



Unpacking the drivers of service performance: How workload, compensation, and competence influence outcomes through employee satisfaction

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Abstract

Hospitals must provide exemplary care to patients, with improvements in service standards closely linked to enhanced work quality by medical staff. Effective human resources are essential to healthcare initiatives, especially in the context of services offered to participants of Indonesia's National Health Insurance (BPJS Kesehatan). Despite the government's commitment to ensuring equal treatment for all patients, discrepancies in the care provided to BPJS and non-BPJS patients persist. Moreover, the high volume of BPJS patients has intensified the workload for healthcare workers, contributing to potential fatigue and burnout. This study, using a quantitative approach and Partial Least Squares (PLS) analysis, investigates how workload, compensation, and competence influence service performance at Harapan Jayakarta Hospital in Jakarta, with employee satisfaction serving as a mediating variable. The findings reveal that both workload and compensation significantly impact service performance. Additionally, compensation and competence are key factors in the mediation of employee satisfaction, while all three variables—workload, compensation, and competence—collectively affect service performance at the hospital. These results underscore the importance of addressing workload and compensation issues to enhance service quality and overall employee well-being in healthcare settings.

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Introduction

According to the Ministry of Health of the Republic of Indonesia, a hospital is a health facility that provides comprehensive individual health services, including inpatient care, outpatient care, and combined treatment (Herianto & Widagdo, 2022). Hospitals must provide exceptional services to their patients, and the improvement of hospital service standards must be accompanied by an enhancement in the quality of work of the medical staff. Effective human resources play an important role in healthcare service initiatives. Neksen, et al (2021) assert that because humans are the drivers and decision-makers of the organization, human resources are an important component in the organization's operations.

The government has implemented the Standard Inpatient Class (KRIS) policy as a step to improve the performance of health services for BPJS Kesehatan participants, as mandated by Law Number 40 of 2004 on the Social Security System. This policy aims to eliminate the existing classes 1, 2, and 3, replacing them with two categories of more equitable standard inpatient classes. KRIS participants receiving Contribution Assistance (PBI) will get inpatient rooms with a minimum area of 7.2 m² per bed with a maximum of 6 beds per room, while non-PBI KRIS participants are entitled to rooms with an area of 10 m² per bed with a maximum of 4 beds per room. This policy also ensures that outpatient services are provided equally without any difference in quality for all BPJS Kesehatan participants.

Harapan Jayakarta Hospital (RSHJ), a Type C hospital serving around 5,000 patients per month, mostly consists of BPJS Kesehatan participants from the lower-middle class, including PBI category patients and class 3 BPJS Kesehatan participants. With the implementation of the KRIS policy, this hospital faces the demand to adapt to changes in the healthcare system, ensuring that all patients receive facilities and services that meet standards without discrimination. This demands that the management of RSHJ have greater capacity and responsibility in providing inpatient rooms that comply with KRIS regulations and ensuring that the quality of service remains consistent to support the principles of social insurance and equity in the JKN program.

According to Putri (2023), service performance is a dynamic state where products, services, people, processes, and the environment meet or exceed expectations. Clear criteria or indicators are needed to measure service performance, especially in healthcare services at Rumah Sakit Harapan Jayakarta (RSHJ) for BPJS Kesehatan patients. This study identifies four main variables as indicators of service quality, namely competency, workload, compensation, and performance. These variables are used to measure their impact on service quality with employee satisfaction as the intervening variable.

Competence is a person's ability to perform tasks according to established standards, encompassing skills, knowledge, and behavior. Sahrain's (2022) research shows that competence has a positive but not significant relationship with the quality of healthcare services, with a weak correlation of 0.215. Workload, according to Zaki & Marzolina (2016), is the comparison between the capabilities of medical personnel and job demands. Esha et al. (2021) found that workload has a positive and significant impact on the quality of healthcare services, both individually and in combination, highlighting the critical role of effective workload management in enhancing service quality.

Compensation is a form of reward given to employees for their contributions to the organization, which can enhance performance and motivation if provided proportionally. Purnomo's (2022) research shows that compensation significantly affects the quality of employee service at Advent Hospital Bandar Lampung. Performance, as the work results achieved by individuals or groups, also has a positive impact on service quality, as revealed by Mananeke et al. (2019) in their research at the Lembeh Utara Subdistrict Health Center. Based on this analysis, the research aims to explore the influence of workload, compensation, and

competence on service performance at RSHJ, with employee satisfaction as an intervening variable.

Service performance refers to the effectiveness and efficiency with which service employees provide services to customers, impacting the overall outcomes of the organization (Mostafa et al, 2015). According to the resource-based view, human capital plays a crucial role in enhancing service performance by leveraging the skills, knowledge, and abilities of employees to achieve strategic objectives (Gabriel et al, 2016). Service performance is often measured through various indicators such as customer satisfaction, service quality, and employee productivity. Service performance is also often measured through various indicators such as customer satisfaction, service quality, and employee productivity. The importance of service performance in human resource research is multifaceted. Effective service performance is crucial for maintaining a competitive advantage, especially in service-oriented industries where customer interaction is paramount (Mao et al, 2022).

Literature Review

Workload

Workload is one of the important factors that affect services in hospitals. Research on rural hospitals in Ghana found that high workloads on nurses or midwives can reduce their performance, especially in terms of work quantity (Asamani et al, 2015). Additionally, another study in a hospital in Medan City showed that a heavy workload can significantly affect the performance of inpatient medical services (Rahma et al, 2021). Not only that, a study in Iran during the COVID-19 pandemic showed that a high mental workload is associated with an increase in medical errors and patient mortality (Pourteimour, 2021). Additionally, other research has revealed that perceived workload affects employee satisfaction, which is crucial for maintaining high service standards (Ekowati, 2021). Based on previous studies, the following hypotheses are proposed:

H1: Workload has a significant negative impact on Service Performance.

H1a: Workload can be mediated by Employee Satisfaction towards Service Performance.

Compensation

Compensation has a significant impact on service performance in hospitals, as evidenced by various studies. Based on research conducted at North Rift Hospital, Kenya, a positive and significant relationship was found between direct compensation and the quality of service delivery (Kitur, 2020). The research indicates that better compensation for healthcare staff results in improved service delivery, demonstrating that financial incentives can motivate employees to perform better and provide higher-quality care. Similarly, another study focusing on private hospitals in Indonesia shows that remuneration strategies have a positive impact on healthcare service performance, cost-effectiveness, and organizational performance (Hidayah & Dewi, 2020). Additionally, the type of compensation system can also affect service performance. An empirical analysis of the mixed compensation system for specialists in Quebec, Canada, revealed that changes in the compensation structure can affect the performance of healthcare services (Échevin, 2023). Additionally, another study focusing on the work environment and compensation found that job satisfaction mediates the effect of compensation on employee performance, which leads to improved outcomes (Ayuwardani, 2021). Based on those studies, the following hypotheses are proposed:

H2: Compensation has a significant positive impact on Service Performance

H2a: Compensation can be mediated by Employee Satisfaction with Service Performance

Competency

Previous research has stated that competence significantly affects the quality of service in hospitals. The competence of nurses directly affects the quality of service and patient satisfaction (Novita & Prasetyo, 2022). Similarly, another study at the Mamuju District General Hospital states that competence is a fundamental element in improving the performance of healthcare workers, which in turn enhances the quality of services. This research shows that the direct influence of competence on performance has the highest correlation value compared to other variables, indicating that competent healthcare workers are more likely to provide high-quality services (Radia, 2023). Furthermore, nurse competence, including hard skills, soft skills, and work ethics, significantly affects the quality of service (Susiana, 2020). A study on nursing assistants also found that work competence significantly affects intrinsic and extrinsic job satisfaction, which in turn influences their intention to stay employed and the quality of care they provide (Chang, 2021). Based on previous research, the following hypotheses are proposed:

H3: Competitiveness has a significant positive impact on Service Performance

H3a: Competitiveness can be mediated by Employee Satisfaction with Service Performance

Workload, Compensation, and Competency

Workload, compensation, and competence have a significant simultaneous impact on service performance. High-performance work practices, which include effective workload management, have been proven to enhance employees' career competencies, which in turn positively impacts service performance (Handoko, 2020). In addition, competence directly affects service performance, as employees with higher competence are more prepared to handle tasks efficiently and provide the best service. Compensation also plays an important role in this dynamic. Compensation serves as an incentive for employees to work their best, thereby improving organizational commitment and service performance (Siswanto, 2023). When employees feel they are given fair compensation, they tend to be more motivated and committed to their work, which means better service delivery. Furthermore, compensation can mediate the impact of workload and competence on organizational commitment, which indicates that employees who are given good compensation are more capable of managing their workload and utilizing their competence effectively, leading to improved service performance. However, the interaction between workload, compensation, and competence is very important in determining the overall service performance provided by employees (Kamna & Ilkhanizadeh, 2022). Based on previous research, the last hypothesis in this study is formulated as follows:

H4: Workload, Compensation, and Competitiveness can simultaneously influence Service Performance.

Based on the explanations from previous studies, the framework of this research can be seen in the following figure 1.

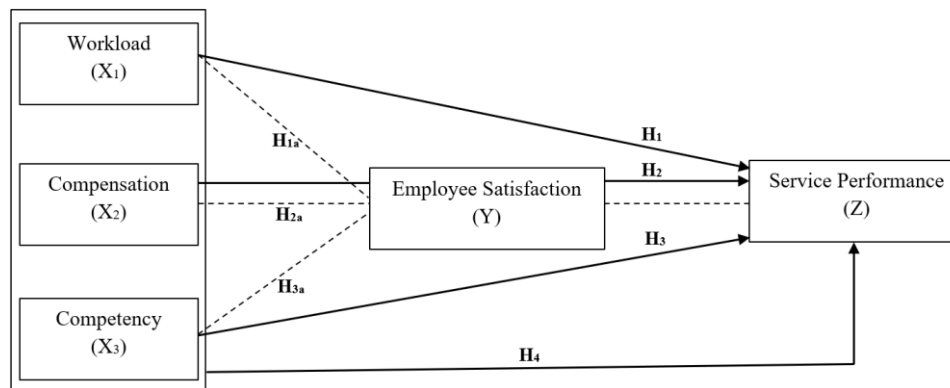


Figure 1. Research Framework

Methodology

Data sources and samples

This study employs quantitative research with the Structural Equation Modeling (SEM) technique. The data uses a purposive sampling approach with criteria such as the customers or buyers of Batik Gobang products. A pilot survey to assess validity and reliability was conducted with 30 respondents. Responses to the pilot survey's questions were utilized to improve the final questionnaire, particularly by changing unclear information in the measuring statements with more direct, unambiguous, and precise language. After that, the construct variables were evaluated on a 5-point Likert Scale of 1 to 5, from 1 (strongly disagree) to 5 (strongly agree). Using the PLS-SEM approach, the research framework (Figure 1) includes several exogenous variables, such as product, price, place, promotion, people, physical evidence, and process. While purchase decisions are an endogenous variable. The analysis involves a two-stage assessment: first, construct validity and reliability of each indicator is tested to evaluate the measurement model; second, model fit is assessed to examine the causal relationships between latent variables.

Result and Discussion

Characteristics of The Respondents

Table 1. Respondent's Characteristic

Characteristic	Criteria	Frequency (<i>n</i> = 136)	Percentage (%)
Gender	Male	65	48%
	Female	71	52%
Age	18-25	14	10%
	26-35	53	39%
	36-45	39	29%
	46-55	16	12%
	56-65	13	9%
	> 65	1	1%
Profession	Paramedics	33	33.24%
	Administration	21	29.12%
	General Practitioner	16	16.12%
	Support (Pharmacy, Ambulance)	16	16.12%
	Manager	9	9.6%
	Specialist Doctor	9	9.7%
	Head of Department	9	9.7%
	Security	6	6.4%
	Dentist	5	5.4%
	Lab. Technician	4	4.3%

The table indicates that most respondents in this study are female (52%). Meanwhile, the age distribution was concentrated in the 26-35 age group, with 39% of respondents falling within this category. Professionally, the sample was diverse with paramedics (33.24%) and administration (29.12%) forming the largest groups. Other notable professions included general practitioner (16.12%), support (pharmacy, ambulance) (16.12%), and manager (9.6%). This varied professional background provides a rich context for understanding the research from multiple angles.

Results of the SEM Analysis

The analysis follows several steps. First, the outer loading factor indicates convergent validity with the criteria that the value should be higher than 0.7. Almost all the construct variables show a value exceeding 0.7, except P24 and P31. Second, to assess internal consistency reliability, a composite reliability metric with a 0.7 threshold value was applied. This table shows that the composite reliability values of all constructs were more than 0.7, indicating strong internal consistency. The third step was assessing convergent validity, the Average Variance Extracted (AVE) values of all constructs explained over 0.5, indicating their variables merit their validity test.

Table 2. Results of the measurement model analysis

Construct	Outer Loadings	Cronbach's Alpha	Composite Reliability	Average Variance Extracted (AVE)
Workload (X1)		0.896	0.715	0.507
X1.1	0.756			
X1.2	0.804			
X1.3	0.797			
X1.4	0.708			
X1.5	0.726			
X1.6	0.822			
X1.7	0.735			
X1.8	0.713			
Compensation (X2)		0.746	0.754	0.673
X2.1	0.821			
X2.2	0.832			
X2.3	0.761			
X2.4	0.806			
X2.5	0.748			
X2.6	0.829			
X2.7	0.842			
X2.8	0.853			
X2.9	0.875			
X2.10	0.829			
Competency (X3)		0.873	0.713	0.725
X3.1	0.874			
X3.2	0.813			
X3.3	0.866			
X3.4	0.850			
Employee Satisfaction (Z)		0.810	0.827	0.614

Construct	Outer Loadings	Cronbach's Alpha	Composite Reliability	Average Variance Extracted (AVE)
Z1	0.752			
Z2	0.839			
Z3	0.777			
Z4	0.773			
Z5	0.822			
Z6	0.791			
Z7	0.699			
Z8	0.807			
Service Performance (Y)		0.764	0.735	0.706
Y1	0.853			
Y2	0.815			
Y3	0.845			
Y4	0.850			
Y5	0.894			
Y6	0.782			

In addition, the Average Variance Extracted (AVE) was used with a value for each construct variable that should exceed 0.5. As shown in the table, the AVE values for all their construct variables have exceeded 0.5. The fourth step was assessing discriminant validity. Different metrics can confirm that each construct is distinct from other constructs. [Hair et al \(2022\)](#) suggested the heterotrait-monotrait ratio (HTMT) test the discriminant validity, with a threshold value is 0.9 for a precise result. Table 3 shows that all HTMT scores below 0.9.

Table 3. Heterotrait-Monotrait (HTMT) values.

	Workload	Employee Satisfaction	Service Performance	Compensation	Competency
Workload					
Employee Satisfaction	0.881				
Service Performance	0.893	0.816			
Compensation	0.877	0.853	0.746		
Competency	0.836	0.782	0.887	0.791	

The next step is to estimate their structural model to explain their statistical significance through their path coefficient. Before that, the multicollinearity test must be analyzed with the criteria for the value of Variance Inflation (VIF) should be lower than 5 ([Hair et al, 2022](#)). Table 4 explains that all VIF values of their construct variables are below 5, so there is no multicollinearity between variables. In addition, table 5 shows the value of R^2 is 61,5%, revealing that the research model has substantial and moderate explanatory power.

Table 4. VIF

Construct	VIF
Workload (X1)	
X1.1	2.040
X1.2	2.976
X1.3	2.432
X1.4	2.105
X1.5	2.022

Construct	VIF
X1.6	2.588
X1.7	2.759
X1.8	3.242
Compensation (X2)	
X2.1	3.016
X2.2	3.656
X2.3	2.152
X2.4	2.554
X2.5	2.296
X2.6	2.862
X2.7	2.936
X2.8	3.328
X2.9	3.684
X2.10	3.512
Competency (X3)	
X3.1	2.467
X3.2	1.804
X3.3	2.509
X3.4	2.179
Employee Satisfaction (Z)	
Z1	2.135
Z2	3.016
Z3	2.199
Z4	2.566
Z5	2.692
Z6	2.443
Z7	1.986
Z8	2.967
Service Performance (Y)	
Y1	2.630
Y2	2.245
Y3	2.520
Y4	2.713
Y5	3.480
Y6	1.956

Table 5. R² Values

	R-Square	R-Square Adjusted
Employee Satisfaction	0.657	0.653
Service Performance	0.615	0.610

The path coefficient analysis to test the statistical significance of a causal link between indicators and construct variables was evaluated first, followed by bootstrapping with a sample of 5000. The result is depicted in figure 2.

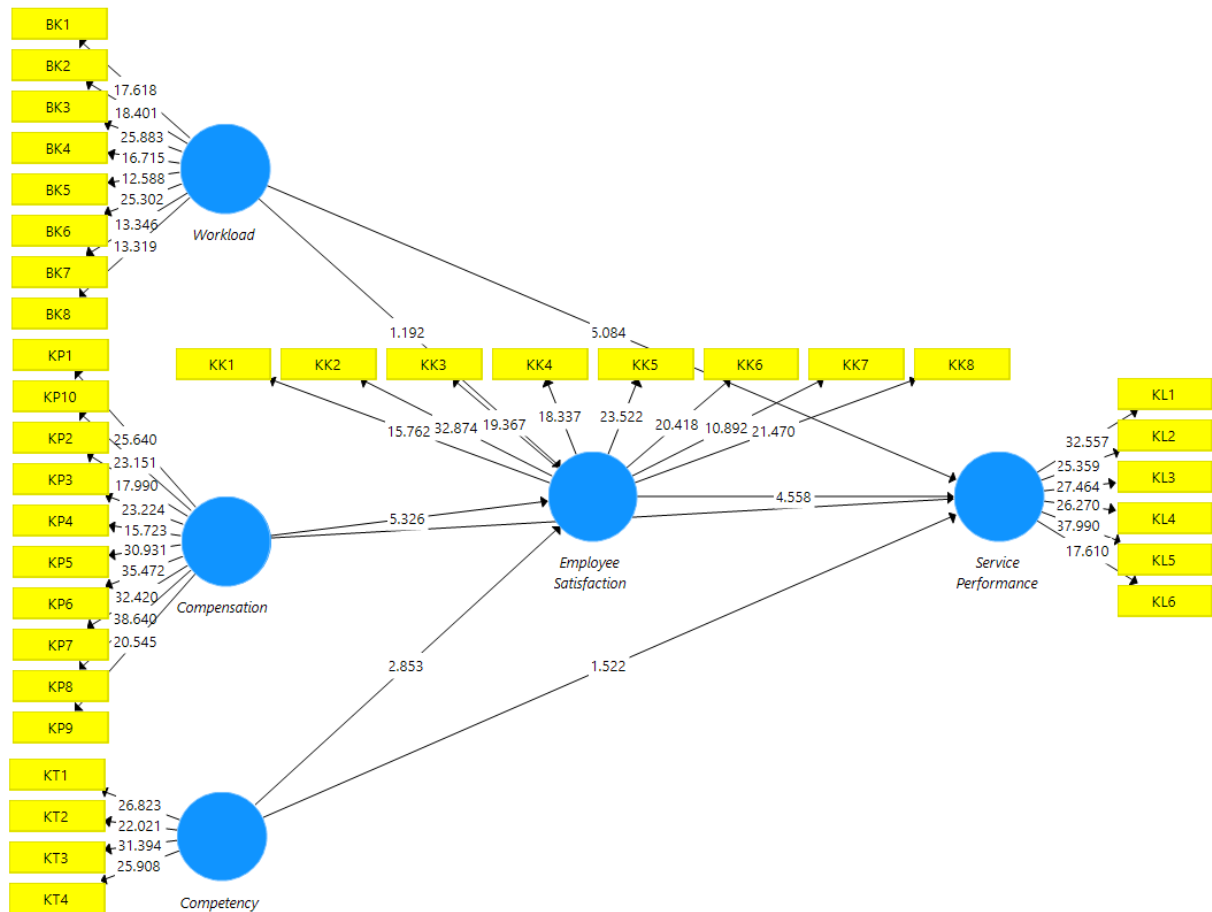


Figure 2. Results of Hypothesis Test

Furthermore, the direct effect hypotheses are presented in table 6, which reveals that three out of six direct and indirect hypotheses are supported except H_1 , H_{1a} , and H_3 . Meanwhile, H_2 , H_{2a} , and H_{3a} have a significant and positive direct and indirect effect on service performance in Harapan Jaya Hospital.

Table 6. Hypothesis testing

Hypothesis	Original Sample (β)	t - Statistics	p - Value	Decision
H_1 : Workload \rightarrow Service Performance	0,506	5,070	0,000	Not Supported
H_{1a} : Workload \rightarrow Employee Satisfaction \rightarrow Service Performance	0,066	1,131	0,259	Not Supported
H_2 : Compensation \rightarrow Service Performance	0,403	3,271	0,001	Supported
H_{2a} : Compensation \rightarrow Employee Satisfaction \rightarrow Service Performance	0,350	3,699	0,000	Supported
H_3 : Competency \rightarrow Service Performance	0,180	1,623	0,105	Not Supported
H_{3a} : Competency \rightarrow Employee Satisfaction \rightarrow Service Performance	0,221	2,533	0,012	Supported

This hypothesis testing highlights that workload significantly impacts service performance, as indicated by a t-statistic of 5.070 (greater than their critical value of 1.65) and a p-value of 0.000 (less than 0.05). The positive coefficient of 0.506 suggests that an increased

workload encourages employees to work harder and achieve higher productivity, particularly among those with better competencies who can handle tasks more efficiently. These results align with [Ashkanani et al. \(2022\)](#), who found that well-managed workloads enhance customer orientation and service quality. However, they contradict [Wang et al. \(2020\)](#), who noted that high workloads typically lead to stress and decreased performance. Although these current findings suggest a short-term performance boost, the risk of long-term burnout or reduced work quality underscores the need for effective workload management, including better task distribution and resource allocation.

Compensation has a positive and significant effect on service performance, with a t-statistic of 3.271 (greater than 1.65) and a p-value of 0.001 (less than 0.05). The coefficient of 0.403 demonstrates that adequate compensation directly enhances employee performance. These findings align with motivation theory and studies by [Adithyaa et al. \(2020\)](#) and [Olivia et al. \(2024\)](#), emphasizing the role of fair competition in boosting employee satisfaction and productivity. At RS Harapan Jayakarta, compensation in the form of salaries, incentives, and facilities motivates employees to deliver better service. To sustain this effect, periodic reviews of the compensation structure are essential to maintain competitiveness and fairness, ensuring that employees remain motivated and productive.

Competence shows a positive but insignificant direct impact on service performance, with a t-statistic of 1.62 (less than 1.65) and a p-value of 0.105 (greater than 0.05). The coefficient of 0.180 indicates a weak relationship, suggesting that competence alone does not significantly enhance performance. This contrasts with [Novita et al. \(2022\)](#), who found competence to be a significant driver of reliable service delivery. The lack of significance here may result from a mismatch between employees' skills and job demands or insufficient training opportunities. As noted by [Purnama et al. \(2024\)](#), competence must be supported by efficient work systems, supervision, and facilities to yield meaningful improvements. Targeted training and professional development initiatives can help bridge this gap and better align competencies with organizational needs.

Employee satisfaction does not mediate the relationship between workload and service performance, as evidenced by a t-statistic of 1.131 (less than 1.96) and a p-value of 0.259 (greater than 0.05). The coefficient of 0.066 indicates an insignificant and minimal indirect effect. This finding aligns with [Said \(2024\)](#), who argued that workload often impacts performance directly. However, it diverges from [Febriyanto et al. \(2023\)](#), who identified satisfaction as a mediator. At RS Harapan Jayakarta, the direct relationship suggests that employees' performance is more influenced by workload dynamics than by satisfaction. Management should address this by optimizing task distribution and ensuring sufficient staffing to reduce potential stressors and improve service quality.

Conversely, compensation significantly influences service performance through employee satisfaction, with a t-statistic of 3.699 (greater than 1.96) and a p-value of 0.000 (less than 0.05). This coefficient of 0.350 highlights a strong mediating effect, showing that compensation not only directly enhances performance but also boosts satisfaction, which in turn improves service delivery. This is consistent with research by [Pudjiarti et al. \(2023\)](#) and [Katabalo et al. \(2024\)](#), who emphasized the mediating role of satisfaction in this relationship. By maintaining a fair and competitive compensation system, RS Harapan Jayakarta can strengthen employee satisfaction and its subsequent impact on service performance.

Competence demonstrates a significant indirect effect on service performance through employee satisfaction, with a t-statistic of 2.533 (greater than 1.96) and a p-value of 0.012 (less than 0.05). These results align with [Lanus et al. \(2024\)](#) and [Jung et al. \(2023\)](#), who found that satisfied employees with high competence deliver better performance. This coefficient indicates that competence enhances satisfaction, which in turn positively influences service performance.

This underscores the importance of fostering a supportive work environment where employees' skills are recognized, and career development opportunities are provided to boost satisfaction and service quality.

When analyzed simultaneously, workload, compensation, and competence significantly influence service performance. Workload has the highest direct impact, as evidenced by its t-statistic of 5.070 and p-value of 0.000. Compensation follows with a significant effect (t-statistic of 3.271 and p-value of 0.001), while competence has a positive but insignificant direct effect (t-statistic of 1.62 and p-value of 0.105). However, competence gains significance when mediated by employee satisfaction. These findings align with Fithon et al. (2024) and Wahyuningsih et al. (2024), who found that the interplay of these factors creates a balanced work environment that enhances performance. Management should focus on integrating workload optimization, fair compensation, and competency development to achieve sustainable improvements in service quality.

Conclusion

This study concludes that workload, compensation, and competence significantly influence service performance and employee satisfaction, both directly and indirectly. Workload has the strongest direct impact on service performance, as employees with well-managed workloads exhibit higher productivity, while excessive workloads may risk burnout over time. Compensation also significantly enhances service performance, both directly and through employee satisfaction, underscoring the importance of fair and competitive pay structures in motivating employees to deliver better service. Competence shows an insignificant direct effect on service performance but significantly impacts it when mediated by employee satisfaction, highlighting the need for aligning skills with job demands and providing professional development opportunities. Overall, the interplay between these variables demonstrates that optimizing workload, ensuring fair compensation, and fostering employee competencies while prioritizing satisfaction can create a supportive environment that enhances service performance.

Author Contribution

Ida Farida: Creating and performing analysis; Writing paper, Literature review, data collection.
AM Soma: Review of the draft, literature review, and result discussion.
Rita Yuni Mulyanti: Creating and writing paper, Translator.

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Both persons and institutions with contributions to the paper-writing process can be mentioned here.

Declaration of Competing Interest

All these authors have no competing interests.

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