

The influence of motivation, organizational commitment and workload on job satisfaction of regional officials with competency as an intervening variable in the Regional Financial and Asset Agency of Riau Islands Province

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Abstract:

Purpose: This study aimed to examine the influence of work teams and work environments on organizational loyalty among employees. It specifically explored how teamwork dynamics and workplace conditions contribute to fostering employee loyalty at Hikmah Masamba General Hospital.

Research Methodology: A descriptive quantitative approach was employed with a total population of 50 employees, consisting of 26 staff in nursing services and 24 staff in midwifery services. Using a saturated sampling technique, the entire population was included as respondents. Data were collected through structured procedures and analyzed with SPSS version 26, focusing on both partial and simultaneous testing of the independent variables—work team and work environment—on employee loyalty.

Results: The results show that both work team and work environment significantly influence organizational loyalty, whether evaluated separately or collectively. These findings highlight that teamwork quality and a supportive environment are critical factors in shaping employee commitment and loyalty within hospital organizations.

Conclusions: The study concluded that organizational loyalty is strongly determined by effective teamwork and conducive workplace conditions. Therefore, strengthening collaboration and improving work environments are essential strategies for enhancing loyalty among hospital employees.

Limitations: The scope of this research was limited to a single institution, Hikmah Masamba General Hospital, thus restricting the generalizability of its findings to broader contexts.

Contribution: This study enriches the literature on organizational loyalty and offers practical insights for healthcare management in developing loyalty through team collaboration and workplace improvements.

Keywords: Competence, Job Satisfaction, Motivation, Organizational Commitment, Workload

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1. Introduction

The Riau Islands Province Regional Finance and Asset Agency was established as a Regional Apparatus (PD) based on the Riau Islands Province Regional Regulation Number 4 of 2021 concerning the Formation and Composition of Regional Apparatus and the Riau Islands Governor Regulation Number 12 of 2023 concerning the Position, Organizational Structure, Duties and Functions, and Work Procedures of Regional Apparatus (Al Farisi, Falatehan, & Rachmina, 2024). It has the task of assisting the governor in carrying out supporting functions for government affairs in the field of Finance and Regional Assets, which are the authorities of the Provincial Region.

The Treasury and Regional Cash Management Sector has always been in the spotlight for other regional apparatuses in the Riau Islands province. This is because the Treasury and Regional Cash Management Sector has the main task and function of testing the truth and completeness of Documents against the Payment Order (SPM) as the basis for making the Fund Disbursement Order (SP2D) and issuing SP2D as the basis for disbursing funds for the needs of the Service, Agency, Office, Section/Regional Government Apparatus within the Riau Islands Province. SP2D is a letter used to disburse funds through a designated bank after the SPM is received by the BUD, as regulated in the Regional Financial Administration process in accordance with the mandate of the Minister of Home Affairs Regulation Number 77 of 2020 concerning Technical Guidelines for Regional Financial Management (Jamil, 2023).

The Treasury and Regional Cash Management Sector processes the disbursement of funds according to the files submitted by the Regional Apparatus if the requirements for processing the SP2D are complete in accordance with the provisions or Standard Operating Procedures (SOP) that have been set. Therefore, the files that are received for processing at the Treasury and Regional Cash Management Sector counter are files that have met the requirements, which will then be served in the issuance of the SP2D. Therefore, every Regional Apparatus (PD) that processes SP2D is expected to be able to fulfill all existing administrative provisions in accordance with the SOP. Files that do not meet the requirements for issuing an SP2D will be returned after a verification process by an authorized official.

The facts that occur in the management of SP2D are different from the expectations desired by the Regional Apparatus (PD), where the most frequent thing that happens is that many Treasurers from Regional Apparatus mention that there are delays in the process of disbursing activity budget funds. Generally, what happens is that treasurers need more time than they should process the disbursement of funds, even if all the requirements have been met. The long disbursement of funds in the management of SP2D at the Regional Finance and Asset Agency is caused by several factors, including the large number of files included in the management of SP2D, which results in a backlog. The following are data on the submission of SP2D files issued by the Regional Finance and Asset Agency of the Riau Islands Province in 2023:

Table 1. Number of fund disbursement orders (SP2D) based on the length of the issuance process at the Riau Islands Province Regional Finance and Asset Agency in 2023.

No	Length of the Sp2d Issuance Process (From Spp to Sp2d) (Days)	Number of Sp2d (Files)	Percentage (%)
1	1-2	9.536	39,71
2	3- 10	11.830	49,26
3	More than 10	2.648	11,03
Total		24.014	100

Source: Riau Islands Province BKAD, 2024

From the above data, it can be seen that in 2023, 24,014 files processed SP2D for disbursement at the Riau Islands Province Regional Finance and Asset Agency (BKAD). The length of time required for BKAD to carry out the file verification process from the Payment Request Letter (SPP) and Payment Order Letter (SPM) to the issuance of SP2D according to the SOP is 1-2 days, but in reality, it was found that 11,830 files or 49.26% experienced delays in processing from SPP to SP2D for 3-10 days. And the

files could be verified within the time frame for processing SP2D from SPP. The remaining files took more than 10 d to complete.

A large number of files processing SP2D for disbursement at the Riau Islands Province Regional Finance and Asset Agency (BKAD). Therefore, this study aims to analyze the influence of motivation, organizational commitment, and workload on employee job satisfaction, with competence as an intervening variable (Prahasyila, Tanuwijaya, & Gunawan, 2024). This study is expected to provide more insight into the factors that influence employee job satisfaction to continue to improve services in managing SP2D, as well as provide recommendations to reduce employee boredom while working at the Regional Finance and Asset Agency (BKAD) of the Riau Islands Province (Seckin, 2018).

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Table 1 shows the data on the submission of SP2D files issued by the Regional Finance and Asset Agency of the Riau Islands Province in 2023. From the data, it can be seen that of the 24,014 files processed, almost half (49.26%) experienced delays ranging from 3–10 days, while 11.03% required more than 10 days to complete. These findings highlight a structural problem where, despite the SOP mandating 1–2 days for processing, delays persist.

Such delays do not merely reflect technical inefficiencies but also underline deeper organizational challenges in the healthcare system. High workload, monotonous tasks, and administrative bottlenecks can contribute to decreased employee motivation and increased levels of fatigue or boredom. Moreover,

the pressure to process thousands of files in a limited time may affect employees' organizational commitment and overall job satisfaction. In the context of public service institutions, employee satisfaction is closely linked to service quality and accountability. If employees feel overburdened or undervalued, their performance may decline, ultimately impacting the effectiveness of regional financial management. Therefore, this study aims to analyze the influence of motivation, organizational commitment, and workload on employee job satisfaction, with competence as an intervening variable. This study aims to provide a more holistic understanding of the human resource factors affecting the management of SP2D in the Riau Islands Province. The results of this study are expected to offer practical recommendations for improving job satisfaction, reducing work fatigue, and strengthening organizational performance within the Regional Finance and Asset Agency (BKAD).

2. Literature Review

2.1 The influence of motivation on job satisfaction

According to Sutrisno (2019), Job Satisfaction is an employee's attitude towards work related to work situations, cooperation between employees, rewards received at work, and matters relating to physical and psychological factors. This attitude can be positive, which means that employees or members of the organization are satisfied or negative, meaning that they are dissatisfied with all aspects of the work, be it the work situation, workload, rewards, risks, and so on. When someone feels motivated at work, they tend to be more satisfied with their work. When an individual's efforts are recognized and appreciated, job satisfaction can increase. Mangkunegara (2017) showed that work motivation has a positive effect on job satisfaction. According to Syawal, Azis, and Faisal (2018), conducting research on work motivation and job satisfaction, the results of the study showed that work motivation has a positive effect on job satisfaction.

H1: Motivation has a direct influence on regional apparatus job satisfaction.

2.2 The influence of organizational commitment on job satisfaction

Suparyadi (2015) conveys that organizational commitment is an attitude that shows more than just formal membership but also includes an attitude of liking the organization or feeling satisfied with the organization so that it creates a willingness to make high efforts for the interests of the organization in order to achieve goals. Organizational commitment is an important factor for a company. Organizations require employees to be committed to their organizations. Employees with a high level of commitment tend to be loyal to the organization. This is certainly very beneficial for the organization because employees are the most important human resources that the organization must maintain. Research that is in line with this research, namely Prasetyo (2020) and Anggraini (2019) shows that organizational commitment has a significant effect on job satisfaction.

H2: There is a direct relationship between organizational commitment and job satisfaction in the regional apparatus.

2.3 The effect of workload on performance

According to Koesmowidjojo (2017), workload is a collection or number of activities that must be completed by an organizational unit within a specified time. The number of tasks and responsibilities given to an employee causes the results to be less than optimal because employees have little time to complete many tasks. High workload has an impact on job satisfaction. Excessive workload pressure can decrease employee job satisfaction. An excessive workload will have an impact on decreasing job satisfaction. This is in line with the research by Cahyani (2019) and (Kharisma, 2021) which states that workload has a positive and significant effect on job satisfaction.

H3: There is a direct relationship between workload and job satisfaction in regional apparatuses.

2.4 The influence of motivation on competence

According to the theory of Zwell in Wibowo (2016), motivation is one of the factors that influences a person's competence. Competence or ability is inherent in a person's personality, innate since birth, and manifested in actions in a job. Motivation is one of the most important aspects of moving and increasing a person's creativity and ability to do a job, and is always enthusiastic in carrying out existing work. Employees can do their jobs well and achieve maximum results if they have high competence. The

realization of high competence requires encouragement to bring enthusiasm to work, namely with work motivation. Motivation stimulates an increase in employees' abilities or competence. Research that is in line with this research, namely research on the relationship between work motivation and competence, has been conducted by Hendrawan, Nursaid, and Sanosra (2023) and Badaruddin, Masuan, and Dwijayati (2023). The results showed that Work Motivation had a significant effect on Employee Competence and a positive influence coefficient.

H4: There is a direct relationship between motivation and employee competence at the Regional Finance and Asset Agency (BKAD) of the Riau Islands Province.

2.5 The influence of organizational commitment on competence

Busro (2018) defines organizational commitment as a manifestation of a person's willingness, awareness and sincerity to be bound and always be in an organization which is described by the amount of effort, determination and belief in being able to achieve the vision and mission, and common goals. Competence is considered an individual's ability to carry out a job properly, which has advantages based on matters relating to knowledge, expertise, and attitude; therefore, the higher the competence an employee has, the higher the commitment they have. One of the factors that greatly influences the progress of an organization to achieve the desired goals is to build commitment for everyone in the company. This is in accordance with the results of research conducted by Bungin (2007) and Astuti and Mayasari (2021) Where the results of the study showed that Organizational Commitment partially has a significant positive effect on employee competence

H5: There is a direct relationship between organizational commitment and employee competence at the Regional Finance and Asset Agency (BKAD) of the Riau Islands Province.

2.6 The influence of workload on competence

According to Fitriani, FoEh, and Manafe (2022), workload is one of the factors that affect employee performance; workload is a collection or number of activities that must be completed by an organizational unit within a specified time. Thus, workload is defined as an activity that must be carried out in accordance with the responsibilities and authorities given. Employees who have good competence and are competent in their field of work will be able to easily complete all workloads assigned to them. This is in accordance with the results of studies conducted by Dessler (2017) and Sugiono, Effendi, and Alwan (2021), where the results of the study did not find a significant influence between workload and competence. H6: There is a direct influence between workload and competence

2.7 The influence of motivation on job satisfaction mediated by competence

According to Widodo (2016), motivation is the power of a person that drives his behavior to take action, and the intensity of a person performing a task or achieving a goal shows the extent of his motivation. The relationship between motivation, competence, and job satisfaction is an important concept in the work world. Motivation can affect a person's job satisfaction through the competence in the individual towards her work. In this case, competence can be interpreted as an employee's ability or knowledge in his field of work. Motivation can increase a person's competence because someone who is motivated tends to feel happy and enthusiastic in doing their work. Based on research conducted by Rakhmanita (2021) and Rolos, Sambul, and Rumawas (2018) the results of the study showed that there was a positive and significant influence between competence and job satisfaction through work motivation.

H7: There is an indirect influence between motivation and job satisfaction mediated by competence.

2.8 The influence of organizational commitment on job satisfaction mediated by competence

According to Kreitner and Kinicki (2014) Organizational commitment is an important work attitude because people who are committed are expected to show a willingness to work harder to achieve organizational goals and have a greater desire to continue working in an organization. Organizational commitment, Competence and Job satisfaction are inseparable from an organization, because an organization needs things that can motivate employees to work well and correctly so that the goals of the organization can be achieved and get good results. Research that is in line with this research is Based on the results of research that has been conducted by Junaidi (2021) The results of this study are that organizational commitment has a positive and significant effect on job satisfaction

H8: There is a direct indirect effect between organizational commitment and job satisfaction mediated by competence.

2.9 The influence of workload on job satisfaction mediated by competence

According to Vanchapo (2020) Workload is a number of processes or activities that must be completed by a worker within a certain time, if a worker is able to complete and adapt to a number of tasks given, then it does not become a workload. However, if the worker is unsuccessful, then the tasks and activities become a workload. The provision of workload to employees must be adjusted to the level of ability possessed by the employee, because if the worker's ability is higher than the demands of the job, later boredom will arise and vice versa if the worker's ability is lower than the demands of the job, then excessive fatigue will arise. This is in line with research by Nabawi (2019) and Zainuddin and Oktarida (2015) where the results of the study showed that there was no significant influence between workload and job satisfaction.

H9: There is a direct indirect influence between workload and job satisfaction mediated by competence.

2.10 The influence of competence on job satisfaction

Miftachudin and Suhermin (2019) Job satisfaction is defined as a positive attitude towards the results of one's work and is something that is individual. Individuals who have a high level of job satisfaction will have a positive value towards the job, while individuals who have a low level of satisfaction or are dissatisfied will have a negative value towards the job. The relationship between Competence and Job Satisfaction is if an employee has a high level of competence because by having competence, satisfaction with his work will arise. Based on the results of research conducted by P.N.K. Santi and Hamisah and Nawawi (2023) and Retnosasi, Indrayanti, Pramujiono, and Supriyanto (2021) there is a significant influence between competence and employee job satisfaction. H10: There is a direct influence between competence and job satisfaction.

3. Research Methodology

This research is a type of quantitative research using primary data which is the answer to the questionnaire used. The quantitative approach can be interpreted as a research method based on the philosophy of positivism, used to research a certain population or sample, data collection using research instrument data, quantitative or statistical data analysis, with the aim of testing the established hypothesis (sugiyono, 2017). The population in this study were all treasurers in all Regional Apparatus of the Riau Islands Province, totaling 43 Regional Apparatus consisting of Expenditure Treasurers, Assistant Expenditure Treasurers, Receipt Treasurers and Assistant Receipt Treasurers. The determination of the sample used the census sampling technique, which is a sample determination technique when all members of the population are used as samples (sugiyono, 2017).

The data used in this study is primary data. The primary data in question is research data obtained directly from the first source, namely employees of the Regional Finance and Asset Agency (BKAD) and employees of Regional Apparatus in the Riau Islands Province. This primary data was collected through a survey using a questionnaire distribution media. The questionnaire distributed is closed-end and can be filled in by the respondents themselves (self-administered). Data collection in this study used an instrument in the form of a questionnaire with a Likert Scale model with five categories, namely: 1) strongly agree, 2) agree, 3) Neutral, 4) disagree, 5) strongly disagree. The limitation of the positive statement category is strongly agree with a weight of 5, agree with a weight of 4, undecided with a weight of 3, disagree with a weight of 2, strongly disagree with a weight of 1. Conversely, negative statements are weighted with the opposite value. The distribution, filling in and collection of this questionnaire takes a long time, which is around thirty days in stages, so the researcher collects the questionnaire in several stages. In this study, the author distributed the questionnaire to the research target by distributing the questionnaire link to employees of the Regional Finance and Asset Agency (BKAD) and employees of the Regional Apparatus in the Riau Islands Province.

Table 2. Grid and Indicators

Variables	Indicators	Source
Performance (Y)	1. Psychological Factors 2. Social Factors 3. Physical Factors 4. Financial Factors	Edy Sutrisno , 2017
Competence (Z)	1. Skills 2. Knowledge 3. Social roles 4. Self-image 5. Attitude	Wibowo 2017
Motivation (X1)	1. Psychological needs 2. Safety needs 3. Social needs 4. Self-esteem needs 5. Self-actualization needs	Hasibuan, 2017
Organizational Commitment (X2)	1. Affective Commitment 2. Continuing Commitment 3. Normative Commitment	Kreitner and Kinicki 2014
Workload (X3)	1. Working Conditions 2. Time Usage 3. Targets to be Achieved	Koesomowidjojo, 2017

The data analysis technique in this study used Partial Least Square (PLS) which is a second generation Multivariate Analysis using structural equation modeling (Structural Equation Model/SEM). PLS can be used for small sample sizes, and of course with a large sample size it will be more capable of increasing the precision of the estimate. PLS does not require the requirement of data distribution assumptions to be normal or not. The form of the construct can use a reflective or formative model. The maximum number of indicators is also quite large, namely 1000 indicators.

4. Results and Discussions

4.1 Measurement model (outer model)

The analysis of the measurement model (Outer Model) aims to evaluate the validity (accuracy) and reliability (reliability) of a construct of the variables being studied, namely, among others: (1) Convergent Validity (Convergent Validity / Average Variance Extracted / AVE), and (2) Discriminant Validity (Discriminant Validity).

4.1.1 Convergent Validity

Convergent validity is the extent to which a measurement is positively correlated with alternative measurements of the same construct. An indicator or statement item is considered valid or not can be seen from the outer loading value of each item. If the outer loading value is >0.7 , then an indicator is valid and vice versa if the outer loading value is <0.7 then the indicator is not valid (Bantilan, Sombilon, Regidor, Mondoyo, & Edig, 2024). The results of the outer model test showing the outer loading value using Smart PLS can be seen in Figure 1 below:

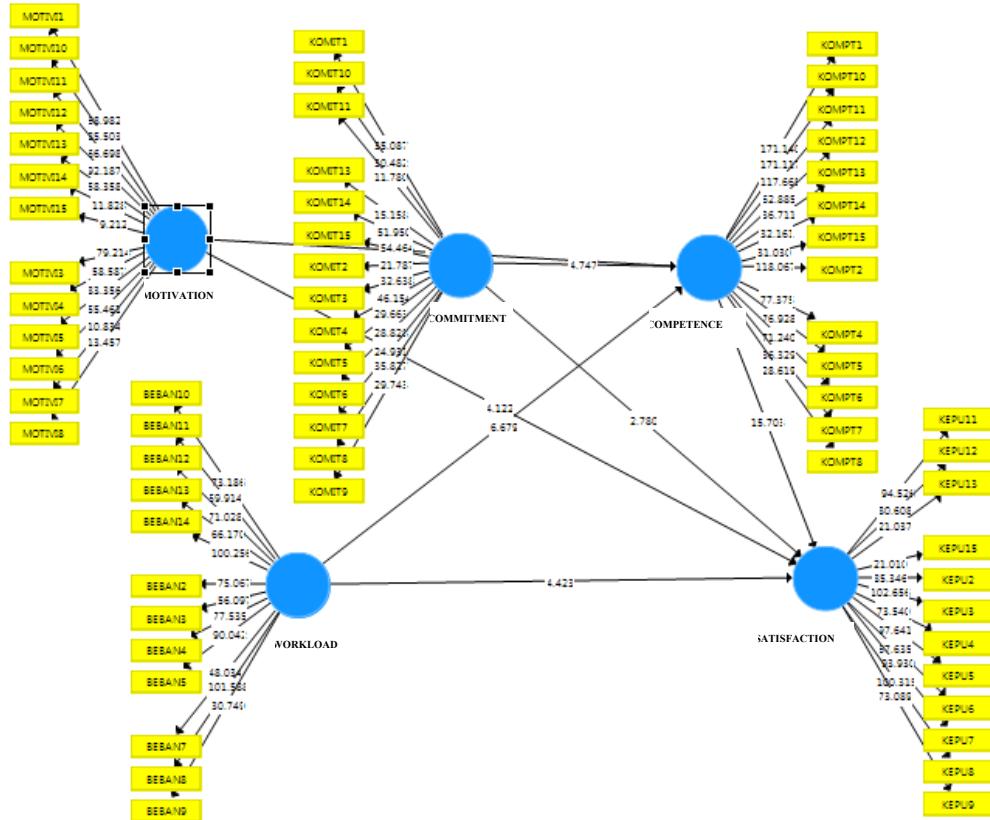


Figure 1. Outer Model Test Results

From the image above, it can be seen that all variables have a value greater than 0.7, so they meet the criteria.

In addition, the convergent validity test is seen from the Average Variance Extracted (AVE) value. The variables in this study already have an AVE value > 0.5 . The AVE value in the model can be seen in table 3 below.

Table 3. Average Variance Extracted (AVE)

Variables	AVE Value
(X1) Motivation	0.684
(X2) Organizational Commitment	0.686
(X3) Workload	0.712
(Z) Competence	0.720
(Y) Job Satisfaction	0.686

Source: Data processed with SmartPLS 4 (2024)

Thus, it can be concluded that based on the outer loading and Average Variance Extracted (AVE) values, the research data has met the requirements for convergent validity.

4.1.2 Discriminant validity

In discriminant validity, the cross loading factor value is used which is useful for knowing whether the construct has adequate discriminant, with the provision that the loading value on the intended construct is greater than the other values and the standard value for each construct is greater than 0.7. can be seen in the following table 4:

Table 4. Outer Loading Values

	WORKLOAD	SATISFACTION	COMMITMENT	COMPETENCE	MOTIVATION
WORKLOAD	0,917				
10					
WORKLOAD	0,892				
11					
WORKLOAD	0,925				
12					
WORKLOAD	0,920				
13					
WORKLOAD	0,934				
14					
WORKLOAD	0,913				
2					
WORKLOAD	0,887				
3					
WORKLOAD	0,931				
4					
WORKLOAD	0,929				
5					
WORKLOAD	0,869				
7					
WORKLOAD	0,935				
8					
WORKLOAD	0,844				
9					
SATIS11		0,930			
SATIS12		0,918			
SATIS13		0,824			
SATIS15		0,816			
SATIS2		0,922			
SATIS3		0,933			
SATIS4		0,912			
SATIS5		0,933			
SATIS6		0,906			
SATIS7		0,932			
SATIS8		0,936			
SATIS9		0,912			
COMMIT1			0,875		
COMMIT1			0,853		
0					
COMMIT1			0,721		
1					
COMMIT1			0,716		
3					
COMMIT1			0,902		
4					
COMMIT1			0,896		
5					
COMMIT2			0,835		
COMMIT3			0,884		
COMMIT4			0,896		

	WORKLOADSATISFACTIONCOMMITMENTCOMPETENCEMOTIVATION
COMMIT5	0,857
COMMIT6	0,806
COMMIT7	0,814
COMMIT8	0,853
COMMIT9	0,852
COMPET1	0,953
COMPET1 0	0,952
COMPET1 1	0,939
COMPET1 2	0,918
COMPET1 3	0,843
COMPET1 4	0,887
COMPET1 5	0,884
COMPET2	0,941
COMPET4	0,912
COMPET5	0,904
COMPET6	0,925
COMPET7	0,843
COMPET8	0,832
MOTIVI1	0,918
MOTIVI10	0,939
MOTIVI11	0,923
MOTIVI12	0,942
MOTIVI13	0,907
MOTIVI14	0,730
MOTIVI15	0,764
MOTIVI3	0,937
MOTIVI4	0,916
MOTIVI5	0,943
MOTIVI6	0,902
MOTIVI7	0,717
MOTIVI8	0,744

Source: Data processed with SmartPLS 4 (2024)

The table shows that all items have a construct standard value of more than 0.7 and the loading value on all intended constructs is greater than the other values. So it shows that all manifest variables are valid and can explain their latent variables, and have met the requirements of discriminant validity and also the cross loading value exceeds 0.7 so that there is no need for retesting (Herlina, Rumengen, & Indrawan, 2024).

4.2 Reliability Test

There are composite reliability and cronbach's alpha in the reliability test. The reliability value of the indicators in a variable is tested by composite reliability and cronbach's alpha. If the composite reliability and cronbach's alpha values are > 0.7 , then a variable can be said to meet the composite

reliability and cronbach's alpha. The composite reliability value of each variable can be seen in Table 5 below.

Table 5. Composite Reliability Values

Variables	Composite Reliability Value
(X1) Motivation	0.969
(X2) Organizational Commitment	0.970
(X3) Workload	0.973
(Z) Competence	0.970
(Y) Job Satisfaction	0.967

Source: Data processed with SmartPLS 4 (2024)

The composite reliability value shown in the table above has met the requirements, namely more than 0.7. Reliability testing is also seen from the Cronbach's alpha value presented in Table 6 below.

Table 6. Cronbach's Alpha value

Variables	Composite Reliability Value
(X1) Motivation	0.966
(X2) Organizational Commitment	0.967
(X3) Workload	0.968
(Z) Competence	0.967
(Y) Job Satisfaction	0.966

Source: Data processed with SmartPLS 4 (2024)

The Cronbach's Alpha value in the table above shows a value above 0.7, which proves that the measurements in this study are reliable.

4.3 Evaluation of Structural Model (Inner Model)

To see the direct and indirect influence between variables, a structural model test or inner model evaluation is carried out. Starting by looking at the R-square value, then the model fit, path coefficient, and then specific indirect effects.

4.3.1 R-square value

The R Square or Determinant Coefficient value (the magnitude of the influence) and Q2 Predictive Relevance or how good the observation value is can be seen in Table 7 below:

Table 7. R-Squares

	R Square	R Square Adjusted
Competence (Z)	0,739	0,731
Job satisfaction (Y)	0,401	0,388

Source: Data processed with SmartPLS 4 (2024)

The table above shows that the R Square value of Competence (Z) is 0.731, meaning that the Competence variable (Z) is 73.1% influenced by Motivation (X1), Organizational Commitment (X2) and Workload (X3), while 26.9% is influenced by other factors outside the variables studied. The R Square value of Job Satisfaction (Y) is 0.388, meaning that the Job Satisfaction variable (Y) is 38.8% influenced by the Motivation variable (X1), Organizational Commitment (X2), Workload (X3), and Competence (Z), while 61.2% is influenced by other factors outside the variables studied. The R Square value of Competence (Z) is 0.731, greater than 0.67, meaning that the model is good. While the R Value of Job Satisfaction (Y) is 0.388, less than 0.67, meaning that the model is not good.

4.4 T-Statistic (Bootstrapping)

Performing the bootstrapping method on SmartPLS 4 can be continued if the previous data has met the measurement requirements. The bootstrapping method is a new sampling procedure by repeatedly taking N new samples from the original data of size n, which is done for a new sample of taking sample points from the original data one by one up to n times with the taking (Ardha, Riwajanti, & Haris, 2023). The results of the t-statistics (bootstrapping) can be seen in Table 8 below.

Table 8. T-Statistics (Bootstrapping)

Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics	P Values
X1 -> Y	0,058	0,060	0,756	0,450
X2 -> Y	-0,130	-0,133	2,651	0,008
X3)-> Y	0,230	0,232	0,056	0,000
X1 -> Z	0,316	0,314	0,080	0,000
X2 -> Z	0,299	0,307	0,064	0,000
X3 -> Z	0,429	0,431	0,061	0,000
Z -> Y	0,815	0,816	0,055	0,000
X1 -> Z -> Y	0,258	0,257	0,069	0,000
X2 -> Z-> Y	0,243	0,252	0,061	0,000
X3 -> Z -> Y	0,350	0,351	0,045	0,000

Source: Data processed with SmartPLS 4 (2024)

Based on the data analysis, the results of the hypothesis test are as follows:

1. Motivation (X1) directly but not significantly influences job satisfaction (Y).
2. Organizational commitment (X2) directly and significantly influences job satisfaction (Y).
3. Workload (X3) directly and significantly influences job satisfaction (Y).
4. Motivation (X1) directly and significantly influences competence (Z).
5. Organizational commitment (X2) directly and significantly influences competence (Z).
6. Workload (X3) directly and significantly influences competence (Z).
7. Motivation (X1) indirectly and significantly influences job satisfaction (Y) through competence (Z).
8. Organizational commitment (X2) indirectly influences job satisfaction (Y) through competence (Z).
9. Workload (X3) indirectly influences job satisfaction (Y) through competence (Z).
10. Competence (Z) directly and significantly influences job satisfaction (Y).

5. Conclusion

Hikmah Masamba Hospital, Based on the discussion and analysis that has been carried out using linear multiple regression analysis, the conclusions that can be drawn are as follows: The work team has a significant influence on employee loyalty Hikmah Masamba Hospital,

1. The work environment has a significant influence on employee loyalty Hikmah Masamba Hospital,
2. The work team and work environment simultaneously or together have a significant effect on employee loyalty Hikmah Masamba Hospital,

5.1 Limitation and study forward

Employees' intellectual intelligence, gender, salary, work motivation, incentives, and others. In addition, the respondents used in this study were only employees at Hikmah Masamba Hospital; therefore, further research can expand the range of respondents, such as using respondents from two or three larger agencies, and in the government sector.

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