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RESEARCH ARTICLE

The Influence of Workload And Competence on Employee Performance Through Satisfaction as An Intervening Variable (Study on The Inpatient Installation of RSU Negara)

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Abstract: This study analyzes the effect of workload and competence on employee performance, using satisfaction as an intervening variable. The population was 186 nurses and midwives working in the inpatient installation room of RSU Negara. A sample of 65 was taken using proportional random sampling. Data analysis techniques included validity test analysis, reliability, classical assumptions, and path analysis. The results showed that workload had a negative and significant effect on employee job satisfaction and performance; competence had a significant positive effect on employee job satisfaction and performance; job satisfaction had a significant positive effect on employee performance; workload had a negative effect on employee performance through job satisfaction as an intervening variable at RSU Negara. These results showed that job satisfaction could not be an intervening variable on the effect of workload on employee performance at RSU Negara. Competence had a positive effect on employee performance through job satisfaction as an intervening variable at RSU Negara. These results showed that job satisfaction could be an intervening variable on the effect of competence on employee performance at RSU Negara. The research suggests that management at RSU Negara can reduce workload, improve competence, and increase employee job satisfaction to improve employee performance.

Keywords: Competence, Job Satisfaction, Performance, Workload

1. Introduction

Human resources (HR) are the most important asset in a company or organization. Company employees are the resources that drive and determine the progress of the company (Tobing, 2021). The human resource management (HRM) process encompasses all aspects of the organization and every individual involved in it. The goal of HRM is to develop human talent as employees in an effort to achieve organizational goals. The better the work results obtained by HRM in organizational activities, the closer the organization is to the goals it wants to achieve (Ramadan, 2023). In other words, the better the management and quality of human resources, the higher the performance and the more profitable it will be for the organization.

Performance is defined as how far employees carry out work in accordance with the goals set by the company (Dewi & Palupi, 2024). Performance shows how well employees take advantage of the opportunities provided by the company. It shows how well they can achieve certain goals or targets (Pourteimour et al., 2021). Hajiali et al., (2022) states that Performance is something related to a person's behavior in controlled activities and carried out to achieve certain goals. However, there are many obstacles and drivers to achieving optimal



performance, such as workload, competence and job satisfaction felt and experienced by employees (Febriyanto et al., 2023)

Workload is a collection of tasks or processes that must be completed by an employee within a certain time period and in accordance with standards set by the company (Yulianto et al., 2020). Employee workload refers to the level of tasks assigned by the type of work they do (Pramestari et al., 2022).

Competence is a person's ability to perform tasks in the workplace by meeting performance standards. These standards must be maintained consistently and in agreed circumstances (Fadude et al., 2019). To complete the tasks given by the company, the abilities in question include technical skills, professional knowledge, communication skills, and the right work attitude. Employees with high competence will use all their abilities and knowledge to achieve the best results in their work. Achieving good results can increase their job satisfaction and performance.

Job satisfaction is basically an individual thing. This is because job satisfaction has different degrees or levels in each individual according to the values that apply in the person himself (Mukhtar, 2019). Positive feelings towards the results of the work done are called job satisfaction. If an employee is less or not satisfied with their job, they will have positive feelings about what they do and will do their best to complete it. Conversely, if employees are less or not satisfied with their jobs, they will have negative feelings and tend to be less interested in the job (Robbins & Judge, 2017).

A study conducted on respondents who work as nurses found that the satisfaction experienced by nurses in their work allows nurses to work comfortably which can support their performance (Hentu & Pedit, 2022). Study (Nurchayani & Adnyani, 2016) with nurse respondents also found the same findings where job satisfaction in nurses plays a very important role in the work process and the performance results of the nurses themselves. The results of the study concluded that the job satisfaction variable has a positive influence on employee performance.

Job satisfaction in the results of research conducted by (Pramesti & Piartrini, 2020) directly influenced by the workload borne by employees. When the workload received by employees is higher, job satisfaction can decrease but it is not possible for employees to remain satisfied. This is due to several factors such as the company providing facilities or benefits and others that are sources of employee satisfaction. So even though the burden borne by employees is high, they are still able to feel job satisfaction at the company. In addition to workload, competence also has a contribution in influencing job satisfaction. Research (Febriyanto et al., 2023) found job satisfaction was directly influenced by competence.

This research was conducted at the State General Hospital (RSU). The State General Hospital (RSU) has a very important role in organizing health services at the regional level, both in terms of promotive, preventive, curative, and rehabilitative aspects. As a health service institution, the State General Hospital is responsible for providing health services to the community, both in the form of outpatient services, inpatient services, and emergency services.

The performance of a State General Hospital (RSU) is greatly influenced by the role and contribution of each employee working in the hospital environment. Hospital employees, including doctors, nurses, administrative staff, other support staff, and hospital management, play a very important role in achieving the expected goals and performance. Optimal hospital performance is highly dependent on the synergy between the individuals involved, their competence, and the supporting managerial system. The following is data on nurses and midwives at the State General Hospital presented in table 1.

Table 1. Data on Nurses and Midwives at RSU Negara

No	Room Name	Nurse			Midwife		Amount
		Ns	DIII	DIV	D III	D IV	
1	Daffodil				17		21
2	Cempaka	10	5		2		17
3	Dahlia	12	10				22
4	Flamboyan	9	5				14
5	Orchid	14	7				21
6	ICU	11	10				21
7	Edelweis	7	8				15
8	Shoulder	4	3	1	14		22
9	TRIGGER	10	1	1			12
10	The Palace of Rahyu	6	7	1	7		21
	Amount	83	56	3	23		186

Source: RSU Negara, 2024

Table 1 shows that the number of nurses working in the inpatient installation is 165 people while midwives are 23 people. Most nurses have professional education and midwives have diploma III education. Based on the results of observations, it shows that the performance of nurses and midwives working in the inpatient installation of RSU Negara is not optimal, this can be seen from the assessment of the Community satisfaction survey on nursing and midwife services, an average of 3.15 or 85.80 percent. The less than optimal performance of nurses and midwives is due to the workload, competence and job satisfaction.

The observation results found that nurses at the State General Hospital have regulations that have been made regarding the work shifts of nurses and midwives, namely morning, afternoon and evening, each of which is 8 hours per day. From the data obtained, it was found that 1 nurse looks after 4 patients. This indicates that there is a relatively heavy workload for nurses, because according to Permenkes 262/VII/1979 in (Kuntoro, 2010) the ideal ratio of the number of nurses to the number of beds is 1 (one) nurse looking after 1 (one) bed to 2 (two) beds. With the relatively heavy responsibilities of nurses, many nurses are found to be tired when serving patients. Nurses are required to be fast, responsive and precise in serving patients, because even the slightest mistake and delay will affect patient safety. This situation causes nurses' performance to be less than optimal where nurses need more time for indirect nursing, especially in filling out medical record documents, because the medical record documents that must be completed are very numerous and must be written correctly according to accreditation requirements. Due to the increase in the number of patients and the length of time required for indirect care, nurses have to work past their working hours/shifts (going home 2-3 hours late).

The competency of nurses and midwives on duty in the inpatient room varies, they have the profession of Nurse, Nurse D IV, Nurse D III, Midwife D IV, Midwife D III, but not all nurses and midwives have training certificates that are in accordance with the place where they work. This can affect the performance of nurses and midwives. In addition to workload and competence, another factor that affects performance is job satisfaction. Based on the results of the observation, it was found that there were differences in the number of services received by each officer in each inpatient room, because the calculation of the number of services was based on the number of indexes for each employee which were calculated based on the level of education, competence related to training certificates, workload related to the level of risk and emergency level and position index. The difference in the number of services received caused social jealousy among fellow employees and dissatisfaction at work which had an impact on the decline in the performance of nurses and midwives.

Based on the background and phenomena, the researcher is interested in conducting a study entitled "The Influence of Workload and Competence on Employee Performance Through Job Satisfaction as an Intervening Variable (Study at the Inpatient Installation of RSU Negara).

2. Literature Review

2.1. Previous Research

Study (Febriyanto et al., 2023) proves that workload has a significant effect on job satisfaction. Employee competence has a significant effect on job satisfaction. Work culture does not have a significant effect on job satisfaction. Workload has a significant effect on employee performance. Employee competence has a significant effect on employee performance. Work culture has a significant effect on employee performance. Job satisfaction has a significant effect on employee performance. Workload has a significant effect on employee performance through job satisfaction. Employee competence has a significant effect on employee performance through job satisfaction. Work culture does not have a significant effect on employee performance through job satisfaction.

Study (Budiyanto et al., 2024) shows that job satisfaction can mediate two independent variables, namely workload and competence. In addition, workload does not have a significant direct effect on employee performance, while competence has a direct effect on employee performance.

Meanwhile, a study by (Febriyanto et al., 2023) shows that workload has a positive and significant direct effect on employee satisfaction, as well as a positive and significant effect on employee performance. The importance of the role of employee satisfaction as an intervening variable is proven, linking workload to employee performance.

Study (Maskuri & Suyanto, 2023) found Competence has a positive and significant effect on Job Satisfaction; Performance Allowance has a positive and significant effect on Job Satisfaction; Workload has a positive and significant effect on Job Satisfaction; Competence has a positive and significant effect on Employee Performance; Performance Allowance has a positive and significant effect on Employee Performance; Workload has a positive and significant effect on Employee Performance; Job Satisfaction has a positive and significant effect on Employee Performance; Competence has a positive and significant effect on employee performance through Job Satisfaction; Performance Allowance has a positive and significant effect on employee performance through Job Satisfaction and Workload has a positive and significant effect on employee performance through Job Satisfaction

Study (Apriana et al., 2021) proves that workload has a negative and significant effect on employee performance, namely the lower the workload, the more it improves employee performance. Burnout has a significant negative effect on performance, namely the lower the burnout, the better the performance. Workload has a negative and significant effect on employee job satisfaction. Burnout has a significant negative effect on job satisfaction. Job satisfaction has a positive and significant effect on employee performance.

Study (Pratama et al., 2024) conclude that competence has a positive and significant effect on job satisfaction. Employee welfare has a positive and significant effect on job satisfaction. Competence does not have a significant effect on employee performance. Employee welfare does not have a significant effect on employee performance. Job satisfaction has a positive and significant effect on employee performance. Competence has a positive and significant effect on employee performance through job satisfaction as an intervening. Employee welfare has a positive and significant effect on employee performance through job satisfaction as an intervening at the West Sumatra Regional Civil Service Agency

2.2. Theoretical Study

Workload is a requirement given by the company to do too many tasks or insufficient time provision to complete the task. From the statement, workload is the burden of work given by the company to employees with limited time provision, so that employees are unable to complete it (Aditya et al., 2021). Workload is a process or activity that must be completed immediately by a worker within a certain period of time. If a worker is able to complete and

adapt to a number of tasks given, then it does not become a workload. However, if the worker is not successful, then the tasks and activities become a workload (Pramujadi et al., 2024).

(Bahtiar et al., 2025) states that competence is a characteristic that underlies a person in relation to the effectiveness of individual performance in their work or the basic characteristics of an individual that have a causal relationship or cause and effect with the criteria used as a reference, effective or performing well or superiorly in the workplace or in certain situations (Sinaga, 2021) states that competence is an ability possessed by an individual who has a selling point and that is applied from the results of creativity and innovation that are produced.

Job satisfaction is an employee's attitude towards work related to the work situation, cooperation between employees, rewards received in work, and matters relating to physical and psychological factors (Sutrisno, 2014). Sudarsono & Arif (2024) defining job satisfaction as an employee's pleasant or unpleasant feeling about their work, this feeling can be seen from the employee's good behavior towards work and all things experienced in the work environment.

Yohanson et al., (2024) states that performance is the result of work that can be achieved by a person or group of people in an organization both quantitatively and qualitatively, in accordance with the authority and duties of each, in an effort to achieve the goals of the organization concerned legally, without violating the law and in accordance with morals and ethics. People who have high performance have the characteristics of having high responsibility, daring to take and bear risks, having realistic goals, struggling to realize their goals by preparing a comprehensive work plan, utilizing concrete feedback, and realizing their plans. To facilitate employee performance assessment, measurement standards must be measurable and clearly understood (Anwar, 2019).

2.3. Conceptual Framework

Employee performance is an important factor in determining the quality of service provided by an organization, especially in the health sector. In hospitals, employee performance in the Inpatient Installation (IRNA) greatly influences the level of patient satisfaction and the operational effectiveness of the hospital itself. Therefore, to improve the quality of service, it is important to understand the various factors that can affect employee performance, one of which is workload and competence. In addition, job satisfaction as an intervening variable plays an important role in mediating the relationship between workload, competence, and employee performance.

Workload is the amount or intensity of work that must be completed by an employee in a certain period of time. Many and difficult tasks can cause stress, fatigue, and decreased performance. Inpatient settings often face greater workloads in the hospital context because they have to handle many patients with different conditions. Research conducted by (Satiawan et al., 2024) shows that workloads that are not in accordance with employee capacity can reduce motivation and the quality of health services. Conversely, well-managed workloads can improve employee performance because they have the opportunity to work optimally.

The abilities, skills, knowledge, and attitudes possessed by an employee in carrying out his/her duties are called employee competencies. High competencies enable employees to overcome difficulties and complete tasks effectively, resulting in improved performance. Good competencies are essential in hospitals because the work performed often involves decisions that affect patient safety. In a study by (Khristian et al., 2025), it was found that employees with high competence are more likely to provide quality services and have good performance, because they are able to complete tasks more efficiently and on time.

However, the relationship between workload, competence, and employee performance is not always direct. Job satisfaction can function as an intervening variable that mediates the influence between workload and competence on performance. Job satisfaction is a positive or negative feeling that arises in employees towards their work and work environment.



Employees who feel satisfied tend to be more motivated and enthusiastic in working, which ultimately affects their performance. Conversely, job dissatisfaction can cause stress, decreased motivation, and even lead to decreased performance. Research by (Nisak & Rofiaty, 2024) shows that job satisfaction can mediate the influence of workload and competence on employee performance in hospitals.

Therefore, this study aims to examine the effect of workload and competence on employee performance at the Inpatient Installation of the State General Hospital with job satisfaction as an intervening variable. Based on the description, the conceptual framework of this study can be described in Figure 1:

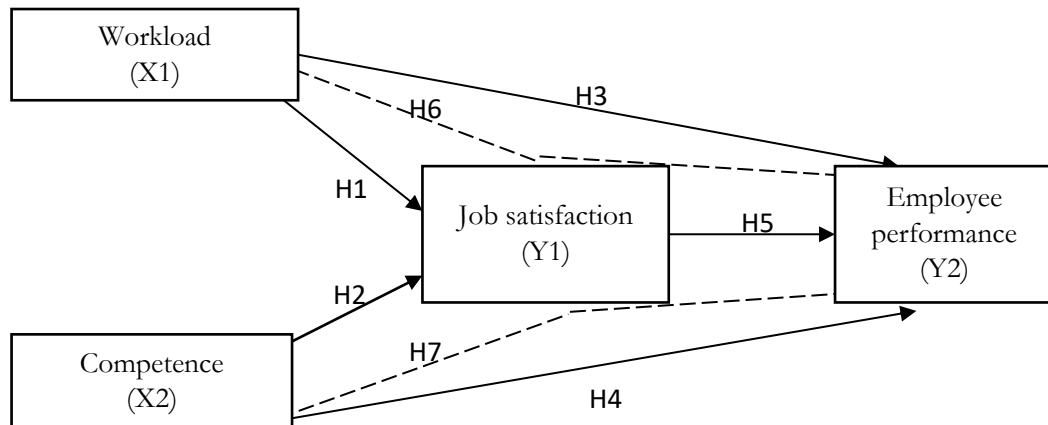


Figure 1. Conceptual Framework of Research

Based on this description, the first hypothesis of this research is:

- H1: workload has a negative effect on job satisfaction
- H2: Competence has a positive effect on job satisfaction.
- H3: workload has a negative effect on employee performance.
- H4: Employee performance has a positive effect on employee performance.
- H5: Job satisfaction has a positive effect on employee performance.
- H6: workload has a positive effect on employee performance through job satisfaction.
- H7: Competence has a positive effect on employee performance through job satisfaction.

3. Research Methods and Materials

Research design is a research flow that is described systematically and comprehensively regarding the problem being studied until the conclusion. This study aims to determine and test the effect of workload and competence on employee performance through job satisfaction as an intervening variable at the Inpatient Installation of the State General Hospital.

The population in this study were all nurses and midwives who worked in the Inpatient installation room of the State General Hospital totaling 186 people. Samples were taken from each unit using the disproportional random sampling technique, namely proportional sampling using the Slovin formula at a precision of 10 percent, so that the number of samples obtained was 65 people.

The research variables in this study are independent variables and dependent variables. The independent variables are workload and competence. Workload (X1) is a job that has a burden, either physical, mental or social burden that must be borne by the workforce according to the type of work. Workload indicators are targets that must be achieved, work conditions, and work standards (Wahdaniah & Gunardi, 2018). Competence (X2) is the ability of RSU Negara employees to produce at a satisfactory level in the workplace, including the ability of a person to transfer and apply these skills and knowledge in the latest situations

and increase the agreed benefits. Competence indicators are motives, traits, self-concepts, knowledge, skills (Rahmat & Basalamah, 2019).

The intervening variable is job satisfaction. Job Satisfaction (Y1) is a positive attitude of employees of RSU Negara including feelings and behavior towards their work through the assessment of one of the jobs as a sense of appreciation in achieving one of the important values of the job. Indicators of job satisfaction are work, wages, promotions, supervision, coworkers (Afandi, 2018). The dependent variable of this study is employee performance. Employee performance is the work results produced or contributed by employees of RSU Negara related to tasks and responsibilities to the organization. The indicators of employee performance in this study are the amount of work, quality of work, punctuality, attendance, and ability to cooperate (Khristian et al., 2025).

From the research variables, the research instruments and respondents used can be determined. After the research instruments and respondents are determined, the next step is to collect data by distributing questionnaires, observation and documentation. The main data collection method in this survey research uses a questionnaire that will be given to employees, namely nurses and midwives of RSU Negara. The questionnaire given is a closed questionnaire using a Likert scale of 1 to 5. Level 1 indicates a level of strongly disagree, while level 5 states strongly agree. To obtain data that has good calibration for each precise variable size, the research instrument needs to be tested for validity and reliability. Data that has been valid and reliable, then processed and analyzed using descriptive analysis and differential statistical analysis carried out to test the research hypothesis using path analysis. The processed data is discussed and interpreted, then concluded and suggestions are given.

4. Results and Discussion

4.1. Respondent Characteristics

From the distribution of questionnaires totaling 65 respondents, several descriptions of the characteristics of the respondents were obtained. The following will briefly explain the characteristics of the respondents, namely gender, length of service, age and education presented in table 2.

Table 2. Respondent Characteristics

No	Characteristics	Number of people)	Percentage (%)
1.	Gender		
	• Man	6	9.2
	• Woman	59	90.8
2.	Length of working		
	• < 5 Years	24	36.9
	• 5 - 10 Years	10	15.4
	• > 10 Years	31	47.7
3.	Age		
	• < 26 Years	4	6.2
	• 26 - 35 Years	28	43.1
	• > 35 Years	33	50.8
4.	Education		
	• Diploma III	2	3.2
	• Diploma IV	2	3.2
	• Nursing Profession	38	60.3

Table 2 shows that there were 6 male respondents, while there were 59 female respondents. This result means that employees at the Inpatient Installation of RSU Negara are dominated by women, reaching 90.8%. In terms of length of service, most employees have more than 10 years of work experience (47.7%). The majority of employees are also over 35 years old (50.8%). This shows that employees at the Inpatient Installation of RSU Negara are classified as mature and productive workers in completing the tasks given. In terms of education, employees at the Inpatient Installation of RSU Negara are dominated by employees who have

a Nursing Profession education of 60.3%. This reflects that the majority of employees have professional qualifications that support competence in health services.

4.2. Variable Description

Furthermore, the distribution of respondents' answers is used to determine the tendency of the answers given. Analysis of answers for each variable is carried out based on the score value (index) which is grouped into a certain score range, according to the results of the calculation of the descriptive statistical analysis of the variables. The profile of respondents' responses to the research variables is presented in the form of Variable Response Distribution in the form of tabulated data. The description of the research workload is in Table 3.

Table 3. Distribution of Workload Variable Responses

Indicator	Respondents (in %)					Average (mean)
	1	2	3	4	5	
X1.1 Targets to be achieved	1.5	30.8	50.8	15.4	1.5	2.85
X1.2 Working conditions		47.7	29.2	21.5	1.5	2.77
X1.3 Job standards	1.5	40.0	32.3	26.2	-	2.83
Workload						2.82

Source: Data dolah, 2025

The data shows that the workload variable in this study is in the moderate category, with an average of 2.82. Of the three indicators used to measure workload, the target indicator that must be achieved received the highest response with an average of 2.85, while the work condition indicator had the lowest response with an average of 2.77. These results indicate that most employees of the Inpatient Installation of RSU Negara feel that the targets that must be achieved and work standards are at a moderate level, while work conditions are felt to be quite challenging. This reflects the need to improve workload management so that employees can complete their tasks more effectively.

Table 4. Distribution of Competency Variable Responses

Indicator	Respondents (in %)					Average (mean)
	1	2	3	4	5	
X2.1 Motive	1.5	-	3.1	66.2	29.2	4.22
X2.2 Characteristic	-	-	10.8	66.2	23.1	4.12
X2.3 Self concept	1.5	1.5	13.8	69.2	13.8	3.92
X2.4 Knowledge	1.5	1.5	9.2	72.3	15.4	3.98
X2.5 Skills	1.5	1.5	12.3	73.8	10.8	3.91
Competence						4.03

Source: Data dolah, 2025

The data shows that the competency variable in this study is in the good category, with an average of 4.03. Of the five indicators used to measure competency, the motive indicator received the highest response with an average of 4.22, while the skill indicator had the lowest response with an average of 3.91. These results indicate that the employees of the Inpatient Installation of RSU Negara are considered to have good competence, especially in terms of motive, which reflects strong work motivation. However, there is an opportunity to improve skills so that employees can be more optimal in carrying out their duties and creating innovation in their work.

Table 5. Distribution of Responses to Job Satisfaction Variables

Indicator		Respondents (in %)					Average (mean)
		1	2	3	4	5	
Y1.1	Work	-	-	1.5	53.8	44.6	4.43
Y1.2	Wages	-	10.8	32.3	50.8	6.2	3.52
Y1.3	Promotion	-	6.2	46.2	41.5	6.2	3.48
Y1.4	Supervision	-	3.1	35.4	56.9	4.6	3.63
Y1.5	Work colleague	-	-	7.7	67.7	24.6	4.12
Competence							3.84

Source: Data dolah, 2025

The data shows that the job satisfaction variable in this study is in the fairly good category, with an average of 3.84. Of the five indicators used, the job indicator received the highest response with an average of 4.43, while the promotion indicator had the lowest response with an average of 3.48. These results reflect that the employees of the Inpatient Installation of RSU Negara are satisfied with the work they do. However, wages and promotions still require more attention to increase the overall level of job satisfaction. Positive feelings towards coworkers and good supervision are also important factors in supporting job satisfaction.

Table 6. Distribution of Employee Performance Variable Responses

Indicator		Respondents (in %)					Average (mean)
		1	2	3	4	5	
Y2.1	Number of jobs	-	-	13.8	76.9	9.2	3.95
Y2.2	Quantity of work	-	-	13.8	73.8	12.3	3.98
Y2.3	Punctuality	-	1.5	12.3	72.3	13.8	3.98
Y2.4	Presence	-	-	12.3	64.6	23.1	4.11
Y2.5	Collaboration skills	-	-	10.8	53.8	35.4	4.25
Employee Performance							4.05

Source: Data dolah, 2025

The data shows that the employee performance variable in this study is in the very good category, with an average of 4.05. Of the five indicators used, the indicator of cooperation ability received the highest response with an average of 4.25, while the indicator of the amount of work had the lowest response with an average of 3.95. These results indicate that the employees of the Inpatient Installation of RSU Negara have good performance, especially in terms of cooperation ability and attendance. However, more attention can be given to the amount of work to maintain and improve the quality of employee performance as a whole.

4.3. Data Analysis Results

After conducting a descriptive test, this study conducted a research instrument test in the form of a validity test and a reliability test. The results of this research instrument test indicate that all question items from the four variables studied are declared valid and have a good level of reliability. Thus, this research instrument can be categorized as a valid and reliable data collection tool.

The regression model will be more appropriate to use and produce more accurate calculations, if the following assumptions can be met. The classical assumption tests that must be met in simple linear regression analysis include normality tests, multicollinearity tests and heteroscedasticity tests which are summarized in Table 6:

Table 7. Summary of Classical Assumption Test Results

Normality Test Results	Variables	Test Results Multicollinearity		Heteroscedasticity Test Results
		Tolerance	VIF	Significance
0.200	X1	0.918	1,089	0.171
	X2	0.874	1,144	0.536
	Y1	0.845	1,183	0.588

Source: Processed data, 2025

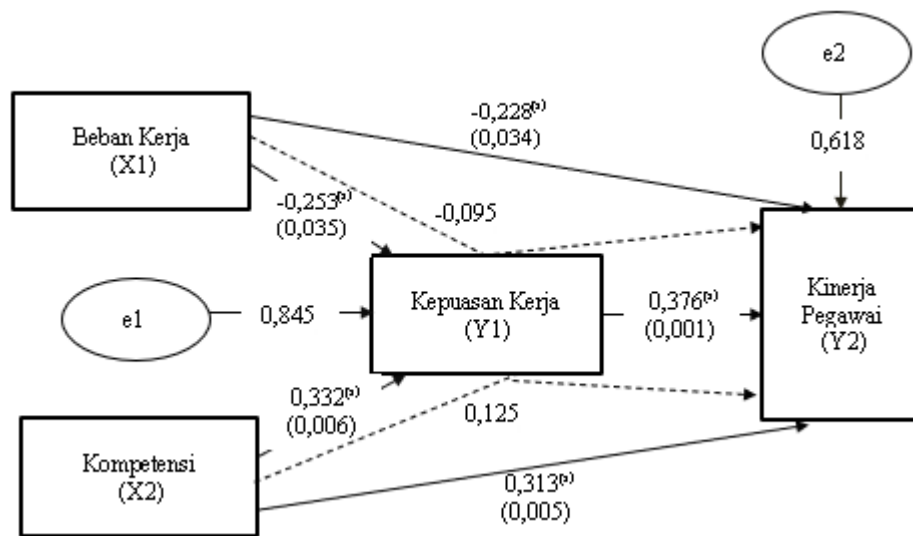
Based on table 6, it can be concluded that the Asymp. Sig. (2-tailed) value is $0.200 > 0.05$. This result means that the data has a normal distribution and has met the normality requirements in the regression model. The results show that the tolerance value of the organizational culture, competence, and work discipline variables is greater than 0.10, while the VIF value is < 10 , so it can be concluded that there is no multicollinearity symptom in the regression model. The heteros test shows the significance value of the workload, competence, and job satisfaction variables > 0.05 , so it can be concluded that according to the decision making from the Glejser test there is no heteroscedasticity in the regression model. All classical assumption tests in Table 7 are feasible to test, so the path analysis model can be carried out further.

Table 8. Results of Direct and Indirect Effect Tests

Relationship Between Variables	Effect Direct	Effects of No Direct	Effect Total	Sig	Information
Workload (X1) → Job Satisfaction (Y1)	-0.253	-	-0.253	0.035	H1 accepted
Competence (X2) → Job Satisfaction (Y1)	0.332	-	0.332	0.006	H2 accepted
Workload (X1) → Employee Performance (Y2)	-0.228	-	-0.228	0.034	H3 accepted
Competence (X2) → Employee Performance (Y2)	0.313	-	0.313	0.005	H4 accepted
Job Satisfaction (Y1) → Employee Performance (Y2)	0.376	-	0.376	0.001	H5 accepted
Workload (X1) → Job Satisfaction (Y1) → Employee Performance (Y2)	-	-0.095 (-0.253*0.376)	-0.095	-	H6 rejected
Competence (X2) → Job Satisfaction (Y1) → Employee Performance (Y2)	-	0.125 (0.332*0.376)	0.125	-	H7 accepted

Source: Processed data, 2025

Based on the results of the substructure 1 and substructure 2 tests, the final path model can be depicted as in Figure 2 below



4.4. The Influence of Workload on Job Satisfaction in the Inpatient Installation of the State General Hospital

Workload has a negative effect on job satisfaction at the Inpatient Installation of the State General Hospital. The results of this analysis are shown from the direct effect value of workload on job satisfaction of -0.253 with a t-test value of -2.157 and a significance level of $0.035 \leq 0.05$. The results of this analysis mean that the higher the workload, the lower the employee job satisfaction at the Inpatient Installation of the State General Hospital. The results of this study are in accordance with (Apriana et al., 2021), (Febriyanto et al., 2023), as well as (Budiyanto et al., 2024) which also states that high workload can reduce employee job satisfaction. An imbalance in workload, both physically and mentally, can cause excessive stress and reduced job satisfaction.

Workload is one aspect that must be managed well by management, especially in the Inpatient Installation of the State General Hospital. An unbalanced workload can cause employees to feel exhausted, lose focus, and decrease productivity. The high workload in the Inpatient Installation of the State General Hospital is influenced by the lack of workers compared to the volume of patients to be handled, tight deadlines, and demands to provide maximum service. To overcome these negative impacts, management is expected to take steps such as adjusting the number of workers, dividing tasks fairly, and providing sufficient rest time for employees. Thus, the workload can be managed effectively, so that the level of employee job satisfaction can increase and the quality of service is maintained.

4.5. The Influence of Competence on Job Satisfaction in the Inpatient Installation of the State General Hospital

Competence has a positive effect on job satisfaction at the Inpatient Installation of the State General Hospital. The results of this analysis are shown from the direct effect value of competence on job satisfaction of 0.332 with a t-test value of 2.823 and a significance level of $0.006 \leq 0.05$. The results of this analysis mean that the higher the employee's competence, the higher the employee's job satisfaction at the Inpatient Installation of the State General Hospital. The results of this study are in accordance with (Apriana et al., 2021), (Febriyanto et al., 2023), as well as (Pratama et al., 2024) which states that employee competence has a significant positive influence on job satisfaction. This means that any increase in aspects of competence, such as technical skills, job-related knowledge, or task mastery, will have a positive impact on employee satisfaction.

Good competence not only helps employees perform their tasks effectively but also creates a sense of self-confidence and empowerment in their work. Motives, as internal drivers,

influence employees' enthusiasm to achieve optimal work results. Consistent employee traits, such as perseverance and responsibility, help them face work challenges well. A positive self-concept makes employees more aware of their role in the organization. Relevant knowledge and skills enable employees to perform their tasks more skillfully and efficiently. Based on the analysis results, employee competence at the Inpatient Installation of the State General Hospital was considered quite good. Employees were able to complete their work with satisfactory results, had adequate insight into their tasks, and demonstrated expertise relevant to their responsibilities. By improving competency elements, such as providing additional training to improve technical skills and strengthening employee self-concept, management can further significantly improve employee job satisfaction.

4.6. The Influence of Workload on Employee Performance at the Inpatient Installation of the State General Hospital

Workload has a negative effect on employee performance at the Inpatient Installation of the State General Hospital. The results of this analysis are shown from the direct effect value of workload on employee performance of -0.228 with a t-test value of -2.167 and a significance level of $0.034 \leq 0.05$. The results of this analysis mean that the higher the workload received by employees, the employee performance at the Inpatient Installation of the State General Hospital tends to decrease. The results of this study are in accordance with (Apriana et al., 2021), (Febriyanto et al., 2023), as well as (Budiyanto et al., 2024) which states that high workloads have a negative impact on employee performance. Excessive workloads can reduce employees' ability to complete tasks well, reduce productivity, and increase the risk of errors in work.

Targets that must be achieved often create pressure for employees, especially if the targets are considered too high or unrealistic. Unsupportive working conditions, such as tight work schedules, lack of rest time, or an uncondusive working environment, can increase employee stress levels and affect their performance. In addition, strict work standards and high quality demands can increase employee workloads, especially if they are not supported by adequate resources. Based on the results of the analysis, it is important for the management of the Inpatient Installation of the State General Hospital to monitor and manage employee workloads effectively.

4.7. The Influence of Competence on Employee Performance at the Inpatient Installation of the State General Hospital

Competence has a positive effect on employee performance. at the Inpatient Installation of the State General Hospital. The results of this analysis are shown from the value of the direct effect of competence on employee performance of 0.313 with a t-test value of 2.904 and a significance level of $0.005 \leq 0.05$. The results of this analysis mean that the higher the competence possessed by employees, the higher the employee performance at the Inpatient Installation of the State General Hospital. The results of this study are in accordance with (Febriyanto et al., 2023), (Maskuri & Suyanto, 2023), as well as (Budiyanto et al., 2024) which states that competence has a significant influence on employee performance. Good competence allows employees to increase productivity, complete tasks with high efficiency, and achieve expected work standards.

Motives reflect an employee's internal drive to achieve the best work results. Traits, such as discipline, perseverance, and responsibility, play a role in forming consistent work patterns. Self-concept includes employees' beliefs about their own abilities, which impacts their confidence in facing work challenges. Knowledge provides a strong foundation in understanding tasks, while skills ensure that employees are able to apply this knowledge well in carrying out daily tasks. Based on the results of the analysis, employees at the Inpatient Installation of the State General Hospital who have high competence are able to provide better performance, including completing work on time, increasing productivity, and maintaining service quality.

4.8. The Influence of Job Satisfaction on Employee Performance at the Inpatient Installation of the State General Hospital

Job satisfaction has a positive effect on employee performance at the Inpatient Installation of the State General Hospital. The results of the analysis are shown from the direct effect value of job satisfaction on employee performance of 0.376 with a t-test value of 3.433 and a significance level of $0.001 \leq 0.05$. The results of the analysis mean that the higher the level of job satisfaction felt by employees, the higher the employee performance at the Inpatient Installation of the State General Hospital. The results of this study are in accordance with (Apriana et al., 2021), (Febriyanto et al., 2023), as well as (Budiyanto et al., 2024) which states that job satisfaction has a significant positive relationship to improving employee performance. Job satisfaction provides a strong motivational boost, so that employees are able to work more productively, focused, and committed to the tasks given.

Jobs that match employees' interests and skills can provide a sense of satisfaction in completing daily tasks. Fair wages that are in accordance with job responsibilities provide the financial rewards that employees expect, so that they feel appreciated. Promotions provide opportunities for career development, which can increase employee motivation to work better. Effective supervision, where superiors provide clear direction and support, creates a comfortable and conducive work atmosphere. Meanwhile, cooperative and harmonious coworkers play a role in building positive working relationships, which also support the success of the team as a whole. Based on the results of the analysis, job satisfaction at the Inpatient Installation of the State General Hospital is considered to have a significant influence on the quality of employee performance. Employees who feel satisfied tend to be more enthusiastic, show high commitment, and work with optimal efficiency. To maintain and improve employee performance, management needs to continue to pay attention to the factors that influence job satisfaction.

4.9. The Influence of Workload on Employee Performance through Job Satisfaction at the Inpatient Installation of the State General Hospital

Workload has a positive effect on employee performance through job satisfaction at the Inpatient Installation of the State General Hospital. The results of the analysis show the indirect effect value of workload on employee performance through job satisfaction of -0.095. However, seen from the calculation value of the Sobel Test of $Z = -1.83$ which is smaller than the value of 1.98 with a significance level of 5%. This result means that job satisfaction has not been able to be an intervening variable in the influence of workload on employee performance. This result is not in line with the research (Febriyanto et al., 2023), And (Budiyanto et al., 2024) who found that job satisfaction has a role as an intervening variable in the relationship between workload and employee performance. At the Inpatient Installation of the State General Hospital, the impact of workload on employee performance is more dominated by direct effects than through job satisfaction.

High workload can put pressure on employees, which directly reduces their performance without being mediated by the level of job satisfaction. Employees who feel burdened tend to lose focus, experience physical and mental fatigue, and face difficulties in maintaining the quality of work. Although job satisfaction can increase employee morale and motivation, it is not enough to reduce the negative impact of excessive workload. Factors such as unrealistic targets, excessively high work standards, and less supportive working conditions can worsen the effects of workload on performance. In this case, it is important for management to manage workload more effectively by ensuring fair distribution of tasks, setting realistic targets, and providing support to employees to reduce the stress they experience. Although job satisfaction has not played a role as an intervening variable in this relationship, efforts to improve job satisfaction at the Inpatient Installation of the State General Hospital are still important. By creating a supportive work environment, providing fair rewards, and ensuring harmonious working relationships, organizations can help employees cope with their workload better, so that their performance remains optimal.

4.10. The Influence of Competence on Employee Performance through Job Satisfaction at the Inpatient Installation of the State General Hospital

Competence has a positive effect on employee performance through job satisfaction at the Inpatient Installation of the State General Hospital. The results of the analysis show that the indirect effect value of competence on employee performance through job satisfaction is 0.125. Based on the Sobel Test calculation, the Z value is 2.17, which is greater than the critical value of 1.98 with a significance level of 5%. This shows that job satisfaction is able to be an intervening variable in the relationship between competence and employee performance. These results are consistent with the findings (Febriyanto et al., 2023), And (Budiyanto et al., 2024) which states that job satisfaction has an important role as a link in increasing the influence of competence on employee performance. Employees with good competence not only show higher performance directly, but also feel more satisfied with their work, which ultimately increases their productivity and work quality.

Competence, which includes motives, traits, self-concept, knowledge, and skills, provides a strong foundation for employees to complete their tasks. Strong motives drive employees to achieve the best results, while traits, such as responsibility and discipline, support consistent work patterns. A positive self-concept increases employees' self-confidence in facing job challenges. Knowledge helps employees understand tasks better, and skills ensure they are able to perform tasks with high efficiency. Job satisfaction acts as a reinforcer in this relationship. Employees who are satisfied with their jobs tend to be more motivated and have a greater commitment to the organization. With adequate competence, employees feel more confident and appreciated, which increases their work enthusiasm.

5. Conclusion

The results of this research analysis show that workload, competence, and job satisfaction have a significant effect on employee performance. Workload and competence have a significant effect on job satisfaction. Job satisfaction has not been able to be an intervening variable in the relationship between workload and employee performance. Job satisfaction is able to be an intervening variable in the relationship between competence and employee performance. The results of this study are in accordance with previous studies, namely (Pratama et al., 2024); (Maskuri & Suyanto, 2023); (Apriana et al., 2021); (Febriyanto et al., 2023) And (Budiyanto et al., 2024).

Based on the conclusions obtained from this study, the management of the State General Hospital is expected to be able to reduce the workload of employees on the work condition indicator with steps such as adjusting the number of workers, fair division of tasks, and providing sufficient rest time for employees. Thus, the workload can be managed effectively, so that the level of employee job satisfaction can increase and the quality of service is maintained. The management of the State General Hospital is expected to be able to improve employee competence on the skill indicator with targeted training programs, relevant skill development, and routine performance evaluations.

Furthermore, the management of the State General Hospital is expected to improve job satisfaction in promotion and salary indicators by providing clear career paths and fair and transparent promotion opportunities to all employees. In addition, providing competitive wages that are in accordance with the workload, responsibilities, and performance of employees also needs to be considered. Periodic evaluation of the salary system and promotion policies, accompanied by open communication between management and employees, can be an effective strategy to increase motivation and overall job satisfaction.

It is expected that in the next research, the variables studied can be added that can affect employee performance. This is because in this study it was found that 52.2 percent of employee performance was influenced by other variables that were not studied.

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