The Effect of Competency and Workload on the Performance of Medical Staff in MYD Hospital through Job Satisfaction as A Mediation Variable

Fransiskus Herianto[1], Aslam Mei Nur Widigdo[2]
[1,2]Universitas Mercu Buana, Indonesia
32frans@gmail.com

Abstract

Hospitals are required to provide good quality health services to patients, improving health care Hospital services must be balanced with improving the performance of medical staff. This research was conducted at the MYD hospital located in South Jakarta. This study aims to analyze the effect of competence and workload on employee performance at MYD Hospital using job satisfaction as a mediating variable. From data from the HR Department, it was found that the phenomenon of a decline in assessments in the last three years from 2018-2020. The data analysis method used was the Partial Least Square (SEM-PLS) method. The results of the study found that competence and job satisfaction positively and significantly affect performance. Workload negatively and significantly affects performance and job satisfaction. Job satisfaction can mediate competence and workload on performance. The research implications will be discussed in the article.

I. Introduction

Hospital according to the Minister of Health of the Republic of Indonesia (2019: 3) is a health service institution that carries out individual health services to the fullest, providing inpatient, outpatient, and outpatient services. emergency. Hospitals are required to provide excellent service quality to their patients, improving the quality of hospital services must be balanced with improving the performance of their medical staff.

Good human resources are an important factor in health care programs. According to Neksen et al. (2021:1) human resources play a role as a necessary factor in running an organization, because humans are the movers and determinants of the running of an organization.

Medical staff are the frontline and pillars of human resources in a hospital. Medical staff according to the Indonesian Minister of Health (2019:10) are health workers who are independent in determining every medical action. Human resources in hospitals include clinical psychology staff, nursing staff, medical support, midwifery, pharmacy, public health, environmental health, nutrition, physical therapy, medical technicians, biomedicine, other health workers and non-health workers. Medical staff stand on the basis of independence and should not be under pressure from others, medical staff can perform health services without being related to working hours. Medical staff are trusted to carry out self-controlling, self-governing, and self-disciplining. The purpose of this regulation is to maintain the quality and competence of medical staff properly.

According to Maarif & Kartika (2021:24) performance is a result that is the real value for the company, for example, the number of sales, quality level, production

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amount, profit, cost efficiency, and so on. Mudayana (2020:8) in his journal writes that performance is related to the long-term effectiveness of the organization.

Getting treatment and a pleasant medical experience is one of the keys to the company's success in running the business in the field of health services. The importance of evaluating the performance of medical staff is carried out in order to achieve company goals in accordance with the company's vision and mission. The performance of the medical staff at MYD Hospital is very important in determining the success of achieving the company's goals. Companies must be able to create a positive organizational/company culture so that it can affect employee performance so that company goals can be achieved properly. Organization must have a goal to be achieved by the organizational members (Niati et al., 2021). The success of leadership is partly determined by the ability of leaders to develop their organizational culture. (Arif, 2019).

Factors that affect performance are workload. Research conducted by Neksen et al. (2021:1) conducted at PT Global Sumatera Group proves that workload has a significant positive effect on employee performance. According to Hancock & Matthews (2019:4) workload adds to the understanding of changes in performance capacity.

Several previous research results showed a research gap, namely the research conducted by Ratnasari & Purba (2019:1) conducted at PT Mutiara Hutama Success. The results of the study concluded that workload had no significant effect on employee performance. In line with this research, according to research conducted by Nabawi (2019:10) on the performance of the public works and public housing service employees of Aceh Tamiang district, the results of the study are that workload has no significant effect on employee performance. Meanwhile, Hasyim's research (2020:3) shows that the workload partially has a negative and significant effect on job satisfaction. Research conducted by Paijan & Putri (2019:23) proves that workload has a negative and significant effect on employee job satisfaction. Meanwhile, research conducted by Hardiani & Prasetya (2018:133) shows that competence affects employee performance not through job satisfaction.

Medical staff experience a higher workload than before due to several reasons, namely increasing demand for medical staff, inadequate staff supply, reduced staff and increased overtime and reduced patient waiting time.

Another factor that affects employee performance is competence. According to research conducted by Rejeki & Widigdo (2021:8) in a case study conducted at the MYD ministry in Indonesia. Employee competence partially has a significant effect on employee performance.

Another factor that affects employee performance is job satisfaction. According to research conducted by Murfat & Basalamah (2018:123) on permanent lecturers at private universities in Medan. Job satisfaction has a significant direct effect both on organizational commitment and on lecturer performance.

According to Boamah (2018:2), job satisfaction of medical staff is very important to meet patient satisfaction, the challenges of quality outcomes, and staff retention in hospitals. According to Meng et al. (2018:3) Job satisfaction factors are widely used in the healthcare system to improve the quality of health services and to get better healing outcomes. According to Luan (2021:1) good job satisfaction can help improve the performance and mentality of medical staff to meet the challenges of quality outcomes and patient satisfaction output.

The results of Maharani & Budianto's (2019:4) research conducted at the Banjar city general hospital said that there was an indirect effect of workload on the performance of inpatient nurses. Another study conducted by Neksen et al. (2021:4) conducted at PT

Global Sumatra Group, the results of the study are that workload has a significant positive effect on employee performance.

The research was carried out by Rosmaini & Tanjung (2019:9) at the Public Works and Public Housing Office of the Aceh Tamiang district. The results showed that partial competence has a positive and insignificant effect on employee performance. According to research conducted by Soetrisno & Gilang (2018:4) , competence has a positive and significant influence on employee performance.

The importance of the role of good human resources in a health care institution, makes hospital management must pay attention to the habits and individual behavior of each employee in order to achieve a higher level of performance.

Based on the background of the problem, whether it is viewed from the pre-survey through interviews or by questionnaires. This study will discuss the "influence of competence and workload on the performance of medical staff at MYD hospital through job satisfaction as a mediating variable"

II. Research Method

2.1 Design

According to Silaen (2018:23) research design is a design regarding the overall process required in planning and implementation. study. The research design used in this study is quantitative with a correlational approach.

According to Darwin & Reynalda (2021:9) variables are usually measured with research instruments so that data consisting of numbers can be analyzed based on statistical procedures. This study aims to test whether there is a relationship between two or more aspects of existing situations and phenomena.

2.2 Definition and Operational Variables

The operational definition of research variables according to Sugiyono (2017:38) are attributes or properties or values of objects or activities with certain variations determined by the researchers being investigated and conclusions drawn. The variables used by the author in this study are exogenous variables, endogenous variables and mediating variables. The exogenous variables in this study are competence and workload. The mediating variable in this study is job satisfaction. The endogenous variable in this study is employee performance.

III. Result and Discussion

3.1 Overview of Research Objects
a. Company History

MYD Hospital is one of the best hospitals in South Jakarta which was established in 2011. Initially, MYD Hospital collaborated with prestigious hospitals from Singapore to develop reliable services for patients.

b. Scope and Field of Business

MYD Hospital provides health services with international standards. MYD Hospital has a scope of business in providing modern and complete hospital services.

c. Resources

MYD Hospital has the best doctors and medical professionals who are experienced in their respective fields, have a solid reputation, and are trusted to provide quality medical services. MYD Hospital aims to provide high quality international medical services to all Indonesians and expats without having to go abroad.

d. Business

Hospital business challenges are getting bigger in the era of globalization, the rapid development of technology in the medical field makes hospitals have to be wise in investing in medical devices. The Covid-19 pandemic that has occurred has made this challenge even higher because hospitals are required to be able to adapt to a pandemic with a different flow of health services.

e. Room Facilities and Services

1. Emergency
   The Accident Emergency Center at MYD Hospital is available 24 hours a day to accommodate all emergency care.
2. Radiology
   Radiology consists of MRI 1.5T, CT-Scan 128 and 256 Slices, Dumo Diagnostik, Digital Mammography and medical ultrasonography.
3. Laboratory
   MYD hospital laboratories examine patient samples to gather clinical information useful for diagnosis and treatment for the purpose of patient recovery. Consists of automated inspection tests, chemical and immunological laboratories, providing safe blood for inpatients and outpatients as well as other measures.
4. Medical Rehabilitation
   Has facilities such as infrared radiation, paraffin baths, microwave diathermy (MWD), ultrasound diathermy (USD), electrical therapy, combination therapy, respiratory therapy with nebulizer, laser therapy, dysphagia therapy, magnetic therapy, acupuncture, needling dry therapy, bisaca therapy, exercise therapy, and manipulation therapy.
5. Endoscopy
   Endoscopy at MYD hospital performs examination and treatment of the gastrointestinal tract using equipment such as an endoscope (telescope). The endoscopic images recorded on the screen are used to develop and develop the treatment process. Endoscopy is performed for diagnostic controls, treatments such as polyp treatment and suturing, and tissue sampling to check for potential forgotten areas containing cancer/tumor cells or other developing abnormalities.
6. Cath Lab
   MYD hospital's Cathlab uses special contrast and x-rays to visualize the coronary arteriesCoronary arteries are blood vessels that supply the heart with oxygen-rich blood. Coronary angiography is performed to determine if there is significant coronary artery stenosis and what treatment is best.
7. Pharmacy Pharmacy
   services at MYD hospital provide medicines to support medical services. Targeted treatment contributes to a more efficient recovery. Good drug management, including a history of allergies, protects the patient from drug side effects.
8. Operating Rooms

MYD Hospital has seven operating rooms staffed by experienced and dedicated surgeons. Ranging from neurosurgery, spine surgery, gastrohepatic surgery, obstructive and gynecological surgery to cosmetic and reconstructive surgery (plastic surgery).

9. Specialist Poly

MYD Hospital neuroscience center, urology center, cardiovascular center, gastro hepatology center, immunology center, pediatric center, gastrointestinal center, oncology center, obstetric gynecology center, dermatology center, and spine center.

10. ICU, HCU, PICU, and NICU

Intensive care units ICU (Intensive Care Unit), HCU (High Care Unit), PICU (Pediatric Intensive Care Unit), and NICU (Neonatal Intensive Care Unit) MYD hospital provide intensive care service in patients who require special treatment with more severe cases.

3.2 Description of Respondents

Respondents in this study were medical staff at MYD Hospital and who were willing to become research respondents. The following are the characteristics of the respondents which include gender, age, education, and years of service.

Table 1. Characteristics of Respondents

No	Variables	Status	Total	%
1	Gender	Male	38	34.5
		Female	72	65.5
		Total	**110**	**100**
2	Age	18 – 25 years	26	22.7
		26-35 years	32	29.1
		36-45 years	35	31 ,8
		46 years	18	16.4
		Total	**110**	**100**
3	education	Diploma	44	40
		Bachelors	58	52.7
		Masters	8	7.3
		Total	**110**	**100**
4	Working period	1 year	15	13.6
		1-3 years	22	20
		3-5 years	31	28.2
		5 years	42	38.2
		Total	**110**	**100**

Source: Research Data Processed (2022)

Table 1 shows that of the 110 respondents the majority of respondents are female as many as 72 people (65.5%) and male sex as many as 38 people (34.5%). Respondents with the highest age range were 36-45 years old with a total of 35 people (31.8%) and the least number of age ranges was 46 years, namely 18 people (16.45%). The most recent education of respondents is Bachelor of Strata 1 (S1) as many as 58 people (52.7%) and the smallest is Bachelor of Strata 2 (S2) as many as 8 people (7.3%). Based on the years of service, the most respondents were those who had worked for 5 years as many as 42 people (38.2%) and the smallest were those who had worked for 1 year as many as 15 people (13.6%).

3.3 Variable Description

After knowing and analyzing the respondent's data, the next step is to describe the research data. This research data is the result of respondents' answers in filling out the distributed questionnaire statements. In this study, each dimension of the research variables used will be described.

The description of respondents' answers is known to use interval values, namely determining the minimum, maximum and interval index values as well as the interval distance, through the calculation of the mean (mean) of each variable, and the category of the mean that has been categorized by the calculation:

$$\text{Interval} = \frac{\text{Highest value - lowest value}}{\text{Total Interval Range}} = \frac{5 - 1}{5} = 0.80$$

Information:
Highest value = 5, Lowest value = 1, Total Interval Range = 5.

From the formula above, the class interval value is 0.80 which is the class interval distance in each category. Based on these calculations, the provisions of categories apply with the following results:

Table 2. Category Assessment

Interval	Category	Description
1.00 - 1.80	1	Very Low
1.81 - 2.60	2	Low
2.61 - 3.40	3	Moderate
3.41 - 4.20	4	High
4.21 - 5.00	5	Very High

3.4 Analysis Partial Least Square (PLS)
a. Results Measurement Model Test Results (Outer Model)

The outer model , also known as outer relation or measurement model, defines how each indicator block relates to its latent variables. The following is a picture of the research model of the measurement model test results (outer model).
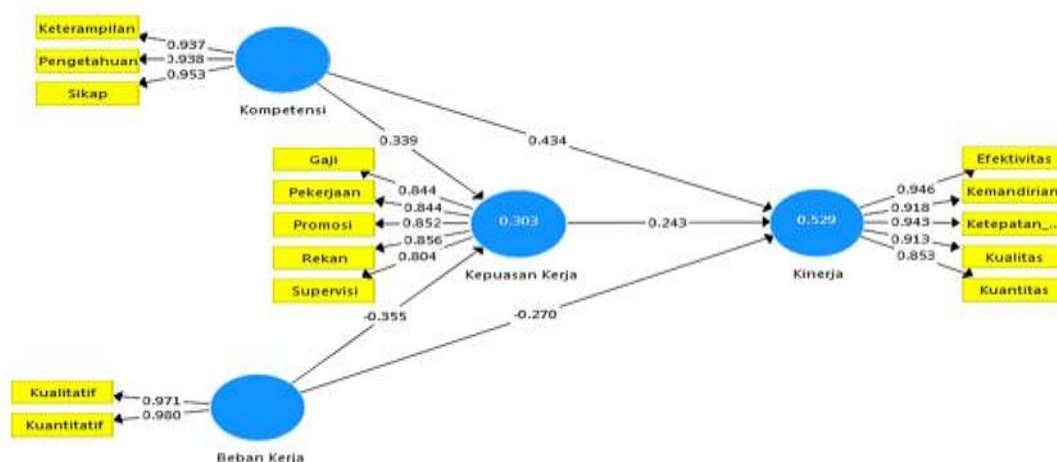

Figure 1. Measurement Model (Outer Model)

Based on Figure 1. the evaluation of the measurement model (outer model) is carried out next to determine the validity and reliability of the link between the indicator and its latent variables. At this stage, several test results are presented including:convergent validity,discriminant validity, and composite reliability.

b. Convergent Validity

The first stage of the validity test in the PLS test uses convergent validity, which is seen based on individual item reliability. Convergent validity table outer model (outer loadings) as follows:

Table 3. Outer Model (Outer Loadings)

Variable	Construct	*Outer Loadings*	Description
Competence (Knowledge)	0.938	0.953	Valid
	Skills	0.937	Valid
	Attitude	Workload	Valid
X1 (X₂)	Quantitative workload	satisfaction	(
	Job	0.980 Valid Qualitative workload 0.971	Valid
Z)	The work itself	0.844	Valid
	Salary/Wage	0.844	Valid
	Promotion	0.852	Valid
	Supervision	0.804	Valid
	Colleagues	0.856	Valid
Medical staff performance (Y)	Quality of work	0.913	Valid
	Quantity Work	0.853	Valid
	Timeliness	0.943	Valid
	Effectiveness	0.946	Valid
	Independence	0.918	Valid

Source: Processed Results PLS 3.0 (2022)

Based on the results of data processing with SmartPLS version 3.0 Table 4.7, shows that all constructs of each competency variable (X1), workload (X2), job satisfaction (Z), and medical staff performance (Y) have a loading factor > 0.70 (Ghozali, 2016). This shows that the overall data collected is valid and has convergent validity.

c. DiscriminantValidity

The second stage of the validity test is the test of discriminant validity. This test is based on the value of cross loading factor and average variance extracted (AVE) (Ghozali, 2016).

Table 4. Cross Loading

Construction	Competency	Workload Job	Satisfaction	Medical Staff Performance
Knowledge	**0.385**	0.938 -0.231	0.544	Skills
0.937	**-0.234**	0.418	0.616	Attitude
0.953	**-0.263**	0.412	0.555	-0.281
Quantitative	workload	**Qualitative**	workload	0.980 -0.462 -

				0.518
-0.216	0.971	**-0.395**	-0.428	The
work itself	0.398	-0.434	**0.844**	0.490
Salary	0.318	-0.365	**0.844**	0.430
Promotion	-0.270	0.852	**0.372**	0.455
Supervision	-0.275	0.804	_	0.376
Colleagues	0.404	-0.468	**0.856**	0.525
Quality	0.514	-0.456	0.452	**0.913**
Quantity	0,8590	0,494	_	**-0.3**
_	0.52	0.493	_	**0.293**
Effectivity	0.639	-0.451	0.545	**0.946**
independence	0.532	-0.517	0.522	**0.918**

Source: Processed Results of PLS 3.0 (2022)

Table 4. shows that all indicators have a cross loading of their constructs that is greater than the cross loading of other constructs so that they are declared valid. Thus, all latent constructs show discriminant validity because they can predict latent indicators better than other construct indicators.

Furthermore, for discriminant validity is done by checking the AVE value. The AVE value must be greater than 0.50 in order to be valid (Ghozali, 2016).

Table 5. Average Variance Extracted (AVE) Research Model

Variable	AVE
Competence (X_1)	0.888
Workload (X_2)	0.951
Job Satisfaction (Z)	0.706
Medical Staff Performance (Y)	0.837

Source: Processed Results of PLS 3.0 (2022)

Table 5 shows that the AVE value of each competency variable (X1) is 0.888, workload (X2) is 0.951, job satisfaction (Z) is 0.706, and medical staff performance (Y) is 0.837. The value is above 0.50 so that the AVE value for discriminant validity has met the requirements of the next test.

d. Composite Reliability (CR)

The Composite Reliability test aims to test the reliability or reliability of the measuring instruments used in the research model. The value of composite reliability (CR) is greater than 0.7 then it is said to be reliable even though the value of 0.6 is still acceptable and Cronbach's Alpha is more than 0.6 (Ghozali, 2016). The following is the output of the outer model of composite reliability and Cronbach's alpha:

Table 6. Construct Reliability and Validity

Variables	Cronbach's Alpha	Requirements	Composite Reliability	Requirements	Description
Competence (X_1)	0.937	> 0.6	0.960	> 0.7	**Reliable**
Workload (X_2)	0.949	> 0.6	0.975	> 0.7	**Reliable**
Job Satisfaction (Z)	0.897	>0.6	0.923	> 0.7	**Reliable**
Medical Staff Performance (Y	0.951	>0.6	0.963	> 0.7	**Reliable**

Source: Processed Results PLS 3.0 (2022)

In table 6 above, it is known that the Cronbach's Coefficient Alpha for all variables is > 0.6 or even close to 1 and the Composite reliability is > 0.7, so that all variables in this study are declared reliable.

e. Evaluation of the Structural Model (Inner Model)

Construction of the path diagram in this study uses 2 exogenous variables and 2 endogenous variables that describe the relationship between variables as shown in Figure 2.
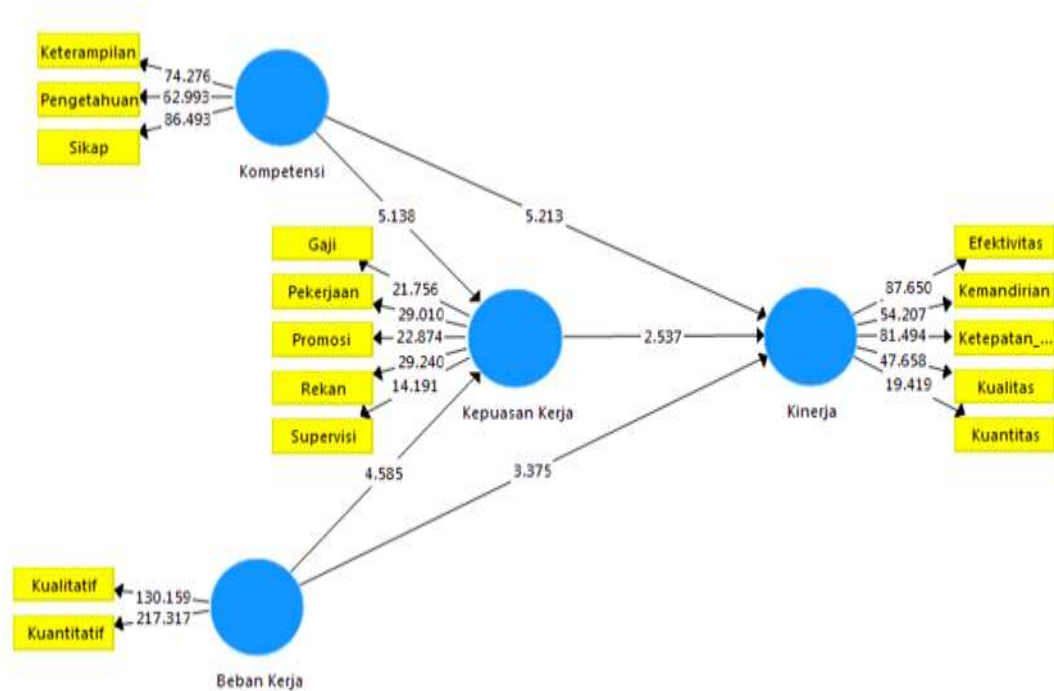

Figure 2. Results of the Structural Model (Inner Model)

Based on Figure 2, it can be explained in detail the results of the inner model with the following testing stages:

Variable	Dimensions	of Job Satisfaction					Medical Staff Performance The				
		work itself	Salary	Promotion	Supervision	of Colleagues	Quality of work	Quantity of work	Punctuality	Effectiveness	Independence
Competence	Knowledge	0.364	0.291	0.343	0.227	0.367	-0,367	0.450	-0,283	0.584	0.476
	Skills	0.385	0.290	0.366	0.290	0.400	0.540	0.475	**0.626**	**0.631**	0.529
	Attitudes	0.376	0.318	0.342	0.308	0.372	0.459	0.462	0.521	**0.589**	0.494
Workload	Quantitative	-0.471	-0,367	-0,283	-0,367	-0,283	load	0.513-0.467	-0.475	-0.543	Qualitative
	load	-0.367	-0.343	-0.239	-0.249	-0.422	-0.402	-0.337	-0.359	-0.398	-0.457
Satisfaction The	itself						0.417	0.373	0.504	0.46887	0.3321
	Salary						0.321	0.354	0.416	0.457	0.424
	Promotion						0.477	Job	0.396	work	0.415
	Supervision						0.320	0.403	0.297	0.346	0.429
	Coworkers						0.517	0.521	0.519	0.363	Mat

Based on Table shows that the first highest correlation between dimensions and medical staff performance variables is the competency variable, namely the skill dimension with an effectiveness of 0.631. This means that the more skilled the medical staff is to carry out routine tasks in accordance with workplace standards and take prompt and appropriate action when a problem arises at work, the more efficient the organization's resources are and the ability to use work instruments effectively.

The highest correlation between the second dimension is the competency variable on the skills dimension and the medical staff performance dimension, namely timeliness of 0.626. This means that medical staff are skilled at carrying out routine tasks in accordance with workplace standards and taking prompt and appropriate action when a problem arises in the work so they can maximize the time available for other tasks and be able to complete tasks before finishing work.

The highest correlation between the third dimension is the competency variable on the attitude dimension with the medical staff performance dimension, namely the effectiveness of 0.589. This means that medical staff who do a good job are happy and obedient and obey the applicable regulations, so they can maximize organizational resources and are able to use work instruments effectively.

3.5 Discussion
a. Influence Competence on the Performance of Medical Staff at MYD Hospital

The results showed that competence positively and significantly affected the performance of Medical Staff at MYD Hospital. The more competent the medical staff, the better the performance of the medical staff at MYD Hospital. This explains that competence is an important factor in improving the performance of Medical Staff at MYD Hospital.

Thus, a high level of formal education is really needed by MYD Hospital to support the performance of medical staff. The results of the description show that the education level of medical staff is not balanced because the majority of them have bachelor's degrees 52.7%, while 40% have diplomas and 7.3% masters. This shows that competencies based on formal education can have an effect on the performance of medical staff at MYD Hospital. Attitudes are behavioral demands that must be implemented in doing a job. The demands of work behavior must be able to be raised in accordance with performance in the workplace. The more positive the attitude shown by the staff, the higher the performance shown.

b. The Effect of Workload on the Performance of Medical Staff at MYD Hospital

The results showed that workload negatively and significantly affected the performance of Medical Staff at MYD Hospital. The higher the workload received by the medical staff at MYD Hospital, the lower their performance. This explains that workload is an important factor in influencing the performance of Medical Staff at MYD Hospital.

On the other hand, if the ability of the medical staff is lower than the demands of the job, more fatigue will appear, this has an impact on their performance.

These findings indicate that workload is one of the factors that affect the performance of medical staff at MYD Hospital. The high workload in addition to hampering the completion of the work in terms of time, also affects the quality of the final result of the work itself. The key to lowering the workload is to empower the right medical staff.

c. Influence Job Satisfaction on the Performance of Medical Staff at MYD Hospital

The higher the job satisfaction, the more motivated the medical staff to work harder so that their performance will increase. The findings of this study indicate that medical personnel at MYD Hospital who are satisfied with the suitability of their work and job responsibilities will further increase the effectiveness of the performance of medical staff in supporting patient care. The more satisfied medical staff are with salaries, the more effective the performance of medical staff in supporting patient care is. The more satisfied medical staff are with the promotions provided by the hospital, the more they are able to maximize the time available for other tasks and be able to complete tasks before completing their service.

The more satisfied the staff with the supervision provided, the more they will be able to maximize the time available for other tasks and be able to complete the task before completing the service. The more satisfied with colleagues, the more effective the performance of medical staff in supporting patient care. Where if job satisfaction is higher, it will have an impact on increasing employee performance.

d. Influence Competence on Job Satisfaction of Medical Staff at MYD Hospital

The results showed that competence positively and significantly affected the job satisfaction of Medical Staff at MYD Hospital. The higher the competence, the more motivated the medical staff to work harder so that their job satisfaction will increase.

The findings of this study indicate that improving the competence of medical staff at MYD Hospital is a form of staff development and building good relationships with colleagues. The training activities organized by the hospital aim to improve the professionalism of medical staff. Professionalism includes aspects of attitude and structural aspects. The attitude aspect is related to the formation of a professional soul. These findings are in line with Sugiyanto & Santoso that competence is a company's special expertise and knowledge that is directed to achieve a high level of satisfaction. Deswarta in his research also shows that competence has a significant effect on job satisfaction variables. Furthermore, Nurhadian showed the results that competence had an effect on employee job satisfaction.

e. Influence Workload on Job Satisfaction of Medical Staff at MYD Hospital

The results showed that workload negatively and significantly affected the job satisfaction of medical staff at MYD Hospital. The higher the workload received by the medical staff at the MYD Hospital, the lower their job satisfaction. This explains that workload is an important factor in influencing the job satisfaction of medical staff at MYD Hospital.

Conversely, if the ability of medical staff is lower than the demands of the job, more fatigue will appear, this can affect job satisfaction.

Medical personnel at MYD Hospital who receive a lot of work and types of work done, direct contact with patients/work equipment continuously during working hours, and a high ratio of medical support staff/nurses and patients will feel dissatisfied, especially with cooperation in team and social environment at work. In employee perception, workload is an individual's assessment of a number of demanding tasks that require strong strength and concentration. Meanwhile, satisfaction is found when there is a balance between what is expected and what is received at work.

It is also in line with Wijaya's research, proving that workload has a significant effect with a negative relationship on employee job satisfaction at Hotel Maxone Malang.

f. Influence Competence Against Medical Staff Performance at MYD Hospital through Job Satisfaction as a Mediation Variable

The results showed that job satisfaction could mediate the effect of competence on the performance of MYD Hospital medical staff. That is, competence can influence indirectly on performance through job satisfaction. The results of this study contribute that competence has a direct influence on performance as well as an indirect effect on performance through job satisfaction.

The results of this study illustrate that positive attitudes towards work, salary, promotion, supervision, and co-workers can actually make a real contribution in determining the effect of competence on the performance of medical staff. Thus, the empirical finding in this study is that competence has a strategic role in job satisfaction and improving the performance of medical staff. The mediating role of job satisfaction has also been demonstrated in this study. These findings are supported by the phenomenon that there are several medical staff at MYD Hospital, in terms of knowledge, one of them regarding training is not optimal, the same thing is also in terms of independence as an indicator of not optimal performance. The provision of training is an effort from the hospital to provide opportunities to develop by providing knowledge and skills. The training activities organized by the hospital aim to improve the professionalism of medical staff. The results of the training activities are expected to improve the professionalism of medical staff. The increase in the professionalism of medical staff is marked by increased competencies that encourage job satisfaction and have an impact on their performance.

g. Influence Workload on the performance of medical staff at MYD Hospital through job satisfaction as a mediating variable.

The results showed that job satisfaction could mediate the effect of workload on the performance of medical staff at MYD Hospital. That is, workload can affect indirectly on performance through job satisfaction. The results of this study contribute that workload has a direct influence on performance but also an indirect effect on performance through job satisfaction.

The results of this study illustrate that positive attitudes towards work, salary, promotion, supervision, and co-workers can actually make a real contribution in determining the effect of workload on the performance of medical staff. This explains that an increase in workload accompanied by a decrease in job satisfaction will be able to have a worse effect on the performance of medical staff at MYD Hospital. Conversely, if the workload felt by the staff is quite high, but employees feel satisfied at work, this will also have an impact on increasing their performance.

Medical staff are always required to provide the best service even under high pressure with the large number of patient visits and standard procedures that should not be missed. Under certain conditions, excessive workload becomes a pressure that can reduce the performance of medical staff. However, a high level of job satisfaction will encourage staff to work better because job satisfaction is closely related to work performance. The results of this study are supported by the results of Najib's research (2020:116) showing that job satisfaction is a mediating variable on the effect of workload on staff performance.

h. Managerial Implications Managerial

Implications are suggestions for hospital institutions or institutions to pay more attention. This implication is obtained from the correlation matrix between dimensions. The managerial implications focus on the correlation between dimensions that have a high correlation value, namely:

The highest dimension with the medical staff performance variable is the competency variable, namely the skill dimension with an effectiveness of 0.631. The provision of training is an effort from the hospital to provide opportunities to develop by providing knowledge and skills. The attitude aspect is related to the formation of a professional soul. Structural aspects relate to the type and form of work such as training activities, code of ethics and the formation of staff forums.

The second highest among dimensions is the competency variable on the skills dimension with the medical staff performance dimension, namely timeliness of 0.626. What hospital management needs to do is provide opportunities or simple training skills such as assessing staff needs or shortages and then identifying them through careful assessment.

The highest among the third dimensions is the competency variable on the attitude dimension with the medical staff performance dimension, namely the effectiveness of 0.589.

IV. Conclusion

The conclusions that can be drawn based on the results of the analysis in the previous chapter are as follows:

positively and significantly affects the performance of medical staff at MYD Hospital. The more competent the medical staff, the better the performance of the medical staff at MYD Hospital. This explains that competence is an important factor in improving the performance of medical staff at MYD Hospital.

work positively and significantly affects the performance of medical staff at MYD Hospital. The higher the job satisfaction, the more motivated the medical staff to work harder so that their performance will increase positively and significantly affects the job satisfaction of medical staff at MYD Hospital. work can mediate the influence of competence on the performance of MYD Hospital medical staff. That is, competence has an indirect effect on performance through job satisfaction. This explains that the increase in competence accompanied by increased job satisfaction will be able to have a better influence on the performance of medical staff at MYD Hospital. Work can mediate the effect of workload on the performance of MYD Hospital medical staff.

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