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# The Influence of Compensation, Competence, and Workload on Employee Performance with Job Satisfaction as an Intervening Variable

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## ABSTRACT

**Purpose:** The objective of this study is to determine and analyze the influence of compensation, competence, and workload on the performance of employees of the Surabaya City Health Service with job satisfaction as an intervening variable.

**Design/methodology/approach:** This study uses quantitative data with data collection techniques using questionnaires via Google Form. The study population was all ASN of the Surabaya Health Service with a sample of 56 respondents taken using the Slovin formula. The data analysis method used Structural Equation Modeling (SEM) based on Partial Least Square (PLS).

**Findings:** The results of the study indicate that the compensation variable has no effect on employee performance, the competency variable has an effect on employee performance, the workload variable has no effect on employee performance, the compensation variable has an effect on job satisfaction, the competency variable has an effect on job satisfaction, the workload variable has an effect on job satisfaction, the job satisfaction variable has an effect on employee performance, the compensation variable has no effect on employee performance with job satisfaction as an intervening variable, the competency variable has no effect on employee performance with job satisfaction as an intervening variable, the workload variable has no effect on employee performance with job satisfaction as an intervening variable.

**Paper type:** Research paper

**Keywords:** *Compensation, Competence, Workload, Employee Performance, Job Satisfaction.*

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## I. INTRODUCTION

Human Resources (HR) is one of the important components in the management and sustainability of an agency. Therefore, agencies need to pay attention to the condition of their HR or employees whether they have good performance in carrying out the work given (Mahawati et al., 2021). Achieving the goals of an agency does not only depend on the use of modern equipment and adequate facilities and infrastructure, but must also be supported by professional, qualified, reliable human resources who are able to face the changes that occur. The quality and professionalism of human resources are a reference in decision making (Maskuri & Suyanto, 2023).

The Health Office in accordance with Surabaya Mayor Regulation Number 42 of 2011 concerning Details of Duties and Functions of the Surabaya City Health Office has the task of carrying out regional government affairs based on the principle of autonomy and assistance tasks in the health sector. In carrying out their duties, Health Office employees are faced with various challenges including high work demands and heavy burdens of responsibility. In order for employee performance to run optimally, there are several factors that need to be considered, including the appropriateness of compensation, HR competence, workload principles and job satisfaction.

One of the supporters of performance is competence, in an effort to achieve optimal performance, support is needed from employees who have the appropriate competence, so that the results obtained can be effective and efficient. By evaluating individual competence, performance results can be predicted. According to research (Lili et al., 2023) competence can encourage increased performance, the competence possessed by employees creates self-confidence to complete work tasks with good quality, and is ready to help coworkers who need help to complete work or other problems outside of work. This study is in line with (Maskuri & Suyanto, 2023) which states that competence has a positive and significant effect on employee performance, but is contrary to research (R. Hidayat, 2021) which states that competence does not affect performance, this is because the company does not consider the expertise and experience possessed by employees so that employee performance is less than optimal in their fields. The phenomenon that occurs in the Surabaya City Health Office environment related to competence is that some employees have not received appropriate training or competence to support the implementation of the activities they manage and some employees do work that is not in accordance with their competence.

According to (Simamora, 2011) compensation is a reward received by employees in return for their contribution to the organization. Toharo stated that compensation is calculated based on job evaluation, compensation calculation based on job evaluation is intended to obtain compensation that is close to eligibility and fairness. Because if the compensation is felt to be inappropriate and unfair by employees, it is not impossible that this will be a source of social jealousy. Compensation is closely related to employee performance because in every employee performance assessment it is always related to the responsibility of the workload carried out by each individual. Research conducted by (Kumalasari & Efendi, 2022) and (Alfian & Guswinta, 2023) states that compensation has a positive and significant effect on employee performance. However, this study is not in line with previous research (Sugiarti et al., 2021) which states that compensation does not have a direct effect on employee performance.

In addition to compensation in the form of basic salary, the State Civil Apparatus (ASN) of the Surabaya City Health Office also receives additional compensation in the form of TPP (Employee Income Supplement) which refers to the Surabaya Mayor Regulation Number 133 of 2023, this compensation is adjusted to the workload so that it will result in better employee satisfaction and performance. Employee dissatisfaction regarding the provision of compensation and workload can be the initial source of various problems in an agency such as conflicts between employees, conflicts with superiors, increased intensity of absenteeism, work strikes and decreased work motivation. But on the other hand, if the provision of compensation and workload to employees is appropriate, it will have a positive impact on employees such as greater job satisfaction, and high levels of employee performance. The phenomenon that occurred in the Surabaya City Health Office environment was that several employees felt dissatisfied with the amount of compensation, this was because the workload given was not in accordance with the compensation received. Because even though they have ASN status with the same workload, the compensation received between ASN workers with PPPK and PNS status is different, there are also workers with PNS status who feel that the compensation received is not in accordance with the workload given.

According to (Mahawati et al., 2021) workload is something that is automatically attached to individuals who have responsibilities in their work. This burden varies between employees, depending on the type of work and their respective positions. Workload is related to the number of tasks to be done, the availability of time, and the resources available. If these three elements are not balanced, it is likely that the task cannot be completed properly, in other words, employee performance is read as less than good or not optimal. According to research (Sugiarti et al., 2021) and (Maskuri & Suyanto, 2023) workload has a direct effect on employee performance. Meanwhile, research that proves the opposite results was conducted by (Alfian & Guswinta, 2023) which stated that workload does not affect employee performance. Another phenomenon found is that during break time, some employees do not use break time properly and employees are often found working overtime beyond office hours, this is due to the pile of work that employees must complete with a predetermined time limit. The high workload will certainly have a negative impact on employee performance and job satisfaction.

Efforts to improve employee performance among the phenomena that occur above are by analyzing the workload of each employee according to their competence and providing compensation that is in accordance with the workload that has been carried out.

Based on the description above, as well as the gaps in several previous studies, the researcher is interested in conducting a study entitled "The Effect of Compensation, Competence, and Workload on the Performance of Employees of the Surabaya City Health Service with Job Satisfaction as an Intervening Variable".

## **A. Literature Review**

### **1. Compensation**

According to (Simamora, 2011) compensation is compensation received by employees as reply on contribution they to organization. Compensation indicators according to (Simamora, 2011) includes wages and salaries, incentives, allowances and facilities.

## 2. Competence

According to (Wibowo, 2016) competence is a person's ability to carry out tasks or work based on the skills, knowledge, and attitudes required. Compensation indicators according to Gordon in research (Angga, 2018) include knowledge, understanding, values, abilities, attitudes and interests.

## 3. Workload

According to (Mahawati et al., 2021) burden Work is something that is automatic attached to the individual who has not quite enough answer in his/her job. Workload indicators related to performance include time load, mental effort load, psychological stress load.

## 4. Job satisfaction

According to (Kreitner & Kinicki, 2001) job satisfaction is the effectiveness or emotional response to various aspects of work. Indicators of job satisfaction according to Widodo in the study (Silaen et al., 2023) include the work itself, relationships with superiors, coworkers, promotions, salary/wages.

## 5. Employee Performance

(Ministry of Health of the Republic of Indonesia, 2019) explains that performance is the result of tasks achieved from each employee's activities, as well as carrying out work tasks by using and utilizing organizational resources. Performance indicators according to (Ministry of PANRB of the Republic of Indonesia, 2022) include quantity, quality, time and cost.

### B. Conceptual Framework

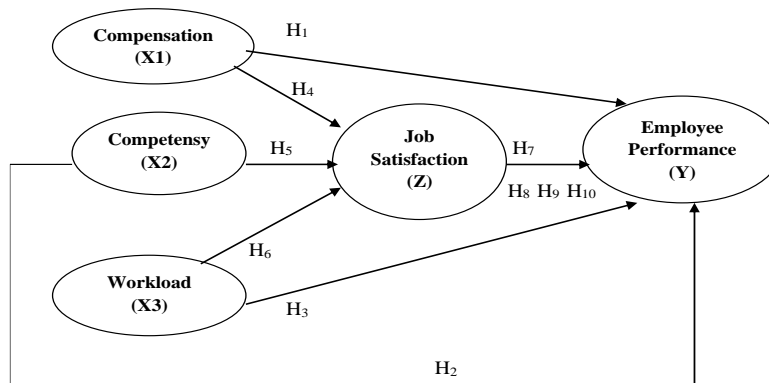


Figure 1. Conceptual Framework

## II. METHODS

Types of research This including in category study quantitative. Population in study This is all ASN of Surabaya Health Service. The method of taking sample used is probability sampling with simple random sampling technique, whereas determination big sample use Slovin's formula. Based on results calculation sample, large sample for study This were 56 respondents. Data collection techniques use questionnaire via Google Forms with scale Likert 1-5. Data analysis technique using SEM Partial Least Square (PLS). Data analysis method using outer model and inner model measurements in SEM-PLS applications. Testing hypothesis use bootstrapping resampling method in SEM-PLS application with inspect mark significance (p value) in the coefficient output table path. Significance value (p value)  $\leq 0.05$  indicates that hypothesis study accepted, while mark significance (p value)  $> 0.05$  means hypothesis study rejected.

### III. RESULTS AND DISCUSSION

#### A. Results

##### 1. Respondent Overview

The location of the study was carried out at the Surabaya City Health Office. The research respondents were ASN employees of the Surabaya Health Office, with the number of respondents analyzed as many as 56 people. This analysis provides simple information from the conditions of respondents such as gender, age, last education, and length of service:

*Table 1. Respondent Characteristics*

<i>Characteristic</i>	<i>Description</i>	<i>Frequency</i>	<i>Percentage (%)</i>
<i>Gender</i>	<i>Male</i>	12	21%
	<i>Female</i>	44	79%
	<i>Total</i>	56	100%
<i>Age</i>	<i>20 - 30</i>	2	3 %
	<i>31 - 40</i>	25	45%
	<i>41 - 50</i>	23	41%
	<i>&gt;51</i>	6	11%
	<i>Total</i>	56	100%
<i>Latest Education</i>	<i>Senior High School</i>	5	9 %
	<i>Diploma</i>	5	9 %
	<i>Bachelor Degree</i>	40	71%
	<i>Master Degree</i>	6	11%
	<i>Total</i>	56	100%
<i>Length of Service</i>	<i>0 - 5 years</i>	5	9 %
	<i>6 - 10 years</i>	5	9 %
	<i>11 - 15 years</i>	24	43%
	<i>&gt;15 years</i>	22	39%
	<i>Total</i>	56	100%

Source: Primary Data, 2024

Based on the data in Table 1, it can be seen that in terms of gender, the majority of respondents in this study were female, with a percentage of 79% (44 people), while only 21% (12 people) were male.

In terms of age, the largest age groups are in the range of 31-40 years (45%) and 41-50 years (41%), while a small portion of respondents are under 30 years old (3%) or over 51 years old (11%). The data shows that most respondents are of productive age.

In terms of education, the majority of respondents have a fairly high level of education, with 71% being D4/S1 graduates and 11% being S2 graduates, while 9% have a high school/vocational high school/equivalent or D3 education. The data shows that the majority of respondents have a strong educational background.

Based on length of service, 43% of respondents have worked for 11-15 years and 39% have worked for more than 15 years, while only 18% have work experience under 10 years. The data shows that most respondents have quite a long work experience.

**2. Analysis of Research Results**

In SEM PLS analysis, two types of models are formed, namely the measurement model (outer model) and the structural model (inner model).

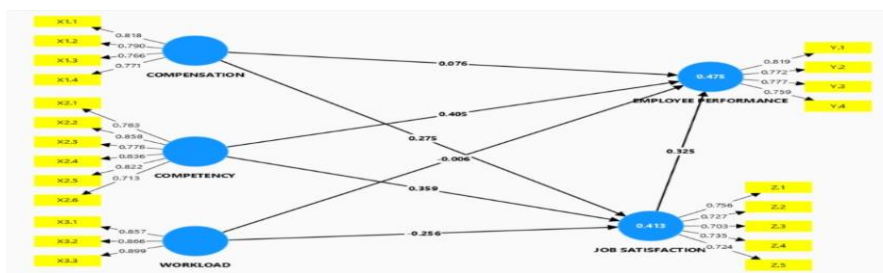


Figure 2. SmartPLS 4 data processing results diagram

**3. Outer Model Test Results**

**a. Convergent Validity**

Convergent validity aims to determine the validity of each relationship between indicators and their latent variables. An indicator can be stated to meet convergent validity and has a high level of validity when the outer loadings value is >0.70, while the Average Variance Extracted (AVE) value is >0.50 (Chin & Todd, 1995).

Table 2. Outer Loading Values

Variables	Indicator	Outer Loading	Value Requirements	Conclusion
Compensation (X1)	X1.1	0.818	> 0.70	Valid
	X1.2	0.790	> 0.70	Valid
	X1.3	0.766	> 0.70	Valid
	X1.4	0.771	> 0.70	Valid
Competence (X2)	X2.1	0.783	> 0.70	Valid
	X2.2	0.858	> 0.70	Valid
	X2.3	0.778	> 0.70	Valid
	X2.4	0.836	> 0.70	Valid

	X2.5	0.822	> 0.70	Valid
	X2.6	0.713	> 0.70	Valid
Workload (X3)	X3.1	0.857	> 0.70	Valid
	X3.2	0.866	> 0.70	Valid
	X3.3	0.899	> 0.70	Valid
Job Satisfaction (Z)	Z.1	0.756	> 0.70	Valid
	Z.2	0.727	> 0.70	Valid
	Z.3	0.703	> 0.70	Valid
	Z.4	0.735	> 0.70	Valid
	Z.5	0.724	> 0.70	Valid
Employee Performance (Y)	Y.1	0.819	> 0.70	Valid
	Y.2	0.772	> 0.70	Valid
	Y.3	0.777	> 0.70	Valid
	Y.4	0.759	> 0.70	Valid

Source: SmartPLS 4 data processing results, 2024

*Table 3. Average Variance Extracted (AVE) Value*

<i>Variables</i>	<i>Average Variance Extracted (AVE)</i>
<i>Compensation</i>	<i>0.619</i>
<i>Competence</i>	<i>0.640</i>
<i>Workload</i>	<i>0.765</i>
<i>Job satisfaction</i>	<i>0.532</i>
<i>Employee Performance</i>	<i>0.611</i>

Source: SmartPLS 4 data processing results, 2024

Based on the data in Tables 2 and 3, all indicators for compensation, competence, workload, job satisfaction, and employee performance variables have outer loading values >0.70 and Average Variance Extracted (AVE) values >0.50. This indicates that the convergent validity of each indicator has been met, so that the indicator is suitable for use in research and can be used for further data analysis.

**b. Discriminant Validity**

Discriminant validity is carried out to ensure that each concept of each latent model is different from other variables. Discriminant validity testing can be assessed based on the AVE Fornell-Larcker criterion and cross loading. In the AVE Fornell-Larcker criterion test, discriminant validity can be said to be good if the root of the AVE on the construct is higher compared to the correlation of the construct with other latent variables, while in the cross loading test it must show a higher indicator value of each construct compared to the indicators on other constructs (Sekaran & Bougie, 2016).

*Table 4. Cross Loadings Values*

<i>Indicator</i>	<i>Compensation (X1)</i>	<i>Competence (X2)</i>	<i>Workload (X3)</i>	<i>Job Satisfaction (Z)</i>	<i>Employee Performance (Y)</i>
<i>X1.1</i>	<i>0.818</i>	<i>0.563</i>	<i>-0.125</i>	<i>0.428</i>	<i>0.451</i>
<i>X1.2</i>	<i>0.790</i>	<i>0.301</i>	<i>-0.085</i>	<i>0.350</i>	<i>0.204</i>
<i>X1.3</i>	<i>0.766</i>	<i>0.412</i>	<i>0.003</i>	<i>0.357</i>	<i>0.275</i>
<i>X1.4</i>	<i>0.771</i>	<i>0.286</i>	<i>-0.115</i>	<i>0.379</i>	<i>0.396</i>
<i>X2.1</i>	<i>0.299</i>	<i>0.783</i>	<i>-0.269</i>	<i>0.494</i>	<i>0.493</i>
<i>X2.2</i>	<i>0.377</i>	<i>0.858</i>	<i>-0.076</i>	<i>0.365</i>	<i>0.478</i>
<i>X2.3</i>	<i>0.391</i>	<i>0.778</i>	<i>0.019</i>	<i>0.367</i>	<i>0.441</i>
<i>X2.4</i>	<i>0.435</i>	<i>0.836</i>	<i>-0.212</i>	<i>0.531</i>	<i>0.700</i>
<i>X2.5</i>	<i>0.523</i>	<i>0.822</i>	<i>0.005</i>	<i>0.396</i>	<i>0.358</i>
<i>X2.6</i>	<i>0.455</i>	<i>0.713</i>	<i>-0.066</i>	<i>0.361</i>	<i>0.389</i>
<i>X3.1</i>	<i>-0.085</i>	<i>-0.141</i>	<i>0.857</i>	<i>-0.255</i>	<i>-0.200</i>
<i>X3.2</i>	<i>-0.153</i>	<i>-0.114</i>	<i>0.866</i>	<i>-0.293</i>	<i>-0.123</i>
<i>X3.3</i>	<i>-0.056</i>	<i>-0.124</i>	<i>0.899</i>	<i>-0.334</i>	<i>-0.158</i>
<i>Z.1</i>	<i>0.314</i>	<i>0.367</i>	<i>-0.294</i>	<i>0.756</i>	<i>0.355</i>
<i>Z.2</i>	<i>0.288</i>	<i>0.470</i>	<i>-0.079</i>	<i>0.727</i>	<i>0.461</i>
<i>Z.3</i>	<i>0.107</i>	<i>0.421</i>	<i>-0.198</i>	<i>0.703</i>	<i>0.486</i>
<i>Z.4</i>	<i>0.211</i>	<i>0.255</i>	<i>-0.477</i>	<i>0.735</i>	<i>0.303</i>
<i>Z.5</i>	<i>0.717</i>	<i>0.413</i>	<i>-0.228</i>	<i>0.724</i>	<i>0.478</i>

Y.1	0.289	0.505	-0.147	0.496	0.819
Y.2	0.365	0.378	-0.112	0.476	0.772
Y.3	0.328	0.492	-0.227	0.396	0.777
Y.4	0.399	0.548	-0.092	0.451	0.759

Source: SmartPLS 4 data processing results, 2024

Based on the data in Table 4 above, it can be seen that the cross loading value of the indicators on each variable of compensation, competence, workload, job satisfaction and employee performance is always greater than other variables. So it can be concluded that all indicators on each variable have met the discriminant validity.

*Table 5. AVE Root Values-Fornell Larcker*

<i>Variables</i>	<i>Workload</i>	<i>Job satisfaction</i>	<i>Employee Performance</i>	<i>Compensation</i>	<i>Competence</i>
<i>Workload</i>	0.874				
<i>Job satisfaction</i>	-0.338	0.729			
<i>Employee Performance</i>	-0.183	0.582	0.782		
<i>Compensation</i>	-0.109	0.487	0.442	0.786	
<i>Competence</i>	-0.144	0.537	0.620	0.511	0.800

Source: SmartPLS 4 data processing results, 2024

Based on the data in Table 5 above, it shows that all AVE-Fornell Larcker root values of each construct are greater than the correlation between constructs and other constructs. So it can be concluded that all constructs in the estimated model have met the discriminant validity test criteria.

**c. Reliability Test**

Reliability testing is conducted to prove the accuracy, consistency, and precision of the instrument in measuring the construct. To be able to meet good reliability, the Composite Reliability value and Cronbach's Alpha value must be greater than 0.70 (Chin, 1998):

*Table 6. Cronbach's Alpha, Rho\_A and Composite Reliability Values*

<i>Variables</i>	<i>Cronbach's Alpha</i>	<i>Composite Reliability (rho_a)</i>	<i>Composite Reliability (rho_c)</i>
<i>Compensation</i>	0.799	0.812	0.866
<i>Competence</i>	0.888	0.908	0.914
<i>Workload</i>	0.846	0.854	0.907
<i>Job satisfaction</i>	0.782	0.787	0.850



<i>Employee Performance</i>	0.788	0.790	0.863
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Source: SmartPLS 4 data processing results, 2024

Based on the data from Table 6, it can be seen that each variable of compensation, competence, workload, job satisfaction and employee performance has a Cronbach's Alpha, Composite Reliability (rho\_a) and Composite Reliability (rho\_c) value >0.7, which means that all variables have met good reliability.

**4. Inner Model Test Results**

**a. Coefficient of Determination (R-square) Test**

The R-Square value indicates the level of determination of exogenous variables towards their endogenous ones. According to (Chin, 1998), the R-Square value is categorized as strong if it is more than 0.67, moderate if it is more than 0.33 but lower than 0.67, and weak if it is more than 0.19 but lower than 0.33.

*Table 7. R-Square Value*

<i>Variables</i>	<i>R-Square</i>	<i>Conclusion</i>
<i>Job satisfaction</i>	0.413	<i>Moderate</i>
<i>Employee Performance</i>	0.475	<i>Moderate</i>

Source: SmartPLS 4 data processing results, 2024

Based on the data presented in table 7 above, it is known that the R-square value for the job satisfaction variable is 0.413, which means that the ability of the compensation, competence and workload variables in explaining the job satisfaction variable has a moderate strength of 41.3%, while the remaining 58.7% is the contribution of other variables not included in the study. The R-square for the employee performance variable is 0.475, which means that the ability of the compensation, competence and workload variables in explaining the employee performance variable has a moderate strength of 47.5%, while the remaining 52.5% is the contribution of other variables not included in the study.

**b. Goodness of Fit (GoF) Test**

Goodness of Fit (GoF) is a single measure to validate the combined performance of the measurement model and the structural model. The GoF value is obtained from the square root of the average communalities index multiplied by the average R2 value. The GoF value ranges from 0 to 1 with interpretations of values 0.1 (small GoF), 0.25 (moderate GoF), and 0.36 (large GoF).

*Table 9. Comparison of AVE and R-Square Values*

<i>Variables</i>	<i>AVE</i>	<i>R-square</i>
<i>Compensation</i>	0.619	
<i>Competence</i>	0.640	
<i>Workload</i>	0.765	
<i>Job satisfaction</i>	0.532	0.413
<i>Employee Performance</i>	0.611	0.475
<i>Total</i>	3.167	0.888

Source: SmartPLS 4 data processing results, 2024

$$\begin{aligned}
 \text{GoF value} &= \sqrt{AVE \times R^2} \\
 &= \sqrt{3,167 \times 0,888} \\
 &= \sqrt{0,6334 \times 0,444} \\
 &= \sqrt{0,2812296} \\
 &= 0.530311
 \end{aligned}$$

Based on the data in Table 9 and the calculation results, the GoF value is 0.530311. This indicates that the combined performance of the outer model and inner model in this study can be classified into the large GoF category.

**c. Predictive Relevance Test (Q<sup>2</sup>)**

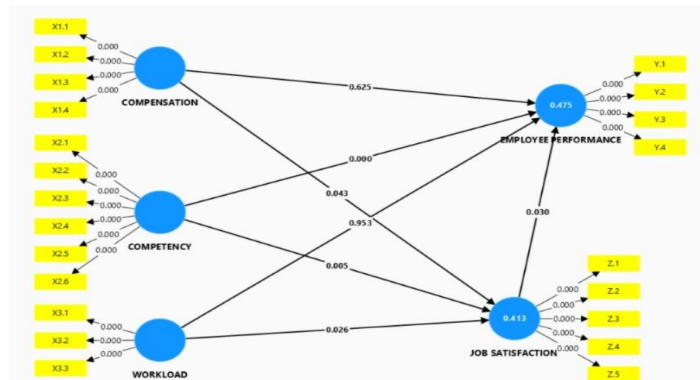
Predictive relevance is a test conducted to show how good the observation value is produced using the blindfolding procedure by looking at the Q-square value. If the Q-square value > 0 then it can be said to have a good observation value, while if the Q-square value < 0 then it can be stated that the observation value is not good.

$$\begin{aligned}
 \text{Q-Square} &= 1 - [(1 - R_1^2) \times (1 - R_2^2)] \\
 &= 1 - [(1 - 0.475^2) \times (1 - 0.413^2)] \\
 &= 1 - (0.774375 \text{ times}) (0, 829431) \\
 &= 1 - 0.642291 \\
 &= 0.357709
 \end{aligned}$$

From the Q-Square calculation above, it is known that the Q-Square value is 0.357709. This shows that the magnitude of the diversity of research data that can be explained by the research model is 35.8%, while the remaining 65.2% is explained by other factors outside this research model. In this research model, the endogenous latent construct or variable has a Q-Square value greater than 0 (zero) so that the predictions made by the model are considered relevant.

**5. Hypothesis Testing**

Hypothesis testing uses the bootstrapping resampling method in the SEM-PLS application by checking the significance value (p value) in the path coefficient output table.



Picture 3. SEM-PLS Model

Based on the data processing that has been done, the results obtained can be used to answer the hypothesis in this study. The significance value (p value) ≤ 0.05 indicates that the research hypothesis is accepted, while the significance value (p value) > 0.05 means that the research hypothesis is rejected.

Table 9. Hypothesis Testing

Hypothesis	Influence	Original Sample (O)	T-Statistics	P-Values	Conclusion
H1	Compensation → Employee Performance	0.076	0.489	0.625	Rejected
H2	Competence → Employee Performance	0.405	3,661	0.000	Accepted

H3	Workload → Employee Performance	-0.006	0.059	0.953	Rejected
H4	Compensation → Job Satisfaction	0.275	2.022	0.043	Accepted
H5	Competence → Job Satisfaction	0.359	2,829	0.005	Accepted
H6	Workload → Job Satisfaction	-0.256	2.226	0.026	Accepted
H7	Job Satisfaction → Employee Performance	0.325	2.168	0.030	Accepted
H8	Compensation → Job Satisfaction → Employee Performance	0.090	1,499	0.134	Rejected
H9	Competence → Job Satisfaction → Employee Performance	0.117	1,614	0.106	Rejected
H10	Workload → Job Satisfaction → Employee Performance	-0.083	1,347	0.178	Rejected

Source: SmartPLS 4 data processing results, 2024

Based on the data presented in table 5.18 above, the results of the ten hypotheses in this study can be seen, namely:

1. Compensation has a positive effect (0.076) on employee performance and is not significant (P-Value 0.625 > 0.05), so H1 is rejected so it can be stated that compensation does not affect employee performance.
2. Competence has a positive effect (0.405) on employee performance and is significant (P-Value 0.000 < 0.05), so H2 is accepted so it can be stated that competence has an effect on employee performance.
3. Workload has a negative effect (-0.006) on employee performance and is not significant (P-Value 0.953 > 0.05), so H3 is rejected so it can be stated that workload does not affect employee performance.
4. Compensation has a positive effect (0.275) on job satisfaction and is significant (P-Value 0.043 < 0.05), so H4 is accepted so it can be stated that compensation has an effect on job satisfaction.
5. Competence has a positive effect (0.359) on job satisfaction and is significant (P-Value 0.005 < 0.05), so H5 is accepted so it can be stated that competence has an effect on job satisfaction.
6. Workload has a negative effect (-0.256) on job satisfaction and is significant (P-Value 0.026 < 0.05), so H6 is accepted so it can be stated that workload has an effect on job satisfaction.
7. Job satisfaction has a positive effect (0.325) on employee performance and is significant (P-Value 0.030 < 0.05), so H7 is accepted so it can be stated that job satisfaction has an effect on employee performance.
8. The effect of compensation on employee performance through job satisfaction has a positive effect (0.090), and is not significant (P Value 0.134 > 0.05) meaning that H8 is rejected, this shows that job satisfaction as an intervening variable does not play a role in mediating compensation on employee performance.
9. The influence of competence on employee performance through job satisfaction has a positive influence (0.117), and is not significant (P Value 0.106 > 0.05) meaning that H9 is rejected, this shows that job satisfaction as an intervening variable does not play a role in mediating competence on employee performance.
10. The effect of workload on employee performance through job satisfaction has a negative effect (-0.083), and is not significant (P Value 0.178 > 0.05) meaning that H10 is rejected, this shows that job satisfaction as an intervening variable does not play a role in mediating workload on employee performance.

## B. Discussion

1. The effect of compensation on employee performance  
Analysis of the effect of compensation on employee performance shows an original sample value of 0.076, indicating a positive relationship between the two variables. This means that when compensation increases, employee performance also tends to increase. However, the T-statistic value of 0.489 < 1.96 and the P-value of 0.625 > 0.05 indicate that this relationship is not significant. Thus, it can be concluded that compensation has a positive but insignificant effect on employee performance, so the H-1 hypothesis is rejected.

Compensation does not affect the performance of ASN employees at the Surabaya City Health Office, made possible by the high loyalty of employees. Employees prioritize responsibility and completion of tasks according to their duties and functions on time rather than prioritizing the compensation received. Research results This in line with research (Sugiarti et al., 2021). However depart behind with results research (Sukidi & Wajdi, 2017), (A. Hidayat, 2021), (Kumalasari & Efendi, 2022) (Alfian & Guswinta, 2023), (Wilson Seran & Ariyani, 2023) which states that compensation influential positive and significant to performance employee.

2. The influence of competence on employee performance

Analysis of the influence of competence on employee performance shows an original sample value of 0.405, which indicates that the relationship between the two variables is unidirectional/positive. This means that when competence increases, employee performance also tends to increase. The T-statistics result is  $3.661 > 1.96$  or P-value is  $0.000 < 0.05$ , which means that competence significantly affects employee performance. Thus, it can be concluded that competence has a positive and significant effect on employee performance, so that the H-2 hypothesis is accepted.

Competence has a significant effect on employee performance because adequate competence allows employees to work more effectively, make better decisions, and produce higher innovation. Competence also improves work quality, self-confidence, and job satisfaction, all of which contribute to improved overall performance. Although some ASN employees of the Surabaya City Health Office already have the competence to complete their work well, they still need training to support more optimal performance in completing tasks, this can be seen from the results of "Strongly Agree" for the competence statement "I have a high interest in professional development in my field." The results of this study are in line with research (Lili et al., 2023), (Maskuri & Suyanto, 2023). However, it is contrary to the results of research (R. Hidayat, 2021) which states that competence does not affect employee performance.

3. The effect of workload on employee performance

Analysis of the effect of workload on employee performance shows an original sample value of -0.006, which indicates that the relationship between the two variables is negative. This means that when the workload increases, job satisfaction tends to decrease, or vice versa. The T-statistic result is  $0.059 < 1.96$  or P-value is  $0.953 > 0.05$ , which means that the relationship between the workload variable and employee performance is not significant. Thus, it can be concluded that workload has a negative but not significant effect on job satisfaction, so that the H3 hypothesis is rejected.

Workload does not have a significant effect on the performance of ASN employees of the Surabaya City Health Office, which can be caused by several factors, including solid teamwork and employee loyalty. Although the workload increases, good collaboration between team members allows for effective division of tasks, so that work can be completed on time. Another factor is employees who have high motivation and loyalty, who show a sense of responsibility and commitment to work results. Thus, although the workload increases, employee performance also increases, so that they can complete all tasks according to the specified deadline. Research This in line with ( Alfian & Guswinta, 2023) which states that burden Work No influential to performance employee.

4. The effect of compensation on job satisfaction

Analysis of the effect of compensation on job satisfaction shows an original sample value of 0.275, which indicates that the relationship between the two variables is unidirectional/positive. This means that when compensation increases, job satisfaction also tends to increase. The T-statistics result is  $2.022 > 1.96$  or P-value is  $0.043 < 0.05$ , which means that compensation significantly affects job satisfaction. Thus, it can be concluded that compensation has a positive and significant effect on job satisfaction, so that the H4 hypothesis is accepted.

The effect of compensation on job satisfaction is one of the important factors in human resource management, because the right compensation can increase motivation and loyalty. Compensation is the main source of employee income to meet basic needs and lifestyle. So if the compensation received by employees is appropriate, employees tend to feel satisfied because their financial needs have been met. The results of this study are in line with research (Sukidi & Wajdi, 2017), (Jatimoyo, 2019), (Astuti et al., 2023). However, it is contrary to the results of research (Sugiarti et al., 2021) which states that compensation does not have a direct effect on job satisfaction.

5. The influence of competence on job satisfaction

The analysis of the influence of competence on job satisfaction has an original sample value of 0.359, which means that the relationship between the two variables is unidirectional/positive. This means that when competence increases, job satisfaction also tends to increase. The T-statistics result is  $2.829 > 1.96$  or P-value is  $0.005 < 0.05$ , which means that competence significantly affects job satisfaction. Thus, it can be concluded that competence has a positive and significant effect on job satisfaction, so that the H5 hypothesis is accepted.

The influence of competence on job satisfaction is closely related to how well employees can meet the demands of their jobs and feel appreciated. Competence includes the abilities, knowledge, skills, and behaviors needed to carry out the assigned tasks optimally. The results of this study are in line with research by (Angga Wahyudi et al., 2022), (Maskuri & Suyanto, 2023) which states that competence has a positive and significant influence on job satisfaction.

6. The effect of workload on job satisfaction

The analysis of the influence of competence on job satisfaction has an original sample value of  $-0.256$ , which means that the relationship between the two variables is opposite/negative. This means that when the workload increases, job satisfaction decreases or vice versa. The T-statistic result is  $2.226 > 1.96$  or the P-value is  $0.026 < 0.05$ , which means that workload significantly affects job satisfaction. Thus, it can be concluded that workload has a negative and significant effect on job satisfaction, so that the H6 hypothesis is accepted.

High workload or workload that is not in accordance with employee capacity can significantly reduce job satisfaction because it causes stress, and the inability to achieve work-life balance. In the workload statement, "I often feel that there is not enough time to complete all my tasks," 21 respondents answered quite agree, 14 respondents answered agree, and 1 respondent strongly agree. This shows that the majority of respondents feel that working time in the office is not enough to complete work, and there is a tendency for employees to work overtime to meet the given targets. Employees who do not enjoy rest time, bring work home, or work overtime will feel that their lives are disturbed by work, which is likely to reduce job satisfaction. Research results This in line with research (Jatimoyo, 2019) which states that burden work at Dispendukcapil Regency Blitar it will be very easy influence level satisfaction felt his employees.

7. The influence of job satisfaction on employee performance

The analysis of the influence of job satisfaction on employee performance has an original sample value of  $0.325$ , which means that the relationship between the two variables is unidirectional/positive. This means that when job satisfaction increases, employee performance also tends to increase. The T-statistics result is  $2.168 > 1.96$  or P-value is  $0.030 < 0.05$ , which means that job satisfaction significantly affects employee performance. Thus, it can be concluded that job satisfaction has a positive and significant effect on employee performance, so that the H7 hypothesis is accepted.

Job satisfaction has a major impact on employee performance, as it can create a positive work environment, increase motivation, and drive productivity. Satisfied employees tend to work better, be more motivated, and make greater contributions to the organization. They are also more proactive, creative, and less absent, all of which have a positive impact on overall performance. The results of this study are in line with research (Sukidi & Wajdi, 2017) which states that job satisfaction has a positive and significant effect on employee performance.

8. The Effect of Compensation on Employee Performance with Job Satisfaction as an Intervening Variable

The analysis of the effect of compensation on employee performance through job satisfaction has an original sample value of  $0.090$ , which means that the relationship between the three variables is unidirectional/positive. The T-statistics result of  $1.499 < 1.96$  or P-value  $0.134 > 0.05$  indicates that this effect is not significant, where job satisfaction as an intervening variable does not play a role in mediating the effect of compensation on employee performance. Thus, it can be concluded that compensation has a positive but not significant effect on employee performance through job satisfaction, so that the H8 hypothesis is rejected. Compensation does not have a significant effect on employee performance when job satisfaction is an intervening variable (connecting or mediator), because there are several factors that influence this relationship. This explains that the performance of ASN employees of the Surabaya City Health Office, both directly and indirectly, is not influenced by compensation, even though job satisfaction is used as a mediator. Factors such as the work environment, relationships with coworkers and superiors, career development opportunities, and balance between work and personal life may have a greater influence on job satisfaction than compensation. This is not in line with research conducted by (Maskuri & Suyanto, 2023) which states that performance allowances have a positive and significant effect on employee performance with job satisfaction as an intervening variable.

9. The Influence of Competence on Employee Performance with Job Satisfaction as an Intervening Variable

The analysis of the influence of competence on employee performance through job satisfaction has an original sample value of  $0.1170$ , which means that the relationship between the three variables is unidirectional/positive. The T-statistics result of  $1.614 < 1.96$  or P-value  $0.106 > 0.05$  indicates that this influence is not significant, where job satisfaction as an intervening variable does not play a role in mediating the influence of competence on employee performance. Thus, it can be concluded that competence has a positive but not significant effect on employee performance through job satisfaction, so that the H9 hypothesis is rejected.

When competence does not affect employee performance with job satisfaction as an intervening variable (connector or mediator), this can be caused by several factors that inhibit the relationship between competence, job satisfaction, and performance. Job satisfaction often depends on many other factors besides competence, such as recognition, work environment, and opportunities for development. If these factors are not met, competence will not result in increased performance, even though employees have sufficient skills and knowledge. If employees feel competent but are not appreciated or do not get recognition for their abilities, this can lead to job dissatisfaction. In this condition, even though employees have high competence, they are not motivated to work harder or more productively because of the dominant sense of dissatisfaction.

#### 10. The Effect of Workload on Employee Performance with Job Satisfaction as an Intervening Variable

The analysis of the influence of workload on employee performance through job satisfaction has an original sample value of 0.090, which means that the relationship between the two variables is inversely/negatively proportional. The T-statistics result of  $1.499 < 1.96$  or P-value  $0.134 > 0.05$  indicates that this influence is not significant, where workload as an intervening variable does not play a role in mediating the influence of competence on employee performance. Thus, it can be concluded that workload has a negative and insignificant effect on employee performance through job satisfaction, so that the H10 hypothesis is rejected. The absence of job satisfaction as an intervening variable in mediating the effect of workload on employee performance indicates that the relationship between workload and performance does not depend on the level of job satisfaction. This could be due to various factors, including the employee's ability to manage the workload, individual resilience, or the presence of other variables such as motivation and managerial support that have a greater influence on this relationship. Some employees have good time management and stress management skills, so that even though the workload increases, their performance remains stable. In this case, job satisfaction is not affected because the employee can handle the workload well.

## IV. CONCLUSION

From the results of several analysis tests that have been carried out, the following conclusions can be drawn:

1. The compensation variable has a positive and insignificant influence on employee performance.
2. Competency variables have a positive and significant influence on employee performance.
3. The workload variable has a negative and insignificant influence on employee performance.
4. The compensation variable has a positive and significant influence on job satisfaction.
5. Competency variables have a positive and significant influence on job satisfaction.
6. The workload variable has a negative and significant influence on job satisfaction.
7. Job satisfaction variables have a positive and significant influence on employee performance.
8. The compensation variable has a positive and insignificant influence on employee performance with job satisfaction as an intervening variable.
9. The competency variable has a positive and insignificant influence on employee performance with job satisfaction as an intervening variable.
10. The workload variable has a negative and insignificant influence on employee performance with job satisfaction as an intervening variable.

### A. Suggestion

1. It is recommended that agencies continue to improve compensation policies in an effort to maintain and increase employee job satisfaction.
2. Competence has been proven to have a positive effect on job satisfaction and performance. Therefore, employee competency training and development need to be prioritized to ensure that employees have the skills needed to achieve optimal performance.
3. Excessive workload can reduce job satisfaction, so better workload management is needed. Arranging a balanced workload that is in accordance with employee capacity is important to maintain job satisfaction and prevent decreased performance.
4. Since job satisfaction has been proven to affect employee performance, efforts are needed to improve job satisfaction which is expected to have an impact on improving performance. This can include improving the work environment, good working relationships between employees and leaders, and providing rewards that are in accordance with work performance.

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