

The Role Of Workload And Work Motivation In Influencing Performance Through Job Satisfaction

I Nyoman Swedana

Universitas Abdul Aziz Lamadjido (AZLAM) Palu

Email Address:

*swedana73@gmail.com**

**Corresponding Author*

Submitted 24-01-2023

Reviewed 26-05-2023

Revised 31-05-2023

Accepted 31-05-2023

Published 14-06-2023

Abstract: Job satisfaction is quite an exciting and essential issue because it has greatly benefited the interests of the individual, the company, and the existing community. This study aims to analyze the performance of nurses who are influenced by workload and motivation through job satisfaction. This research was conducted on nurses at Undata Hospital, Palu, where 152 were used as respondents. Data collection techniques used questionnaires with Likert scale measurements and interval scales. The analytical method used is Partial Least Square (PLS) using WarpPLS 7.0 software. The results of this study indicate that motivation has a positive and significant effect on nurse performance. At the same time, the workload does not affect performance. Satisfaction does not affect performance. These results are expected to be considered by related parties in maintaining nurse performance.

Keywords: Motivation; Workload; Performance; Satisfaction.

Abstrak: Kepuasan kerja menjadi masalah yang cukup menarik dan penting karena terbukti besar manfaatnya bagi kepentingan individu, maupun dari perusahaan serta masyarakat yang ada. Penelitian ini bertujuan untuk menganalisis kinerja perawat yang dipengaruhi beban kerja dan motivasi melalui kepuasan kerja. Penelitian ini dilakukan pada perawat di Rumah Sakit Undata Palu dengan jumlah responden sebanyak 152 perawat. Teknik pengumpulan data dilakukan dengan menggunakan kuesioner dengan pengukuran skala likert dan skala interval. Metode analisis yang digunakan adalah Partial Least Square (PLS) dengan menggunakan software WarpPLS 7.0. Hasil penelitian ini menunjukkan bahwa motivasi berpengaruh positif dan signifikan terhadap kinerja perawat. Pada saat yang sama, beban kerja tidak mempengaruhi kinerja. Kepuasan tidak mempengaruhi kinerja. Hasil ini diharapkan menjadi pertimbangan pihak terkait dalam menjaga kinerja perawat.

Kata Kunci: Motivasi; Beban Kerja; Kinerja; Kepuasan.

INTRODUCTION

Given the importance of human resources (HR) in an organization to ensure the survival of the organization, the part of management is no longer only the responsibility of employees or employees. Still, it is the responsibility of company leaders (Dirani et al., 2020). Human resource management, of course, must be carried out by professional leaders. For this reason, human resource management can be interpreted as a leader's management and utilization of existing resources in individuals (employees/employees). This management and utilization are maximally developed in the business world to achieve corporate goals and the development of individual human beings within the company. In an integrated manner (Tien et al., 2021). In addition, HR management also emphasizes strategic importance and processes, HR management for the continuous continuity of company activities (Macke and Genari, 2019).



The professionalism of the area occupied primarily determines success in achieving one's goals in a field of work. Professionalism itself must be supported by a commitment to achieve the highest level. High organizational commitment is needed because the creation of high fidelity will affect professional work situations.

Technology's rapid development brings changes we cannot prevent in life. The people who are the executing element need to be able to track all these changes. Human resources are an essential element in a company. Without the role of humans, the organization will not run smoothly, even though several factors are needed. Human resources are necessary for all activities in various organizational areas within the company. Performance is basically what is done or not done. Performance affects how much they contribute to the organization, including the amount of output, the quality of the production, the duration of the show, their availability in the workplace, and their collaborative attitude (Girdwichai and Sriviboon, 2020).

Currently, organizations are trying to maintain their existence in the global market by changing their business patterns from only focusing on increasing productivity and differentiating products and services to concentrating on improving the quality of human resources because employees are the most critical asset in any company. Employees with good performance will show results that can be accounted for. Employee performance is related to achievement, the quality of the quality produced, and the timeliness in completing their tasks because employees are not only required to complete their work but must be by the predetermined time. (Girdwichai and Sriviboon, 2020), improving employee performance will bring progress for the company to survive in an unstable competitive business environment.

Hospitals have a vital role in the provision of health services. Hospitals with an open system constantly interact with the environment to achieve a dynamic balance, serving people who need health services (Russeng nd). Nurses play an essential role in the health system, and their contribution to global health is undisputed (Soto-Rubio et al., 2020). During pandemic conditions such as the current Coronavirus crisis, health workers' health must be considered and assigned carefully (Hamdan et al., 2020).

Nurse workload is one of the factors that affect nurse performance. This is due to the inability of employees to complete treatment caused by the capacity and ability of employees rather than by the demands that must be made (Jahari, 2019). Given that human care is mental and physical, each has a different level of burden. A loading level that is too high allows excessive energy use and overstress occurs, while a loading intensity that is too low allows boredom and saturation or under stress. Therefore, it is necessary to find the optimal loading level between these extreme limits; of course, it differs from individual to individual (Irvan and Heryanto, 2019).

The workload given to employees must be balanced with the abilities and competencies of the employees themselves. If this is not balanced with the capabilities they have, then gradually, it will cause problems for these employees, one of which is work stress experienced by employees when working. (Girdwichai and Sriviboon, 2020) stated that stress is a feeling of being depressed and full of anxiety experienced by a person because it is difficult to achieve their needs and desires. So with these conditions, someone can quickly get stressed, affecting someone at work. Stress that needs to be handled correctly usually results in a person's inability to interact positively with his environment, both in the work and outside environments (Hilman et al., 2022). From this opinion, it can



be interpreted that if employees are given excessive workload, which leads to work stress, then this will cause problems with the employees themselves because stressful conditions can result in infections of extreme tension in employees' emotions, which can block the positive thoughts of employees. When at work, the work may not be completed according to the set target, but if employees can overcome this stress more positively as a form of challenge in self-forging, employees will always be motivated to complete the work as well as possible. Employees will always try to manage time and determine priorities in achieving work to pass this stress more positively.

Several aspects related to workload are the number of patients to be treated, their work capacity by their education, shifts usually carried out according to their daily working hours, and complete facilities that can help health workers complete their treatment correctly. Excessive workload can occur due to a mismatch between health workers and their care (Russeng n.d.). The working hours of health workers vary greatly, and it is essential to evaluate the workload, which aims to understand the situation and condition of health workers so that the performance that will be produced is in line with expectations (Bates et al., 2020).

It is also essential to evaluate nurses' motivation to work during a pandemic, their perception of risk, and their overall value system, given the urgency and potential scarcity of life-saving medical resources (Sperling, 2021). Motivation drives individuals to achieve their hospital goals and objectives through every challenge and obstacle in their workplace, taking it as an opportunity to move forward in their direction. The need for achievement always results in a desire to put in extra effort to do something better and a desire to succeed. Managers must motivate nurses to do things independently without being asked to do them. On the other hand, extrinsic motivation is driven by external rewards such as pay, material assets, prestige, and favourable evaluations from others. (Mukhtarmizi et al., 2020).

(Trihastuti, 2016) explained that the success or failure of the performance achieved by a hospital is influenced by the level of performance of nurses, both individually and as a group, with the assumption that the better the performance of nurses, the better the performance of the hospital is expected to be. In this regard, there are six criteria for measuring the extent to which individual nurses perform: quality of work, quantity, timeliness, effectiveness, independence, and work commitment. Nurse performance can be used as a benchmark, guideline, and corporate image. In addition to services, performance can be seen based on target achievement. A high number of targets achieved indicates that nurses perform well, which needs to be maintained (Santoso and Riyanto, 2020).

In this study, researchers used the variable job satisfaction as a mediating variable in the relationship between the variables of nurse motivation and workload on nurse performance, making it a novelty for research. High job satisfaction can lead to constructive goals, such as loyalty. Vice versa, low job satisfaction can lead to opposing plans (Farrukh et al., 2020). High job satisfaction can lead to constructive goals, such as loyalty. Vice versa, low job satisfaction can lead to negative goals. Opposing goals include disloyalty, intent to leave the hospital, and lower performance. Job satisfaction is seen as an expressive state or attitude as a condition of care that can create positive and conducive job acceptance. This includes explicit factors, such as salary, and implicit factors, such as personal growth and development. However, salary may be one of many essential factors. Still, care packages, such as medical, bonuses, and other financial-related work incentives,



also affect job satisfaction (Farrukh et al., 2020) after reflecting on the phenomena that occur in the field, which are so influential in increasing the workload of health workers at the Primary Hospital in Undata Palu.

Performance is a record of outcomes resulting from the function of a particular maintenance record or activity over a certain period (Trihastuti, 2016). Nurse performance indicates the action role determined and required by the description of nurse care (Apex-Apeh et al., 2020). Nurse performance is defined as an action that can be observed and measured based on specific standards, referring to the effective implementation of tasks in a process. Therefore, the performance of nurses contributes to improving several aspects of nurses, such as behaviour, attitudes, and traits that help increase hospital productivity (Durmu et al., 2020).

Furthermore, the factor in encouraging good performance is job satisfaction. According to (Judge et al., 2020), job satisfaction is an affective or emotional response to various aspects of work. This definition implies that job satisfaction is not a single concept. Instead, a person can be relatively satisfied with a part of his work and dissatisfied with one or several other aspects.

Motivation refers to an individual's hidden willpower, which prompts or compels him to transform the capacity to work into a desire to work. This inner state energizes, activates, or drives one's behaviour in a specific direction (Avramoska, 2020). In health, motivation is a process that initiates, guides and maintains treatment outcome-oriented behavioural goals. Every human activity requires motivation (Acharya and Anand, 2020).

The workload is the nurse's capacity to perform a treatment, the perceptual relationship between the resources provided to carry out care, and the amount of respect and responsibility served (Narangerel and Semerci, 2020). A hospital's workload is a group or number of activities a hospital unit or position holder must complete within a certain period. Work overload, overtime, irregular work schedules, and long working hours are associated with the demands placed by hospitals, leading to conflict among nurses (Febiana and Utami, 2019).

Job satisfaction is often understood as the degree of balance between personnel expectations of treatment and its features (Akbari et al., 2020). In another view, job satisfaction is defined as satisfaction with care, a positive emotional response achieved due to self-assessment and care experience and developed based on work experience. Job satisfaction indicates how much the staff enjoys their care (Kiliç et al., 2021). This includes explicit factors, such as salary, and implicit factors, such as personal growth and development. However, salary may not be the only important factor but care packages, such as medical, bonuses, and other financial-related work incentives, also influence job satisfaction (Farrukh et al., 2020).

The results of interviews with nurses at Undata Hospital Palu stated that employee performance still needs to be improved by established work standards. This indication can be measured by employee job satisfaction, it is vital to get attention, and it is still possible to improve, to get better performance. On another aspect, low employee performance can be caused by employee workload. This indication can also be seen in employee motivation, which can support employee activities in carrying out their main tasks and functions. It still needs to be improved, as well as the responsibilities of each employee at the Undata Hospital in Palu.



THEORETICAL REVIEW

Improving employee performance in effective management requires the support of employees who are capable in their fields. On the other hand, motivating employees includes what must be prioritized so that employees can feel they are doing the job because they are the organization's or agency's main asset in achieving goals.

Employee performance is essential because with this performance it will be known the scope of the employee's ability to carry out the tasks assigned to him. Therefore, it is necessary to set clear and measurable criteria jointly set as a reference. (Mahmood et al., 2018) Explains that employee performance is an essential element in an effective organization. The main goal is to achieve excellent employee performance, resulting in effective success and significantly impacting organizational efficiency.

Performance results from a person as a whole during a specific period in carrying out tasks, such as work standards, targets, or criteria determined in advance and mutually agreed upon (Schechner, 2017). Employee performance is a variable that has received a lot of attention because of its importance to business in the last few decades (Adnan Bataineh, 2019) (Khuong and Yen, 2016). Employee performance is generally described as "acts and behaviours under the individual's control that contribute to organizational goals" (Widarko and Anwarodin, 2022). Employee performance is an essential factor related to company results and success. Employee performance is more than just information to be able to do promotion or salary determination for the company. However, how companies can motivate employees and develop a plan to improve performance degradation can be avoided.

For employee performance to be consistent at all times, at least the organization always pays attention to the work environment around employees, which can affect a person's ability to carry out tasks such as motivation. Therefore if the needs or cause can be met (high), the employee's performance is also high.

The workload is a process or activity a worker must complete within a certain period (DeNisi and Murphy, 2017). If a worker can complete and adapt to a given number of tasks, this does not become a workload. However, if the worker is unsuccessful, the tasks and activities become a workload. (Delecroix et al., 2018) States that workload is influenced by two external factors: loads from outside the employee's body, such as work organization, which includes the length of rest time, work time, work system, work shifts, and so on. Work environment. It consists of the physical, biological, and psychological work environment that can result in an additional burden on employees. Tasks are divided into two types, namely, studies that are mental and physical. Cognitive tasks such as responsibility, job emotion, and job complexity. While the physical tasks such as layout and workplace conditions, work stations, work attitudes, ways of transport, loads lifted, and working environment conditions. An internal factor is a factor that comes from within the employee's body, including physical factors and somatic factors caused by external load reactions. It could be a stressor or cause of stress. Biological factors include perceptions, motivations, desires, beliefs, perceptions, satisfaction, and so on, and somatic factors include age, body size, gender, health condition, nutritional status, and so on.

Work motivation is a condition that creates work motivation that influences arousing, directing, and maintaining individual behaviour to meet individual needs related to the organization and work environment (Rheinberg and Vollmeyer, 2018). A person's



motivation to work is usually complicated because motivation involves individual and organizational factors. Personal factors are needs, goals, attitudes, and abilities. At the same time, those belonging to the factors originating from the organization include payment or salary, worker safety, supervision, praise, and the work itself. People will want to work hard in the hope that they will be able to fulfil their needs and desires from the results of their work. Work motivation is also a driving force that is owned or contained within each individual in carrying out an activity so that the individual wants to act, work and be active to use all of his abilities and potential to achieve the desired goals, as previously determined (Herzberg, 2017). To realize high work motivation requires an exceptional level of attention to employees to make the company's goal of generating profits so that it can be sustainable.

Motivation is a function of various variables that influence each other and is a fundamental psychological process consisting of needs, drives, and goals (Jensen and Bro, 2018). Therefore, motivation is considered one of the main elements in a person's behaviour. However, this does not mean motivation is the only element explaining a person's behaviour. Needs and goals are the basic concepts given to compose an integrated pattern. Most leaders are always considering how to motivate employees, both in groups and individually, in various ways and, in many cases, unpredictable. This diversity causes different patterns of behaviour, which in some ways relate to needs and goals.

Efforts to meet these needs aim to minimize the deficiencies experienced by a person at a particular time. This deficiency may be physiological, namely basic needs such as the need for self-esteem, or sociological needs, namely the need for social interaction. Conditions are considered a disease, reinforcement, or driver of behaviour. That is, if in humans there is a lack of requirements, then these humans are more sensitive to the motivation given by the leader.

This illustrates that the purpose of motivation is directed to achieve the goal (goal detected). The goals or results employees seek are seen as strengths that can encourage a person to work well and professionally. The achievement of the desired goals can simultaneously reduce unmet needs. In an organizational environment, goals can be positive, such as praise, appreciation, salary increases, promotions, and so on, or negative, such as not giving opportunities or opportunities for employees to be promoted at a position level.

Job satisfaction is the general attitude of individuals about their feelings towards their work (Judge et al., 2020). Line views (Taheri et al., 2020) argue that job satisfaction is an expression of employee satisfaction about how their work can benefit the organization, which means that what is obtained at work fulfils what is considered necessary. Job satisfaction results from employee experiences about their values, such as what is desired and expected from their work. This view can be simplified as job satisfaction is an individual's attitude and feedback on his work.

Job satisfaction or employee satisfaction is a measure of the level of satisfaction of workers with their type of work related to the nature of their work assignments, work results achieved, forms of supervision obtained, as well as feelings of relief and liking for their work.

Discussing job satisfaction will not be separated from factors affecting one's job satisfaction. The job satisfaction problem will be fulfilled if several influencing variables are very supportive. The variables in question are Culture and Motivation. It can also be



said that indirectly these three variables affect a person's performance, and in the end, the company's performance can be achieved well. In this regard, so that employees are always consistent with their satisfaction, at least the company always pays attention to the environment in which employees carry out their duties, for example, colleagues, leaders, work atmosphere, and other things that can affect a person's ability to carry out their duties.

Workload and Performance. The workload arises from the interaction between the demands of tasks, the work environment where it is used as a workplace, skills, behaviour, and workers' perceptions (Xi et al., 2022). The workload is a different concept from work targets or job descriptions. Work targets are usually very explicit, whereas workloads are often marked as "getting very busy" without specific information about a particular goal. Many studies have linked high workloads to stress (Ma et al., 2019) elicited by the number of tasks faced or task difficulty (Warm et al., 2018). The number of functions (quantitatively) or the problem of the studies (qualitatively) can be increased to increase the workload and thus increase the employee's workload. In this context, the question often asked is the impact of workload on employee performance. Specifically, how do employees respond to low or high-level workloads? A large amount of literature examines the relationship between targets and performance. In the positive relationship between workload and performance, it is assumed that an individual requires a certain level of stress or challenge to be activated and perform at their best. Individual performance is low at low workload levels, medium levels at moderate workloads, and highest at high workload levels (Siswanto et al., 2019). (Cui et al., 2021) found that the u-inverse relationship between workload and performance, that is, output per employee, increases with an increase up to a specific workload level, after which production per employee decreases significantly.

Workload significantly affects employee performance because if the workload received is higher, it can make employee performance less than optimal or even decrease. The relationship between workload and performance states that the workload of organizational employees is the product of work volume and time norms. If the worker's ability exceeds the job demands, boredom will appear. But on the contrary, if workers' power is lower than the job demands, more fatigue will occur. At the same time, performance is the level of achievement of the implementation of an activity, program, or policy in realizing the organization's goals, objectives, mission, and vision. The higher the workload, the lower a person's performance, and vice versa.

Indicators of workload and work performance for each employee in carrying out work tasks that are entrusted to be carried out and accounted for by a particular employee unit by their abilities and abilities so that work effectiveness will work well (Atenas et al., 2022). The workload is the difference between the ability of employees with job demands. If the ability is higher than the job demands, boredom will appear. On the other hand, if the worker's ability is lower than the job demands, more fatigue will occur. The perception of employees if these employees have a positive perception, they will perceive the workload as a challenge at work so that they are more serious at work and produce something beneficial to themselves and the organization. The benefit that can be given to the organization is the emergence of job satisfaction, which impacts the employee's loyalty to the organization. Conversely, if negative perceptions arise, the workload is considered work pressure so that it can affect individual performance and negatively impact himself and the organization's continuation.



Work Motivation and Performance. The effect of motivation on employee performance is so significant. With this component, it will be easier for us to achieve the goals and targets set by the company. Version refers to the function of ability and motivation. You can assess employee performance by observing their ability to complete assigned tasks according to expertise, skills, and motivation. Performance measurement will lead us to three work productivity indicators: quantity, quality, and timeliness. Motivation can be seen as a change in energy within a person, which is marked by the emergence of a feeling and is preceded by a response to a goal (Reeve, 2018). Motivation is the primary impetus that moves a person or the desire to devote all energy because of a goal. The positive mental attitude of employees towards work situations strengthens their work motivation to achieve maximum performance. Three elements are the key to motivation: effort, organizational goals, and needs (Al-Madi et al., 2017). Motivation, in this case, is a response to an action. Motivation arises from within humans because of encouragement by the existence of an element of a goal. Therefore, employee motivation is needed to achieve the department's expected performance. With motivation and performance appraisal, organizational goals can be reached, as well as personal goals.

Low work motivation will lead to low performance. Low employee performance can only achieve good results with motivation because motivation is necessary to achieve company goals. (Mulang, 2021) States that performance achievement is influenced by ability factors and motivation factors formulated as Human Performance: Ability X Motivation: Attitude X Situation Ability: Knowledge X Skill.

Meanwhile, according to (Dasí et al., 2021), other than ability (ability) and motivation (motivation) factors, it is necessary to add the opportunity factor (opportunity to perform) as a dimension of performance, so performance = f (AXMO). This is based on the premise that even though individuals are willing and able to do a job, they are likely to encounter obstacles that could hinder their performance. Motivation is the basis for every human being to act and therefore is closely related to human activity in the workplace. Human resources with a high motivation level tend to make the best effort. However, more than an increased effort is needed to achieve maximum performance. Employees must also have the abilities or skills to complete work on target and have a low error rate.

The company will experience increased productivity or development if employees have optimal and maximum performance. The company will move towards progress, not decline. Performance is a form of actual behaviour displayed by everyone as work performance produced by employees who are by their roles in the company (Ahmad, 2021). Motivated employees not only increase their performance but also increase their commitment to work. He did not hesitate to try his best to complete the task correctly. This will encourage high employee job satisfaction and positively impact company performance.

An indicator of work motivation that can directly affect employee performance is the driving force to move a person to behave appropriately in achieving goals (Widarko and Anwarodin, 2022). Willingness to do something due to outside influences, such as other people or the environment. This willingness is a form of reaction due to an offer from another party. Willingness is a form of consent to requests from other people. This habit often occurs in companies when employees want to help their friends work even though they shouldn't do it. Forming expertise becomes a form of the process of formation. A method is needed to develop expertise to gain ability in a particular field of knowledge. If



someone already has skills, it is better if those skills are honed to make them stronger and more skilled. Responsibilities result further from the implementation of obligations carried out by each employee. Obligations are things that every employee must carry out. This obligation must be done optimally. And the goal is the final stage that the company wants to achieve to provide the best work results.

Job Satisfaction and Performance. Job satisfaction can determine high or low levels of employee performance (Dziuba et al., 2020). The status of job satisfaction is expected to increase employee performance so that it can achieve the goals desired by the company in obtaining good work results and producing good productivity. Job satisfaction is a pleasant emotional attitude, and he loves his job (Yandi and Havidz, 2022). Job satisfaction at work is enjoyed by obtaining work results, placement, treatment, equipment, and a good working environment (Mahu et al., 2021). Satisfaction outside of work is the job satisfaction of employees who are enjoyed outside of work with the amount of remuneration that will be received from their work so that they can buy their needs (Yandi and Havidz, 2022). Job satisfaction will be achieved if the needs of employees are met through work, where job satisfaction is a happy emotional state or positive emotions that come from evaluating one's position or experience. High job satisfaction will increase employee performance against the organization where they work.

On the one hand, it is said that job satisfaction leads to improved performance so that satisfied workers will be more productive. On the other hand, job satisfaction can also occur due to performance or work performance so that more productive workers will get satisfaction. Employee job satisfaction is a pleasant emotional state that results from evaluating work (Cahyani and Hendryadi, 2018). This definition covers a broad aspect because it covers all work components, such as promotions, salaries, awards, etc. The relationship between job satisfaction and performance itself is a relationship that is still being debated (Dasí et al., 2021), where the causal relationship between the two variables needs to be known. However, many studies have noted that satisfied employees tend to perform well.

Job satisfaction is essential because it relates to employees' physical and mental well-being and its impact on work-related behaviours such as productivity, absenteeism, or employee turnover. Work is essential to people's lives, and most employees spend most of their lives at work. Understanding the factors that influence job satisfaction is related to improving the well-being of many people. (Iis and Yanita, 2021) Organizations must invest in developing programs or activities that can affect employee job satisfaction. Performance will increase in the long run through higher levels of job satisfaction. According to (Ali and Anwar, 2021), the factors used to increase job satisfaction include motivation and job satisfaction. Job satisfaction as a result of thought and effort for work can be seen and counted, but in many cases, the results of the study and human action cannot be seen, problem-solving ideas and innovation. It may also be the invention of new products or services and more efficient work procedures. The debate on job satisfaction cannot be separated from the fact that job satisfaction can be achieved if all expectations are met while carrying out duties. According to (Dodanwala and Santoso, 2022), Job satisfaction is related to employee expectations from superiors, co-workers, and work. Job satisfaction will only improve if employees are satisfied with what they expect, such as fair promotion opportunities, good pay, good co-workers and bosses, and the job itself.



Job satisfaction indicators play a vital role for employees. Because the indicator of job satisfaction is one aspect that employees know in terms of whether employees feel satisfied or not at work (Davidescu et al., 2020). Several indicators of job satisfaction need to be considered to improve one's performance: Wages, employees who can complete their duties and responsibilities correctly must be rewarded with the wages received and an increase in salary according to their performance. Promotion measures the extent to which employee satisfaction is related to promotion policy and the opportunity to get a promotion. The promotion policy must be carried out fairly. That is, every employee who does a good job has the same opportunity for advancement. Supervision, this aspect measures one's job satisfaction with his superiors. Employees prefer to work with supportive, understanding, warm, and friendly leaders who praise subordinates for good performance and focus on employees rather than work with superiors who are indifferent, rude, and concentrate on work. Benefit, this aspect measures the extent to which individuals are satisfied with the additional benefits received from the company. Other benefits are provided to employees fairly and proportionately. Contingent rewards measure the distance to which individuals are happy with the awards given based on work results. Everyone wants the hard work and dedication that employees do for the company's progress to be appreciated and get the proper monetary reward-operating procedures aspects that measure satisfaction concerning workplace procedures and regulations. Matters related to workplace procedures and regulations affect an individual's job satisfaction, such as democracy and workload. Co-workers, this aspect measures satisfaction with relationships with co-workers. For example, a friendly co-worker relationship with co-workers who get along well and complement each other. Nature of work, aspects that measure job satisfaction on matters related to the work itself. And communication is associated with the transmission that takes place within the company. With smooth communication within a company, employees become more aware of their duties, obligations, and everything that happens there. (Faradila et al., 2020); (Wang et al., 2020); (Wahjoedi, 2021).

Hypothesis Development. Motivation can be formulated as a condition or action that encourages someone to do a job or activity as much as possible to do and produce. Someone who has low motivation tends to display feelings of discomfort and displeasure with their work. So the greater the reason that an individual has as an employee can improve the employee's performance. Motivation is a virtual drive that drives a person to behave and do something according to his inner urge (Prayetno and Ali, 2020). Motivation plays a vital role in increasing the desire and enthusiasm of nurses to quickly complete their tasks correctly (Blegur and Amalia, 2019) so that when nurses have high work motivation, their performance will increase. Idiegbeyan-Ose research (Idiegbeyan-Ose et al., 2019) and (Githatu, 2022) confirmed that motivation significantly positively affects nurse job satisfaction. Based on this description, the hypothesis is formulated as follows:

H1: Motivation has a significant positive effect on job satisfaction.

The workload is the nurse's capacity to perform a treatment, the perceptual relationship between the resources provided to carry out care, and the amount of respect and responsibility served (Narangerel and Semerci, 2020). Research from (Korzynski and



Protsiuk, 2022) and (Anasi, 2020) confirms that workload negatively and significantly affects job satisfaction. Based on this description, the hypothesis is formulated as follows:

H2: Workload has a significant negative effect on job satisfaction.

Job satisfaction is defined as the nurse's satisfaction with the nurse from her self-care. This positive emotional response has been achieved due to self-assessment and nursing experience and developed based on her work experience (KILIÇ et al., 2021). Several empirical studies, including from (Munandar et al., 2018), (Phuong and Vinh, 2020), and (Kapantow et al., 2020), state that job satisfaction has a positive and significant effect on nurse performance. Based on this description, the hypothesis is formulated as follows:

H3: Job satisfaction has a significant positive effect on nurse performance.

According to (Afandi and Khamidi, 2018), motivation is a desire that arises from within a person or individual because he is inspired, encouraged, and compelled to carry out activities with sincerity, pleasure, and earnestness so that the results of the activities carried out get good and quality results (Mahmoud et al., 2020). Previous research from (Irvan and Heryanto, 2019), (Hemakumara, 2020), (Santoso and Riyanto, 2020), and (Blegur and Amalia, 2019) confirmed that motivation has a significant positive effect on nurse performance. Based on this description, the hypothesis is formulated as follows:

H4: Motivation has a significant positive effect on Nurse Performance.

The workload is defined as the nurse's capacity to perform a treatment, the perceptual relationship between the resources provided to complete the care, and the amount of respect and responsibility served (Narangerel and Semerci, 2020). Empirical research from (Munandar et al., 2018) and (Hidayat and Situmorang, 2019) confirms that workload positively and significantly affects nurse performance. Based on this description, the hypothesis is formulated as follows:

H5: Workload has a significant positive effect on Nurse Performance.



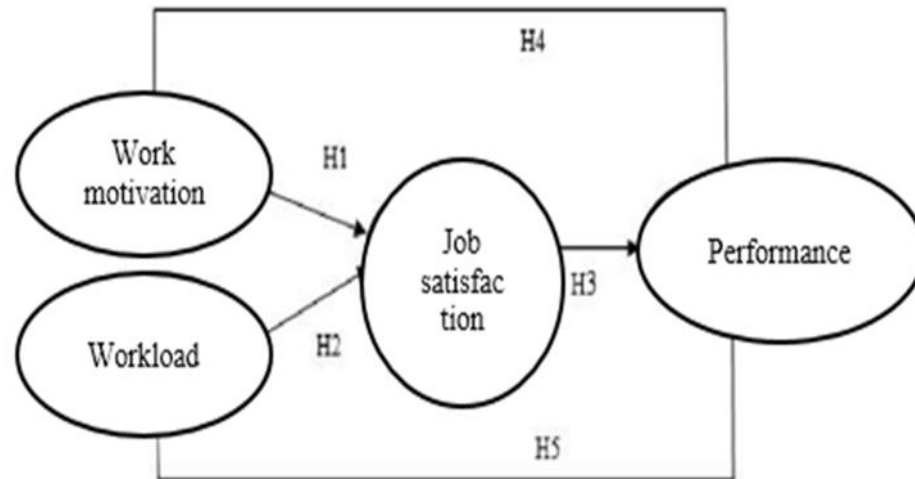


Figure 1. Research Paradigm

Figure 1 shows that (H1): Motivation significantly positively affects job satisfaction. Furthermore (H2): Workload significantly negatively affects job satisfaction. Then (H3): Job Satisfaction significantly positively affects Nurse Performance. (H4): Motivation has a significant positive impact on Nurse Performance, and (H5): Workload has a significant positive effect on Nurse Performance.

METHODS

This research uses quantitative methods. The sample in this study was health workers at the Undata Hospital in Palu. The sampling technique used purposive sampling with the criteria of nurses dealing directly with patients and their families. With the diversity of each unit and the nature of the work between health and non-health workers, the population in this study focused on all nurses working at Undata Hospital, Palu, with 152 nurses. Besides being the most prominent hospital population, nurses are the health workers most affected by the increased workload during the pandemic.

The data collection method in this study was to use a questionnaire given directly to the respondents, namely Undata Palu Hospital employees, using a Likert scale. With a Likert scale, each variable will be divided into several indicators. Then these indicators will be explained in the form of questions that respondents must answer. There are five answers on the Likert scale:

Table 1. Likert Scale Assessment Criteria

Statement	Evaluation
Strongly agree	5
Agree	4
Enough	3
Disagree	2
Strongly Disagree	1

(Emerson, 2017)

Later, the results of each answer score will be calculated to find research results. To calculate it, I used the formula ($T \times P_n$). T is the total number of respondents who chose, and P_n is the choice of Likert score numbers. The results of these calculations will then be analyzed to become additional variables in a study.

Table 2. Respondent Response Results

Criteria	Respondents
Respondents who answered liked it	9
Respondents who answered like	15
Responden yang menjawab cukup	9
Respondents who responded did not like it	7
Respondents who answered didn't like it	6

Source: Primary data processed, 2021

Calculate the assessment score; it can be done using the $T \times P_n$ formula, namely the total number of respondents multiplied by the total score of the assessment. So, the result of the score is:

Table 3. The results of the respondent's assessment score

Criteria	Amount ($T \times P_n$)	Total
Really like	9 x 5	45
Like	15 x 4	60
Enough	9 x 3	27
Do not like	7 x 2	14
Very dislike	6 x 1	6
Total		152

Source: Primary data processed, 2021

The results of these scores are then added so that the total score of the respondents' assessment in the questionnaire is 152.

The data analysis technique used is Partial Least Square (PLS) with tools WarpPLS 7.0. WarpPLS has advantages, such as providing an output value of the indirect effect and the total effect along with the p-value, standard error, and effect size. The Partial Least Square (PLS) technique is widely used for complex causal-predictive analysis. It is not supported by theory with the aim of exploration Testing of the entire model will also be carried out (Haribowo, 2017). The testing phase includes the outer model, which consists of convergent validity, discriminant validity, and composite reliability. The extreme model test aims to describe the feasibility of the questionnaire data. After being assessed as



feasible, it goes into the inner model test, namely the coefficient of determination and the good of the fit model.

RESULTS

Characteristics of Respondents. Characteristic variables consist of 3 sub-variables: employee status, gender, and level of education. The three sub-variables are scaled categorical data. Fully reflecting the characteristics of the employees of the Undata Palu Regional General Hospital (RSUD) can be seen in **Table 4**.

Table 4. Characteristics of Respondents

Characteristics	Profile	Amount	Per centage
Employee status	Still	12	7.090
	Contract	140	92.100
	Total	152	100
Gender	Man	241	5.080
	Woman	128	84.200
	Total	152	100
Age	20 Year	0	0
	21 until 30 Year	115	75.700
	31 until 40 Year	31	20.400
	More than 41 Year	6	3.090
	Total	152	100
Education	S1 Nursing	78	51.300
	D4 Nursing	5	3.030
	D3 Nursing	67	45.400
	Total	152	100

Source: Author.

Table 4 shows that the number of nurses with permanent employee status is 12 or 7.090 per cent, and contract employees are 140 or 92.100 per cent of the 152 nurses. Male sex was 24 or 5.080 per cent, and female was 128 or 84.200 per cent of the 152 nurses. Nurses 20 years old are 0 per cent, those aged 21 to 30 are 115 or 75.700 per cent, those aged 31 to 40 are 31 or 20.400 per cent, and those over 41 years are 6 or 3.090 per cent. Nurses with a bachelor's degree in nursing are 78 or 51.300 per cent, D4 Nursing is 5 or 3.030 per cent, and D3 Nursing 67 or 45.400 per cent of 152 nurses.

Outer Model. The value of the loading factor can determine convergent validity with a minimum limit of 0.500 to 0.600 (Schumacher and Mueller, 2021). In this case, the researcher uses a minimum limit of 0.600 loading factor to determine the validity level of the indicator.

Table 5. AVE Roots and Correlation of Latent Variables

Variable	Motivation	Workload	Satisfaction	Performance
Motivation	0.765	0.585	0.606	0.550
Workload	0.585	0.756	0.542	0.558
Satisfaction	0.706	0.542	0.701	0.478
Performance	0.550	0.558	0.478	0.710

Source: Primary data processed, 2021



Table 5 shows the AVE root values and the correlation of the latent variables above; all variables are declared valid because the AVE root values are greater than the correlations between other latent variables.

The Composite Reliability test measures the consistency and stability of latent variables in research. A construct is declared reliable if it fulfils the rule of thumb requirements. Namely, Cronbach's alpha and composite reliability must be greater than 0.600 per cent. In the following, the researcher summarizes the table of blended reliability test results:

Table 6. Composite Reliability and Cronbach's Alpha

Variable	Composite Reliability	Cronchbach's Alpha	Conclusion
Motivation	0.819	0.732	Reliable
Workload	0.748	0.842	Reliable
Satisfaction	0.852	0.790	Reliable
Performance	0.835	0.753	Reliable

Source: Primary data processed, 2021

Table 6 can be concluded that from the data, all latent variables used in the study are statistically reliable data because they have exceeded 0.600 per cent.

Inner Model. The coefficient of determination (R squared) measures the independent variable's variance level against the dependent conflict. And in the following, the researcher summarizes the table of the results of the coefficient of determination test:

Table 7. R Square d

Dependent Variable	Mark R ²
Satisfaction	0.565
Performance	0.467

Source: Primary data processed, 2021

Table 7 shows that the R-Squared value of all independent variables can explain the variation in the Satisfaction variable of 0.565 per cent. So that indicates all the independent variables can explain 0.565 per cent of the variation in the satisfaction variable. The table shows that the R-Squared values of all independent variables can explain the variation in the Performance variable by 0.467 per cent, indicating that all independent variables can explain 56.500 per cent of the variation in the Performance variable.

The model suitability test itself was carried out by analyzing three quality indices, namely the average path coefficient (APC), average R-squared (ARS), and average variance inflation factor (AVIF). The condition for the middle path coefficient index (APC) and average R-squared (ARS) to be accepted is that the P-value of the model is less than 0.005 per cent. Meanwhile, the average variance inflation factor (AVIF) index is concluded to pass if the value is less than 5 (Kock, 2019).



Table 8. Good of Fit Model Test

Index	Test result	Information
APCs	0.314, P-value equal to 0.001 less than 0.005	Fit models
ARS	0.516, P-value equal to 0.001 less than 0.005	Fit models
AVIS	1.918 less than 5 per cent	Fit models

Source: Primary data processed, 2021

Table 8 shows that the average path coefficient (APC) and R-squared (ARS) are less than 0.005 per cent. While the average variance inflation factor index (AVIF) is less than 5 per cent. So that the test conditions are met.

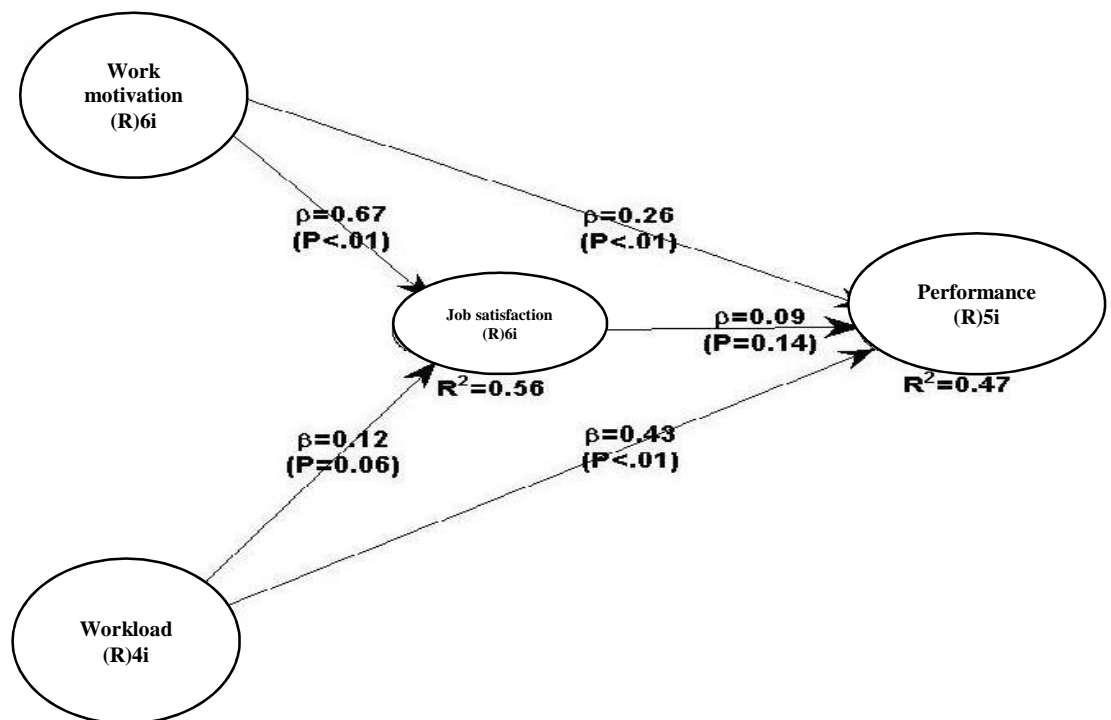


Figure 2. Partial Least Square Test Results

Figure 2 shows two exogenous variables, namely motivation and workload, one intervening variable, namely job satisfaction, and one endogenous variable, namely performance. Performance endogenous variables have three predictors: motivation, workload, and job satisfaction. Meanwhile, the intervening variable of job satisfaction has two predictors: performance and motivation. In **Figure 2**, job satisfaction acts as an intervening variable.

DISCUSSION

Effect of Motivation on Satisfaction. It is proven that motivation has a positive influence on job satisfaction. This means that the better employee motivation is given to employees, the more job satisfaction will increase. Based on the results of statistical testing, it is known that variable motivation) has a positive and significant relationship with variable Satisfaction. With this result, H1 is accepted. The more nurses are motivated



in doing their work, the higher their satisfaction. Motivation is the virtual drive that drives a person to behave and do something according to his inner urge. Motivation can also be interpreted as a process that seeks to influence the person or people being led to achieve the desired treatment under specific goals (Prayetno and Ali, 2020). Motivation plays a vital role in increasing the desire and enthusiasm of nurses to quickly complete their tasks correctly (Blegur and Amalia, 2019). If the nurse is motivated to do a good job, she will feel satisfied with what she has done. The support given by superiors and good communication between nurses will provide enthusiasm which will positively impact nurses. This research is in line with (Okab, 2017), which states that motivation will significantly increase job satisfaction. Effect of Workload on Satisfaction. Based on the results of statistical testing, it is known that variable workload has a positive but not significant relationship to variable satisfaction. So with this result, H2 is rejected. This means that the workload experienced by nurses will not affect the joy felt by nurses. These results are because, during a pandemic, everyone is only focused on patient safety. Nurses are required to work. The workload will increase during a pandemic, and the number of patients will increase significantly. The burden will increase, but in these conditions, the nurse must work optimally to handle the increasing number of patients. So that the responsibility given to nurses will not affect the satisfaction of the nurses themselves because, on the one hand, they have to do community service and demand from the hospital to always be in prime condition. These results align with research (Chen et al., 2022), which states that workload does not reduce satisfaction. This means that a high workload is commonplace for a nurse, so there is no reason that satisfaction will decrease if the workload is too heavy. Conditions and workload need to be known to determine the quantity and quality of the required nursing staff so that inappropriate workloads do not occur, ultimately leading to work stress. If the number of tasks is not proportional to the physical abilities, skills, and time available, it will become a source of stress. Several studies have stated that motivation will significantly increase job satisfaction. (Rivaldo and Ratnasari, 2020) States that motivation and job satisfaction directly have a significant effect on employee performance. Furthermore, (Sekartini 2016), work motivation positively and significantly impacts employee job satisfaction. This means that better work motivation will increase job satisfaction. Several other studies also state that there is an influence of work motivation on employee job satisfaction (Pancasila et al., 2020), (Riyanto et al., 2021), (Pallawagau, 2021), (Kocman and Weber, 2018).

The Effect of Satisfaction on Performance. The effect of workload on job satisfaction is mediated by work stress. The greater the workload, the higher the stress level, and employee job satisfaction decreases. Based on the results of statistical testing, it is known that variable Satisfaction has a positive but not significant relationship to variable performance. So with this result, H3 is rejected. Job satisfaction is essential for nurses in carrying out their duties while working, so they can function optimally to achieve their goals (Udriyah et al., 2018). Job satisfaction shows how much staff enjoy their job. Individuals spend a large part of their lives at work and integrate the positive and negative experiential traces they encounter in this environment, both in business settings and outside care (KILIÇ et al., 2021).

It should be noted that in certain conditions, nurses are not only oriented towards self-satisfaction but will be more concerned with how the dedication that is carried out can impact the community's safety. This means that satisfaction is a factor that does not need



to be achieved with great effort, but a brutal attempt is made to improve performance. So the satisfaction of a nurse does not affect the version completed. This study's results differ from those (Phuong and Vinh, 2020), who states that satisfaction significantly affects performance. Several other studies also say that job satisfaction on employee performance is positive, and job satisfaction affects employee performance (Hajiali et al., 2022), (Ramli 2019), (Razak et al., 2018), (Mira et al., 2019). It can be proven that job satisfaction also influences employee performance.

The Effect of Motivation on Performance. Job satisfaction and performance have a positive influence, meaning that the higher the satisfaction received by employees, the higher the employee performance. Based on the results of statistical testing, it is known that variable motivation has a positive and significant relationship with variable Performance. So with this result, H4 is accepted. This means that motivation will significantly improve nurse performance. In other words, more nurses are motivated by their work. The maximum performance will be obtained. Hospital conditions that are safe and ensure safety will increase morale even higher. Giving compensation, promotion opportunities and hospital regulations greatly determine comfort at work. In addition, familiarity between nurses will create cooperation toward good work results.

This result is in line with research (Irvan and Heryanto, 2019), which states that motivation will significantly increase performance. Motivation is a positive feeling about work that arises from the nurse so that you feel confident, safe, and comfortable about work. The version will be produced correctly and by what the company expects. In addition (Santoso and Riyanto, 2020) states that motivation is essential for an individual to carry out his work. If carrying out work without being based on positive motivation, the resulting performance will be optimal and can help the company's progress. Employee performance will increase if there is motivation, and vice versa; if employees are not driven with motivation, it will result in poor performance (Andrianto and Siringoringo, 2020), (Shikalepo, 2020). Work motivation makes it easier to achieve good performance, which is expected in this institution.

Effect of Workload Variables on Performance. A heavy workload can affect employee performance because it can cause effects in the form of fatigue both physically and mentally, as well as emotional reactions, which can include headaches, indigestion, and irritability. Based on the results of statistical testing, it is known that variable workload has a positive and significant relationship with variable Performance. So with this result, H5 is rejected. The higher the workload, the resulting performance will increase. The workload is defined as the nurse's capacity to perform a treatment, the perceptual relationship between the resources provided to complete the care, and the amount of respect and responsibility served. The workload in terms of ensuring harmony between the individual and the care is significant. Nurses perform their maintenance voluntarily when a balance is reached and productivity increases. In addition, nurses can develop themselves professionally and make plans for their careers, thus keeping their motivation high (Narangere and Semerci, 2020). The skills and knowledge nurses have will help them carry out their work. Handling patients by the principles of nursing science will impact good work results. This means that all the work given can be appropriately managed so that performance will be maintained. These results are consistent with the research (Irvan and Heryanto, 2019), which states that workload positively and significantly affects performance.



The Effect of Motivation on Performance through Satisfaction. Some opinions from the results of theoretical studies say that motivation significantly affects employee performance. High employee motivation is capital for a company to realize high job satisfaction. This is certainly an expectation that the company wants to achieve. Companies can choose how to motivate employees appropriately and according to the situation and conditions of the company. This need or desire within the employee is then called work motivation. By understanding the vital role of the people involved in the company and how to motivate them properly, the company can create more motivated and innovative employees. Through motivated employees, companies can more easily achieve their goals because employees will voluntarily work with maximum effort, even without supervision from superiors. Based on the results of statistical testing of the indirect effect, it is known that variable motivation has a positive but not significant relationship to variable Performance through Satisfaction. Based on the indirect statistical test, it is known that satisfaction cannot mediate the relationship between motivation and performance. The reason that causes these results is that inspiration can increase satisfaction, but on the other hand, job satisfaction cannot be a factor that can improve nurse performance. Work motivation can directly affect performance. This means the nurse consciously does her job based on her will and enthusiasm for her nursing career. The results (Laia, 2018) state that job satisfaction cannot mediate the influence of motivation on performance.

Effect of Workload on Performance through Satisfaction. One of the factors that influence employee performance is job satisfaction. Job satisfaction is a significant factor in getting optimal work results. When employees feel satisfied at work, there is an optimal effort to complete their work assignments to all their abilities. This will further support the increase in work productivity expected by the company. Several things, including the workload, can influence job satisfaction. Based on the statistical test results, the indirect effect, variable workload, has a positive but not significant relationship to variable performance through satisfaction. Based on the indirect statistical test, it is known that job satisfaction cannot mediate the relationship between workload and performance. The reason that causes these results is that workload is not a reason for a nurse to experience a decrease in performance.

On the contrary, the workload can be handled properly because the expertise possessed is by the work. On the other hand, job satisfaction does not affect nurse performance. This can happen because nurses look more at the community's safety during the service. The results by (Zulaikha and Parmin, 2019) state that job satisfaction cannot mediate the effect of workload on performance.

Therefore it is essential to conduct a performance appraisal on job satisfaction, and it must be carried out objectively so that the organization and its members feel the benefits. This can be done if the organization accurately portrays employee performance. An accurate picture of employee performance in an organization can be obtained from the results of employee job satisfaction. The appraisal system must have work performance standards related to the desired and predetermined results to achieve this goal.

CONCLUSIONS

The results of this study, motivation has a positive and significant effect on job satisfaction. The more nurses are motivated in doing their work, the higher their



satisfaction. Then workload has a positive but not significant impact on job satisfaction. This means that the workload experienced by nurses will not affect the joy felt by nurses. On the other hand, job satisfaction does not affect performance. In addition, it is known that motivation has a positive and significant effect on performance. This means that motivation will significantly improve nurse performance. In other words, more nurses are motivated by their work. The maximum performance will be obtained. Finally, it is known that workload positively and significantly affects performance. The higher the workload, the resulting performance will increase.

LIMITATIONS. This study has limitations that can be considered in analyzing the results of this study. Starting from the limited number of variables that affect performance to indicators that cannot accurately describe all actual conditions. In addition, this study only focused on nurses at the Undata Hospital in Palu without taking nurses from other hospitals, so it was explicitly unable to explain the condition of nurses outside the hospital under study.

RECOMMENDATIONS. For further research, adding other variables outside of this research is better to measure performance more accurately. In addition, it is necessary to expand the population and study objects, not only in one hospital but to conduct research in other hospitals to find differences in their work environment.

REFERENCES

- Acharya, Sopnamayee, and Gunjan Anand. (2020). A Study On Quality Of Work Life, Motivation And Employee Engagement Among Nurses In Private Hospitals Of Indore. *International Journal of Public Sector Performance Management* 6(5):676–86.
- Adnan Bataineh, Khaled. (2019). Impact Of Work-Life Balance, Happiness At Work, On Employee Performance. *International Business Research* 12(2):99–112.
- Afandi, Afrizal Fahmi, and Amrozi Khamidi. (2018). Motivasi Atlet Mengikuti SSB Putera Buana FC KU 16 Lamongan. *Jurnal Prestasi Olahraga* 1(3).
- Ahmad, Muchtar. (2021). The Impact Of Work Culture On The Apparatus Work Performance. *ARTIKEL* 1(7271).
- Akbari, Morteza, Afsaneh Bagheri, Aliakbari Fathollahi, and Majid Darvish. (2020). Job Satisfaction Among Nurses In Iran: Does Gender Matter? *Journal of Multidisciplinary Healthcare* 13:71.
- Al-Madi, Faisal N., Husam Assal, Faiz Shrafat, and Dia Zeglat. (2017). The Impact Of Employee Motivation On Organizational Commitment. *European Journal of Business and Management* 9(15):134–45.
- Ali, Bayad Jamal, and Govand Anwar. (2021). An Empirical Study Of Employees' Motivation And Its Influence on Job Satisfaction.
- Ali, BJ, and Anwar, G.(2021). An Empirical Study Of Employees' Motivation And Its Influence On Job Satisfaction. *International Journal of Engineering, Business and Management* 5(2):21–30.
- Ali, Sobia, and Yasir Aftab Farooqi. (2014). Effect Of Work Overload On Job Satisfaction, Effect Of Job Satisfaction On Employee Performance And Employee Engagement (A Case Of Public Sector University Of Gujranwala Division). *International Journal of Multidisciplinary Sciences and Engineering* 5(8):23–30.



- Anansi, Stella Ngozi. (2020). Perceived Influence Of Work Relationship, Work Load And Physical Work Environment On Job Satisfaction Of Librarians In South-West, Nigeria. *Global Knowledge, Memory and Communication*.
- Andrianto, Teddy, and Joshua Pandapotan Siringoringo. (2020). The Influence Of Work Environment And Motivation On Employee Performance In Wood Factory. *International Journal Of Economics, Business And Accounting Research (IJEBAAR)* 4(01).
- Apex-Apeh, Cecilia O., Ikechukwu V. N. Ujoatuonu, Joy I. Ugwu, and Cynthia T. Olowu. (2020). Motivation And Work Environment As Predictors Of Job Performance Among Nurses. *Nigerian Journal of Psychological Research* 16(1):65–72.
- Atenas, B., L. Velazquez, and J. C. Castro-Palacio. (2022). Quantitative Methods To Determine The Student Workload: II. Statistical Models For The Microcurricular Performance Indicators. *Chaos: An Interdisciplinary Journal of Nonlinear Science* 32(10):103124.
- Avramoska, Marija. (2020). Motivating The Employees During Crisis. *KNOWLEDGE-International Journal* 42(1):111–14.
- Bates, Ruth E., Gina M. Kesselring, Michael J. Breunig, and Katie M. Rieck. (2020). Overnight Cross-Coverage On Hospital Medicine Services: Perceived Workload Based On Patient Census, Pager Volumes, And Patient Acuity. *Hospital Practice* 48(2):108–12.
- Blegur, Sebasthian, and Lia Amalia. (2019). Analysis The Impact Of Organizational Culture And Motivation On Employee Performance With Employee Engagement As An Intervening Variable. *International Advanced Research Journal in Science, Engineering and Technology* 6(3):9–16.
- Cahyani, Pingki Rizki, and Hendryadi Hendryadi. (2018). Hubungan Dukungan Organisasi, Kepuasan Kerja, Dan Organizational Citizenship Behavior: Pendekatan Partial Least Square. *Jurnal Manajemen Strategi Dan Aplikasi Bisnis* 1(1):47–58.
- Chen, Lei, Hongxia Li, Lin Zhao, Fangyuan Tian, Shuicheng Tian, and Jiang Shao. (2022). The Effect Of Job Satisfaction Regulating Workload On Miners' Unsafe State. *Scientific Reports* 12(1):16375.
- Cui, Hailong, Sampath Rajagopalan, and Amy R. Ward. (2021). Impact Of Task-Level Worker Specialization, Workload, And Product Personalization On Consumer Returns. *Manufacturing and Service Operations Management* 23(2):346–66.
- Dasí, Àngels, Torben Pedersen, Lívia Lopes Barakat, and Tiago Rangel Alves. (2021). Teams And Project Performance: An Ability, Motivation, And Opportunity Approach. *Project Management Journal* 52(1):75–89.
- Davidescu, Adriana AnaMaria, Simona-Andreea Apostu, Andreea Paul, and Ionut Casuneanu. (2020). Work Flexibility, Job Satisfaction, And Job Performance Among Romanian Employees-Implications For Sustainable Human Resource Management. *Sustainability* 12(15):6086.
- Delacroix, Barthelemy, Alan McCall, Brian Dawson, Serge Berthoin, and Gregory Dupont. (2018). Workload And Non-Contact Injury Incidence In Elite Football Players Competing In European Leagues. *European Journal of Sport Science* 18(9):1280–87.
- DeNisi, Angelo S., and Kevin R. Murphy. (2017). Performance Appraisal And Performance Management: 100 Years of Progress? *Journal of Applied Psychology*



102(3):421.

- Dirani, Khalil M., Mehrangiz Abadi, Amin Alizadeh, Bhagyashree Barhate, Rosemary Capuchino Garza, Noeline Gunasekara, Ghassan Ibrahim, and Zachery Majzun. (2020). Leadership Competencies And The Essential Role Of Human Resource Development In Times Of Crisis: A Response To Covid-19 Pandemic. *Human Resource Development International* 23(4):380–94.
- Dodanwala, Tharindu C., and Djoen San Santoso. (2022). The Mediating Role Of Job Stress On The Relationship Between Job Satisfaction Facets And Turnover Intention Of The Construction Professionals. *Engineering, Construction and Architectural Management* 29(4):1777–96.
- Durmu , Ayhan, Harun Kirilmaz, and Özlem AH N. (2020). Is Gossip Associated With Nurses' Job Performance Perceptions? *Eski ehir Osmangazi Üniversitesi ktisadi ve dari Bilimler Dergisi* 15(1):17–30.
- Dziuba, Szymon T., Manuela Ingaldi, and Marina Zhuravskaya. (2020). Employees' Job Satisfaction And Their Work Performance As Elements Influencing Work Safety. *System Safety: Human-Technical Facility-Environment* 2(1):18–25.
- Emerson, Robert Wall. (2017). Likert Scales. *Journal of Visual Impairment and Blindness* 111(5):488–89.
- Faradila, Naila, Ariesta Heksarini, and Dio Caisar Darma. (2020). Antecedents That Affect Job Satisfaction And Employee Performance. *Saudi Journal of Business and Management Studies* 5(6):293–302.
- Farrukh, Malik, Ramanathan Kalimuthu, Sarwat Farrukh, and Muhammad Shahid Khan. (2020). Role of Job Satisfaction and Organizational Commitment in Employee Loyalty: Empirical Analysis from Saudi Hotel Industry. *Int. J. Bus. Psychol* 2:1–20.
- Febiana, Ceria, and Virliana Utami. (2019). Pengaruh Beban Kerja Pegawai Terhadap Stres Kerja Di Ruang Program Dan Pemasaran Rumah Sakit Umum Daerah Kota Bandung. *INFOKES (Informasi Kesehatan)* 3(2):21–32.
- Girdwichai, Luedech, and Chutikarn Sriviboon. (2020). Employee Motivation And Performance: Do The Work Environment And The Training Matter? *Journal of Security and Sustainability Issues* 9.
- Githatu, Grace Watiri. (2022). Extrinsic Factors Influencing The Job Motivation Of Public Sector Health Care Workers In Nakuru County, Kenya. *European Journal of Management and Marketing Studies* 7(4).
- Hajiali, Ismail, Andi Muhammad Fara Kessi, B. Budiandriani, Etik Prihatin, and Muhammad Mukhlis Sufri. (2022). Determination Of Work Motivation, Leadership Style, Employee Competence On Job Satisfaction And Employee Performance. *Golden Ratio of Human Resource Management* 2(1):57–69.
- Hamdan, Khaled Bany, Ruba Risheed Al-Ghalabi, Hasan Ali Al-Zu'bi, Samer Barakat, Ali Ahmad Alzoubi, and Wedad Baker AbuAd. (2020). Antecedents Of Job Performance During Covid-19: A Pilot Study Of Jordanian Public Hospitals Nurses. *PalArch's Journal of Archaeology of Egypt/Egyptology* 17(4):339–51.
- Haribowo, Ignatius Novianto. (2017). Pengaruh Pengumuman Likuidasi Bank Terhadap Minat Menarik Uang Dari Bank. *Modus* 29(1):17–36.
- Hemakumara, M. G. G. (2020). The Impact Of Motivation On Job Performance: A Review Of Literature. *Journal of Human Resources Management and Labor Studies* 8(2):24–29.



- Herzberg, Frederick. (2017). *Motivation to Work*. Routledge.
- Hidayat, Rahmat, and Grace Lina Situmorang. (2019). Analysis Of The Effect Of Work Loads On Employee Performance Of The Production Operator In Pem Plant Pt. Schneider Electric Manufacturing Batam. Pp. 136–42 in *1st International Conference on Applied Economics and Social Science (ICAESS 2019)*. Atlantis Press.
- Hilman, Hilman, Yusuf Ronny Edward, and Salman Faris. (2022). The Effect Of Work-Life Balance And Work Stress On Performance With Job Satisfaction As Intervening Variables At The Office Of The Ministry Of Religion, Selatan Tapanuli Regency. *International Journal of Science, Technology and Management* 3(5):1321–28.
- Idiegbeyan-Ose, Jerome, Roseline Opeke, Ayooluwa Aregbesola, Sola Owolabi, and Toluwani A. Eyiolorunshe. (2019). Relationship Between Motivation And Job Satisfaction Of Staff In Private University Libraries, Nigeria. *Academy of Strategic Management Journal* 18(1).
- Iis, Em Yusuf, and Yanita Yanita. (2021). Peran Motivasi Kerja Dan Kepuasan Kerja Dalam Memediasi Pengaruh Budaya Organisasi Terhadap Kinerja Karyawan Pada PT Bank Aceh Syariah Cabang Bireuen. *E-Mabis: Jurnal Ekonomi Manajemen Dan Bisnis* 22(1):85–96.
- Irvan, Rita Maijuita, and Heryanto Heryanto. (2019). The Effect Of Competence And Workload On Motivation And Its Impact On The Performance Of Civil Servants At The Regional Secretariat Of The Regency Of Dharmasraya. *Archives of Business Research* 7(5).
- Jahari, Jaja. (2019). Effect Of Workload, Work Environment, Work Stress On Employee Performance Of Private Universities In The City Of Bandung, Indonesia. *International Journal of Science and Society* 1(2):53–58.
- Jensen, Ulrich Thy, and Louise Ladegaard Bro. (2018). How Transformational Leadership Supports Intrinsic Motivation And Public Service Motivation: The Mediating Role Of Basic Need Satisfaction. *The American Review of Public Administration* 48(6):535–49.
- Judge, Timothy A., Shuxia Carrie Zhang, and David R. Glerum. (2020). Job Satisfaction. *Essentials Of Job Attitudes And Other Workplace Psychological Constructs* 207–41.
- Kapantow, Nova H., Muchlis R. Luddin, and Daniel C. Kambey. (2020). The Effect Of Job Motivation, Job Satisfaction, And Attitude Towards Profession On Nurse Performance In Outpatient Clinic Of Prof. Dr. RD Kandou Hospital. *KnE Social Sciences* 565–75.
- Khuong, Mai Ngoc, and Vu Hai Yen. (2016). Investigate The Effects Of Job Stress On Employee Job Performance--A Case Study At Dong Xuyen Industrial Zone, Vietnam. *International Journal of Trade, Economics and Finance* 7(2):31.
- Kiliç, Ümmühan, Özlem Gүdük, Özden Gүdük, and Sevinç Göküz. (2021). Examination Of Job Satisfaction And Anxiety Levels Of Workers Working At COVID-19 Diagnostic Centers During The Pandemic. *Journal of Health Systems and Policies* 3(1):1–19.
- Kock, Ned. (2019). Factor-Based Structural Equation Modeling With WarpPLS. *Australasian Marketing Journal* 27(1):57–63.
- Kocman, Andreas, and Germain Weber. (2018). Job Satisfaction, Quality Of Work Life And Work Motivation In Employees With Intellectual Disability: A Systematic



- Review. *Journal of Applied Research in Intellectual Disabilities* 31(1):1–22.
- Koesmono, H. Teman. (2015). Influence Of The Factors Of Personality, Motivation, Job Satisfaction To The Organizational Commitment And Influence Of Motivation, Job Satisfaction, Organizational Commitment To Performance Of Broadcaster Of National Private Radio Broadcast In Surabaya. *European Journal of Business and Management* 7(32):50–59.
- Korzynski, Pawel, and Olga Protsiuk. (2022). What Leads To Cyberloafing: The Empirical Study Of Workload, Self-Efficacy, Time Management Skills, And Mediating Effect Of Job Satisfaction. *Behaviour and Information Technology* 1–12.
- Laia, Restui. (2018). Pengaruh Kompensasi Dan Motivasi Terhadap Kinerja Karyawan Dengan Kepuasan Karyawan Sebagai Variabel Intervening Pada PT Bank Negara Indonesia Cabang Batam. *JIM UPB (Jurnal Ilmiah Manajemen Universitas Putera Batam)* 6(2):12–21.
- Ma, Claudia C., Tara A. Hartley, Khachatur Sarkisian, Desta Fekedulegn, Anna Mnatsakanova, Sherry Owens, Ja Kook Gu, Cathy Tinney-Zara, John M. Violanti, and Michael E. Andrew. (2019). Influence Of Work Characteristics On The Association Between Police Stress And Sleep Quality. *Safety and Health at Work* 10(1):30–38.
- Macke, Janaina, and Denise Genari. (2019). Systematic Literature Review On Sustainable Human Resource Management. *Journal of Cleaner Production* 208:806–15.
- Mahmood, Kashif, Minna Lanz, Ville Toivonen, and Tauno Otto. (2018). A Performance Evaluation Concept For Production Systems In An SME Network. *Procedia CIRP* 72:603–8.
- Mahmoud, Ali B., Leonora Fuxman, Iris Mohr, William D. Reisel, and Nicholas Grigoriou. (2020). We Aren't Your Reincarnation!' Workplace Motivation Across X, Y And Z Generations. *International Journal of Manpower*.
- Mahu, Perseverando Pratama, Junianto Darsono, and Mokhammad Natsir. (2021). Analysis Of The Effect Of Motivation And The Working Environment On Job Performance Through Job Satisfaction As An Intervening Variable In The Department Of Population And Civil Registration Of Manggarai, Indonesia. *The International Journal of Business and Management* 9(1).
- Mira, Mohammed, Yap Choong, and Chan Thim. (2019). The Effect Of HRM Practices And Employees' Job Satisfaction On Employee Performance. *Management Science Letters* 9(6):771–86.
- Mohan, G. Madan, and K. P. Ajina. (2015). Impact Of Motivation On Job Satisfaction Of SFL Employees. *ICTACT Journal on Management Studies* 1(3):146–53.
- Mukhtarmizi, Amri Amir, Edward Edward, and Ade Octavia. (2020). Influence Of Employee Development, Motivation And Leadership On The Performance Of Civil Servants, Job Satisfaction As Moderator Variable: A Case Of The Jambi Regional Police. *South Asian Research Journal of Business and Management* 2(02):19–29.
- Mulang, Hastuti. (2021). The Effect Of Competences, Work Motivation, Learning Environment On Human Resource Performance. *Golden Ratio of Human Resource Management* 1(2):84–93.
- Munandar, Aris, Said Musnadi, and Sulaiman Sulaiman. (2018). The Effect Of Work Stress, Work Load And Work Environment On Job Satisfaction And It's Implication On The Employee Performance Of Aceh Investment And One Stop Services



- Agency. In *Proceeding of the First International Graduate Conference (IGC) On Innovation, Creativity, Digital, and Technopreneurship for Sustainable Development in Conjunction with The 6th Roundtable for Indonesian Entrepreneurship Educators 2018*. European Alliance for Innovation (EAI).
- Narangerel, Enkh-Otgon, and Anil Boz Semerci. (2020). The Effects Of Workload, Work Control And Self-Efficacy In Decision Making On Decision-Making Styles. *Journal of Behavior Studies in Organizations* 3:22–32.
- Okab, Ammar A. (2017). Impact Of Job Satisfaction On Job Performance Of Nurses At Al-Suwairageneral Hospital. *Iraqi National Journal of Nursing Specialties* 30(2).
- Pallawagau, Andi. (2021). The Impact Of Organizational Culture, And Work Motivation On Employee Performance Through Employee Job Satisfaction PT. Kasmar Tiar Raya. *International Journal of Economics, Management, Business, and Social Science (IJEMBIS)* 1(1):11–21.
- Pancasila, Irwan, Siswoyo Haryono, and Beni Agus Sulisty. (2020). Effects Of Work Motivation And Leadership Toward Work Satisfaction And Employee Performance: Evidence From Indonesia. *The Journal of Asian Finance, Economics and Business* 7(6):387–97.
- Phuong, Tran Thi Kim, and Tran Trung Vinh. (2020). Job Satisfaction, Employee Loyalty And Job Performance In The Hospitality Industry: A Moderated Model. *Asian Economic and Financial Review* 10(6):698–713.
- Prayetno, Sugeng, and Hapzi Ali. (2020). The Influence Of Work Motivation, Entrepreneurship Knowledge And Advocate Independence On Advocate Performance. *International Journal of Innovation, Creativity and Change* 150.
- Ramli, Abdul Haeba. (2019). Work Environment, Job Satisfaction And Employee Performance In Health Services. *Business and Entrepreneurial Review* 19(1):29–42.
- Razak, Abdul, Sarpan Sarpan, and Ramlan Ramlan. (2018). Influence Of Promotion And Job Satisfaction On Employee Performance. *Journal of Accounting, Business and Finance Research* 3(1):18–27.
- Reeve, Johnmarshall. (2018). *Understanding Motivation and Emotion*. John Wiley and Sons.
- Rheinberg, Falko, and Regina Vollmeyer. (2018). *Motivation*. Kohlhammer Verlag.
- Rivaldo, Yandra, and Sri Langgeng Ratnasari. (2020). Pengaruh Kepemimpinan Dan Motivasi Terhadap Kepuasan Kerja Serta Dampaknya Terhadap Kinerja Karyawan. *Jurnal Dimensi* 9(3):505–15.
- Riyanto, Setyo, Endri Endri, and Novita Herlisha. (2021). Effect Of Work Motivation And Job Satisfaction On Employee Performance: Mediating Role Of Employee Engagement. *Problems and Perspectives in Management* 19(3):162.
- Rotundo, Maria, and Paul R. Sackett. (2002). The Relative Importance Of Task, Citizenship, And Counterproductive Performance To Global Ratings Of Job Performance: A Policy-Capturing Approach. *Journal of Applied Psychology* 87(1):66.
- Russeng, S. S. (n.d). Wahiduddin,., Saleh, LM, Diah, TAT, and Achmad, H. (2020). The Effect Of Workload On Emotional Exhaustion And Its Impact On The Performance Of Female Nurses At Hospital Dr. Tadjuddin Chalid Makassar. *Journal of Pharmaceutical Research International* 32(24):46–51.
- Santoso, Nicolas Bragas Agung, and Setyo Riyanto. (2020). The Effect Of Work



- Motivation, Organizational Commitment, And Job Satisfaction On The Contract Employees Performance Of PT Bank Rakyat Indonesia Branch Office Of Jakarta Daan Mogot. *International Journal of Innovative Science and Research Technology* 5(1):561–68.
- Schechner, Richard. (2017). *Performance Studies: An Introduction*. Routledge.
- Schumacher, Petra, and Gerhard Mueller. (2021). Construct Validity Of The Braden Scale For Predicting Pressure Sore Risk In The Long-Term Care Setting: A Structural Equation Modeling Analysis Of Secondary Data.
- Sekartini, Ni Luh. (2016). Pengaruh Kemampuan Kerja, Disiplin Kerja, Motivasi Kerja Terhadap Kepuasan Kerja Dan Kinerja Karyawan Administrasi Universitas Warmadewa. *Jurnal Ekonomi and Bisnis JAGADITHA* 3(2):64–75.
- Shaw, James B., and Jeff A. Weekley. (1985). The Effects Of Objective Workload Variations Of Psychological Strain And Post-Work-Load Performance. *Journal of Management* 11(1):87–98.
- Shikalepo, Elock Emvula. (2020). The Role Of Motivational Theories In Shaping Teacher Motivation And Performance: A Review Of Related Literature. *International Journal of Research and Innovation in Social Science (IJRISS)* 4.
- Siswanto, Siswanto, A. Supriyanto, Ulfatun Ni'mah, Nur Asnawi, and I. Wekke. (2019). Does A Workload Influence The Performance Of Bank Employees? *Management Science Letters* 9(5):639–50.
- Soto-Rubio, Ana, María Del Carmen Giménez-Espert, and Vicente Prado-Gascó. (2020). Effect Of Emotional Intelligence And Psychosocial Risks On Burnout, Job Satisfaction, And Nurses' Health During The Covid-19 Pandemic. *International Journal of Environmental Research and Public Health* 17(21):7998.
- Sperling, Daniel. (2021). Ethical Dilemmas, Perceived Risk, And Motivation Among Nurses During The COVID-19 Pandemic. *Nursing Ethics* 28(1):9–22.
- Taheri, Rafia Hasan, Md Shipon Miah, and Md Kamaruzzaman. (2020). Impact Of Working Environment On Job Satisfaction. *European Journal of Business and Management Research* 5(6).
- Tien, Nguyen Hoang, Rewel Jiminez Santural Jose, Syed Ehsan Ullah, and Muhammad Sadiq. (2021). Development Of Human Resource Management Activities In Vietnamese Private Companies. *Turkish Journal of Computer and Mathematics Education (TURCOMAT)* 12(14):4391–4401.
- Trihastuti, Endang. (2016). Pengaruh Kepemimpinan, Motivasi Dan Beban Kerja Terhadap Kinerja Perawat Dalam Pendokumentasian Asuhan Keperawatan Di Ruang Rawat Inap Penyakit Dalam Rumah Sakit X Surabaya.
- Udriyah, Udriyah, Riyadi Riyadi, and Rara Ririn Budi Utaminingsy. (2018). Pengaruh Beban Kerja, Work-Family Conflict Dan Job Insecurity Terhadap Kepuasan Kerja Serta Dampaknya Terhadap Turnover Intention Di PT Binabusana Internusa Semarang. *Admisi Dan Bisnis* 18(3):163-182w.
- Wahjoedi, Tri. (2021). The Effect Of Organizational Culture On Employee Performance Mediated By Job Satisfaction And Work Motivation: Evident From SMEs In Indonesia. *Management Science Letters* 11(7):2053–60.
- Wang, Chaohui, Jiahui Xu, Tingting Christina Zhang, and Qinglian Melo Li. (2020). Effects Of Professional Identity On Turnover Intention In China's Hotel Employees: The Mediating Role Of Employee Engagement And Job Satisfaction. *Journal of*



Hospitality and Tourism Management 45:10–22.

- Warm, Joel S., Gerald Matthews, and Victor S. Finomore Jr. (2018). Vigilance, Workload, and Stress. Pp. 131–58 in *performance under stress*. CRC Press.
- Widarko, Agus, and M. Khoirul Anwarodin. (2022). Work Motivation And Organizational Culture On Work Performance: Organizational Citizenship Behavior (OCB) As Mediating Variable. *Golden Ratio of Human Resource Management* 2(2):123–38.
- Xi, Nannan, Juan Chen, Filipe Gama, Marc Riar, and Juho Hamari. (2022). The Challenges Of Entering The Metaverse: An Experiment On The Effect Of Extended Reality On Workload. *Information Systems Frontiers* 1–22.
- Yandi, Andri, and Hazimi Bimaruci Hazrati Havidz. (2022). Employee Performance Model: Work Engagement Through Job Satisfaction And Organizational Commitment (A Study Of Human Resource Management Literature Study). *Dinasti International Journal of Management Science* 3(3):547–65.
- Zulaikha, Ismi, and Parmin Parmin. (2019). Analisis Pengaruh Beban Kerja Dan Kecerdasan Emosional Terhadap Kinerja Pelaksana PNS Dengan Kepuasan Kerja Sebagai Variabel Intervening (Studi Pada Kesekretariatan Panwascam Di Kabupaten Kebumen). *Jurnal Ilmiah Mahasiswa Manajemen, Bisnis Dan Akuntansi (JIMMBA)* 1(1):101–9.

