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The Influence Of Workload And Competence On Job Satisfaction Through Work Motivation As An Intervening Variable In Nurses At RS Tk.III Baladhika Husada Jember East Java

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Abstract

Hospital is a health service institution that provides complete individual health services, providing inpatient, outpatient and emergency services. Every health worker who works in a hospital must work in accordance with professional standards, hospital service standards, applicable standard operating procedures, professional ethics, respect patient rights and prioritize patient safety. Meanwhile, the task of Baladhika Husada army Hospital, beside providing excellent service, is also to provide reliable health support for the army operation. Nursing is a profession that interacts directly with services and for the longest time than the other professions. The aim of this research is to analyze and test the influence of workload and competency on nurse job satisfaction through work motivation as an intervening variable for nurses. This research is quantitative research. The population is honorary nurses at TK.III Baladhika Husada Hospital. The sampling technique used was proportionate stratified random sampling. Data analysis and hypothesis testing in this research used the Partial Least Square Structural Equation Model (PLS-SEM) with the Smart PLS 3 application.

The results of the direct influence hypothesis test show that Workload has a significant positive effect on Motivation, Competency has a significantly positive effect on Motivation, Workload has a significantly positive effect on Job Satisfaction, Competency has a significant positive effect on Job Satisfaction and Motivation has a significantly positive effect on Job Satisfaction. As for the indirect effect, it shows that Workload has a

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significantly positive effect on Job Satisfaction through Motivation and Competence has a significantly positive effect on job satisfaction through motivation as an intervening variable.

Keywords: ***Workload, Competency, Motivation, Job Satisfaction***

INTRODUCTION

The purpose of organisations both serving the public interest such as government organisations and corporate organisations, wants maximum achievement related to improving work results for the achievement of organisational goals. In achieving organisational goals, one of the important elements that must be considered is human resources. Given the human resources that carry out and manage and carry out the activities of the organisation. Given the very important role of employees in the operational process, it is hoped that employees can work more productively and professionally driven by expertise and commitment in carrying out all their activities.

Human resources are defined as productive human activities for the benefit of society and personal interests. This element of productivity is considered necessary and must be explored continuously and continuously, because if a country is rich in terms of its natural resources, but without being supported by the quality of human resources as the main factor in managing components, then abundant natural resources will only be in vain and not provide any maximum benefit to society. According to Hasibuan (2017: 10) "Human resource management is the science and art of managing human resources regulating the relationship and role of labour so that it is effective and efficient in helping to realise the goals of the company, employees and society".

Hospitals are health care institutions that provide comprehensive individual health services that provide inpatient, outpatient and emergency services. Every health worker working in a hospital must work in accordance with professional standards, hospital service standards, applicable standard operating procedures, professional ethics, respect for patient rights and prioritise patient safety (Law No 44 of 2009 concerning Hospitals). Health services are the most important thing in a health organisation. Health services are strongly influenced by human behaviour, including workload, competence and work motivation which later leads to job satisfaction in the members of the organisation itself.
The economic world is currently experiencing drastic changes, which are characterised by efficiency and effectiveness movements in all sectors. Such conditions require an employee who has high enthusiasm and motivation in carrying out daily tasks. Many

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parties agree that the reality that exists now, the average employee empowerment must be carried out continuously to be optimal. Many factors cause less than optimal employee empowerment, including high workload and lack of competence in their fields. In the end, it will reduce job satisfaction due to low employee motivation.

According to Kleiber and Ensman (Novita, 2017), publications about worker fatigue in Europe show that 4% of work fatigue is experienced by legal and police workers, 9% is experienced by administrative and management workers, 32% is experienced by teachers, and health (especially nurses) is the first rank of workers who easily experience work fatigue (43%) compared to doctors and pharmacists.

Workload is a condition faced by employees because of the amount of work that must be completed, while on the other hand employees do not have enough time to complete the workload, it could also be because of the high standard of work that employees are unable to complete it. Not only excessive workload will lead to low employee satisfaction, also time pressure and target results that must be achieved can cause workload. Through workload analysis, it can be prevented work pressure or work stress that will occur to employees. or in other words, workload analysis aims to determine how many employees and how much responsibility or workload is appropriate to be given to an employee.

The word ‘competence’ comes from the English language, namely “competence” or ‘competency’ which means proficiency, ability and authority. Therefore, the definition of competence is a combination of knowledge, skills, and personality attributes of a person so as to improve performance and contribute to the success of the organisation. According to Wibowo (2010: 324) argues that ‘Competence is an ability to carry out or perform a job or task based on skills and knowledge and supported by the work attitude required by the job’. A person's ability is the main measure in achieving performance as shown by the results of his work. This means that whether or not someone is able to carry out the work that will determine their performance.

Motivation comes from the word movere which means encouragement, desire, or reason for someone to do something. Motivation is one of the efforts to improve employee performance. Motivation and achievement are two constructive and correlative elements. Both are interconnected and cannot be separated from each other. Employee work performance will be low if the employee does not have the motivation to carry out the work. Conversely, if the employee has high motivation at work, it can produce satisfaction and high work performance as well. According to the opinion of Sardiman (2011: 75) that: "Motivation can also be knowing what is needed and how to meet the needs of employees

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is important to motivate them to contribute their abilities and also to comply with applicable regulations, continuously. Motivation is important because motivation will encourage and move someone to do something with more enthusiasm, especially in this case concerning work motivation which plays a role in the work performance of the employee concerned. However, employees as individuals cannot escape from needs. For this reason, motivation is needed that can spur employees as individuals to continue to work better and more effectively. According to Sutrisno (2012: 109) 'Motivation is a factor that encourages a person to carry out a certain activity, therefore motivation is often defined as a factor driving a person's behaviour'. Motivation as a condition within the individual that encourages and directs individual activities, cannot be observed directly. Motivation that can be observed is behaviour that is driven by certain motives and manifests the existence of that motive. Motive intensity can be measured through indicators in the form of individual behaviour.

Job satisfaction is an employee's emotional response to various aspects of the work he faces, employee satisfaction affects the efficiency and effectiveness of his work. It takes an awareness of work satisfaction.

What policies affect employee satisfaction have become a concern in human resource research. Because if this information can be known with accuracy and certainty, organisations can make various adjustments to strategies, especially in human resource management, and even operational strategies so that the organisation's mission can be achieved in a faster and more appropriate time. With satisfied stakeholders, the organisation is more trusted, improving the working situation and working relationships are more conducive, and in turn is a significant increase in performance. The demand for job satisfaction is increasing along with competition with other business or private organisations.

Job satisfaction will be created if the variables that influence it are actually accommodated positively for employees. The variables in question are employee workload in accordance with established standards and high employee competence and work motivation from employees. The three existing variables, namely workload, competence, and work motivation will affect employee satisfaction and will ultimately have an impact on high organisational performance. In connection with this, so that employees are always consistent with their job satisfaction, at least the institution must always pay attention to the environment in which employees carry out their duties, namely both their co-workers, leaders, work atmosphere, and other things.

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Objectives

The purpose of this study was to find out:

1. Workload has a significant effect on work motivation.
2. Competence has a significant effect on work motivation.
3. Workload has a significant effect on job satisfaction.
4. Competence has a significant effect on job satisfaction.
5. Work motivation has a significant effect on job satisfaction.
6. Workload has a significant effect on job satisfaction through work motivation.
7. Competence has a significant effect on job satisfaction through work motivation.

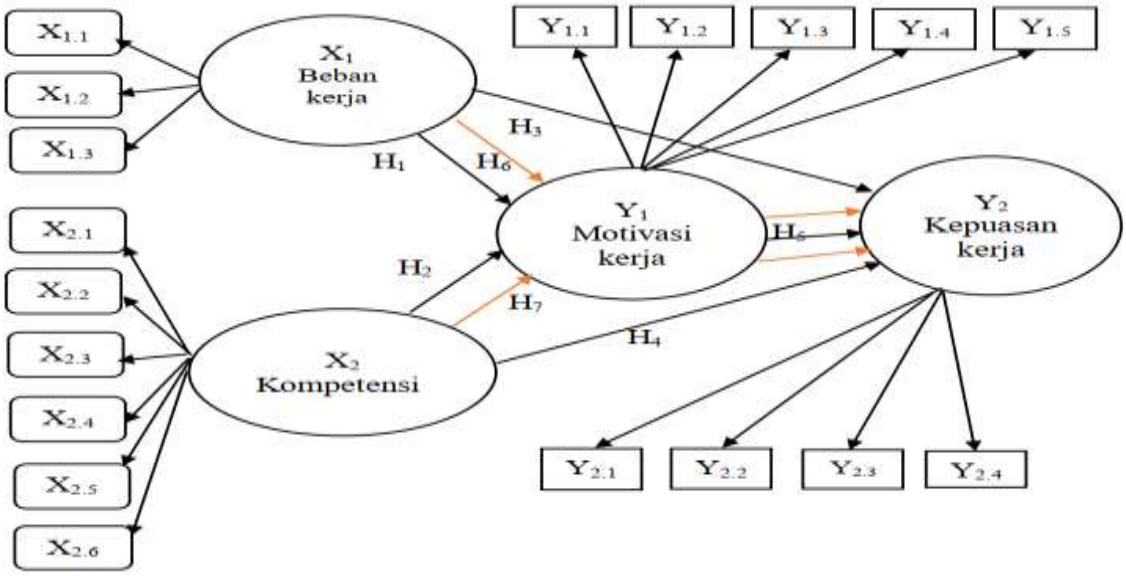


Figure 1: Conceptual Framework

DISCUSSION

The Effect of Workload on Motivation

The effect of workload on motivation is proven to be significantly positive. That is, if the suitability of workload among nurses increases, then their work motivation also increases; and vice versa. The results of this study support the theories of motivation developed by Abraham Maslow (1950), Sondang (2009: 102), Liang Gie (2023: 281), and Bangun (2012: 313). A person's motivation can increase if the need for security and comfort in carrying out the workload because they consider it to be in accordance with their profile, is fulfilled. Workload suitability is also an intrinsic factor of the job, and this is one source of increasing work motivation.

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The theory related to workload put forward by Schultz (2000) and Cohen (2021) in Suwatno and Priansa (2022: 251), Koesomowidjojo (2017: 21) also explains that an employee's internal factors (such as gender) can affect his view of workload. With a feeling of compatibility between himself and the job, he will feel that the workload is not burdensome for him. As is known, most nurses are women who are naturally human beings who have a tendency to care for someone.

The results of Febry Laurino's research, 2022. found that motivation and workload have a significant effect on job satisfaction. Job satisfaction has a significant effect on performance. Motivation and workload have a significant effect on performance. Motivation and workload have a significant effect on performance through job satisfaction. The difference in this study is job satisfaction as an intervening variable that is influenced by motivation and workload, and then also affects performance.

The opportunity to self-actualise among nurses as one of the determinants of motivation is important. This is closely related to the suitability of the workload they feel. The results of research by Nur Widiastuti; Selamat Riouwanto; Christina Anik Harwati (2022) state that: serving leadership style and workload have a significant effect on work motivation. Servant leadership style and workload have a significant effect on job satisfaction. Work motivation has a significant effect on job satisfaction. Servant leadership style and workload have a significant effect on job satisfaction through work motivation. The similarity of this study is that motivation is positioned as an intervening variable and job satisfaction as an endogenous variable.

Effect of Competence on Motivation

The effect of competence on motivation is proven to be significantly positive. That is, if there is an increase in competence among nurses, then work motivation also increases; and vice versa. The results of this study support the theories that competence developed by Marwansyah (2012: 36), Sutrisno (2012: 203), Sedarmayanti (2011: 126), Moeheriono (2010: 6), and Gordon (1988).

These theories have become part of the theory of positivism, where in general these theories state that the high and low competence of employees is very influential on self-confidence. This self-confidence is the result of self-actualisation needs that can be fulfilled in a person.

In this study, competence is built by continuous efforts among nurses to increase knowledge according to work needs. Most nurses learnt how to work efficiently and effectively. Being open and professional is full of friendliness in serving patients but within

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the limits of the rules that apply in the hospital. The acceptance and attitude of patients towards nurses has led to high work motivation.

The results of Sri Endah Lestari's research (2020) state that promotion and competence have a significant effect on motivation, with motivation also as an intervening variable, but what distinguishes the results of this study from Sri endah's research is that in Sri Enadah's research motivation as an intervening variable has no effect on job satisfaction and has a significant negative effect on job satisfaction through motivation.

The Effect of Workload on Job Satisfaction

The effect of workload on job satisfaction is proven to be significantly positive. This means that if there is an increase in the sense of compatibility of workload with self-profile, and abilities among nurses, then their job satisfaction also increases; and vice versa. The results of this study are in accordance with the theories developed by Handoko (2013: 193), Sutrisno (2012: 74), Barnett, et al (2010) and Gilmer (1996). Based on their theories, job satisfaction will increase if employees can feel that there is a match between the workload and their personal profile (gender, education, age), and the competencies required by the job.

The results of Taufik Nurcahyo's research (2019) state that workload has a significant negative effect on job satisfaction and performance, while competence has a significant positive effect on job satisfaction and performance, and job satisfaction has a significant positive effect on performance. This is the difference between Taufik Nurcahyo's research and this study. Workload in Taufik Nurcahyo's research was measured by unfavourable indicators, while in this study workload was measured by favourable indicators; thus workload in this study was perceived as the suitability of workload with competence and self-profile. This then causes the results of this study to be different from Taufik Nurcahyo's research.

The results of research by Hafidz Rizal Ahmad and Misti Hariasih (2021) state that workload has a significant negative effect on job satisfaction. The results of Hafidz Rizal Ahmad and Misti Hariasih's research differ from the results of this study, because the workload measurement indicators they used were unfavourable statements; while in this study the workload measurement indicators were based on favourable statements. The results of research by Nur Widiastuti; Selamat Riouwanto; and Christina Anik Harwati, (2022) found that workload has a significant positive effect on job satisfaction. There are similarities between the results of their research and this study. With the suitability of a high workload, employees will be more responsible for their work. The level of caution

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and thoroughness in work will reduce work errors. Discipline towards work completion time schedules that arise is an indication of increased work motivation, and subsequently increases job satisfaction.

The work climate of employees who are diligent and always present on working days and hours and go home according to working hours will be built and maintained consistently if their motivation is high. The feeling of esprit-de-corps created due to good motivation will facilitate communication, co-operation, work coordination in the work team. These things then increase job satisfaction among nurses.

The effect of competence on job satisfaction

The effect of competence on job satisfaction is proven to be significantly positive, meaning that the better the competence of nurses, their job satisfaction will increase; and vice versa.

The findings of this study support the theories developed by Marwansyah (2014:228), Mangkunegara (2009:67), Moeheriono (2010:60), Sedarmayanti (2011:379), and Bangun (2012:211). The positive relationship of Competence with Job satisfaction is also stated by Handoko (2013: 193), Sutrisno (2012: 74), Barnett, et al (2010), and Gilmer (1996).

The results of Taufik Nurcahyo's research, (2019) state that workload has a significant negative effect on job satisfaction and performance, while competence has a significant positive effect on job satisfaction and performance, and job satisfaction has a significant positive effect on performance.

The results of this study also support the results of Sri Endah Lestari's research, (2020), where the effect of competence was found to be significantly positive on job satisfaction. Good mastery of work is closely related to high interest at work. Most nurses have learnt how to work more efficiently and effectively, helping each other. Working conditions like this are an indication that nurses work with good job satisfaction. Such working conditions will lead to satisfaction for patients and their families. In return, patients feel happy and accept and trust the nurses. Such an inner situation causes the patient's healing process to accelerate.

The Effect of Motivation on Job Satisfaction

Job motivation is proven to have a significant positive effect on job satisfaction, meaning that if the nurse's work motivation increases, there is an increase in their job satisfaction, and vice versa. The results of this study are in accordance with positive

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theories about work motivation and job satisfaction as developed by Sedarmayanti (2012: 329), Alderfer (1972), Dessler (2015: 285), Robbins and Timothy (2015: 309); Barnett, et al (2010), and Luthans (2010: 243). In general, the theory of the relationship between work motivation and job satisfaction has become a positivist theory among human resource researchers.

The suitability of salaries, allowances, honorariums, bonuses and other material rewards they receive is considered sufficient for the needs of themselves and their families, these things reflect the existence of good work motivation, and then have a significant effect on job satisfaction.

Sri Endah Lestari's research (2020) also states similar findings, but there is an important assumption in this relationship, namely the assumption: that high work motivation must always be pursued by hospital leaders, for example by always improving the salary system and other receipts for nurses who work well and meet work standards and work targets. Hospital leaders must innovate policies, activities and treatments that can increase the pride of nurses working in the hospital, for example by choosing “the best nurse of the year”, and receive positive consequences in the form of material and non-material. In addition, it supports the results of research by Nur Widiastuti (2022); Selamat Riouwanto; Christina Anik Harwati (2022) which states that: servant leadership style and workload have a significant effect on work motivation.

Similar to Sri Endah Lestari's findings are the results of Crystalia's research, (2024). This study uses path analysis, with the endogenous variable being customer satisfaction. Crystalia's research needs to be considered as an analytical tool considering that path analysis is used for measurable research variables (not latent variables). Customer (patient) satisfaction as an endogenous variable seems to be more useful for management than just nurse job satisfaction. However, of course this view is practical, and in terms of human resource management theory it is less able to provide theoretical development. The difference is that researchers do not examine leadership styles as previous researchers have done.

The effect of workload on job satisfaction through motivation

The indirect effect of workload on job satisfaction through motivation is proven to be significantly positive. Although then there is a small increase when compared to the direct effect, this is because the direct effect of motivation on job satisfaction is quite small. The small increase in the influence of indirect influence through motivation occurs because

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motivation as an intervening variable is not strong enough in its position, even though its direct influence is significantly positive on job satisfaction.

Research by Nur Widiastuti et al (2022) states that leadership style and workload have a significant effect on job satisfaction through motivation as an intervening variable. This is almost similar to Crystalia's research (2024) which distinguishes other independent variables, namely leadership style. This is an opportunity for other researchers to explore the causes of the relationship phenomenon. For example, by expanding the indicators of measuring job satisfaction, and work motivation so that the reflective power of these indicators increases in measuring job satisfaction and work motivation.

The Effect of Competence on Job Satisfaction through Motivation

The indirect effect of competence on job satisfaction through work motivation is proven to be significantly positive. There is an increase in the total effect that is higher when compared to the indirect effect of competence on job satisfaction. The increase in the indirect effect through motivation can be caused by motivation as an intervening variable is not strong enough position, although directly motivation has a significant positive effect on job satisfaction; or because the development of indicators measuring job satisfaction and competence still needs to be expanded. This is an opportunity for other researchers to explore the causes of the relationship phenomenon. For example, by expanding the indicators of measuring job satisfaction, and competence so that the reflective power of these indicators increases in measuring job satisfaction and competence.

Sri Endah Lestari's research (2020) actually shows the result that competence has no effect on job satisfaction through motivation as an intervening variable in contrast to the results of Crystalia's research (2024) which shows that competence has a significant effect on job satisfaction through motivation as an intervening variable.

In general, this study has proven that the SEM model produces an explicit SEM model that can answer research problems and hypothesis testing; although the level of suitability of the explicit model still needs to be debated, especially on the chi-sqaure value, as an index of overall model suitability. However, the absolute model fit produced in this study has indicated that the explicit SEM model is good enough.

In the bootstrap results, the indicator that plays the most role in each of the variables, for the independent variable Workload X1 is the Work Condition Indicator (understanding and carrying out work according to the SOP) X1.1 (77.863), this is in

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accordance with the conditions in the field that the SOP is always reminded of every pass and almost every morning apple after morning exercise is always set aside time for SOP refreshment, while the smallest role is the use of working time X1.2 (24. 68) because sometimes the nurses' working time, especially during crusial hours, namely almost changing shifts, there are patient arrivals that make their working time increase to complete existing tasks and workplace mutations that make nurses need to adapt; for the independent variable Competence (X2), the highest indicator obtained is Ability X2.3 (33.211) because almost all Honorary nurses of Rumkit TK.III Baladhika Husada are Professional Ners graduates who have served for more than 5 years while the lowest indicator for competence is Interest X2.6 in the field of work as a nurse in the hospital with a value of 18.159; for the intervening variable namely Work Motivation (Y1), the highest value is the indicator of Self-actualization Y1.5 through potential and competition for the progress of the Hospital, this is evidenced by the many achievements of the hospital which cannot be separated from the great contribution of the hospitalia community including nurses with a value of 17.591 and the lowest is the need for security Y1.2 against the continuity of their work as much as 9.542; and the last is on the dependent variable Job Satisfaction (Y21) the dominant indicator is the psychological factor of mastery and high interest in work, Y2.1 48.594 while the lowest indicator is social factors Y2.2 19.975.

CONCLUSION

Referring to the research objectives, research results and discussion described in the previous chapter, the following conclusions can be drawn:

1. The direct effect of workload is proven to be significantly positive on work motivation (Hypothesis-1 is accepted).
2. The direct effect of competence is proven to be significantly positive on work motivation (Hypothesis-2 is accepted).
3. The direct effect of workload on job satisfaction is proven to be significantly positive on performance (Hypothesis-3 is accepted).
4. The direct effect of competence is proven to be significantly positive on job satisfaction (Hypothesis-4 is accepted).
5. The direct effect of motivation on job satisfaction is proven to be significantly positive (Hypothesis-5 is accepted).
6. The indirect effect of workload on job satisfaction through work motivation is proven to be significantly positive (Hypothesis-6 accepted).

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7. The indirect effect of competence on job satisfaction through work motivation is proven to be significantly positive (Hypothesis-7 is accepted).

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