

The Effect of Workload and Compensation on Nurses Job Satisfaction at RSUD Dr. Moh Saleh Probolinggo City

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ABSTRACT

The purpose of this research is to determine the relationship between workload and compensation on job satisfaction among non-ASN nurses at Dr. RSUD. Moh Saleh Probolinggo City. This research used a questionnaire method to collect data from a population that included all 68 non-ASN nurses, with a sample size of 68 respondents obtained using a saturated sampling technique. The data analysis method used was the Partial Least Square (PLS) method. The research results show that workload contributes to nurse job satisfaction. Furthermore, compensation can also contribute to nurse job satisfaction. These findings look at the relationship between workload and compensation on job satisfaction of nurses at RSUD dr. Moh Saleh Probolinggo City.

INTRODUCTION

Human resources (HR), as an important part of the organization, are critical to achieving organizational goals. The role of HR is very important because the development of organizations, science, and technology brings the development of human resources (HR). This is because even the most sophisticated technology cannot produce the desired level of efficiency without human support as operational executors. As a result, job satisfaction is very important for the development of human resources in an organization. Every worker expects that their workplace will provide satisfaction to them. Since everyone will have different levels of satisfaction based on their values, job satisfaction is essentially individualized. The more aspects of the job that match a person's desires, the more satisfied they are. According to Mangkunegara (2013) in the journal (Hasyim, 2020), job satisfaction is defined as a feeling that supports or does not support a person's self related to his job and his condition. Job satisfaction reflects a person's feelings about their job (Yusuf and Retno, 2022).

One of the factors that affect job satisfaction is workload. A study (Dewi, 2020) found that workload has a negative and significant effect on job satisfaction; however, another study (Astutik, 2019) found that a good workload will affect employee productivity and make them more satisfied with their jobs. In other words, a good workload will increase employee productivity and job satisfaction. Providing effective workload to hospital nurses allows them to know how well they are doing their job and how much impact it has on the performance of the hospital itself. This workload is very important to the organization. One of the factors causing excessive workload is excessive working hours. The data collected shows that nurses at RSUD dr. Moh Saleh Probolinggo City still have a high number of working hours.

At RSUD dr. Moh Saleh Kota Probolinggo, there are many nurses who work more than 160 hours per month. In addition, the data shows when the nurses are divided into shifts at RSUD dr. Moh Saleh Kota Probolinggo. According to some nurses that the researchers interviewed, when too many tasks are performed but not balanced with the number of nurses working in each shift, nurses often feel tired and less eager to work in the next shift.

In addition, there is a phenomenon of delayed payment of medical service salary compensation that should be given regularly every month. According to interviews conducted by the author, several nurses revealed that compensation for medical services salaries was often delayed for up to three months. In providing compensation to nurses, it is necessary to pay attention to whether the compensation meets the minimum needs and the hospital must provide compensation on time. Compensation factors influence how satisfied nurses are with their jobs, and timely compensation also contributes to nurses' satisfaction levels. If nurses receive compensation that matches their responsibilities and qualifications, they may be more motivated and more committed to providing high-quality medical services to their patients. Based on the phenomenon that has been described, the researcher is interested in examining more deeply related to **"The Effect Of Workload And**

Compensation On Nurses Job Satisfaction At RSUD Dr. Moh Saleh Probolinggo City” .

LITERATURE REVIEW

Workload

Koesomowidjojo, 2017 in the journal (Hardiansyah & Kusuma, 2024) a process for determining the amount of time or working hours of human resources or workers, which are used and needed to complete their work within a predetermined deadline is known as workload. In journals, the average work activity over a long period of time is referred to as workload (Irwandy, 2006) in (Talo et al., n.d., 2020). An employee may experience pain due to his/her work due to excessive physical and mental workload.

Several indicators according to Koesomowidjojo (2017: 33) in (Hardiansyah and Kusuma, 2024):

1. Job Conditions
The condition of the job in question is how well an employee understands his job.
2. Use of Working Time
Clear regulations on working time can help employees reduce workload.
3. Targets that must be achieved
It is necessary to set the right time and balance between the work and the time given.

Compensation

It is very important to provide compensation if it is linked to the ability to meet needs. This is especially true because the level of needs is currently increasing, so the compensation provided is still insufficient (Hasibuan, 2020). According to (Dessler), compensation can be anything that is given to a worker and comes from his work.

There are 4 indicators of compensation according to Simamora, namely as follows:

1. Salary
Defined as money given directly by the company to employees for certain jobs or services.
2. Incentives
Compensation is other than salary or wages provided by the hospital to employees.
3. Allowance
Benefits are programs that help employees get additional income.
4. Facilities
Additional forms of non-financial compensation from the Company to its employees.

Job satisfaction

Wexlay (Indrasari, 2019) states that job satisfaction is how satisfied someone is with their job. This shows that job satisfaction can be defined as a favorable or unfavorable feeling in a person relating to his job or his current work situation. According to Afandi (2019), job satisfaction occurs when workers see their work as something they value and act in accordance with the important values of their work. According to Smith, Kendal, and Hulin (Wibowo, 2019), there are several dimensions of work that indicate the most important attributes needed to have an effective response in the workplace:

1. The work itself
The extent to which work can provide a person with enjoyable tasks or work, opportunities to learn, and the chance to accept responsibility for their own work is important.
2. Promotion opportunities
Promotion opportunities are opportunities for employees to move up the ranks.
3. Supervision
Relates to the ability of a supervisor to provide behavioral support and technical assistance to subordinates.
4. Coworkers
The extent to which coworkers or companions have ethnic skills and social support.

METHODOLOGY

The population used in this study were Non ASN nurses at RSUD Dr. Moh Saleh Probolinggo City with 68 nurses. The sample collection technique used in this study was to use non-probability sampling techniques using saturated sampling type, carried out in this study because the entire population was used. (Sugiyono, 2019) saturated sampling is a sample selection technique if all members of the population are sampled. The population in this study was 68 nurses, so the sample used in this study was 68 nurses. Techniques for data collection using primary data obtained through interviews and questionnaires.

Conceptual Framework

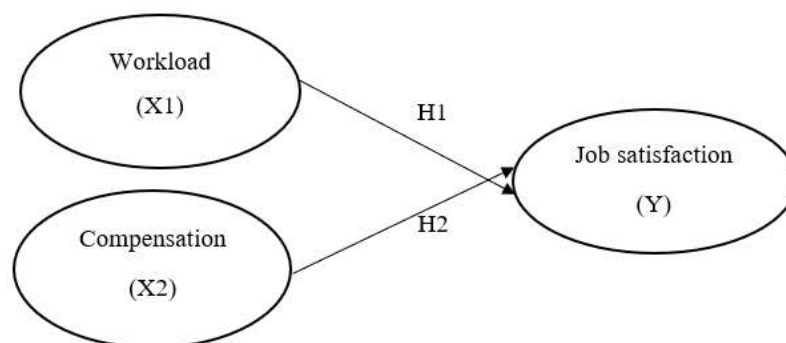


Figure 1. Conceptual Framework

RESEARCH RESULT AND DISCUSSION

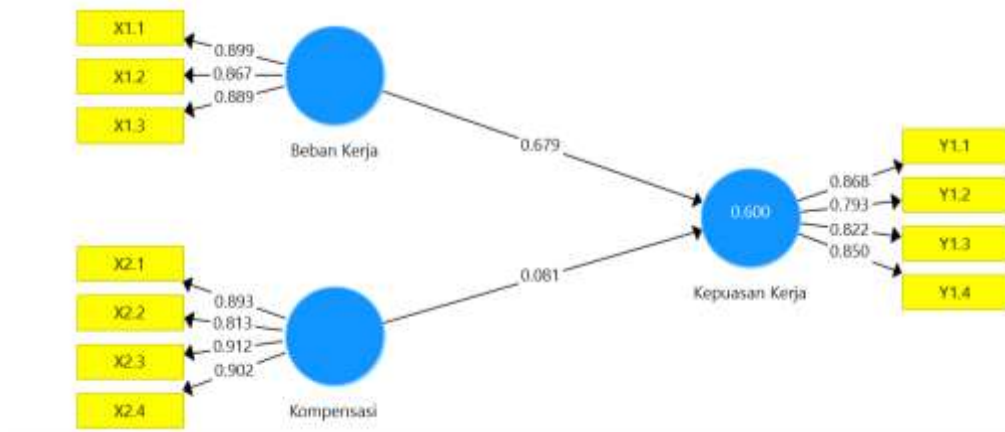


Figure 2. Path Diagram of Smart PLS Output Results
Source: Research Results (Data Processed)

Outer Model (Measurement Model and Indicator Validity)

The measurement model used involves exogenous variables with reflective indicators, namely Workload (X1) and Compensation (X2). While the endogenous variable used is Job satisfaction (Y).

Validity and Reliability Test

The validity test is conducted to determine the validity of an instrument in measuring research variables. For example, if a questionnaire instrument can measure exactly what it is intended to measure, the instrument is said to be valid. Therefore, the validity of the questionnaire instrument is related to the "accuracy" of the measuring instrument. Data will also be created with a valid instrument.

Convergent Validity

Convergent validity is intended to determine the validity of the relationship between an indicator and its construct or latent variable. During testing, convergent validity can be assessed using the load factor or outer load and Average Variance Extracted (AVE).

Loading Factor

To show the magnitude of the correlation between the indicator and the latent variable, an outer load table is created. In certain situations, an indicator can be declared to meet convergent validity and have high validity. When the outer load is greater than 0.70, the test results show that all metrics for the research variables, namely compensation, Workload and job satisfaction have a loading factor > 0.70 , it can be seen that the indicator is said to fulfill convergent validity.

Discriminant Validity

Discriminant validity is the extent to which a construct by empirical standards is truly different from other constructs. Thus, establishing

discriminant validity indicates that a particular construct is unique and covers phenomena that cannot be represented by other constructs in the model. Cross-loading is used to assess discriminant validity if the load value of each item on its construct is greater than its cross-loading value. A set of indicators indicates one latent variable and is responsible for that latent variable, according to convergent validity. The average value of the variance extracted, also known as AVE, must be at least 0.5 to indicate unidimensionality. The AVE value indicates sufficient convergent validity, which means that one latent variable can explain more than half of the variance of its indicators in average.

Based on the test results, it can be seen that the test results of the workload variable are 0.783, compensation is 0.076 and job satisfaction is 0.696. The results of the three variables show an acquisition greater than 0.5. So it can be concluded that all variables in the study can be said to have good validity results.

Reliability Test

The reliability test is used to determine whether the measuring instrument used is reliable and remains consistent during repeated measurements. A measuring instrument is considered reliable if it produces constant results even though it is measured repeatedly. The results of composite reliability testing show that all variables in this study are reliable, with a workload variable of 0.916, a compensation variable of 0.933, and a job satisfaction variable of 0.901.

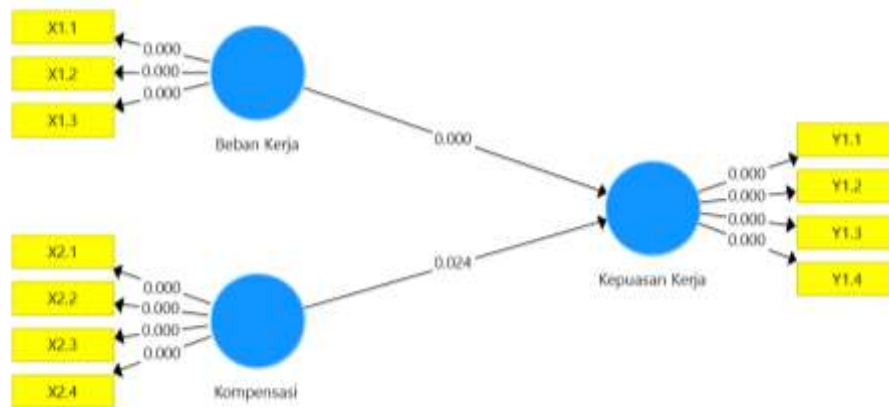
Inner Model (Structural Model Testing)

R² (R-Square)

The r-square value shows how much influence the independent variable (exogenous) has on the dependent variable (endogenous). The determination test is carried out to determine how much influence each independent variable has on the dependent variable. A larger r-squared value indicates that the prediction model of this study is better. Now we know that the value of $R^2 = 0.600$. Thus, it can be concluded that the model can explain the phenomenon of job satisfaction influenced by independent variables, including workload; all independent variables on job satisfaction are 0.600%, or sixty percent.

Hypothesis Testing

The significance of the T-Statistic value results can be seen from the PLS output with bootstrapping in the following figure:



Inner Model with Bootstrapping T-Statistic Significance Value
 Source: Research Results (Data Processed)

Hypothesis testing can be seen from the coefficient results and the T Statistics value of the inner model in the following table:

Table 1
 Path Coeffisien (Mean, STDEV, T-Statistics)

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (O/STDEV)	P Values
Beban Kerja - > Job satisfaction	0.631	0.633	0.098	6.433	0.000
Kompensasi - > Job satisfaction	0.218	0.226	0.096	2.259	0.024

Source: Research Results (Data Processed)

The probability value (p-value) if the p-value < 0.05, it can be said that the effect of the variable is significant. However, if the p-value > 0.05 then the variable is not significant. The data above where the variables show that the p-value is less than 0.050 so that the hypothesis on the direct effect is accepted or an influence is found. In the original sample with a positive number, it shows that the influence between the above variables is in the same direction.

The Effect of Workload on Job Satisfaction

The results showed that the workload variable had a significant effect on job satisfaction. Nurses (Non ASN) at RSUD dr. Moh Saleh Probolinggo City show lower job satisfaction with greater workload. According to Roelen (2018), workload affects job satisfaction. Responsibility for work, according to theory (Hezberg in Iskandar and Yuhansyah, 2020), is another factor that influences a person's attitude towards their job satisfaction. This is in accordance with the

research findings which show that there is a relationship between nurses' job satisfaction and their workload.

Working conditions have the greatest influence on workload variables, according to the results of the load factor. According to Anwar Prabu (2019), working conditions include all elements such as work regulations, psychological work, and physical work that can affect job satisfaction and productivity achievement. It can be said that poor working conditions can reduce morale because poor working conditions will affect nurses physically and non-physically. At RSUD Dr. Moh Saleh Kota Probolinggo, Non ASN nurses have three shifts: morning, afternoon, and night. Due to the limited number of nurses and the inflexible division of working hours, nurses' working conditions are ineffective. According to Abdullah (2019), the many tasks of nurses in providing both nursing and non-nursing services can cause them to neglect their main task of providing nursing care. According to Nurjanah (2020), the difference between the number of nurses working and the number of patients can cause a high workload. According to (Hamid, 2019), nurses' job satisfaction can be affected by their workload. Job dissatisfaction is a negative consequence of an unbalanced workload.

This is also in line with research conducted by (Astuti and Mayangsari, 2021), (Laily Nurida Safitri, 2019), and (Ali Nurdin, 2023) which states that workload has a negative and significant effect on job satisfaction.

The Effect of Compensation on Job Satisfaction

The results showed that the compensation variable had a significant effect on job satisfaction of nurses (Non ASN) at RSUD Dr. Moh Saleh Probolinggo City. It is possible that with a greater increase in compensation, nurses' job satisfaction will increase. This study supports the theory (Kamir, 2019) that compensation is the compensation provided by the hospital to its nurses, both financially and non-financially. Hospitals must compensate all nurses involved, as compensation for the difficulties they experience during work.

Allowances are a signal indicating that the compensation variable has the greatest influence. This can be seen from the results of the addition factor. Allowances are one type of indirect compensation that serves as a substitute for basic compensation. Benefits can improve employee health and build strong emotional relationships. Benefits can increase employee loyalty. According to Mangkuprawira (2019), allowances are direct or indirect cash payments in the form of benefits for employees. These allowances encourage employees to strive hard to achieve hospital goals. If there is not enough compensation for nurses, job dissatisfaction arises, but if there is sufficient compensation for nurses, job satisfaction arises. This will definitely increase nurses' job satisfaction and help hospitals achieve their goals.

This is also in line with research conducted by (Andriany, 2019), (Agung Aditya. 2022), and (Ali Nurdin, 2023) which states that compensation has a positive effect and can increase job satisfaction.

CONCLUSIONS AND RECOMMENDATIONS

Based on the test results that have been carried out by researchers using PLS analysis related to the Effect of Workload and Compensation on Job satisfaction in Non ASN Nurses at RSUD dr. Moh Saleh Kota Probolinggo, it can be concluded that workload and compensation contribute to job satisfaction in Non ASN nurses at RSUD dr. Moh Saleh Kota Probolinggo. The test results explain that high and low workload and compensation affect the high and low levels of job satisfaction of Non ASN nurses at RSUD dr. Moh Saleh Kota Probolinggo.

Based on these conclusions, there are several suggestions given to the company for consideration, namely it is hoped that the company will be able to pay more attention in stabilizing the workload on Non ASN nurses at RSUD dr. Moh Saleh Kota Probolinggo, it is hoped that the hospital can pay attention to working conditions, one of which is by dividing shifts equally so that nurses feel comfortable with their working conditions so that nurses can do optimal work in accordance with the wishes of the hospital agency. In stabilizing the compensation given to Non ASN nurses at RSUD dr. Moh Saleh Kota Probolinggo, it is hoped that the hospital can pay attention to allowances, for example by providing benefits that are in accordance with their work and with the timeliness of compensation, in order to cause job satisfaction in nurses so that they can work in accordance with the wishes of the hospital agency.

ADVANCED RESEARCH

In writing this article the researcher realizes that there are still many shortcomings in terms of language, writing, and form of presentation considering the limited knowledge and abilities of the researchers themselves. Therefore, for the perfection of the article, the researcher expects constructive criticism and suggestions from various parties.

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