



Model of the Relationship between Workload and Motivation to Employee Performance and Job Satisfaction

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Abstract

A significant increase in visits, visitor complaints about employees, and turnover rates that exceed the established standards indicate problems related to workload and motivation that will impact employee performance. The purpose of this study was to determine the relationship model of workload and motivation to employee performance and job satisfaction. The method of conducting this research is using a questionnaire with a Google form. The data analysis technique uses Structural Equation Modeling with maximum likelihood estimation (MLE) so that the sample requirements used must meet a minimum of 100 data. Research results at the final stage, namely model modification, obtained the goodness of fit value and cut-off value at chi-square = 176.653, Significance Probability = 0.054, Cmin/df = 1.194, RMSEA = 0.044, GFI = 0.868, AGFI = 0.794, TLI = 0.975, and CFI = 0.982. From the model test results compared to the cut-off value, all indicators have achieved good results, except AGFI. Indicators reach good results (marginal) so that the next analysis test can be continued. Based on the results of hypothesis testing, the results show that workload has a significant effect on employee performance, work motivation has an insignificant effect on employee performance, workload has a significant effect on job satisfaction, work motivation has a significant effect on job satisfaction, and job satisfaction has a significant effect on employee performance.

Introduction

In the dynamic and competitive era of globalization, hospitals are required to improve service quality. According to the Hospital Accreditation Commission (KARS), a hospital is a health care institution that organizes comprehensive individual health services that provide inpatient, outpatient, and emergency services. Employee performance is important in human resource management, especially in the healthcare industry. Optimal employee performance contributes to operational efficiency and the quality of patient care.

According to Mangkunegara (2009) in Kairupan (2021), performance is the result of work according to company operational standards both in quality and quantity. Organizational performance is strongly influenced by employees. Employee job satisfaction is very important to achieve optimal performance. This is supported by research by (Eliyana & Ma'arif, 2019; Auliana et al., 2023) stated that job satisfaction has a positive effect on employee performance. This shows that increasing job satisfaction can be an effective strategy to improve employee performance. In addition, several factors that affect performance are workload and motivation. High workload can affect employee satisfaction and performance (Safdar et al., 2019; Apriana et al., 2022). Workload arises when interacting with task demands (Hancock & Matthews, 2019; Saputra, 2021), and is influenced by working conditions, task difficulty, working time,

and relationships between workers (Wahyuningsih et al., 2021). Excessive workload causes physical and mental fatigue (Fan & Smith, 2019; Candra et al., 2022). Research by Auliana et al. (2023) shows workload affects employee performance. Saputra (2021) found that workload has a negative and insignificant effect on job satisfaction. Motivation and performance are interrelated, high motivation improves performance (Utama et al., 2021). Herzberg's Two-Factor Theory states that motivation is related to psychological satisfaction at work (Wijaya & Rifa'i, 2016). Job satisfaction also affects performance, employee resilience, and productivity (Priyono, 2010; Beuren, 2022). Utama et al. (2021) found that work motivation affects employee performance.

Wiyung Sejahtera Hospital is a type C private hospital in Surabaya, established in 1995 and fully accredited by KARS. The hospital provides a wide range of health services and seeks to reach all groups with a patient composition of 75% BPJS and 25% non-BPJS (Nugroho, 2023; Khalid, 2023; Hidayat et al., 2022). The number of employees of Wiyung Sejahtera Hospital in 2024 is 363 people. Based on the data, average daily visits increased from 333 people in 2020, 332 people in 2021, 465 people in 2023, and the highest was 508 people in 2023. This significant increase in visits and the relatively fixed number of employees indicates that the workload is getting heavier, which can lead to fatigue, stress, and lack of motivation, resulting in not optimal service. This is supported by visitor complaints on google search that show complaints about slow service, untimely responses, and unfriendly staff. This shows that low work motivation in Wiyung Sejahtera Hospital employees leads to a lack of discipline, attention to patient needs, and friendliness.

According to Andra et al. (2023) and Hajiali et al. (2022), low job satisfaction affects employee motivation and performance. Based on data, the employee turnover rate of Wiyung Sejahtera Hospital in 2020 was 7.09%, in 2021 it was 3.3%, in 2022 it was 1.79%, and in 2023 it was 3.96%. The turnover rate standard set is $\leq 3\%$ so that in 2020 and 2023 it is still above the standard. Low job satisfaction impacts company performance, with the loss of experienced employees disrupting operations and lowering productivity. The process of recruiting and training new employees is time-consuming and costly, which disrupts operational efficiency and effectiveness (Touriano et al., 2023; Aamer et al., 2022; Mangipudi et al., 2019). Therefore, identifying and limiting the causes of high turnover is important to improve company performance (De Winne et al., 2019; Yu et al., 2021; Guzeller & Celiker, 2020).

This study aims to analyze the relationship model of workload and motivation to employee performance with job satisfaction as an intervening variable using the Structural Equation Modeling (SEM) method (Sinniah et al., 2022; Firaldi et al., 2023). SEM is used to analyze models with several independent, dependent, and moderating/intervening variables (Mudany et al., 2021; Haryono & Wardoyo, 2008). The analytical tool used in this research is AMOS. AMOS (Analysis of Moment Structures) is statistical software used to analyze SEM structural models (Collier, 2020; Ramadani et al., 2022). SEM AMOS was chosen because it has complete Goodness of Fit when compared to SEM-PLS, not only consisting of Chi-square, Significance Probability, RMSEA, GFI, AGFI, CMIN/DF, TLI, CFI but also RMR, Baseline Comparisons, Parsimony-Adjusted Measures, NCP, FMIN, AIC, ECVI, and HOELTER. A complete GOF helps identify model failures so that the modified model results are of good quality. So that this research is more suitable for using AMOS SEM because it can process data with a large number of samples, namely above 100 data.

Methods

Primary data is data collected directly from the object of research. This data is obtained from questionnaires distributed by researchers and answered by respondents. The respondents who answered the questionnaire were employees of Wiyung Sejahtera Hospital, totaling at least 100 people. The sample is part of the number and characteristics possessed by the population.

According to Hair et al. in (Smid et al., 2020; Riley et al., 2021) found that for the maximum likelihood estimation technique the appropriate sample size is between 100-200 samples. The sampling technique in this study was probability sampling with Proportionate Stratified Random Sampling. Data analysis in this study used SEM with AMOS Software. Structural Equation Modeling (SEM) is a statistical method that aims to test hypotheses using structural analysis of theory in the form of causal relationships between variables (indicators) that are tested to provide answers to an emerging phenomenon (Hair et al., 2021; Henseler & Schubert, 2020; Bokrantz & Dul, 2023).

Table 1. Research Variables

Variable	Indicators
Workload (X1) Hart dan Staveland dalam (Budiasa, 2021)	Physical demand Effort Mental demand Temporal demand Frustration level Performance
Motivation (X2) Herzberg (2008) dalam (Saefulloh & Ekowati, 2021)	Work Achievement Recognition The work itself Responsibility Progression Development of Individual Potential
Job Satisfaction(Y) (Said, 2020)	Partners Promotion opportunities Salary Supervisor Aspects of the job itself.
Employee Performance (Z) Mathis (2004) dalam (Suroso et al., 2021)	Quantity Quality Reliability Presence Ability to Cooperate

Results and Discussion

Measurement Model (Confirmatory Factor Analysis)

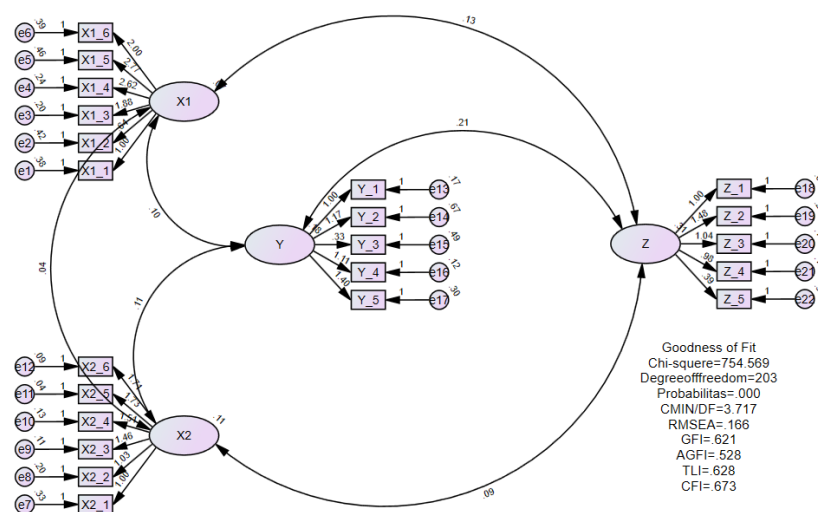


Figure 1. Measurement Model

Table 2. Goodness of Fit and Cut off Value Measurement Model

Goodness-of-fit indexes	Model Test Result	Critical Value	Conclusions
Chi-square	754.569	Small, X^2 df = 203 with $\alpha = 0,05$	Not Good
Significancy Probability	0.000	≥ 0.05	Not Good
CMIN/DF	3.717	≤ 2.00	Not Good
RMSEA	0.166	≤ 0.08	Good
GFI	0.621	≥ 0.90	Not Good
AGFI	0.528	≥ 0.90	Not Good
TLI	0.628	≥ 0.95	Not Good
CFI	0.673	≥ 0.95	Not Good

Source: Data Processed, 2024

Table 3. Output Validity and Significancy Measurement Model

			Estimate	S.E.	C.R.	p	Validity Result	Significance Result	Estimate Standardized Regression Weight
X1 1	<--	X1	1						0.387
X1 2	<--	X1	0.642	0.31	2.076	0.04	Valid	Significant	0.248
X1 3	<--	X1	1.877	0.52	3.601	***	Valid	Significant	0.733
X1 4	<--	X1	2.617	0.71	3.694	***	Valid	Significant	0.811
X1 5	<--	X1	2.765	0.76	3.62	***	Valid	Significant	0.726
X1 6	<--	X1	2.001	0.57	3.493	***	Valid	Significant	0.637
X2 1	<--	X2	1						0.506
X2 2	<--	X2	1.025	0.23	4.557	***	Valid	Significant	0.609
X2 3	<--	X2	1.456	0.28	5.231	***	Valid	Significant	0.822
X2 4	<--	X2	1.513	0.29	5.195	***	Valid	Significant	0.817
X2 5	<--	X2	1.732	0.32	5.415	***	Valid	Significant	0.949
X2 6	<--	X2	1.713	0.32	5.327	***	Valid	Significant	0.892
Y 1	<--	Y	1						0.716
			Estimate	S.E.	C.R.	p	Validity Result	Significance Result	Estimate Standardized Regression Weight
Y 2	<--	Y	1.169	0.24	4.96	***	Valid	Significant	0.516
Y 3	<--	Y	0.33	0.18	1.85	0.06	Invalid	Significant	0.195
Y 4	<--	Y	1.11	0.15	7.654	***	Valid	Significant	0.8
Y 5	<--	Y	1.404	0.2	6.991	***	Valid	Significant	0.731
Z 1	<--	Z	1						0.877
Z 2	<--	Z	1.477	0.13	11.56	***	Valid	Significant	0.855
Z 3	<--	Z	1.045	0.1	10.2	***	Valid	Significant	0.816
Z 4	<--	Z	0.98	0.1	9.896	***	Valid	Significant	0.795
Z 5	<--	Z	0.391	0.11	3.472	***	Valid	Significant	0.355

Source: Data Processed, 2024

At the measurement model stage, the validity and reliability tests show that there is 1 invalid indicator, so that the indicator (Y_3) is removed to get better results. The significance test shows that all indicators are significant. From the model test results compared to the cut off value, seven indicators were found that have not achieved good results, namely chi-square, Significancy Probability, CMIN / DF, GFI, AGFI, TLI, and CFI.

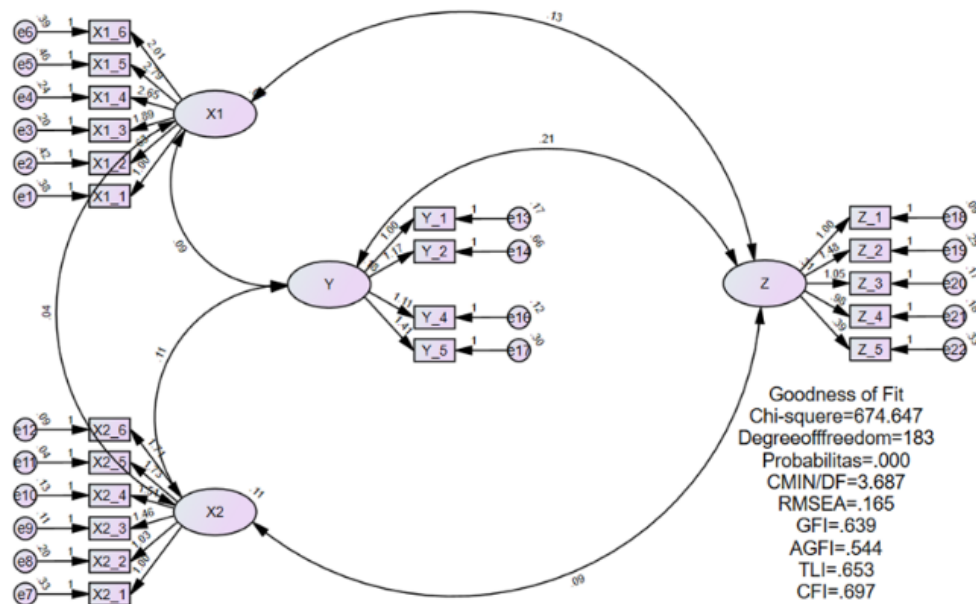


Figure 2. Measurement Relationship Model of Workload and Motivation on Employee Performance and Job Satisfaction After Invalid Indicators Are Removed

Table 4. Goodness of Fit and Cut off Value Modification of Measurement Model

Goodness-of-fit indexes	Model Test Result	Critical Value	Conclusions
<i>Chi-square</i>	674.647	Kecil, X^2 df = 183 dengan $\alpha = 0,05$	Not Good
<i>Significancy Probability</i>	0.000	≥ 0.05	Not Good
CMIN/DF	3.687	≤ 2.00	Not Good
RMSEA	0.165	≤ 0.08	Good
GFI	0.639	≥ 0.90	Not Good
AGFI	0.544	≥ 0.90	Not Good
TLI	0.653	≥ 0.95	Not Good
CFI	0.697	≥ 0.95	Not Good

Source: data processed, 2024

Table 5. Output Validity and Significancy Modification of Measurement Model

			Estimate	S.E.	C.R.	p	Validity Result	Significance Result	Estimate Standardized Regression Weight
X1_1	←	X1	1						0.384
X1_2	←	X1	0.635	0.315	2.014	0.044	Valid	Significant	0.243
X1_3	←	X1	1.89	0.522	3.62	***	Valid	Significant	0.732
X1_4	←	X1	2.645	0.712	3.717	***	Valid	Significant	0.814
X1_5	←	X1	2.788	0.772	3.613	***	Valid	Significant	0.727
X1_6	←	X1	2.014	0.581	3.469	***	Valid	Significant	0.636
X2_1	←	X2	1						0.506
X2_2	←	X2	1.026	0.227	4.517	***	Valid	Significant	0.609
X2_3	←	X2	1.456	0.277	5.262	***	Valid	Significant	0.822
X2_4	←	X2	1.514	0.288	5.249	***	Valid	Significant	0.818
X2_5	←	X2	1.732	0.312	5.559	***	Valid	Significant	0.949
X2_6	←	X2	1.713	0.315	5.441	***	Valid	Significant	0.892

Y_1	←	Y	1						0.719
Y_2	←	Y	1.174	0.233	5.031	***	Valid	Significant	0.52
Y_4	←	Y	1.106	0.142	7.804	***	Valid	Significant	0.801
Y_5	←	Y	1.411	0.197	7.176	***	Valid	Significant	0.738
Z_1	←	Z	1						0.877
Z_2	←	Z	1.479	0.13	11.399	***	Valid	Significant	0.856
Z_3	←	Z	1.045	0.1	10.477	***	Valid	Significant	0.817
Z_4	←	Z	0.979	0.098	9.98	***	Valid	Significant	0.794
Z_5	←	Z	0.39	0.11	3.552	***	Valid	Significant	0.355

Source: data processed, 2024

The results of the modified measurement model validity and reliability test show that all indicators are valid and reliable. From the model test results compared to the cut off value, seven indicators were found that have not achieved good results, namely chi-square, Significance Probability, CMIN / DF, GFI, AGFI, TLI, and CFI. All correlation coefficient (r) values between variables have positive values and are close to 1. Therefore, all influences between variables are strong and unidirectional (positive).

Structural Model (Path Analysis)

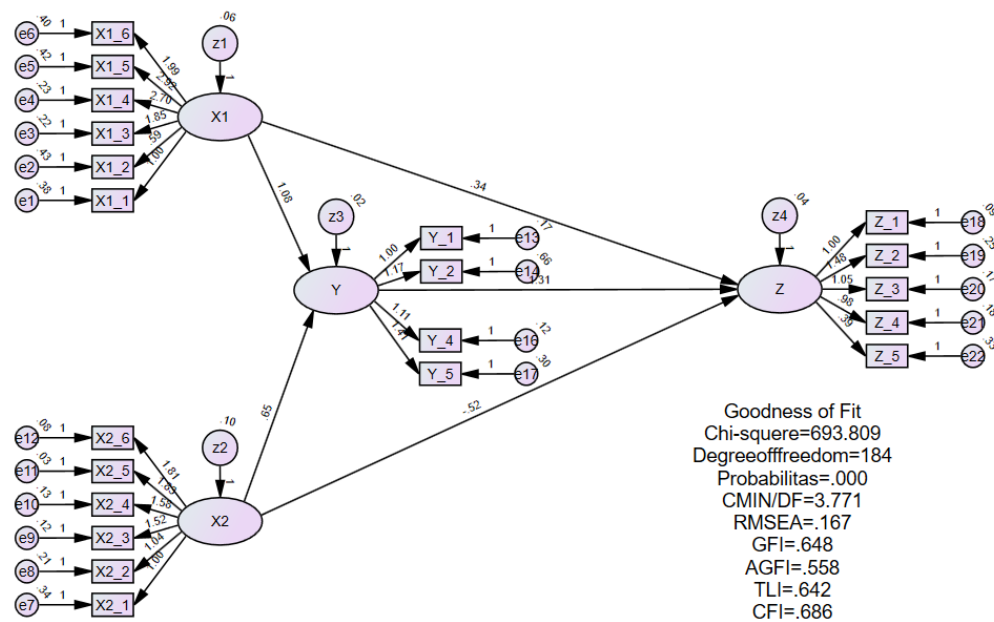


Figure 3. Structural Model of the Relationship between Workload and Motivation to Employee Performance and Job Satisfaction

Table 6. Goodness of Fit dan Cut off Value Structural Model

Goodness-of-fit indexes	Model Test Result	Critical Value	Conclusions
Chi-square	693.809	Kecil, X^2 df = 184 dengan $\alpha = 0,05$	Not Good
Significance Probability	0.000	≥ 0.05	Not Good
CMIN/DF	3.771	≤ 2.00	Not Good
RMSEA	0.167	≤ 0.08	Not Good
GFI	0.648	≥ 0.90	Not Good
AGFI	0.558	≥ 0.90	Not Good
TLI	0.641	≥ 0.95	Not Good
CFI	0.686	≥ 0.95	Not Good

Source: data processed, 2024

At the structural model stage, the results of the model test compared to the cut off value value found all indicators that have not achieved good results. So, the structural model needs to be modified.

Modification Model

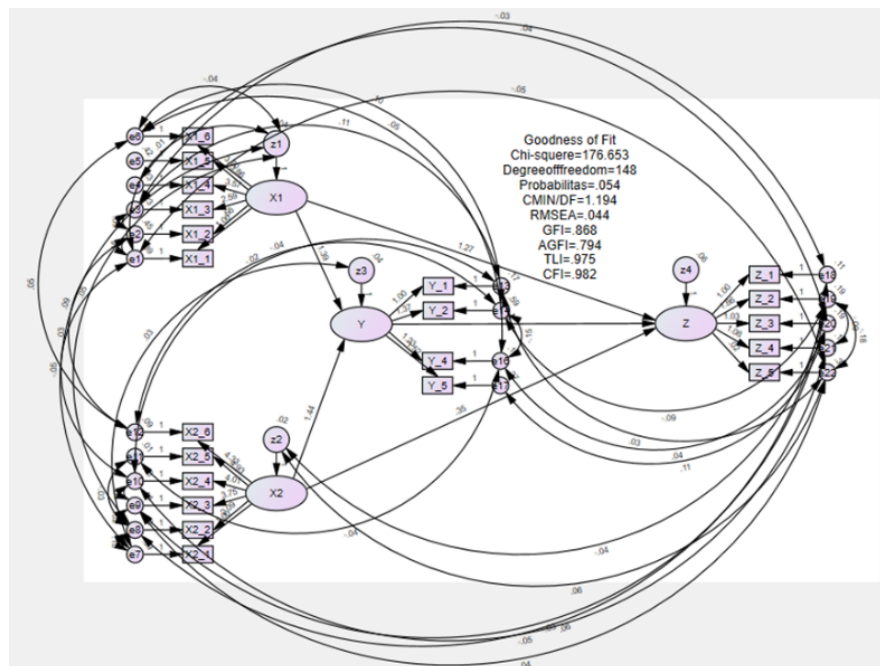


Figure 4. Modification of the Relationship Model of Workload and Motivation to Employee Performance and Job Satisfaction

Table 7. Goodness of Fit dan Cut off Value Modification Model

Goodness-of-fit indexes	Model Test Result	Critical Value	Conclusions
Chi-square	176.653	Kecil, X^2 df = 148 dengan $\alpha = 0,05$	Good
Significancy Probability	0.054	≥ 0.05	Good
CMIN/DF	1.194	≤ 2.00	Good
RMSEA	0.044	≤ 0.08	Good
GFI	0.868	≥ 0.90	Good
AGFI	0.794	≥ 0.90	Marginal
TLI	0.975	≥ 0.95	Good
CFI	0.982	≥ 0.95	Good

Source: data processed, 2024

Table 8. Regression Weight (Uji Signifikansi)

			Estimate	S.E.	C.R.	P	Ket.	Estimate Standardized Regression Weight
Y	<---	X1	1.393	.524	2.661	.008	Significant	.714
Y	<---	X2	1.439	.451	3.189	.001	Significant	.475
Z	<---	X1	1.266	.561	2.258	.024	Significant	.472
Z	<---	X2	.353	.427	.827	.408	Insignificance	.085
Z	<---	Y	.614	.209	2.933	.003	Significant	.446

Source: data processed, 2024

One of the tools to assess the accuracy of a model is through the modification index (MI). This index can be a guideline for analyzing the model and there will be a significant reduction in the chi-square (X^2) value. Evaluating the model with the modification index is done by selecting the largest MI value first in covariances or regression weight (Thakkar, 2020; Sarker & Chakraborty, 2021). From the model test results compared to the cut off value, all indicators have achieved good results, except AGFI. The indicator achieved near good results (marginal).

Relationship Model Equation

The relationship model equation of the model made in this study is as follows (Assumption Z1 to Z4 = 0).

$$Y = f(X_1, X_2)$$

$$Y = f(X_1) + f(X_2)$$

$$Y = 0,714 X_1 + 0,475 (X_2) \dots \dots \dots \text{(Equation 1)}$$

From this equation, it is known that workload and motivation are directly proportional to job satisfaction, amounting to 0.714 and 0.475, respectively.

$$Z = f(X_1)$$

$$Z = 0,472 (X_1) \dots \dots \dots \text{(Equation 2)}$$

Workload is directly proportional to employee performance by 0.472.

$$Z = f(X_2)$$

$$Z = 0,085 (X_2) \dots \dots \dots \text{(Equation 3)}$$

Motivation is directly proportional to employee performance by 0.085.

$$Z = f(Y)$$

$$Z = 0,446 (Y) \dots \dots \dots \text{(Equation 4)}$$

Job satisfaction is directly proportional to employee performance by 0.446.

$$Z = f(Y) + f(X_1) + f(X_2)$$

$$Z = 0,446 (0,714 X_1 + 0,475 X_2) + 0,472 X_1 + 0,085 X_2$$

$$Z = 0,318444 X_1 + 0,21185 X_2 + 0,472 X_1 + 0,085 X_2$$

$$Z = 0,790444 X_1 + 0,29685 X_2 \dots \dots \dots \text{(Relationship Model Equation)}$$

With the simultaneous structural relationship model equation, the results obtained are workload and motivation directly proportional to employee performance, amounting to 0.790444 and 0.29685, respectively.

Hypothesis Test

After the SEM model is declared fit, hypothesis testing can be carried out. Hypothesis testing is a causality analysis conducted to determine the relationship between variables. In this study, it is expected that with this hypothesis testing, researchers can find out the relationship that occurs between workload, motivation, job satisfaction, and employee performance. Hypothesis testing is done by comparing the t-count value, namely the C.R. (critical ratio) with the t-table value of 1,721. Meanwhile, the magnitude of the relationship between constructs is shown in the standardized regression weight by looking at the estimate value (Ghozali, 2023). The following are the results of hypothesis testing in this study:

Table 9. Hypothesis Test of Direct Effect

Hipotesis	Jalur	Estimate	S.E.	C.R.	P	Conclusions	Estimates Standardized Regression Weight
H1	X1->Z	1.266	0.561	2.258	0.024	Positive, significant	0.472
H2	X2->Z	0.353	0.427	0.827	0.408	Positive, significant	0.085
H3	X1->Y	1.393	.524	2.661	.008	Positive, significant	0.714
H4	X2->Y	1.439	.451	3.189	.001	Positive, significant	0.475
H5	Y->Z	.614	.209	2.933	.003	Positive, significant	0.446

Source: data processed, 2024

Based on the results of hypothesis testing, it is found that workload has a significant effect on employee performance, work motivation has an insignificant effect on employee performance, workload has a significant effect on job satisfaction, work motivation has a significant effect on job satisfaction, and job satisfaction has a significant effect on employee performance.

Conclusion

Based on the results of the analysis and discussion that has been quantitatively proven in chapter 4, the following conclusions can be drawn: (1) The results showed that workload has a positive and significant effect on employee performance, which means H1 is accepted. This is evidenced by the results of the analysis which shows a CR value of $2.258 > 1.96$ and a p-value of $0.024 < 0.05$. This means that if the workload is high, employee performance will also be high; (2) The results showed that workload has a positive and insignificant effect on job satisfaction, which means H1 is accepted. This is evidenced by the results of the analysis which shows a CR value of $0.827 > 1.96$ and a p-value of $0.408 < 0.05$. This means that if the workload is high, employee performance will also be high; (3) The results showed that motivation has a positive and significant effect on employee performance, which means H1 is accepted. This is evidenced by the results of the analysis which shows a CR value of $2.661 > 1.96$ and a p-value of $0.008 < 0.05$. This means that if the workload is high, employee performance will also be high; (4) The results showed that work motivation has a positive and significant effect on job satisfaction, which means H1 is accepted. This is evidenced by the results of the analysis which shows a CR value of $3.189 > 1.96$ and a p-value of $0.001 < 0.05$. This means that if the workload is high, employee performance will also be high; (5) The results showed that job satisfaction has a positive and significant effect on employee performance, which means H1 is accepted. This is evidenced by the results of the analysis which shows a CR value of $2.933 > 1.96$ and a p-value of $0.003 < 0.05$. This means that if the workload is high, employee performance will also be high.

Based on the results of the research and discussion in this study, there are suggestions that the authors propose to related parties in the future. The suggestions in this study are as follows: (1) For Practitioners. Hospital management is expected to apply some of the theories and analysis results discussed in this study, especially on workload which is proven to have a positive and significant effect on employee performance. Management must pay more attention to this workload and job satisfaction factor in employees to improve performance so that the vision and mission of Wiyung Sejahtera Hospital can be achieved optimally; (2) For Further Researchers. Further researchers should add or build other variables to be studied. with research that includes more variables, it can produce better conclusions. Researchers can also use other software to compare the results of the analysis of the two software.

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