The Effect of Workload, Incentives, and Work Motivation on Nurse's Performance Mediated by Job Satisfaction

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Abstract: This research aimed to analyze the Effect of Workload, Incentives, and Work Motivation on Nurse Performance with Job Satisfaction as a mediating variable. The study employed a quantitative research approach and hypothesis testing. Data was collected using total sampling with a Likert scale (1-5) questionnaire from 165 respondents. The data was analyzed using the Partial Least Squares Structural Equation Model (PLS-SEM). The results indicate that Workload has a negative effect on job satisfaction. Incentives have a positive effect on job satisfaction. Work motivation has a positive effect on job satisfaction. Workload has a negative effect on nurse performance. Incentives have a positive effect on nurse performance. Work motivation has a positive effect on nurse performance. Job Satisfaction has a positive effect on nurse performance. Job satisfaction has a negative effect and mediates the effect of workload on the performance of nurses. Job satisfaction has a positive effect and mediates the effect of incentives on the performance of nurses. Job satisfaction has a positive effect and mediates the effect of work motivation on the performance of nurses.

Keyword: Incentives, Job Satisfaction, Nurse Performance, Workload, Work Motivation

INTRODUCTION

Health services can be accessed at community health centres (puskesmas) or hospitals. One of the main forms of health services is in hospitals (Amalia et al., 2023). Law of the Republic of Indonesia No. 44 of 2009 concerning Hospitals states that hospitals must provide safe, quality, non-discriminatory, and effective health services by prioritizing patient interests by hospital service standards. Health workers are one of the important factors in determining the success of health services in hospitals. Nurses carry out 80% of health services in each country; in Indonesia, nurses provide 40% of health services. Based on data from the Ministry of Health processed by the Central Statistics Agency (BPS) in 2022, nurses were the largest health workers in Indonesia, as many as 563 thousand out of a total health workforce of 1.4 million. Nurses are professionals with the ability, responsibility, and authority to provide services. However, the phenomenon found in health services, especially nurses in Indonesia, is that nurse performance is still low. Professional nurses only make up 2% of the total number

of nurses, much lower than the Philippines, which reaches 40% (Rusdiyanti et al., 2022.); (Fatimah, 2021); (Rina, 2019).

One of the indicators of health services that can be used to determine the quality of health services, the level of facility utilization, and the level of efficiency is the Bed Occupancy Ratio (BOR). A hospital is said to be of quality, which is also determined by the achievement of BOR, which ranges from 70% to 80%. (Pratiko Gustomi et al., 2023). RSUD Kabupaten Rejang Lebong is a Type C Hospital that has 11 specialist fields, including Obstetrics and Gynecology, Surgery, Pediatrics and Neonatal, Internal Medicine, Neurology, Eyes, Mental Health, Lungs, Skin and Venereology and Medical Rehab with a capacity of 125 beds. Based on data and performance indicators for inpatient care at RSUD Kabupaten Rejang Lebong. RSUD Kab.Rejang Lebong bed Occupancy Ratio (BOR) in 2022 was 43% and has continued to decline yearly in the last five years—the Bed Occupancy Ratio (BOR) value of RSUD Kab. Rejang Lebong is lower than the recommended ideal value of 60% -80%, according to the Indonesian Ministry of Health (2012). Hospital data also shows the Turn Over Interval (TOI) in 2022 of 5 days. The average number of days a bed is unoccupied from the time it is occupied to the next time it is occupied, which is ideal according to the Indonesian Ministry of Health, is in the range of 1-3 days. This shows that the utilization of beds used to treat patients is still low compared to the number of beds available, so it can be concluded that the hospital will experience economic difficulties if the number of patients is lacking. The low figure can be influenced by the number of human resources, facilities or infrastructure, and environmental elements, which are divided into internal (service rates, hospital promotions, information systems) and external (policies, competition) environments, as well as the attitudes of officers in providing services (Adi Wijayanti et al., 2020).

Human resource performance and productivity depend on many factors. The satisfaction of public health professionals in carrying out their work will determine the quality of service for patients. Medical staff with higher job satisfaction tend to provide better quality medical services and can effectively avoid medical accidents (Isaacs et al., (2020) (Theodora et al., 2023) (Deressa et al., 2024). Job satisfaction can be defined as a universal approach to emotions felt based on work experiences. Job satisfaction is a positive or negative attitude towards work and is influenced by many factors. Research on job satisfaction conducted by Ali & Qun (2019) states that motivation, job promotion, and a good work environment will increase job satisfaction and improve performance. In Kumar et al. (2013) study, health professionals reported low job satisfaction. This was due to health workers performing irrelevant tasks, minimal opportunities for advancement, recognition, low salaries and benefits, and not being involved in decision-making. Employee needs and motivators vary, so it is important to understand what motivates employees to work.

Since the services provided to patients are mental and physical, each health worker has a different workload level. Too high a workload level allows for excessive energy use and overstress, while too low a workload intensity allows for boredom and saturation or understress. Therefore, it is necessary to find the optimal workload level between these extreme limits, which varies from individual to individual. Sarıköse & Göktepe (2022) stated that excessive workload, duration of working hours, problems caused by night shifts, and lack of benefits may cause work fatigue and increase the intention to leave the profession.

Regarding nurse performance, motivation is the main factor influencing human resource (HR) performance. How strong an individual's motivation is will largely determine the quality of service provided. The strength or weakness of a worker's motivation also determines the extent of achievement or good or bad performance. Intrinsic motivation, such as achievement, recognition for achievements obtained, employee responsibility for the work itself, and opportunities, provides overall job satisfaction. Another thing that plays an important role in employee productivity is incentives. The idea of incentives has garnered much consideration, especially since the beginning of the search for qualified employees who can

achieve institutional goals efficiently. Rewarding people for their efforts by providing incentives is important in satisfying the individual's internal desires. Individual skills are not enough to make someone work with high productivity unless an incentive system encourages internal motives that direct very hard efforts (Akpan, 2021); (Locke & Braver, 2008). In the study of Nurjannah et al. (2024), there were respondents who considered the incentives they received to be sufficient. However, their performance was not good. While among the respondents who considered the incentives they received insufficient, there were also respondents whose performance was already good. This can happen for several reasons or external factors. Based on the description, it is known that incentives are one of the factors that contribute to employee performance. For this reason, the hospital needs to pay more attention to the indicators that are the benchmarks for assessment. This means that nurses who perform well or poorly get proportional incentives.

METHOD
Object and Research Method
This current study uses quantitative research. It will analyze the influence of independent variables of workload, incentives, and motivation, with the help of mediation by job satisfaction, on the dependent variable of nurse performance. This study uses a data analysis method with inferential statistics through a structural equation modelling (SEM) approach using SmartPLS 4.0 software. According to Sugiyono (2018), quantitative data is data in the form of numbers or qualitative data that is scored. In this study, researchers used a 5-point Likert scale. The Likert scale measures the attitudes, opinions, and perceptions of a person or group of people about research variables. The Likert scale consists of five levels starting from one (1), which means strongly disagree; two (2), which means disagree; three (3), which means neutral; four (4) which means agree; and five (5), which means strongly agree. In each statement in the indicator, respondents state their level of agreement by choosing an answer between 1 and 5, and respondents may only choose one answer from the five choices.

Population and Sampling
Population is the whole of the objects observed or studied or the generalization area consisting of objects/units that have certain characteristics that have been determined in the study to be analyzed so that conclusions can be drawn in accordance with the objectives of the study (Sugiyono, 2013). The population in this study were all nurses at the Rejang Lebong Regional Hospital, totaling 195 people. This study uses the entire population as a sample/census, so hypothesis testing does not use the t-test. However, it is carried out by looking at the direction of the influence between the two variables, so the conclusion is only based on the direction (sign) of the standardized path coefficient. If the independent and dependent variables have a standardized path coefficient direction according to the hypothesis, then the hypothesis is supported.

RESULTS AND DISCUSSION
Structural Equation Model (SEM) is a multivariate statistical technique combining factor analysis with regression analysis (correlation). It aims to test the relationships between variables in a model, whether between indicators and their constructs or the relationships between constructs. (Ginting, 2009). The outer model test has two types: reliability and validity (Hair et al., 2022). In the reliability test, two assessment parameters are carried out: indicator reliability, which examines the value of the outer loading and construct reliability, which examines Cronbach's alpha value, point of estimate and composite reliability.
Sources: Modified research by (Ryusuke & Sanica, 2021), (Theodora et al., 2023), (Liu, 2022) (Ali & Qun, 2019)

Figure 1. Measuring model
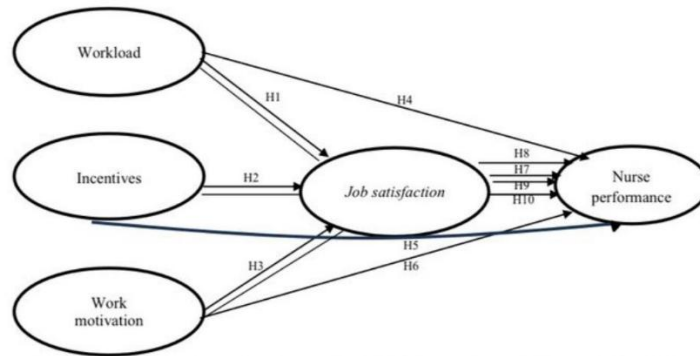
Sources: Modified research by (Ryusuke & Sanica, 2021), (Theodora et al., 2023), (Liu, 2022) (Ali & Qun, 2019)

Validity Test

      This test evaluates whether the reflective indicators used are valid and can measure latent variables or constructs well. It is known that the indicators in each dimension have an outer loading value >0.7 and AVE >0.5, where all variables have met the criteria and can be analyzed further.

Table 1. Validity Test

Variabel	Indcator	Loading (0.7)	Average Variance Extracted (AVE) (>0.5)	Reasult
Workload	BK1	0.856	0.710	Valid
	BK2	0.860		Valid
	BK3	0.866		Valid
	BK4	0.896		Valid
	BK5	0.818		Valid
	BK6	0.777		Valid
	BK7	0.835		Valid
	BK8	0.828		Valid
Incentives	I1	0.852	0.721	Valid
	I2	0.793		Valid
	I3	0.829		Valid
	I4	0.878		Valid
	I5	0.891		Valid
Work Motivatioin	M1	0.786	0.670	Valid
	M2	0.867		Valid
	M3	0.770		Valid
	M4	0.894		Valid
	M5	0.791		Valid
	M6	0.878		Valid
	M7	0.726		Valid
Job Satisfaction	J1	0.837	0.616	Valid
	J2	0.794		Valid
	J3	0.825		Valid
	J4	0.856		Valid
	J5	0.838		Valid
	J6	0.743		Valid
	J7	0.713		Valid
	J8	0.789		Valid
	J9	0.829		Valid
	J10	0.793		Valid

	J11	0.723		Valid
	J12	0.703		Valid
	J13	0.734		Valid
Nurse Performance	K1	0.760	0.590	Valid
	K2	0.787		Valid
	K3	0.749		Valid
	K4	0.754		Valid
	K5	0.799		Valid
	K6	0.768		Valid
	K7	0.749		Valid
	K8	0.776		Valid
	K9	0.779		Valid
	K10	0.823		Valid
	K11	0.732		Valid
	K12	0.736		Valid

Reability Test

The second stage in the outer loading analysis is to assess the reliability of the construct. Construct reliability is used to see the level of consistency of a measuring instrument in which it can measure the same research or provide an indication of the extent to which the measurement results remain consistent if measurements are taken twice or more on the same research. In this outer model analysis, a reliability test is carried out by emitting the Cronbach's alpha value and composite reliability with the criteria that if the value is > 0.7, it is reliable (Hair et al., 2019; Hair et al., 2020).

Table 2. Reability Test

Variable	Cronbach's alpha	Composite reliability	Reasult
Workload	0.942	0.946	Reliable
Incentives	0.903	0.910	Reliable
Job satisfaction	0.947	0.949	Reliable
Nurse performance	0.937	0.939	Reliable
Work motivation	0.918	0.936	Reliable

Multicollinearity Test

Table 3. Multicollinearity Test

Dependen Independen	Job Satisfaction VIF	Job Performance VIF
Workload	1.190	1.829
Incentives	1.127	1.368
Motivasi	1.178	1.264

From Table 4 above, the variance inflation factor (VIF) value in the research model test results shows that the VIF value in all variables was less than three. This shows that the quality of this research model has been acceptable in terms of not having multicollinearity issues.

Coefficient of determination (R-square)

The R-square value ranges from 0 to 1 ($0 \leq R2 \leq 1$); the higher the R-square value, the greater the influence of the independent variable on the dependent variable. As a rule of thumb, $R2 > 0.75$ (strong), $R2 > 0.50$ (moderate), and $R2 > 0.25$ (weak), but if an R-square value above 0.9 is found, the model can be considered overfit. (Cici et al.,2023; Hair et al., 2021)

Table 4. Coefficient of Determination

Variabel	R-square	Result
Job satisfaction	0.589	Moderate
Nurse Performance	0.607	Moderate

Based on the data presentation in Table 4.5 above, it can be seen that the R-Square value for the Job Satisfaction variable is 0.589; the acquisition of this value explains that the percentage of Job Satisfaction can be explained by Workload, Incentives, and Motivation of 58.9% and 41.1% is explained by other variables not conducted in this study. The R-Square value for the Nurse Performance variable is 0.607, where the acquisition of this value explains that the percentage of Nurse Performance can be explained by Job satisfaction, Workload, Incentives, and Work motivation of 60.7% and 39.3% is explained by other variables not examined in this study.

Hypothesis Test

This test was conducted using the bootstrapping method using SmartPLS 4.0 In this study, the hypothesis was only tested by looking at the path coefficient value without looking at the p-value or t-statistic because the sampling method was a census (Hair et al., 2021). The path coefficient is used to test the hypothesis of whether an exogenous variable can have a positive or negative effect on the endogenous variable. A variable is said to affect another variable if its value is >0 positively. Conversely, it is said to have a negative effect if the path coefficient value is <0.

Table 5. Hypothesis Test

Hipotesis	Path Coefficient	Hasil
H1: Workload-> Job Satisfaction	-0.513	Supported
H2: Incentives ->Job Satisfaction	0.315	Supported
H3: Motivasi -> Job Satisfaction	0.189	Supported
H4: Workload -> Nurse performance	-0.226	Supported
H5: Incentives -> Nurse performance	0.205	Supported
H6: Motivasi Kerja -> Nurse performance	0.248	Supported
H7: Job Satisfaction -> Nurse performance	0.337	Supported
H8: Workload-> Job Satisfaction-> Nurse performance	-0.173	Supported
H9: Incentives-> Job Satisfaction-> Nurse performance	0.106	Supported
H10 : Motivasi Kerja->Job Satisfaction-> Nurse performance	0.064	Supported

Based on the result of path coefficient, each hypothesis variable is supported.

Workload variable has a negative effect on Job satisfaction. This is in line with Zelvy's research (2023); Nurida (2019) showed a negative and significant effect between workload and Job satisfaction, which means that the increasing workload of nurses decreases nurse satisfaction in the hospital. Previous research in Egypt also showed that medical personnel experience high-stress levels due to heavy workloads, which can reduce job satisfaction (Elshaer et al., 2018). Thus, the hypothesis that H1 Workload has a negative effect on Job Satisfaction is supported. According to Zelvy (2023), the workload feels heavy if balanced with the appropriate number of workers and unclear job descriptions. It needs to be balanced with continuous improvement in knowledge and skills.

The results of the second hypothesis test showed that incentives positively affect job satisfaction. This shows that the more satisfied nurses are with the awards given by the hospital, the higher the level of job satisfaction. Dwinda (2023) also shows that the more satisfied nurses are with the awards given by the hospital, the higher the level of job satisfaction of nurses. Awards can increase enthusiasm for work, become more diligent, active, and happy in doing work because they feel that the work that has been done is appreciated so that they can feel

satisfied with their work. Albert (2023) states that compensation significantly influences job satisfaction.

The results of the third hypothesis test showed that Work Motivation positively affects Job Satisfaction. This means that the higher a person's work motivation, the higher their job satisfaction level. A positive influence indicates that increasing work motivation can contribute to job satisfaction. The relationship between these variables is supported by research by Erlina and Mishbahatul (2021), which shows that work motivation in nurses has a positive relationship with nurse job satisfaction.

The results of the fourth hypothesis test showed that Workload has a negative effect on Nurse Performance. Research by Ryusuke and Sanica (2021) and Adhikara and Rahmawati (2022) also stated that Workload negatively and significantly affects nurse performance. This means that the lower the workload nurses receive, the higher their performance will be. High Workload will have an impact on low performance because it will reduce the focus that can be given to each job, resulting in decreased performance and increased work stress (Maharani & Budianto, 2019); (Ryusuke & Sanica, 2021)

The results of fifth the hypothesis test showed that incentives have a positive effect on nurse performance. This study is in line with research by Liu, Liu (2022) and Novianti (2023), which states that incentives have a positive and significant effect on the performance of medical personnel. When hospitals pay attention to employee welfare through paid leave, bonuses, and attention to employee health and family care, employees will realize that the organization cares about them. Therefore, incentives will increase employee motivation, leading to improved performance.

The results of the sixth hypothesis test showed that motivation has a positive effect on nurse performance. This study is in line with the research of Sofiatun (2023), Novianti (2023), and Kapantow et al. (2020). which shows that if the work motivation given is good, it will increase the performance of nurses. Motivation in a nurse arises due to internal and external factors. Gender, age, education level, length of service, and number of dependents in the family are included in the internal factors of a nurse in a hospital in doing her job. Motivation that arises from external factors of a nurse includes superior and subordinate relationships, relationships between colleagues, hospital policies and regulations, working conditions, compensation, and health support. Nurses' work motivation will affect nurse performance (Kapantow et al., (2020).

The results of the seventh hypothesis test showed that job satisfaction has a positive effect on nurse performance. This study is in line with research by Ranihusna & Arifinandini (2023), Kapantow et al. (2020), Adhikara & Rahmawati (2022) (Ali & Qun, 2019). There is a strong and significant influence between job satisfaction and performance. One of the factors that affects employee performance is job satisfaction. If employees feel satisfied, it will also affect employee work performance. Dissatisfaction with the work of implementing nurses is caused by unmet needs, namely dissatisfaction with the salary received. Increasing nurse job satisfaction is very important because it can improve patient perceptions of the quality of care (Lu et al., 2019); (Aminuddin et al., 2023). When someone feels satisfied with working, he will try as hard as possible with all his abilities to complete his task. Thus, employee productivity will increase optimally, producing good performance and high work achievement.

The results of this study indicate that workload has a negative effect on nurse performance through job satisfaction. This means that a high workload negatively affects performance, but job satisfaction can influence this effect. When nurses are satisfied with their work, they can cope with high workloads and still perform well. Job satisfaction contributes greatly to the effect of workload on nurse performance. This is in line with research by Adhikara and Rahmawati (2022) and Ryusuke and Sanica (2021), which shows that workload has a negative and significant effect on nurse performance through job satisfaction. This shows

that when nurses have a high workload, their job satisfaction can be reduced. When job satisfaction decreases, nurse performance will tend to decrease.

The results of this study indicate that incentives have a positive effect on nurse performance through job satisfaction. This study is in line with the research of Theodora et al. (2023), Alkandi et al. (2023), and Novianti et al. (2023), which shows that there is an effect between incentives and rewards on employee performance when mediated by job satisfaction. This means that job satisfaction is the right variable in mediating the influence between incentives and rewards on employee performance. In other words, increasing incentives and rewards will increase job satisfaction, thereby increasing employee performance. Job satisfaction will increase when employees are given the right incentives regularly and systematically. As a result, when employees are satisfied with their work, they tend to perform better (Alkandi et al., 2023).

The results of this study indicate that motivation has a positive influence on nurse performance through job satisfaction. This study aligns with the research of Novianti et al. (2023). Motivation has a positive and significant effect on the moderation of job satisfaction on employee performance. Ali and Ali et al. (2019) also stated that motivation has a significant positive correlation with nurse job satisfaction and nurse performance. This motivation will encourage someone to use all their abilities to achieve their goals. With good motivation, employees will be increasingly aware of how important it is to work optimally, be disciplined, and be professional.

CONCLUSION

Ten hypotheses have been tested using the results of the respondent questionnaire. There are three independent variables, namely workload, incentives, and work motivation, whose influence on the nurse performance variable is analyzed with job satisfaction as a mediating variable. Data analysis using PLS-SEM has been carried out to answer the research questions submitted. From the results of the study, it can be concluded that: 1) Workload has a negative effect on job satisfaction. This means that an increased workload will decrease nurses' job satisfaction at RSUD Kab. Rejang Lebong 2) Incentives have a positive effect on job satisfaction. This means that an increase in incentives will increase the job satisfaction of nurses at RSUD Kab. Rejang Lebong 3) Work motivation has a positive effect on job satisfaction. This means that increased work motivation will increase the job satisfaction of nurses at RSUD Kab. Rejang Lebong 4) Workload has a negative effect on nurse performance. This means that an increased workload will decrease nurses' performance at RSUD Kab. Rejang Lebong 5) Incentives have a positive effect on nurse performance. This means that an increase in incentives will increase the performance of nurses at RSUD Kab. Rejang Lebong 6) Work motivation has a positive effect on nurse performance. This means that increasing work motivation will improve the performance of nurses at RSUD Kab. Rejang Lebong 7) Job Satisfaction has a positive effect on nurse performance. This means that increasing job satisfaction will improve the performance of nurses at RSUD Kab. Rejang Lebong 8) Job satisfaction has a negative effect and mediates the effect of workload on the performance of nurses at RSUD Kab. Rejang Lebong. If the workload increases, there will be a decrease in nurse performance through a decrease in job satisfaction 9) Job satisfaction has a positive effect and mediates the effect of incentives on the performance of nurses at RSUD Kab. Rejang Lebong. If incentives increase, it will be followed by an increase in nurse performance through an increase in job satisfaction 10) Job satisfaction has a positive effect and mediates the effect of work motivation on the performance of nurses at RSUD Kab. Rejang Lebong. If work motivation increases, it will be followed by an increase in nurse performance through an increase in job satisfaction

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