35). The median values for the variables of generational diversity (57.00), reward (56.00), recognition (56.00), work loyalty (56.00), and patient satisfaction (69.00). The minimum values for the variables of generational diversity (47), reward (42), recognition (39), work loyalty (43), and patient satisfaction (52). The maximum values for the variables of generational diversity (68), reward (77), recognition (80), work loyalty (73), and patient satisfaction (88).

**Table 3** The Effect of Generational Diversity, Reward, Recognition, and Work Loyalty on Employee Job Satisfaction At Gatoel Hospital Mojokerto in January 2026 (n=186)

Respondent characteristic variables	Dependent variables	p value	r value
Generational diversity	Employee job satisfaction	0.00	0.512
Reward		0	0.720
Recognition		0.000	0.757
Work loyalty		0.000	0.759

Table 3, based on the Pearson product-moment correlation test, indicates that all independent variables have a statistically significant relationship with employee job satisfaction ( $p = 0.000$ ;  $p < 0.05$ ). Generational diversity shows a moderate positive correlation with job satisfaction ( $r = 0.512$ ). Rewards demonstrate a strong positive correlation ( $r = 0.720$ ), while recognition also exhibits a strong positive correlation ( $r = 0.757$ ). Work loyalty presents the strongest correlation with job satisfaction ( $r = 0.759$ ). These findings suggest that improvements in rewards, recognition, and employee loyalty, in particular, are associated with higher levels of job satisfaction among employees at Gatoel Hospital in Mojokerto.

**Table 4** Multiple linear regression test of research data at Gatoel Hospital Mojokerto in January 2026 (n=186)

Independent variables	Dependent variable	p value	Beta value
Generational diversity		0.007	0.016
Reward	Employee job satisfaction	0.000	0.275
Recognition		0.000	0.285
Work loyalty		0.000	0.378

Table 4 shows that the most dominant result is the beta value for the work loyalty variable of 0.378. The significance value for the work loyalty variable is  $0.000 < 0.05$ , so it can be concluded that work loyalty has a significant effect on employee job satisfaction.

**Table 5** Test of the coefficient of determination of research data on research subjects at Gatoel Hospital Mojokerto in January 2026 (n=186)

Model	R Square Value	Adjusted R Square Value
1	0.692	0.685

Table 5 analysis results show an R<sup>2</sup> coefficient of 0.396, which means that the influence of generational diversity, rewards, recognition, and work loyalty on employee job satisfaction has a significant effect. This means that employee job satisfaction can be influenced by generational diversity, rewards, recognition, and work loyalty by 69.20%, while the remaining 30.80% is influenced by other variables not included in the model.

**Table 6** Joint testing (F test) of research data on research subjects in generational diversity, rewards, recognition, and work loyalty

Model	F Value	p-value
Regression	101.785	0.000
Residual		

Table 10 shows that the F test coefficient is 101.785 with a confidence level of 95% or 0.05. The test results in the table show a significance value of  $0.000 < 0.05$ , thus it can be concluded that there is a significant relationship between generational diversity, reward, recognition, and work loyalty on employee job satisfaction.

#### 4. Discussion

##### The Effect of Generational Diversity on Employee Job Satisfaction at Gatoel Hospital Mojokerto

The results of the study indicate that generational diversity has a significant effect on employee job satisfaction at Gatoel Hospital in Mojokerto, as shown by a p-value of 0.000 with a correlation coefficient of  $r = 0.512$ . This finding confirms that generational diversity in organizations is not merely a demographic characteristic, but a factor that shapes the work experience of employees (Wang & Duan, 2025).

The influence of generational diversity on job satisfaction reflects differences in values, expectations, and work orientations among age groups within an organization. Each generation brings different perspectives and needs in terms of how they perceive work, work relationships, and forms of recognition from the institution. If these differences are responded to positively by the organization, employees will feel that the work environment is more inclusive and supportive, which ultimately increases job satisfaction (Ghadi et al., 2023).

The characteristics of the respondents show that the work environment at Gatoel Hospital Mojokerto is dominated by employees of productive age, namely 98 respondents (52.7%) aged 30-40 years with different generational backgrounds. This condition illustrates the dynamics of multigenerational work that requires the organization's ability to manage differences in work styles, communication methods, and expectations of the organization. In this context, job satisfaction is not only influenced by individual factors, but also by the extent to which the organization is able to bridge the gap between generations (Gazi, Yusof, Islam, Amin, & Senathirajah, 2024).

The relationship between generational diversity and job satisfaction shows that generational diversity can be a source of satisfaction if managed well, but has the potential to be a source of dissatisfaction if ignored. Generational differences that are not managed adaptively can lead to communication gaps, feelings of being misunderstood, or perceptions of injustice between employee groups. Conversely, inclusive management can create mutual respect and increase work comfort (Mahapatra & Pany, 2022).

When linked to length of service, most employees at Gatoel Hospital in Mojokerto are experienced employees who have been interacting with the hospital's culture and work system for more than 10 years, namely 95 respondents (51.1%). Employees with long service tend to build job satisfaction based on stability and continuity of employment relationships, while newer employees tend to assess job satisfaction from the aspects of environmental adaptation, opportunities for development,

and social acceptance in the workplace. This difference reinforces the role of generational diversity in shaping job satisfaction (Davidescu et al., 2020).

The influence of generational diversity on job satisfaction can also be understood through the person–organization fit theory, which states that job satisfaction increases when individual values and expectations align with organizational culture and policies. In a multigenerational environment, this fit requires organizational flexibility in accommodating differences in preferences and work styles between generations (John Malt & Yasmine Nasution, 2025).

The findings of this study align with the results of research by John Malt and Yasmine Nasution (2025), which states that generational diversity has implications for work attitudes, including job satisfaction. However, this study provides a more specific context because it was conducted in the health sector, particularly hospitals, which are characterized by high work pressure and complex service demands. This shows that the influence of generational diversity is not only relevant in the corporate sector but also significant in the health service sector. The hospital work environment requires intensive cross-professional and cross-generational collaboration. In such situations, generational differences that are not managed properly can weaken teamwork and reduce job satisfaction. Conversely, if generational differences are viewed as a strength and managed through effective communication and a culture of mutual respect, employee job satisfaction can increase collectively (Tan & Chin, 2023).

Generational diversity within an organization can serve as a strategic strength if managed appropriately through inclusive and adaptive policies, such as intergenerational communication, role clarity, and a reward system sensitive to differing needs and work values. Conversely, generational diversity that is not optimally managed has the potential to cause communication gaps, differences in perceptions of fairness, and latent conflicts between age groups, which can ultimately reduce employee job satisfaction. In the context of hospitals, this condition becomes even more crucial because the work environment demands high collaboration, speed in decision-making, and continuity of service. Therefore, managing generational diversity not only has implications for individual job satisfaction but also impacts team effectiveness and the overall quality of healthcare services. By integrating empirical findings, respondent characteristics, and human resource management theory, this study enriches our understanding of the importance of managing a multigenerational workforce and provides relevant scientific contributions to the development of human resource policies in the healthcare sector.

#### **The Effect of Rewards on Employee Job Satisfaction at Gatoel Hospital Mojokerto**

The results show that rewards have a significant effect on employee job satisfaction at Gatoel Hospital Mojokerto, as indicated by a p-value of 0.000 and a correlation coefficient of  $r = 0.720$ . These findings confirm that the reward system implemented by the organization is an important factor in shaping employees' perceptions of job satisfaction. Rewards are not only understood as financial compensation, but also as a form of organizational appreciation for employee contributions and performance (Figueiredo et al., 2025).

The influence of rewards on job satisfaction reflects that employees assess job satisfaction based on the extent to which the organization provides rewards that are considered fair and appropriate. Rewards become a symbol of institutional recognition of the role of employees in achieving organizational goals. When rewards are perceived to be commensurate with workload and responsibilities, employees tend to experience higher job satisfaction (Ge et al., 2021).

The characteristics of the respondents show that most of the employees at Gatoel Hospital Mojokerto are health workers with high work demands and great professional responsibilities, namely nurses, totaling 97 respondents (52.2%). In this context, rewards have a broader meaning than just material incentives. Rewards are also perceived as a form of attention and concern from the organization towards the welfare of employees, which contributes to feelings of appreciation and satisfaction at work (Zhou et al., 2025).

The relationship between rewards and job satisfaction shows that job satisfaction is not only influenced by physical working conditions but also by distributive justice in the allocation of rewards. Employees will compare the rewards they receive with their contributions and those of their colleagues. If rewards are perceived as fair and transparent, job satisfaction will increase; conversely, unfair rewards have the potential to decrease job satisfaction (Mensah et al., 2024).

When linked to employment characteristics, employees with more than 10 years of work experience tend to have different reward expectations than employees with shorter employment periods (den Boer, van Vuuren and de Jong, 2021). Senior employees generally expect stability and consistency in the reward system, while younger employees tend to be more sensitive to the clarity of rewards for performance and achievement. These differences in expectations indicate that rewards play a strategic role in influencing job satisfaction in a multigenerational work environment (Krishna & Agrawal, 2025).

The influence of rewards on job satisfaction can also be explained through motivation theory, which states that rewards serve as reinforcers of positive work behavior (Bardach & Murayama, 2025). In the context of Gatoel Hospital Mojokerto, appropriately given rewards can increase employees' intrinsic and extrinsic motivation, so that they feel their work is valuable and recognized by the organization. This condition strengthens employee job satisfaction and commitment to the hospital.

The findings of this study are in line with the research Wydyastuti et al.(2022) which states that rewards have a significant effect on employee job satisfaction. However, this study provides a more specific context because it was conducted in the health sector, where workloads, emotional pressure, and patient service demands are relatively high. In such an environment, rewards play an important role as a balancing factor between work demands and employee welfare.

The unique context of hospitals shows that rewards do not always have to be financial. Non-financial rewards, such as opportunities for competency development, performance awards, and professional recognition, also contribute significantly to job satisfaction ( ). This shows that the effectiveness of rewards in increasing job satisfaction greatly depends on the suitability of the rewards to the needs and expectations of employees (Kitsios and Kamariotou, 2021).

Rewards play a strategic role in shaping employee job satisfaction at Gatoel Hospital in Mojokerto because they serve as a concrete representation of the organization's recognition of employee contributions and performance. In a hospital work environment with high work demands and complex service pressures, rewards are not only interpreted as financial compensation but also as indicators of organizational fairness and institutional attention to employee welfare. Rewards that are managed appropriately, fairly, and transparently can increase feelings of appreciation, strengthen work motivation, and foster positive perceptions of the work environment, which ultimately increases employee job satisfaction. Conversely, reward systems that are inadequate or unbalanced with workloads and responsibilities have the potential to create perceptions of injustice, decrease motivation, and weaken job satisfaction. By linking empirical research findings, respondent characteristics dominated by healthcare workers with high workloads, and the theoretical basis of motivation and organizational justice, this study makes an important contribution to enriching human resource management studies in the healthcare sector, particularly in the design of effective reward systems to improve employee job satisfaction in hospitals.

### **The Effect of Recognition on Employee Job Satisfaction at Gatoel Hospital Mojokerto**

The results of the study indicate that recognition has a significant effect on employee job satisfaction at Gatoel Hospital Mojokerto, as shown by a p-value of 0.000 with a correlation coefficient of  $r = 0.757$ . This finding confirms that employee job satisfaction is not only shaped by material aspects but also by the extent to which the organization recognizes employees' contributions, roles, and performance. Recognition is an important psychological element in building a sense of appreciation in the work environment (Jo & Shin, 2025).

The influence of recognition on job satisfaction reflects that employees assess their work not only from the end result, but also from the process and the organization's attention to their efforts. Recognition serves as a form of social validation that reinforces the meaning of work, so that employees feel that their existence is recognized and their contributions are valuable to the organization (Aljumah, 2023).

The characteristics of the respondents show that most of the employees at Gatoel Hospital in Mojokerto are health workers with high work intensity and great professional responsibility, namely nurses, with 97 respondents (52.2%). In this context, recognition is very important because it can balance the work pressure they experience. Appreciation given appropriately can increase job satisfaction even though employees face heavy work demands (Jo and Shin, 2025).

The relationship between recognition and job satisfaction shows that job satisfaction is greatly influenced by employees' perceptions of the non-material rewards they receive. Employees who feel recognized tend to have a positive view of their work and organization. Conversely, a lack of recognition can lead to feelings of neglect, which ultimately reduces job satisfaction even though other working conditions are relatively adequate (Ndiango et al., 2024).

When linked to length of service, recognition has different meanings for employees with varying work experience. Employees with long service tend to interpret recognition as a form of respect for long-term loyalty and dedication, while employees with shorter service tend to interpret recognition as feedback on performance and achievements. This difference in meaning shows that recognition is an important factor in a multigenerational work environment (Çelik et al., 2021).

The influence of recognition on job satisfaction can be explained through psychological needs theory, which states that individuals have a need to be valued and recognized. In a hospital work environment, fulfilling this need becomes even more important because employees often face emotional pressure, patient service demands, and complex work situations. Consistent recognition can strengthen job satisfaction by fulfilling these psychological needs (Md. Abu Issa Gazi et al., 2024).

The findings of this study are in line with the research by (2022) and Shuxia et al. (2025) which show that recognition plays an important role in increasing job satisfaction and positive work attitudes. However, this study provides an additional contribution by showing that recognition has a strong influence in the context of regional hospitals, which have limited resources and high work pressure. This confirms that recognition is a relevant and effective strategy in increasing job satisfaction in the health sector.

The hospital work environment demands teamwork, interprofessional collaboration, and intensive coordination. In such situations, recognition not only serves as individual reward but also strengthens work relationships and a sense of togetherness. Employees who feel recognized tend to be more open to cooperation and demonstrate positive attitudes toward colleagues, which ultimately increases collective job satisfaction (Meneses-La-Riva et al., 2025).

Recognition plays a strategic role in shaping employee job satisfaction at Gatoel Hospital Mojokerto because it is directly related to employees' psychological need to be appreciated and acknowledged for their contributions. In the context of a hospital, where employees face high work demands, emotional pressure, and ongoing service responsibilities, recognition serves to reinforce the meaning of work and validate the professional role of employees. Appreciation that is given appropriately, consistently, and fairly, whether in the form of verbal appreciation, formal awards, or trust in competence, can increase feelings of being valued, strengthen employee identification with the organization, and create higher job satisfaction. Conversely, a lack of appreciation has the potential to cause feelings of neglect, decrease intrinsic motivation, and weaken job

satisfaction even if other organizational aspects have been fulfilled. By integrating empirical findings, respondent characteristics dominated by healthcare workers with high workloads, and the theoretical basis of work needs and motivation, this study makes an important contribution to the development of human resource management in the healthcare sector, particularly in designing effective recognition systems to improve hospital employee job satisfaction.

### **The Influence of Job Loyalty on Employee Job Satisfaction at Gatoel Hospital Mojokerto**

The results of the study indicate that job loyalty has a significant influence on employee job satisfaction at Gatoel Hospital Mojokerto, as shown by a p-value of 0.000 with a correlation coefficient of  $r = 0.759$ . This finding confirms that job satisfaction not only acts as an antecedent to loyalty but can also be influenced by the level of employee attachment and commitment to the organization (Aman-Ullah et al., 2022). Job loyalty reflects a strong psychological bond between employees and the hospital, which helps shape perceptions of job satisfaction (Salameh et al., 2023).

The influence of work loyalty on job satisfaction shows that employees who have emotional attachment and high commitment to the organization tend to view their work more positively. Loyalty makes employees feel like they are part of the organization, so they are better able to accept work demands and see their work as meaningful. This condition strengthens job satisfaction even though employees face challenges in carrying out their daily tasks (Şimşekli et al., 2025).

The characteristics of the respondents indicate that most employees at Gatoel Hospital in Mojokerto have relatively long tenure. This condition reflects the level of loyalty formed through long-term work experience, adaptation to organizational culture, and established interpersonal relationships. Employees with long tenure tend to have a stronger sense of belonging to the organization, which contributes to the formation of more stable job satisfaction (Hermanto et al., 2024).

The relationship between job loyalty and job satisfaction can also be understood as a mutually reinforcing relationship. Job loyalty encourages employees to stay and contribute consistently, while positive work experiences strengthen satisfaction and attachment to the organization. In this context, loyalty is not only a result of job satisfaction but also a factor that reinforces satisfaction itself (Al-Dossary, 2022).

When linked to the hospital work environment, job loyalty plays a very important role. Hospitals are organizations with high work pressure, complex patient service demands, and intensive teamwork requirements. In these conditions, employees with high loyalty tend to be more resilient and adaptable, so that job satisfaction is maintained despite facing various operational challenges (De Vries et al., 2023).

The influence of work loyalty on job satisfaction can be explained through organizational commitment theory, which states that individuals with strong affective commitment will exhibit positive work attitudes, including job satisfaction. Work loyalty reflects this affective commitment, where employees feel emotionally attached to the organization and the goals to be achieved together (Bandyopadhyay, 2024).

The findings of this study are in line with the research Handayani et al. (2025) which states that work loyalty is closely related to job satisfaction and other positive work attitudes. However, this study provides an additional perspective by placing work loyalty as a factor that influences job satisfaction, not merely as a consequence of job satisfaction. This enriches the theoretical understanding of the relationship between the two variables.

In the context of Gatoel Hospital Mojokerto, work loyalty is also reflected in the willingness of employees to continue working and contributing despite facing resource constraints and service pressures. Loyal employees tend to be tolerant of challenging working conditions, so their job satisfaction is influenced more by a sense of belonging and pride in the organization than by material factors alone.

Job loyalty plays a significant role in shaping employee job satisfaction at Gatoel Mojokerto Hospital because it reflects the level of emotional attachment, sense of belonging, and commitment of employees to the organization. In a hospital environment characterized by high work demands, service pressures, and the need for continuous teamwork, job loyalty serves as a psychological foundation that strengthens employees' positive perceptions of their work. Employees with high loyalty tend to view their work as part of their professional identity and organizational goals, making them more capable of accepting work challenges without experiencing a significant decline in job satisfaction. Loyalty formed through work experience, strong interpersonal relationships, and alignment of values between employees and the organization will increase security, trust, and comfort at work, which ultimately strengthens job satisfaction. By integrating empirical research findings, the characteristics of respondents who mostly have long service periods, and the theoretical basis of organizational commitment, this study makes an important contribution to the development of human resource management in the health sector, particularly in designing strategies oriented towards strengthening work loyalty as an effort to increase the job satisfaction of hospital employees.

### **The Influence of Generational Diversity, Rewards, Recognition, and Job Loyalty on Employee Job Satisfaction at Gatoel Hospital in Mojokerto**

The results of the multivariate analysis indicate that generational diversity, rewards, recognition, and work loyalty simultaneously affect employee job satisfaction at Gatoel Hospital Mojokerto, as indicated by the F test results with a p value of 0.000 and an Adjusted R Square value of 0.685, which means that the four variables can explain 68.5% of the variation in employee job satisfaction. This finding confirms that job satisfaction is a multidimensional construct formed by a combination of structural, psychological, and relational factors within an organization. Thus, hospital employee job satisfaction cannot be explained by a single variable, but rather by the interaction of various interrelated factors.

The multivariate approach provides a more comprehensive understanding than partial analysis, as it is able to show the relative contribution of each variable in a single, complete model. In this context, job satisfaction is understood as the result of a complex organizational process, in which generational differences, reward systems, recognition practices, and levels of work loyalty interact simultaneously in shaping the work experience of employees (Mascarenhas et al., 2022) .

The combined influence of these variables indicates that human resource management at Gatoel Hospital in Mojokerto needs to be carried out in an integrated manner. Generational diversity provides a context of demographic and work value diversity, while rewards and recognition serve as organizational instruments that influence perceptions of fairness and appreciation. Job loyalty then emerges as a reflection of employees' attachment to the organization, which in turn strengthens job satisfaction (Krishna & Agrawal, 2024) .

In the multivariate model, job loyalty emerged as the most dominant factor influencing employee job satisfaction. Conceptually, this shows that hospital employee job satisfaction is greatly influenced by the extent to which employees feel attached, have a sense of belonging, and are committed to the organization. Job loyalty functions as an internal force that reinforces positive perceptions of work and the work environment (Abdullahi et al., 2024) .

The dominant role of work loyalty can be understood in the context of Gatoel Hospital Mojokerto as a healthcare organization with high work pressure and high professional demands. Employees with high loyalty tend to be more able to interpret their work positively, accept organizational limitations, and maintain job satisfaction despite facing operational challenges. Thus, job loyalty acts as a protective factor for job satisfaction (Hanafi et al., 2025) .

Rewards and recognition in the multivariate model act as organizational factors that directly shape employees' perceptions of fairness and appreciation. Rewards provide fulfillment of extrinsic needs, while recognition fulfills employees' psychological needs to be valued and acknowledged. These two variables work synergistically to increase job satisfaction, especially when tailored to employee characteristics and expectations (Jo and Shin, 2025).

Generational diversity in this model acts as a contextual factor that influences how rewards, recognition, and loyalty are interpreted by employees. Each generation has different preferences and perspectives on forms of reward and work commitment. Therefore, the influence of generational diversity on job satisfaction becomes clearer when analyzed together with other organizational variables, rather than separately (Krishna and Agrawal, 2024).

The results of this multivariate analysis show that the influence of generational diversity on job satisfaction is indirect and reinforced by organizational mechanisms such as rewards, recognition, and work loyalty. These findings provide an understanding that generational diversity is not a stand-alone factor but functions within an interconnected human resource management system (Kautish et al., 2025) .

The findings of this study are in line with the systems approach in human resource management, which emphasizes that employee work attitudes are formed through the interaction of various organizational elements (Alqudah, Carballo-Penela and Ruzo-Sanmartín, 2022). However, this study broadens this perspective by providing empirical evidence in the health sector, particularly regional hospitals, which have characteristic work pressures and resource constraints.

Employee job satisfaction at Gatoel Hospital in Mojokerto is significantly influenced by a combination of interacting individual and organizational factors, namely generational diversity, rewards, recognition, and job loyalty. These four factors form a system that collectively determines how employees interpret their work experience. Job loyalty emerges as a key factor because it reflects employees' emotional attachment, sense of belonging, and commitment to the organization, which serves as a psychological foundation for maintaining job satisfaction amid high work demands. Meanwhile, rewards and recognition serve as organizational instruments that directly influence employees' perceptions of fairness and appreciation. In the context of a multigenerational work environment, the existence of rewards and recognition that are managed fairly and adaptively is important to accommodate differences in needs, values, and expectations between generations. The interaction between work loyalty as an internal force and rewards and recognition as external organizational support shows that job satisfaction is not formed partially, but through an integrated mechanism. By linking empirical findings, respondent characteristics, and human resource management theory, this study makes an important contribution to strengthening the understanding of effective multigenerational workforce management strategies in the health sector, particularly in efforts to continuously improve the job satisfaction of hospital employees.

## 5. Conclusions

This study demonstrates that generational diversity, rewards, recognition, and work loyalty significantly influence employee job satisfaction at Gatoel Hospital in Mojokerto. Each variable shows a meaningful contribution to shaping employees' perceptions and attitudes toward their work. Simultaneously, these factors collectively affect job satisfaction, indicating that organizational and individual dimensions play an important role in fostering a positive work environment. Among the examined variables, work loyalty emerged as the most dominant factor influencing employee job satisfaction. These findings highlight the importance of strengthening employee loyalty while maintaining fair reward systems, appropriate recognition, and effective management of generational diversity to enhance overall job satisfaction.

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## Ethical considerations

This study received ethical approval from the Health Research Ethics Committee of STRADA University Indonesia (No. 0123451/EC/KEPK/I/02/2026).

## Conflict of Interest

The authors declare no conflicts of interest.

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