

The Effect of Knowledge, Commitment, Discipline and Workload on Service Performance with Stress and Burnout as Mediation and Achievement Motivation as Moderation of Medical Practitioners in Grobogan and Kudus Regencies, Central Java

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ABSTRACT

Purpose: Improving and developing the quality of services carried out by the human resources in the hospital is the key to achieving the goals desired by the hospital as a health service provider. The purpose of this study was to determine the effect of knowledge, commitment, discipline and workload on service performance with stress and burnout as mediation and achievement motivation as moderation of medical practitioners in Grobogan and Kudus Regencies, Central Java.

Design/methodology/approach: This research was quantitative research used 133 respondents from type B Hospital medical staff in Grobogan and Kudus Regencies, Central Java. Data analysis using SMART PLS.

Findings: Based on the results of the analysis, it shows that for medical staff at Hospitals in Kudus and Grobogan Regencies, Central Java, knowledge has no significant effect on stress levels or performance, but has a significant effect on burnout. Commitment has no significant effect on stress or performance but has a significant effect on Burnout. Discipline has no significant effect on stress or burnout but has a significant effect on service performance. Workload has no significant effect on stress or burnout, but has a significant effect on service performance. Burnout has no significant effect on service performance. Achievement motivation is not able to significantly moderate the effect of stress on service performance and is unable to significantly moderate the effect of burnout on service performance in medical personnel in Hospitals in Kudus and Grobogan Regencies. The suggestions that need to be considered for future researchers can be applied to research objects that are not services, and future researchers are expected to use the same research model but use a different theoretical perspective.

Paper type: Research Paper.

Keyword: Performance, Knowledge, Commitment, Discipline, Workload, Stress, Burnout, Motivation.

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I. INTRODUCTION

The workload often occurs as a result of the patient's condition always changing, working hours needed usually exceeds one's ability, however, desire to provide excellent service is very high states that the workload is the amount of work to be completed by a group or someone at the specified time limit. If an employee can complete and adapt to several duties that have been given then it will not become a workload. However, if an employee is not successful, the duties become a workload. The excessive workload can lead to decreased quality of an individual's performance (Shirzadfar & Lotfi, 2017). According to (Andrianto, 2021), the workload is something that is felt beyond the ability of the worker to do his job.

A study of (Farzana et al., 2012), (Sulistiyawati et al., 2019), (Digdowiseiso & Seftia, 2021) revealed that workload and work stress have a positive effect on burnout. Burnout has a significant effect on employee performance (Anuar et al., 2020; Efriana et al., 2021; Judd & Brendan, 2020; Pratamawari et al., 2020),

This study aims to determine the effect of knowledge, commitment, discipline and workload on service performance with stress and burnout as mediation and achievement motivation as moderation in medical practitioners in Grobogan and Kudus Regencies, Central Java.

II. METHODS

This type of research is a quantitative research using primary data in the form of a survey. The population in this study was health workers at Dr. R. Soedjati Soemodiardjo Hospital Purwodadi which numbered 81 respondents, and Mardi Rahayu Hospital Kudus which numbered 52 respondents. The research variables consisted of independent variables included of knowledge, commitment, discipline and workload, service performance as the dependent variables, stress and burnout as mediation variables and achievement motivation as moderation.

Data analysis using SMART PLS. Based on the results of the analysis, it shows that for medical staff at Hospitals in Kudus and Grobogan Regencies, Central Java, knowledge has no significant effect on stress levels or performance, but has a significant effect on burnout. Commitment has no significant effect on stress or performance but has a significant effect on Burnout. Discipline has no significant effect on stress or burnout but has a significant effect on service performance. Workload has no significant effect on stress or burnout, but has a significant effect on service performance. Burnout has no significant effect on service performance. Achievement motivation is not able to significantly moderate the effect of stress on service performance and is unable to significantly moderate the effect of burnout on service performance in medical personnel in Hospitals in Kudus and Grobogan Regencies.

III. RESULTS AND DISCUSSION

A. Characteristics of the Respondents

The description of hospitals medical personnels in Kudus and Grobogan Regencies is presented in Table 1.

Table 1. Characteristics of the Respondents

<i>Categories</i>	<i>Total</i>	<i>Percentage</i>
<i>Gender</i>		
<i>Man</i>	<i>40</i>	<i>30%</i>
<i>Woman</i>	<i>93</i>	<i>70%</i>
<i>Age</i>		
<i><30</i>	<i>31</i>	<i>23%</i>
<i>30-35</i>	<i>35</i>	<i>26%</i>
<i>35-40</i>	<i>24</i>	<i>18%</i>
<i>>40</i>	<i>43</i>	<i>32%</i>
<i>Work experiences</i>		

<2 years 37 28%

2-5 years 16 12%

>5 years 80 60%

Hospital

Mardi Rahayu 52 39%

Dr. R. Soedjati 81 61%

The majority of respondents were female (70%). The most period of work was more than 5 years (60%), and the most of respondents were more than 40 years old (32%).

B. Description of Respondent's Answer

Responses of health workers of knowledge variable (X1), commitment (X2), discipline (x3), workload (x4), work stress (Z1), burnout (Z2), achievement motivation (M) and employee performance (Y) are presented in Table 2. The results of the validity and reliability test show that the items of variables were valid and the research instrument was reliable.

Another way that can be used to assess discriminant validity is to compare the AVE squared for each construct with the correlation value between the constructs in the model. An acceptable AVE value must be greater than 0.5 (Ghozali et al., 2015). The following is the AVE value for each variable in the table 2 below:

Table 2. Average Variance Extracted (AVE) Test Result

<i>Variabel</i>	<i>Mean</i>	<i>SD</i>	<i>Average Variance Extracted (AVE)</i>	<i>Result</i>
<i>Knowledge</i>	<i>3.848</i>	<i>0.6111</i>	<i>0.693</i>	<i>Valid</i>
<i>Commitment</i>	<i>4.051</i>	<i>0.634</i>	<i>0.625</i>	<i>Valid</i>
<i>Discipline</i>	<i>4.321</i>	<i>0.523</i>	<i>0.742</i>	<i>Valid</i>
<i>Workload</i>	<i>4.224</i>	<i>0.533</i>	<i>0.634</i>	<i>Valid</i>
<i>Work Stress</i>	<i>2.505</i>	<i>0.883</i>	<i>0.686</i>	<i>Valid</i>
<i>Burnout</i>	<i>2.341</i>	<i>0.860</i>	<i>0.758</i>	<i>Valid</i>
<i>Work Performance</i>	<i>4.246</i>	<i>0.561</i>	<i>0.634</i>	<i>Valid</i>
<i>Motivation</i>	<i>4.150</i>	<i>0.607</i>	<i>0.575</i>	<i>Valid</i>

According to Ghozali et al., (2015) composite reliability testing aims to test the reliability of the instrument in a research model. If all latent variable values have a composite reliability value of > 0.7 and Cronbach's alpha > 0.7, this means that the construct has good reliability or the questionnaire used as a tool in this study is reliable or consistent.

The mean score of medical practitioners' knowledge was 3.848, and it is included in the high category. This category indicates that health workers suffered workload at a high level, and they got many problems such as mental distraction, health instability, overnight shift lack of resting, job overloaded, and other additional tasks that are too much handled by one person.

The mean score of medical practitioners' commitment was 4.051, and it is included in the high category. This category indicates that health workers suffered workload at a high level, and they got many problems such as mental distraction, health instability, overnight shift lack of resting, job overloaded, and other additional tasks that are too much handled by one person.

The mean score of medical practitioners' discipline was 4.321, and it is included in the high category. This category indicates that health workers suffered workload at a high level, and they got many problems such as mental distraction, health instability, overnight shift lack of resting, job overloaded, and other additional tasks that are too much handled by one person.

The mean score of medical practitioners' motivation was 4.321, and it is included in the high category. This category indicates that health workers suffered workload at a high level, and they got many problems such as mental distraction, health instability, overnight shift lack of resting, job overloaded, and other additional tasks that are too much handled by one person.

The mean score of workload medical practitioners was 4,224, and it is included in the high category. This category indicates that health workers suffered workload at a high level, and they got many problems such as mental distraction, health instability, overnight shift lack of resting, job overloaded, and other additional tasks that are too much handled by one person.

The job stress of the hospital medical practitioners had an average value of 2,505, included in the low category. This score means that the medical practitioners were successful manage their stress. Eventhough their job demands or pressures are high, they can cope with the work demands placed on them. They also understand which work priorities should come first and which should be postponed. They still could build cooperation with other units. This condition is supported by the management of the hospital in creating positive behavior in the workplace. If workers feel a threat or pressure at work or related to a job, they will discuss it with co-workers in a friendly manner.

Burnout among hospital medical practitioners was in the low category, which is represented by the mean value of 2.341. The results of this study also show that health workers are at the level of mild burnout. This is because the medical practitioners have insufficient rest time.

The average score of health workers` performance is 4,246, and it is categorized as high. This category implies that the medical practitioners at the hospital had been able to manage work stress well. Although they still bear a high workload, they successfully control potential conflicts occurs with other individuals. As a result, they can perform their main task, authority, and responsibility optimally.

Table 3. R2 Value

	<i>R Square</i>	<i>R Square Adjusted</i>
<i>Stress</i>	<i>0.106</i>	<i>0.078</i>
<i>Burnout</i>	<i>0.143</i>	<i>0.117</i>
<i>Performance</i>	<i>0.837</i>	<i>0.826</i>

Based on table 3 it can be seen that the R2 value for Stress is 0.106 which means that it is included in the weak category. So it can be concluded that Knowledge, Commitment, Discipline and Workload have a small impact on Stress.

Based on table 3 it can be seen that the R2 value for Burnout is 0.143 which means that it is included in the weak category. So it can be concluded that Knowledge, Commitment, Discipline and Workload have a small impact on Burnout.

Based on table 3, it can be seen that the R2 value for service performance is 0.837, which means that it is included in the large category. So it can be concluded that Knowledge, Commitment, Discipline, Workload, Achievement Motivation, Stress and Burnout have a big impact on service performance.

Table 4. Effect Size (F²)

	<i>Stres</i>	<i>Burnout</i>	<i>Service performance</i>
<i>Knowledge</i>	0.021	0.037	0.012
<i>Commitment</i>	0.023	0.039	0.001
<i>Discipline</i>	0.004	0.013	0.104
<i>Workload</i>	0.011	0.007	0.108
<i>Stress</i>	-	-	0.036
<i>Burnout</i>	-	-	0.025

Based on Table 4 it can be concluded that for the Stress variable each of the Knowledge, Commitment, Discipline and Workload variables has effect size values of 0.021, 0.023, 0.004 and 0.011, all four of which have a small effect on Stress. For the Burnout variable, each of the Knowledge, Commitment, Discipline and workload variables has effect size values of 0.037, 0.039, 0.013 and 0.007, all three of which have a small effect on Burnout.

For service performance variables, each variable Knowledge, Commitment, Discipline, Workload, Stress and Burnout has an effect size value of 0.012, 0.001, 0.104, 0.108, 0.036 and 0.025, all six of which have little effect on service performance.

C. Hypothesis Test

Table 5. Hypothesis Test

		<i>OS</i>	<i>Mean</i>	<i>SD</i>	<i>T Stat</i>	<i>P</i>
<i>H1</i>	<i>Knowledge -> Stress</i>	0.217	0.221	0.160	1.359	0.175
<i>H2</i>	<i>Knowledge -> Burnout</i>	0.279	0.278	0.142	1.972	0.049
<i>H3</i>	<i>Knowledge -> Work Performance</i>	-0.074	-0.074	0.058	1.262	0.208
<i>H4</i>	<i>Commitment -> Stress</i>	-0.242	-0.260	0.147	1.649	0.100
<i>H5</i>	<i>Commitment -> Burnout</i>	-0.309	-0.319	0.146	2.119	0.035
<i>H6</i>	<i>Commitment -> Work Performance</i>	0.026	0.024	0.089	0.294	0.769
<i>H7</i>	<i>Discipline -> Stress</i>	-0.097	-0.089	0.136	0.713	0.476
<i>H8</i>	<i>Discipline -> Burnout</i>	-0.162	-0.149	0.152	1.061	0.289
<i>H9</i>	<i>Discipline -> Work Performance</i>	0.209	0.215	0.068	3.050	0.002
<i>H10</i>	<i>Workload -> Stress</i>	-0.171	-0.170	0.116	1.468	0.143

H11	Workload -> Burnout	-0.131	-0.133	0.131	1.002	0.317
H12	Workload -> Work Performance	0.292	0.296	0.101	2.883	0.004
H13	Stress -> Work Performance	-0.169	-0.172	0.095	1.785	0.075
H14	Burnout -> Work Performance	0.136	0.141	0.088	1.552	0.121
H15	Moderating Effect 1 -> Work Performance	0.066	0.050	0.089	0.747	0.456
H16	Moderating Effect 2 -> Work Performance	-0.052	-0.035	0.098	0.534	0.594

Based on table 5.15 it can be concluded that the results of testing the direct influence hypothesis are as follows:

- 1) Knowledge H1 Hypothesis Against Stress. Knowledge has a t-statistic value of 1.359 < 1.96, a p-value of 0.175 > 0.05 and the original sample is 0.217, so H1 is rejected, meaning that knowledge has no significant effect on stress.
- 2) Knowledge H2 Hypothesis on Burnout. Knowledge has a t-statistic value of 1.972 > 1.96, a p-value of 0.049 < 0.05 and the original sample is 0.279, so H2 is accepted, meaning that knowledge has a significant effect on burnout.
- 3) Hypothesis 3 Knowledge of service performance. Knowledge has a t-statistic value of 1.262 < 1.96, a p-value of 0.208 > 0.05 and the original sample is -0.074, so H3 is rejected, meaning that knowledge has no significant effect on service performance.
- 4) Commitment to Stress Hypothesis H4. Commitment has a t-statistic value of 1.649 < 1.96, a p-value of 0.100 > 0.05 and the original sample is -0.242, so H4 is rejected, meaning that commitment has no significant effect on stress.
- 5) Hypothesis H5 Commitment to Burnout. Commitment has a t-statistic value of 2.119 > 1.96, a p-value of 0.035 < 0.05 and the original sample is -0.309, so H5 is accepted, meaning that commitment has a significant effect on burnout.
- 6) Hypothesis 6 Commitment to service performance. Commitment has a t-statistic value of 0.294 < 1.96, p-value of 0.769 > 0.05 and the original sample is 0.026, so H6 is rejected, meaning that commitment has no significant effect on service performance.
- 7) Discipline Against Stress Hypothesis H7. Discipline has a t-statistic value of 0.713 < 1.96, p-value 0.476 > 0.05 and the original sample is -0.097, so H7 is rejected, meaning that discipline has no significant effect on stress.
- 8) Discipline Against Burnout Hypothesis H8. Discipline has a t-statistic value of 1.061 < 1.96, p-value 0.289 > 0.05 and the original sample is -0.162, so H8 is rejected, meaning that Discipline has no significant effect on Burnout.
- 9) Hypothesis 9 Discipline on service performance. Discipline has a t-statistic value of 3,050 > 1.96, a p-value of 0.002 > 0.05 and the original sample is 0.209, so H9 is accepted, meaning that discipline has a significant effect on service performance.
- 10) Hypothesis H10 Workload Against Stress. Workload has a t-statistic value of 1,468 < 1.96, a p-value of 0,143 > 0.05 and the original sample is -0.171, so H10 is rejected, meaning that workload has no significant effect on stress.
- 11) Hypothesis H11 Workload on Burnout. Workload has a t-statistic value of 1.002 < 1.96, a p-value of 0.317 > 0.05 and the original sample is -0.131, so H11 is rejected, meaning that workload has no significant effect on burnout. The result interprets contrary the previous studies of (Nurhidayatul et al., 2017) and (Judd & Brendan, 2020) found that workload positively influenced burnout.
- 12) Hypothesis 12 Workload on service performance. Workload has a t-statistic value of 2,883 > 1.96, a p-value of 0.004 > 0.05 and the original sample is 0.292, so H12 is accepted, meaning that workload has a significant effect on service performance. This study is consistent with the findings of (Manabe et al., 2012). (Lina, 2018) concluded that disproportionate workload has an impact on the decline of employee performance.
- 13) Hypothesis 13 Stress on service performance. Stress has a t-statistic value of 1.785 < 1.96, a p-value of 0.075 > 0.05 and the original sample is -0.169, so H13 is rejected, meaning that stress has no significant effect on service performance. Likewise, the analysis result of job stress and employee performance showed a negative

and significant relationship. It can be concluded that the higher the work stress level, the lower performance of health workers. Some studies confirmed this result where they found that job stress negatively affected employee performance (Dhini & Praptiestrini, 2021; Farzana et al., 2012; Gunawan et al., 2017; Manabe et al., 2012; Yi-Ching Chen et al., 2012).

- 14) Hypothesis 14 Burnout on service performance. Burnout has a t-statistic value of $1.552 < 1.96$, a p-value of $0.121 > 0.05$ and the original sample is 0.136, so H14 is rejected, meaning that Burnout has no significant effect on service performance. Burnout is negatively related to employee performance. It can be declared that high burnout can reduce the quality of individual work. Otherwise if workers burnout decreases, the health workers' performance gets improved. This result is consistent with studies, who found that burnout negatively and significantly influenced performance (Efriana et al., 2021; Harapan et al., 2018; Pratamawari et al., 2020).
- 15) Hypothesis 15 Achievement motivation moderates the effect of stress on service performance. Achievement motivation moderates the effect of stress on service performance with a t-statistic value of $0.747 < 1.96$, p-value $0.456 > 0.05$ and the original sample is 0.066, so H15 is rejected, meaning that achievement motivation is not able to significantly moderate the effect of stress on service performance.
- 16) Hypothesis 16 Achievement motivation moderates the influence of Burnout on service performance. Achievement motivation moderates the effect of burnout on service performance. It has a t-statistic value of $0.534 < 1.96$, p-value $0.594 > 0.05$ and the original sample is -0.052, so H16 is rejected, meaning that achievement motivation is not able to significantly moderate the effect of burnout on performance. service.

The reason the stress and burnout are designated as interveining variables is that workstress had a positive and significant effect on burnout. The study provided by Farzana et al. (2012), discovered that job stress positively affected burnout in health workers.

Burnout has a t-statistic value of $1.552 < 1.96$, a p-value of $0.121 > 0.05$ and the original sample is 0.136, so H14 is rejected, meaning that Burnout has no significant effect on service performance.

The indirect relationship shows that burnout mediates the relationship between workload and employee performance. The result of the path analysis indicates that there is a negative and significant effect between workload on employee performance mediated by burnout (Table 4). This result doesn't confirm the study who stated that the indirect effect of workload on performance through the mediation of burnout was negative and significant (Ardiyani et al., 2020; Digidowiseiso & Seftia, 2021).

IV. CONCLUSION

Knowledge has no significant effect on stress levels or performance, but has a significant effect on burnout. Commitment has no significant effect on stress or performance but has a significant effect on Burnout. Discipline has no significant effect on stress or burnout but has a significant effect on service performance. Workload has no significant effect on stress or burnout, but has a significant effect on service performance. Burnout has no significant effect on service performance. Achievement motivation is not able to significantly moderate the effect of stress on service performance and is unable to significantly moderate the effect of burnout on service performance in medical personnel in Hospitals in Kudus and Grobogan Regencies. The suggestions that need to be considered for future researchers can be applied to research objects that are not services, and future researchers are expected to use the same research model but use a different theoretical perspective.

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