

# The Influence of Competence and Workload on Performance in Medical Recorders in Pekanbaru City Hospitals: The Role of Job Satisfaction as a Mediating Variable

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## Abstract

The performance of medical records in Indonesian hospitals is still low, as evidenced by the achievement of waiting times and the provision of outpatient files that are below the SNARS target, as well as the completeness of filling out files 24 hours after service, which is also low. Other obstacles such as non-standard filling of medical records, poor file management, and inadequate infrastructure also contribute to this. Patient data security in electronic medical record systems also remains a concern. The population in this study consists of medical record staff at Pekanbaru City Government Hospitals, totaling 105 individuals from four hospitals selected through total sampling. The research data was analyzed using the Partial Least Square analysis technique with the SmartPLS program. The results of the study indicate that workload significantly affects employee satisfaction and performance, while job satisfaction also mediates the effect of workload on performance. Competence affects job satisfaction but not performance.

**Keywords:** Competence, Workload, Performance, Job Satisfaction, Medical Recorder

## Introduction

Law No. 36 of 2009 states that health is a human right and one of the elements of welfare that must be realized in accordance with the ideals of the Indonesian nation as referred to in Pancasila and the preamble of the 1945 Constitution of the Republic of Indonesia. To achieve these national goals, sustainable development efforts are organized which are a series of comprehensive, directed and integrated developments including health development. Health development is an integrated part of the development of Human Resources (HR) in realizing an advanced and independent nation and prosperous physically and mentally. One of the characteristics of a developed nation is a nation that has a high degree of health (Adisasmito, 2009).

To realize efforts to increase the highest degree of public health, hospitals are needed as health service institutions for the community. Hospitals are health facilities that organize individual health services including promotive, preventive, curative and rehabilitative services that provide inpatient, outpatient and emergency services (Department Kesehatan RI, 2008).

Medical records are one of the most important parts in assisting the delivery of services to patients in hospitals, starting from services in the patient registration section, filling, coding, indexing, assembling, and hospital reporting. Besides that, the role of medical records is needed to manage health service evidence (Rustiyanto, 2009). Regarding the contents of medical records that reflect all information regarding the patient is the basis for determining further actions in service efforts and other medical actions.

When viewed from the importance of medical records in health services, hospitals or other health service providers should have health workers who are competent in their fields and have good performance so that they can provide quality services to patients.

Performance is a result of work achieved by an employee for what he has done in accordance with the standards and criteria set by the company. Performance is a description of the level of achievement of the implementation of an activity program or policy in realizing the goals, objectives, vision and mission of the organization as outlined through the strategic planning of an organization. Performance can be known and measured if an individual or group of employees has criteria or benchmark success standards set by the organization. If without the goals and targets set in the measurement, it is impossible to know the performance of a person or the performance of the organization if there is no benchmark for success (Mospeeheriono, 2014)

In the application of employee work appraisals must be carried out in a rational and objective manner. There are two interests in job appraisal, namely the interests of the company and the interests of employees. For employees, performance appraisal is useful for determining goals, plans and career development because then employees can find out their shortcomings and abilities or potential. For companies, this assessment is very important because the results of performance appraisals can be used as a reference in making decisions about various matters, such as identifying the needs of education and training programs, selection recruitment, introduction, placement, promotion and reward or bonus systems.

Efforts to improve the performance of health workers in hospitals are very important because of the various aspects related to efforts to improve health services (Maga, 2009). However, in reality, the level of medical record services in hospitals in Indonesia is relatively low, this can be reflected in the many long queues in various hospitals, besides that the use of electronic health records cannot fully guarantee the security of patient data. In addition, the implementation of medical records is considered to have various obstacles, including filling out medical records that are not in accordance with standards, untidy filing management, inadequate space and paper, and so on.

According to the data on the Performance Achievement of the Recording Section in Pekanbaru City Hospital which refers to the National Standard for Indonesian Hospital Accreditation (SNAR), it was found that there were still many medical recorders who had performance below the predetermined target, for more details can be seen in table 1 below:

Table 1

*Data on Performance Achievement of Medical Recorders in Pekanbaru City Hospitals*

No.	Performance Indicators	Target	Realization
1	Waiting time for outpatient services according to standards (<60 minutes)	100%	76%
2	Provision time of outpatient medical record files according to standards (<10 minutes)	100%	55.73 %
3	Provision time of inpatient medical record files according to standards (<15 minutes)	100%	94%
4	Completeness of filling out medical record files 24 hours after service	100%	67.49%
5	Completeness of informed consent	100%	81,7%

*Source: Government agency performance accountability report (LAKIP)*

Based on table 1 above, it can be seen from the 5 performance indicators of medical recorders that refer to the National Hospital Accreditation Standard (SNARS), three indicators are still quite far from the target achievement set, namely the indicator of waiting time achievement in outpatient services is only 76%, the achievement of outpatient medical record file provision time is only 55.73%, and the achievement of the completeness of filling out medical record files 24 hours after service is 67.49%.

Based on the results of the analysis of performance achievements in the 2020 government agency performance accountability report (LAKIP), it is stated that the performance of medical recorders has not been realized 100% due to several factors, namely the number of human resources that are still lacking so that there is no time to review the completeness of the data, the evaluation of service providers for filling in patient data in status that is still lacking, the number of medical record documents that must be provided so that officers are overwhelmed in providing medical record documents, and the comparison of the number of patients visiting with the availability of medical recorders in outpatient care is limited. In

addition, problems that are still commonly experienced are the low level of readability of doctors' writing, medical resumes that are not filled in or incomplete, and the analysis of classification officers is not in-depth and the availability of medical record personnel is insufficient / unavailable.

Indonesia currently has only 4,000 medical and health information recorders. According to research, Indonesia still needs more than 10,000 PMIK to meet the needs, as the existence of hospitals, health centers and clinics in Indonesia grows. Meanwhile, in Riau Province, the availability of Medical and Health Information Recorders (PMIK) is currently still minimal in each region. Therefore, Riau Province in the future needs 743 PMIK per year or 62 people per district / city per year and will continue to increase from year to year.

In accordance with Article 44 Paragraph (1) of Law Number 36 Year 2014 on Health Workers, every health worker who practices must have a Registration Certificate (STR), including medical recorders. In the Regulation of the Minister of Health of the Republic of Indonesia Number 55 of 2013, every medical recorder must have competence which is indicated by the ownership of a registration certificate (STR). In reality, there are still many medical recorders in Indonesia and Riau Province who have not taken the competency test and therefore do not have an STR.

In the Decree of the Central Leadership Council of PORMIKI No. 08/PORMIKI/XI/2016 concerning the Implementation of the Draft Competency Standards for Medical Recorders and Health Information, competencies are divided into: 1. noble professionalism; 2. introspection and self-development; 3. effective communication; 4. health data management; 5. utilization of health statistics for biomedical research and quality management; 6. organizational management and leadership; 7. utilization of technology for medical records and health information management.

The competence of medical recorders and health information is the knowledge, skills and behavior that must be possessed by a medical recorder profession and health information in carrying out responsibilities in various health service settings. A medical recorder must have the knowledge, skills, and behaviors that are the competencies of his profession (Rustiyanto, 2009).

Competence is knowledge (cognitive), attitudes and values (affective) and skills (psychomotor) which are manifested in habits of thought and action so as to be able to deal with the problems faced. So, it can be concluded that the competence of Medical Recorders and Health Information is the knowledge, behavior and skills that must be possessed by someone who has completed formal education in Medical Records and Health Information in performing duties and responsibilities in Medical Records and Health Information services.

Several studies found that competence can affect employee performance (Kartika & sugiarto, (2016); Ardiansyah & sulistiyowati, (2018); Mulyasari, (2019); Rosmaini & tanjung 2019), finding that competence has no effect on employee performance. In carrying out the vision, mission, and goals to be achieved from an organization, there needs to be cooperation between fellow employees. So, it is necessary to place employees according to their field of expertise and the distribution of tasks evenly according to their placement. The results of

research conducted by Risdayanti (2020) and Batubara (2018), found that there are still many employees who have an educational background that is not from medical record graduates placed in the medical records section and have never received training.

Based on the results of preliminary interviews with several heads of medical records and health information sections, it is stated that there are still many medical recorders in regional public hospitals who perform their duties concurrently, such as in the assembling section which doubles as the filling section, then the filling section doubles as the medical record distribution section and the coding section doubles as the reporting section. This is because the availability of the number of medical recorders in the hospital is still lacking, causing excessive workload on existing medical recorders.

This can also directly result in a lack of quality medical record services because in addition to incompetent medical record officers, existing work cannot be completed even though some work has been duplicated. Activities that are often late include diagnostic coding activities that cannot be completed on the same day. So that storage / alignment activities also cannot be carried out according to the specified time, causing excessive workload.

Permendagri No. 12/2008 states that workload is the amount of work that must be carried by a position/organizational unit and is the product of work volume and time norms. If the worker's ability is higher than the demands of the job, there will be a feeling of boredom. That the activity load of the organizational unit or the workload of each official or employee should be evenly distributed so that it can be avoided that there are organizational units with too many activities and there are organizational units with too few activities, as well as officials or employees who have too many tasks and there are officials or employees with little workload so that they appear to be too idle (Sutarto, 2006).

According to Webster in (Lysaght, Fabrigar, Larmour-Trode, Stewart, & Friesen, 2) states that different viewpoints define workload (Lysaght, et. al. (2012). He announced workload as a) the amount of work or time expected of/given to workers and b) the total amount of work that must be completed by a department or group of workers in a certain period of time. According to Putra (2012), workload indicators include targets to be achieved, working conditions and work standards. The high workload given by the company to employees can cause workload to increase. Employees are required to be able to achieve targets so that the company can compete with other health services (Putra, 2012).

Several studies have found that workload can affect employee performance (Nabawi, s (2019); Adityawarman. Et.al, (2015); Iskandar & Sembada, (2012); Rolos. Et. al, (2018); Irawati & carollina, (2017). Meanwhile, research conducted by Agripa, 2013 found that workload has no effect on employee performance (Sitepu et al., 2013).

Heavy work and a lot from superiors can certainly cause job stress. In the long run, employees cannot withstand work stress so they are no longer able to work in the company. At a more severe stage, stress can make employees become sick or even resign (turnover).

## Literature Review

### *Performance*

The success of an organization is influenced by the performance (job performance) of human resources, for that every company will try to improve employee performance in achieving predetermined organizational goals. Organizational culture that grows and is well maintained will be able to spur the organization towards better development. On the other hand, the leader's ability to mobilize and empower his employees will affect performance. The term performance from the word job performance or actual performance (work performance or actual achievement achieved by a person). Work performance is generally influenced by the skills, skills, experience and work sincerity of the workforce concerned.

Etymologically, performance comes from the word performance. As stated by Mangkunegara (2010) that the term performance from the word job performance or actual performance (work performance or actual achievement achieved by a person) is the quality and quantity of work achieved by an employee in carrying out his duties in accordance with the responsibilities given to him. Furthermore, Mangkunegara (2010) states that performance is generally divided into two, namely individual performance and organizational performance. Nawawi (2011) states that, "Performance is the result of the implementation of a job, both physical / material and non-physical / non-material. According to Simanjuntak (2010), "Performance is the level of achievement of results on the implementation of certain tasks. Simanjuntak also defines individual performance as the level of achievement or results of one's work from the goals that must be achieved or the tasks that must be carried out within a certain period of time ". Foster and Seeker (2001) state that, "Performance is the results achieved by a person according to the measures applicable to the job in question". According to Wibowo (2016) performance is seen as both a process and a result of work, where performance is a process of how work takes place to achieve work results.

Individual performance is the result of employee work both in terms of quality and quantity based on predetermined work standards, while organizational performance is a combination of individual performance and group performance.

Employee performance, according to Hamzah, (2012), is defined as a person's behavior that achieves certain work results after meeting certain specifications. From the theories of the experts above, it can be concluded that "employee performance is the result of a process that refers to and is measured over a certain period of time based on predetermined provisions or agreements" and "employee performance is the success of employees in completing their work" (Edison et.al, 2017).

Qualitative and quantitative performance indicators that show the level of achievement of a predetermined target or goal are something that can be calculated and used as a basis for assessing or seeing that the performance of each day in companies and individuals continues to increase in accordance with the plan that has been set.

According to Mathis and Jackson (2011) employee performance is to influence how much contribution to the organization, among others:

1. Work Quantity

This standard is done by comparing the amount of work volume that should be (normal work standard) with the actual ability.

## 2. Quality of Work

This standard emphasizes the quality of work produced over the volume of work.

## 3. Time Utilization

That is the use of a working period that is adjusted to the company's discretion.

## 4. Attendance Rate

The assumption used in this standard is that if an employee's attendance is below the set work standard, the employee will not be able to make an optimal contribution to the company.

## 5. Cooperation

The involvement of all employees in achieving the set targets will affect the success of the supervised section. Cooperation between employees can be improved if leaders are able to motivate employees well.

The indicators of employee performance according to Guritno and Waridin (2010) are as follows:

1. Able to increase work targets.
2. Able to complete work on time.
3. Able to create innovations in completing work.
4. Able to create creativity in completing work.
5. Able to minimize work errors.

Based on the overall definition above, it can be seen that employee performance is the output of a combination of important factors, namely ability and interest, a worker's acceptance of the explanation of task delegation and the role and level of motivation of a worker. The higher the above factors, the greater the performance of the employee concerned.

Bangun (2012) states that to facilitate employee performance appraisal, job standards must be clearly measured and understood. A job can be measured through 5 dimensions, namely:

1. Quantity of work. This shows the amount of work produced by an individual or group as a standard job requirement. Performing work in accordance with the target *output* that must be produced per person per hour worked.
2. Quality of work. Every employee in the company must meet certain requirements to be able to produce work according to the quality that a particular job requires.
  - a. Perform work in accordance with the *operation* manual
  - b. Perform work in accordance with the *inspection* manual
3. Timeliness. Each job has different characteristics, for certain types of work must be completed on time, because it has a dependency on other work.
  - a. Complete work in accordance with predetermined *deadlines*.
4. Attendance. A certain type of work requires the presence of employees in doing it according to the specified time.
  - a. Show up on time
  - b. Perform work in accordance with predetermined working hours
5. Ability to work together. Not all work can be completed by one employee alone, for certain types of work may have to be completed by two or more employees. Employee performance can be assessed by their ability to cooperate with other coworkers.
  - a. Assist superiors by providing suggestions to improve the company's productivity.

- b. Respect each other's coworkers.
- c. Work well with coworkers.

### Competency

In the context of HR management, the term competence refers to the characteristics of individuals that make them successful in carrying out work. Some parties usually use the term competence as the ability to perform. This is because the ineffectiveness of a job can be influenced by skills at work, knowledge about work, behavior or attitude when dealing with work and the ability to complete work. Here are some expert statements to define competence:

1. According to Spencer dan Spencer (1993 in Sudarmanto, 2009), competence is a basic characteristic of individual behavior related to effective reference criteria and or superior performance in work.
2. According to Brian in Sudarmanto (2009), defines competence as knowledge, skills, abilities or personal characteristics of individuals that directly affect job performance.
3. Murphy also revealed in Sudarmanto (2009), that competence is any individual talent and expertise that can be proven, and is associated with effective and excellent performance.
4. Rivai (2009) says that the competencies of individual employees must be able to support the implementation of company strategy and be able to support any changes made by management.
5. According to Simamora (2004), competence is the type of skill, knowledge, and ability required to perform a job effectively.
6. And another opinion expressed by Wibowo (2007) states that competence is an ability to carry out or perform a job and task based on skills and knowledge and supported by the work attitude required by the job.
7. According to Margaret Dale (2003), competence describes the knowledge base and performance standards required to successfully complete a job or hold a position. Efforts to improve performance can be done by being selective in recruiting new workers, one of the conditions for achieving this is determining competent labor candidates.

Based on some of the understanding of the experts that have been conveyed above, it can be concluded that competence is a basic description of knowledge, skills, talents, personality traits, which are used as performance standards in order to complete a job effectively and efficiently.

The implementation of competency standards is intended to obtain a competent workforce, which has good knowledge, skills, abilities and attitudes to carry out work and fill certain positions in order to produce maximum performance. The needs for each job are very diverse, thus competency standards must be prepared and then implemented according to their needs, so that the work at hand can be completed smoothly in accordance with the correct procedures. According to Spencer in Sudarmanto, (2014) there are five characteristics of competence, namely as follows:

1. *Skill* is the ability to carry out certain physical or manual tasks.
2. *Knowledge* is the knowledge or information possessed by a person in certain specific fields.
3. *Self concept* is a person's attitude, values and self-image.
4. *Motive* is something a person consistently thinks or wants that causes action. Motives

drive, direct, and select behavior towards certain activities or goals and away from others.

5. *Traits* Physical characteristics and consistent responses to various situations or information.

### **Workload**

Workload is a set or number of activities that must be completed by an organizational unit or position holder within a certain period of time. According to Munandar, workload is the tasks given to the workforce or employees to be completed at a certain time using the skills and potential of the workforce.

According to Schultz, suggests that workload is doing too much work compared to the time available or doing work that is too difficult for employees to do.

According to Mudayana, workload is something that arises between the demands of tasks, the work environment was used as a workplace, skills, behavior, and perceptions of workers. According to Muhammad, workload is a responsibility given by superiors and must be completed in accordance with the specified time in order to achieve goals. Thus, workload is a process carried out by a person in completing the tasks of a job or group of positions carried out under normal circumstances within a certain period of time.

Dimensions of Workload according to Munandar, classifies workload into intrinsic factors in the job as follows:

1. **Physical Demands** Certain working conditions can result in optimal work performance. Physical conditions also have an impact on the mental health of a workforce. In this case, the employee's health condition must remain in good health when doing work, in addition to adequate rest and with the support of comfortable and adequate workplace facilities.

2. **Task Demands**

Shift work or night work often causes fatigue for employees due to excessive workload. Excessive workload and too little workload can affect employee performance. Workload can be divided into two categories: 1). "Quantitative" over/under workload arises from too many/less tasks given to the workforce to complete within a certain time; 2). Excessive workload / little "qualitative", namely if people feel unable to carry out a task or carry out tasks not using the skills and potential of the workforce.

According to Putera, the indicators of workload are:

1. **Targets to be Achieved**, the individual's view of the amount of work targets given to complete their work, for example for grinding, rolling, packing and transporting. Views on the work that must be completed within a certain period of time.
2. **Job Conditions**, includes how individuals view their job conditions, such as making decisions quickly when working on goods, and overcoming unexpected events such as doing extra work outside the specified time.
3. **Job Standards**, impressions that individuals have about their jobs, for example, feelings that arise regarding the workload that must be completed within a certain period of time.

### **Job Satisfaction**

Wexley & Yukl, (2005) state that job satisfaction is the way a person feels about himself or his job. Edison et. al (2017) job satisfaction is a set of employee feelings about pleasant or

unpleasant things about the work they face. According to Robbins and Coulter, (2009) job satisfaction is a person's general attitude towards his job. According to Robbins, (2006) job satisfaction is a general attitude towards one's job that shows the difference between the number of awards received by workers and the amount they believe they should receive, from the opinions of the experts above, it can be concluded that job satisfaction is a person's feelings towards the job as a whole or from various aspects of the job.

Dimensions of Job Satisfaction According to Smith in Munandar, (2004), there are five dimensions of job satisfaction as follows:

1. Satisfaction with the job itself

Work provides opportunities for employees to learn according to their interests and opportunities for responsibility. In the two-factor theory, it is explained that work is a factor that will drive a strong level of work motivation so that it can produce good work performance.

2. Opportunity for salary

Employee job satisfaction will be formed if the amount of money received by employees is in accordance with the workload and balanced with other employees.

3. Promotion opportunities

Promotion is a form of appreciation that employees receive in the organization. Employee job satisfaction will be high if employees are promoted on the basis of the work achievements of these employees.

4. Satisfaction with supervision

This is shown by the supervisor in the form of paying attention to how well the work done by employees, advising and helping employees and good communication in supervision. Employee job satisfaction will be high if the supervision carried out by the supervisor motivates employees.

5. Satisfaction with coworkers

If in the organization there is a relationship between employees that is harmonious, friendly, and helpful, it will create a conducive work group atmosphere, so that it will create employee satisfaction in carrying out their work.

Job Satisfaction Indicators According to Luthans, (2006), there are five indicators of job satisfaction as follows:

1. Salary

Employees get a fair salary system according to the work they do.

2. The work itself

Employees like jobs that provide opportunities to use their skills.

3. Coworkers

In carrying out company activities, coworkers must be able to support each other in the work environment.

4. Promotion

Employee opportunities in terms of career development in the company so that employees are motivated to work.

5. Supervision

The ability of the supervisor has a positive influence on the work that employees do.

## Methodology

This study is a quantitative study. Quantitative research is used to explain a phenomenon through the collection of numerical data that is analyzed using specific mathematical or statistical methods. Meanwhile, Ferdinand, (2014) states that quantitative research is conducted with reference to the research objectives, which are to identify and examine the influence of research variables consisting of one dependent variable, namely performance, and four independent variables, namely workload and competence, as well as a mediating variable, namely job satisfaction, which are described in the form of relationships that will be analyzed. In this study, data analysis uses the Partial Least Square (PLS) approach with the smartPLS 3.0 M3 software. The research location is at the government hospital in Pekanbaru. The population in this study consists of medical record staff at the Government Hospital in Pekanbaru, totaling 105 people from four hospitals selected through total sampling.

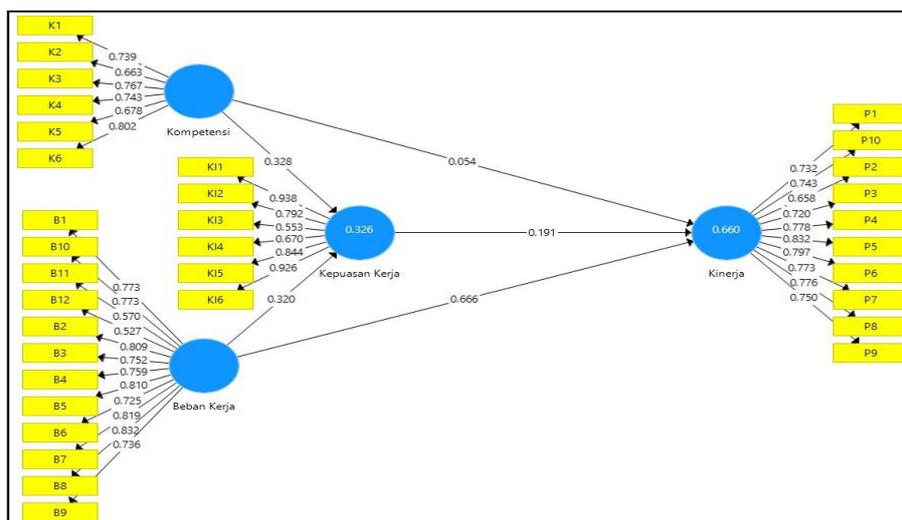
## Results

### Partial Least Square (PLS) Analysis

In this study, the data analysis used the *Partial Least Square* (PLS) approach using smartPLS 3.0 M3 software. *Partial Least Square* (PLS) is a structural equation model (SEM) based on *variance* components. The PLS approach is *distribution free* (does not use certain distributed data, it can be nominal, categorical, ordinal, interval or ratio). In addition, PLS can also be used to measure small samples. The following are the stages of using the *Least Square* (PLS) approach using smartPLS software.

### Assessing the Outer Model or Measurement Model

There are three criteria in using data analysis techniques with SmartPLS to assess the *outer model*, namely *Convergent Validity*, *Discriminant Validity* and *Composite Reliability*. The following is a picture of the PLS Algorithm in this study.



The criteria for the PLS Algorithm can be explained in the description below.

### Convergent Validity

*Convergent validity* of the measurement model with reflexive indicators is assessed based on the correlation between item *score/component score* estimated with PLS software. An individual reflexive measure is said to be high if it correlates more than 0.70 with the

measured construct. However, according to Chin, 1998(in Ghazali, 2006) for early-stage research from the development of a measurement scale, a *loading* value of 0.5 to 0.6 is considered sufficient. In this study, a *loading factor* limit of 0.50 will be used.

Table 2

*Outer Loading (Measurement Model)*

Indicator	Outer Loading
B1	0.773
B10	0.773
B11	0.570
B12	0.527
B2	0.809
B3	0.752
B4	0.759
B5	0.810
B6	0.725
B7	0.819
B8	0.832
B9	0.736
K1	0.739
K2	0.663
K3	0.767
K4	0.743
K5	0.678
K6	0.802
KI1	0.938
KI2	0.792
KI3	0.553
KI4	0.670
KI5	0.844
KI6	0.926

Indicator	Outer Loading
P1	0.732
P10	0.743
P2	0.658
P3	0.720
P4	0.778
P5	0.832
P6	0.797
P7	0.773
P8	0.776
P9	0.750

From table 2 it is obtained that the outer loading test indicator for the asset maintenance variable has a value greater than 0.5. so that the reflexive size of all variables is said to be qualified.

*Discriminant Validity*

*Discriminant validity* is carried out to ensure that each concept of each latent variable is different from other variables. The model has good *discriminant validity* if each *loading* value of each indicator of a latent variable has the largest loading value with other *loading* values on other latent variables. The results of *discriminant validity* testing are obtained as follows:

Table 3

*Discriminant Validity Value*  
(Cross Loading)

Indicator	Workload	Job Satisfaction	Performance	Competence
B1	<b>0.773</b>	0.289	0.614	0.431
B10	<b>0.773</b>	0.504	0.650	0.477
B11	<b>0.570</b>	0.362	0.400	0.373
B12	<b>0.527</b>	0.316	0.335	0.364
B2	<b>0.809</b>	0.369	0.622	0.512
B3	<b>0.752</b>	0.351	0.575	0.407
B4	<b>0.759</b>	0.363	0.595	0.432
Indicator	Workload	Job Satisfaction	Performance	Competence
B5	<b>0.810</b>	0.374	0.598	0.319
B6	<b>0.725</b>	0.428	0.629	0.402
B7	<b>0.819</b>	0.405	0.698	0.463
B8	<b>0.832</b>	0.350	0.634	0.357
B9	<b>0.736</b>	0.353	0.620	0.405
K1	0.495	0.373	0.489	<b>0.739</b>
K2	0.346	0.376	0.336	<b>0.663</b>
K3	0.279	0.412	0.303	<b>0.767</b>
K4	0.423	0.405	0.451	<b>0.743</b>
K5	0.380	0.354	0.256	<b>0.678</b>
K6	0.486	0.288	0.389	<b>0.802</b>
KI1	0.409	<b>0.938</b>	0.461	0.422
KI2	0.560	<b>0.792</b>	0.598	0.492

KI3	0.269	<b>0.553</b>	0.280	0.252
KI4	0.290	<b>0.670</b>	0.266	0.293
KI5	0.394	<b>0.844</b>	0.475	0.437
KI6	0.377	<b>0.926</b>	0.429	0.436
P1	0.536	0.595	<b>0.732</b>	0.441
P10	0.559	0.413	<b>0.743</b>	0.280
P2	0.543	0.355	<b>0.658</b>	0.386
P3	0.654	0.287	<b>0.720</b>	0.489
P4	0.696	0.379	<b>0.778</b>	0.497
P5	0.676	0.465	<b>0.832</b>	0.460
P6	0.609	0.403	<b>0.797</b>	0.359
P7	0.580	0.401	<b>0.773</b>	0.294
P8	0.537	0.451	<b>0.776</b>	0.332
P9	0.568	0.431	<b>0.750</b>	0.344

From table 3, it can be seen that some *loading factor* values for each indicator of each latent variable do not have a *loading factor* value that is not greater than the *loading* value when connected to other latent variables. This means that each latent variable has good *discriminant validity* where some latent variables do not have a measure that is highly correlated with other constructs.

#### *Composite Reliability and Average Variance Extracted (AVE)*

The *validity* and reliability criteria can also be seen from the reliability value of a construct and the *Average Variance Extracted (AVE)* value of each construct. The construct is said to have high reliability if the value is 0.70 and the AVE is above 0.50. In table 4.6. *Composite Reliability* and AVE values for all variables will be presented.

Table 4

*Cronbach's Alpha Composite Reliability and Average Variance Extracted (AVE)*

Variables	Cronbach's Alpha	Composite Reliability	Average Variance Extracted (AVE)
Workload	0.926	0.937	0.557
Job Satisfaction	0.882	0.911	0.639
Performance	0.917	0.931	0.573
Competence	0.828	0.874	0.538

Based on table 4 it can be concluded that all constructs meet the reliability criteria. This is indicated by the Cronbach's Alpha value above 0.6, *composite reliability* above 0.70 and AVE above 0.50 as recommended criteria.

*R-Squares*

In assessing the structural model with PLS, it starts by looking at the *R-Squares* value for each endogenous latent variable as the predictive power of the structural model. Changes in the *R-Squares* value can be used to explain the effect of certain exogenous latent variables on endogenous latent variables whether they have a substantive effect. The *R-Squares* value is 0.75 (strong), 0.50 (moderate) and 0.25 (weak). The results of PLS *R-Squares* represent the amount of *variance* of the constructs explained by the model (Latan and Ghazali: 82, 2012).

Table 5

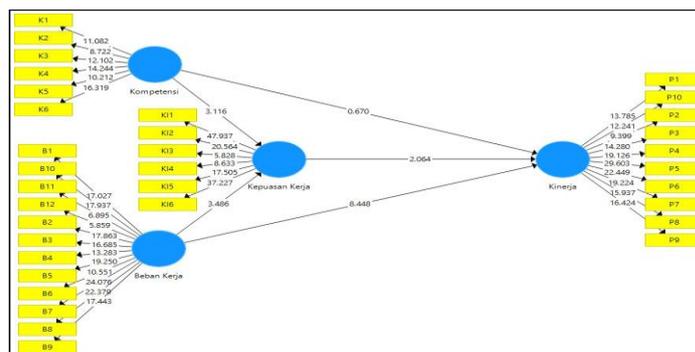
*R-Squares*

Variables	R Square	R Square Adjusted
Job Satisfaction	0.326	0.313
Performance	0.660	0.650

Table 5 shows the *R-Squares* performance value of 0.660 which means 66% of changes in performance values are caused by competence, workload and job satisfaction. *The R-Squares* value of job satisfaction is 0.326, which means that 32.6% of changes in job satisfaction values are caused by competence and workload.

### Significance Testing and Hypothesis Testing

In PLS, statistical testing of each hypothesized relationship is carried out using simulation. In this case, the *bootstrap* method is carried out on the sample. *Bootstrap* testing is also intended to minimize the problem of abnormalities in research data. The estimated significance parameters provide very useful information about the relationship between the research variables. The results of testing with *bootstrapping* from PLS analysis can be seen in the *result for inner weight output* presented in the structural model image.



Based on the picture above, the following will explain the testing of each hypothesis.

### Hypothesis Testing

The structural model (*inner model*) is a structural model to predict the causal relationship between latent variables (Latan & Gozali, 2012). To predict the existence of a causality relationship in SEM-PLS using SmartPLS 3.0 M3 as follows:

Table 6.

Result For Inner Weights

Variables	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics ( O/STDEV )	P Values
Workload -> Job Satisfaction	0.320	0.330	0.092	3.486	0.001
Workload -> Performance	0.666	0.673	0.079	8.448	0.000
Job Satisfaction -> Performance	0.191	0.186	0.092	2.064	0.040
Competence -> Job Satisfaction	0.328	0.325	0.105	3.116	0.002
Competence -> Performance	0.054	0.056	0.080	0.670	0.503

Based on the results of the analysis which can be seen in the table above, the value of Workload -> Job Satisfaction is 0.320 with a calculated t value of 3.486. This value is greater than t table 1.97. These results prove that workload affects job satisfaction.

Based on the results of the analysis that can be seen in the table above, the coefficient value of Workload -> Performance is 0.666 with a calculated t value of 8.448. This value is greater than t table 1.97. These results prove that workload affects performance.

Based on the results of the analysis which can be seen in the table above, the coefficient value of Job Satisfaction -> Performance is 0.191 with a calculated t value of 2.064. This value is greater than t table 1.97. These results prove that job satisfaction has an impact on performance.

Based on the results of the analysis that can be seen in the table above, the coefficient value of competence -> job satisfaction is 0.328 with a t value of 3.116. This value is greater than t table 1.97. These results prove that competence has an impact on job satisfaction.

Based on the results of the analysis that can be seen in the table above, it shows the coefficient value of competence -> performance of 0.054 with a t value of 0.670. This value is smaller than t table 1.97. These results prove that competence has no effect on performance.

Variables	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics ( O/STDEV )	P Values
Workload -> Job Satisfaction -> Performance	0.061	0.058	0.030	2.001	0.046
Competence -> Job Satisfaction -> Performance	0.063	0.062	0.040	1.546	0.123

Performance					
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Based on the results of the analysis that can be seen in the table above, the coefficient value of Workload -> Job Satisfaction -> Performance is 0.061 with a calculated t value of 2.001. This value is greater than t table 1.97. These results prove that job satisfaction mediates the effect of workload on performance.

Based on the results of the analysis that can be seen in the table above, the coefficient value of competence -> Job Satisfaction -> Performance is 0.063 with a t value of 1.546. This value is smaller than t table 1.97. These results prove that job satisfaction does not mediate the effect of competence on performance.

## Discussion

### *Hypothesis 1 Effect of Workload on Job Satisfaction*

Based on the results of the analysis which can show that Workload -> Job Satisfaction is 0.320 with a calculated t value of 3.486. This value is greater than t table 1.97 so it can be concluded that workload has a significant effect on job satisfaction, this means that the higher the workload the employee has, the lower the employee's job satisfaction.

The results of this study are in accordance with the results of research by Safitri & Astutik, (2019) which shows that workload affects job satisfaction. The results of this study are also in accordance with the results of research by Mahendrawan, (2015) also shows the results that workload can reduce employee job satisfaction at the company PT. Lima Dewa Denpasar. The results of Hasyim's research (2020) also show the results that too high workload can reduce employee job satisfaction at PT. Yaskawa Electric Indonesia ".

### *Hypothesis 2 The Effect of Workload on Performance*

Based on the results of the analysis that can show the coefficient value of Workload -> Performance of 0.666 with a calculated t value of 8.448. This value is greater than t table 1.97. These results prove that workload has a significant effect on employee performance, this means that too high employee workload can reduce employee performance.

The results of this study are in line with the results of research by Lukito & Alriani, (2018) which shows the effect of too high workload on employee performance. employee performance. The results of research by Pramudia, (2019) also show that high workload can reduce the quality of employee performance.

### *Hypothesis 3 Effect of Satisfaction on Performance*

Based on the results of the analysis which can be seen in the table above, the coefficient value of Job Satisfaction -> Performance is 0.191 with a calculated t value of 2.064. This value is greater than t table 1.97. These results prove that job satisfaction has an effect on performance. So it can be concluded that job satisfaction has a positive and significant effect on employee performance, meaning that the higher the employee's job satisfaction, the higher the employee's performance.

The results of this study are in line with the results of research by Rosmaini (2019) which shows the results that the higher the job satisfaction, the higher the employee performance. Furthermore, the results of research by Wirya. Et.al, (2020) also show the results that job satisfaction is a factor that can affect employee performance.

### *Hypothesis 4 The effect of competence on job satisfaction*

Based on the results of the analysis that can be seen in the table above, the coefficient value of competence -> job satisfaction is 0.328 with a t value of 3.116. This value is greater than t table 1.97. These results prove that competence has an impact on job satisfaction.

Researchers argue that good competence will certainly affect satisfaction. This is because medical record officers already have the ability to do the work they have been handling. In addition, the average medical record officer also has a registration certificate (STR) and often participates in various trainings to improve the ability and competence of medical record officers.

This is also supported by some previous research results which state that competence has a significant effect on job satisfaction, namely Bagia (2014), Zainuddin et.al (2015), Murgianto and Suhermin (2016), and Arifin (2015).

In addition, empirical evidence relating to competence and job satisfaction shows that the consistency of the results of this study can be found in Brocklesby (1995) and Boutler (1999) which state that competence contributes to good work effectiveness and provides a person's job satisfaction.

### *Hypothesis 5 The Effect of Competence on Performance*

Based on the results of the analysis that can be seen in the table above, it shows the coefficient value of competence -> performance of 0.054 with a t value of 0.670. This value is smaller than t table 1.97. These results prove that competence does not affect performance.

Based on the research results obtained that competence does not have a significant effect on employee performance, this could be due to various factors. Empirically, the factors that can improve employee performance are determined by the competence (knowledge and expertise) possessed by each employee in completing their work but the absence of influence from this competency factor could be due to the provision of training and the length of work of employees who are not in their field so that they could be more proficient than employees who do have competence and basic education in accordance with their field.

This is in line with the results of research conducted by Murgianto & Suhermin (2016) which found that competence has no significant effect on employee performance.

*Hypothesis 6 The effect of workload on performance mediated by job satisfaction*

Based on the results of the analysis that can be seen in the table above, the coefficient value of Workload → Job Satisfaction → Performance is 0.061 with a calculated t value of 2.001. This value is greater than t table 1.97. These results prove that job satisfaction can mediate the effect of workload on performance. So it can be concluded that job satisfaction can significantly mediate the effect of workload on performance, this means that the higher the employee's work, the lower the employee's job satisfaction which can then reduce the quality of employee performance.

*Hypothesis 7 The effect of competence on performance mediated by job satisfaction*

Based on the results of the analysis that can be seen in the table above, the coefficient value of competence → Job Satisfaction → Performance is 0.063 with a t value of 1.546. This value is smaller than t table 1.97. These results prove that job satisfaction does not mediate the effect of competence on performance.

The results of testing the indirect effect of the Sobel test show that job satisfaction does not mediate the effect of competence on the performance of medical record officers. This can be explained because employees who have high work competence do not necessarily feel satisfied with their work. However, high competence will make it easier for employees to carry out their duties. Competence possessed by employees can encourage someone to get the job done well so that their performance will improve. Therefore, competence is still needed to improve employee performance.

**Implication of Findings.** The implications of the findings of this study are expected that the results of observations in the field can be used as a development of human resource management theory, especially those related to organizational culture, commitment, competence, job satisfaction, and employee performance in the scope of medical records.

**Practical Implications.** The implications of this study indicate that the results of the study provide a practical contribution that can explain the research gap in this study.

In addition, it can provide empirical findings to improve the performance of medical record officers. Thus, it can be suggested to improve organizational culture, competence work commitment, and job satisfaction. In addition, hospitals need to improve aspects that can increase job satisfaction such as: salary and benefits, working relationships between leaders and employees, and pay attention to the terms of promotion carried out so far.

The limitation of this study is that researchers only made observations and did not conduct interviews so that conclusions are only based on data collected using written instruments (questionnaires).

The novelty of this research, compared to previous research studies is that it emphasizes more on testing the effect of organizational culture, organizational commitment, and competence on employee performance by using job satisfaction as a variable as an intervening or mediating variable. On average, previous researchers used multiple linear regression analysis while this study used path analysis using the Structural Model Equation approach through the Smart Partial Least Square application (SEM PLS 2.0).

### Conclusion

This study analyzes the influence of workload, competence, and job satisfaction on the performance of medical record employees. The results show that workload has a significant effect on employee satisfaction and performance, while job satisfaction also mediates the effect of workload on performance. Competence affects job satisfaction, but not performance. This study highlights the importance of job satisfaction in linking workload and performance and identifies factors that can improve the performance of medical record employees.

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