Affect Analysis of Work Load, Competence to Work Motivation with Compensation as Intervening Variables of Nurse Care Implementation in Ananda Hospital Bekasi Indonesia

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Abstract: *Strong motivation leads employees to work with high performance, if not, it can end in termination of employment. This work motivation can be influenced from within or from outside individual employees. The high rate turnover at Ananda Bekasi Hospital is a strong reason to look for the causes and solutions. External causes can be due to workload, leadership style, salary, work atmosphere and others. This study aimed to analyze the effect of workload and competence on work motivation with compensation as an intervening variable in 180 implementing nurses, through a quantitative descriptive causality approach and SEM analysis. Data collected techniques used is primary questionnaire data with 4 Likert scale. The results obtained: (1) workload and competence simultaneously does not affect work motivation through compensation; (2) workload does not affect work motivation; (3) competence has a positive effect on work motivation; (4) compensation does not affect work motivation; (5) workload affects compensation; (6) competence influences compensation. Workload and compensation do not affect work motivation, but competence, through skills and expertise in giving courses training and incentive for reasoning retend the employees who remain loyal to work, which can then be followed by an increase income.*

Keywords: Workload, Competence, Work Motivation, Compensation

1. Background

The quality of hospital services is greatly influenced by several factors, among which the most dominant is human resources, in this case the nursing staff. Professional qualified Nursing Care Services in which is one of the determining factors in the image of public health service institutions is insisted. Commonly, Strong Work nurses Motivation are caused by competitive salary, and job high status. Here, will see the facts, workload, competence or compensation.

Motivation has an energy that moves people toward a particular class goal, so that it becomes a motivator, a person's spur to be able to complete his work with enthusiasm because he wants to run it. Strong motivation leads employees to work with high performance, if not, it can end in turnover. This work motivation can be influenced by various things, within and from outside individual employees. From within the employee can be in the form of family, education, work distance, needs, length of work, work training, professionalism. While those who come from outside the employees namely are from the organization where they work, the factors that stimulant can be in the form of promotions, incentives, salaries, benefits, work environment, supervisory supervision. As in his research (Willis-Shattuck et al., 2009) states that highly motivating factors in job retention are financial incentives, career development, and subsequent management supervision which supported by recognition, adequate resources and infrastructures.

The turnover rate from the totally 180 employees implementing nurses, is quite high in Ananda Bekasi Hospital. In the year of 2018 for one year experienced were 37 employee turnover events, then in the first semester of 2019 there were 26 cases of turnover. This figure is quite high. The management attempted to direct and motivated its workers to remain to serve even work more than expected. Thus, furthermore when viewed from the nurses' view, workload can cause stressing on the nurses themselves, in case of quantity where the tasks must be done too much / too less or in quality where the tasks that must be done require much expertise or less. If the number of tasks is not proportional to the ability of both physical and expertise and the time available, it will become a stressing sources and stress experienced and will affect motivation in providing patient services, namely becomes less than optimal, and if the burden is sufficient enough, it can make the occurrence desire to turnover intention. In the study of Kokoroko & Sanda, 2019 found that Nurses' work stress in Ghanaian OPD correlated with workload.

Competence with its components, namely knowledge, skills, and professional attitudes are needed by nurses as a motive for work passion or work motivation. In research I.N. Budiawan, (Budiawan et al., 2015) found that workers with good motivation, good affiliation, reward and punishment, were influenced by competence: their knowledge, skills and professionalism were also in good. In this study aims to see and prove the above, competence is closely related to work motivation. There were 2Of the 5 nurses observed that still had to be assisted by their colleagues in fulfilling their duties.

Actually the provision of compensation is the influence in strategic human resources function. From the theory which states that the main factors causing the desire to turn other institution are because by salary, promotion and commitment to the company. When the compensation

received is deemed sufficient, the employee turnover will decrease significantly. Furthermore, the results of the initial interview of this study, there were 3of the 5 nurses who had not received compensation according to the Bekasi UMR. The Bekasi UMR value is 4.2 million monthly as a standard implementation nurse. Providing good compensation will prevent employees from leaving the company. Certainly fair and proper compensation, balanced with the services provided by employees to the company. Therefore, such compensation cannot be given arbitrarily, without calculation and careful consideration. Compensation also increases employee motivation to work, so it will help spur employees to allocate time and effort themselves for their work. Employees will give their best if the wishes match their expectations.

The formulations of the problems discussed in this study are:

1) There is a simultaneous influence of workload and competence on nurses' work motivation mediated by compensation?
2) There is any influence of workload on nurse work motivation?
3) There is any competence influence on nurses work motivation?
4) There is a compensation affect on work motivation of nurses?
5) There is an influence of workload on nurse compensation?
6) There is any affect of competence on nurse compensation?

1.1 Research Objectives

1.1.1 General purpose
To Analyze the Effect of Nurses' Workload, Competence on Work Motivation with Compensation as Intervening Variable in ANANDA Bekasi Hospital,

1.1.2 Special purpose
- To analyze nurses' workload affects work motivation.
- To analyze nurses' competencies can affect the work motivation.
- To analyze nurses' compensation influences work motivation.
- To analyze the nurses' workload affect compensation.
- To analyze nurses' competencies affect compensation.

1.2 Theoretical Studies

1.2.1 Work Motivation
Work motivation consists of two words, namely motivation and work. Motivation comes from Latin which means to move. Generally refers to the existence of the power of desire, the impulse that moves to behave in a certain way. According to Notoatmodjo, motivation will be related to desires, drives and goals. (Notoatmodjo, Health Promotion Theory and Application, 2010). Meanwhile, work is a form of activity that aims to get satisfaction. This activity involves physical and mental (As'ad, 2001) argued that work is a physical and mental process of humans in achieving their goals. (Sperling., 1987) suggested that the motive is defined as a tendency to move, starting from self-motivation and

ending with self-adjustment. Adjustment is said to satisfy the motive. While the definition according to Stanton, motive is stimulated needs oriented towards individual goals in achieving satisfaction. Stanford, 1968 previously stated that motivation as a condition that moves people towards a particular goal. Based on the opinion above, it can be seen that the motive is an impulse of needs within the employee to be met so that the employee can adjust to his environment, while motivation is a condition that moves employees to be able to achieve the goals. (Pinder, 2014) defined motivation in his book, namely work motivation is a set of natural energetic energy that comes from both inside and outside of the individual to initiate work-related behavior, and to determine its shape, direction, intensity, and duration. Furthermore (Wexley, K.N. and Yukl, 1977) set limits on motivation as a process by which behavior is driven and directed. From these limits it is known that the motive is something that underlies individual actions to achieve certain goals. So work motivation is something that gives rise to enthusiasm or work motivation. Thus, (McCormick, J. E. and Tiffin, 1974) suggested that work motivation is defined as a condition that influences arousing, directing, maintaining behavior related to the work environment. In his research (Hermawan, Rivai, & Suharto, 2018) suggested the source of motivation there are three factors, namely the possibility to develop, the type of work, and whether they can feel proud to be part of the company where they work. In addition, there are several aspects that affect employees' work motivation. Namely a sense of security at work, Get a fair and competitive salary, pleasant work environment, appreciation for work performance and fair treatment. Guilford (1970) argued that motivation can be said to consist of two elements, the first of which is direction as an internal energy process that keeps organisms in action. The second is retaliation which is defined as the goal of directed action, achieving the goal of stopping action, satisfied and remains job.

Dimensions and indicators of this research are motivation theory by McClelland (McClelland, 1973), namely:
1) Need for achievement (Need for achievement) which includes indicators of trying to do something in new and creative ways, seeking feedback about their actions, choosing risks that are in their actions, taking personal responsibility for their actions.
2) Needs for affiliation (Need for affiliation) which includes liking friendship, seeking approval or agreement from others, preferring to work together rather than competing and always trying to avoid conflict.
3) The need to master something (Need for power) which includes liking jobs where they become leaders, very active in determining the direction of activities of an organization wherever he is and happy with the tasks assigned to him.

1.2.2 Workload
Workload is a multi-dimensional concept, so it is difficult to get just one conclusion about the right definition. Every workload received by a person must be suitable and balanced with the physical and psychological abilities of the workers who receive the workload. Workload can be in the form of physical workload and psychological workload. Physical workload can be in the form of work weight such

as lifting, caring, encouraging while psychological workload can be in the form of the extent of expertise and work performance owned by individuals with other individuals. One of the figures who put forward the definition of workload is Gopher & Doncin. (Gopher, D., Donchin, 1986) defined that workload as a concept that arises due to the limited capacity to process information. When facing a task, individuals are expected to complete the task at a certain level. If the limitations of the individual hinder, hind the achievement of work at the expected level, it means that there has been a gap between the level of ability expected and the level of capacity possessed. This gap causes failure in performance. O'Donnell & Eggemeier (Eggemeier, 1986) explained the definitions that are in harmony with what was put forward by Gopher & Doncin. Both argued that the term workload refers to "how much of the limited number of workers needed to complete a task / job". According to the Republic of Indonesia Government Regulation No. 97 of 2000 workload is the average frequency of each type of work within a certain period of time, which in estimating the workload of an organization can be done based on calculations or experience (Government Regulation of the Republic of Indonesia, 2000). Nurses' workload is all activities carried out by a nurse while serving in a nursing service unit (Marquis, B.L. & Huston, 2000).

Workload that is too excessive or too little can cause interference or illness due to work. Excessive workload can cause physical and mental fatigue and emotional reactions such as headaches, digestion and irritability, while too little workload where work that occurs due to repetition of motion will cause boredom. The positive and negative effects of nurses' workloads are the matter of perception of the nurse itself. Perceptions of nurses' workloads are individual nurses' assessments of a number of task demands or activities that require mental activities, for example; to remember things needed, concentrate, detect problems, overcome unexpected problems and make decisions quickly related to nurses' work in carrying out nursing care.

According to Davis (Davis, Keith, and Newstroom, John, 1985) there are eleven dimensions that cause workload on a worker, as follows:

1) Work overload. Excessive work that requires maximum abilities from someone. In general, excessive work is pressing things that can cause tension.
2) Time is urgent or limited (time urgency). Limited time or urgency in completing a job, are things that are pressing that can cause tension. If the work is done in a hurry then it is very likely that mistakes will occur and can be detrimental.
3) Inefficient supervision system (poor quality of supervisor). Inefficient or bad supervision systems can cause discomfort for employees in working because one of the expectations of employees in meetings their work needs is the existence of good and objective guidance and supervision from their superiors.
4) Inadequate granting of authority in accordance with the responsibilities given (Inadequate authority to match responsibilities). As a result of a poor monitoring system will have an effect on the granting of authority that is not in accordance with the responsibilities required by workers. Workers whose responsibilities are

greater than the given authority will easily experience feelings of disagreement that ultimately affect their motivation.
5) Lack of work performance feedback (insufficient performance feedback). Lack of work performance feedback can lead to job dissatisfaction. For example getting praise or a raise when working well.
6) role ambiguity. In order to produce good performance, employees need to know the goals of the job, what is expected to be done and the responsibilities of their work. Unclear roles can be due to incomplete information and incompatibility of work status.
7) Changes in work (change of any type). Changes that occur at work will affect the way people work. This means that there is instability in the work situation. Changes in the work environment can be in the form of changes in the type of work, changes in organization, change of leaders or changes in company owner's policies.
8) Conflicts between individuals and between groups and so on (interpersonal and intergroup conflict). Disputes can also occur due to differences in objectives and values adopted by the two parties. The negative impact of disputes is the occurrence of disruptions in communication, compactness and cooperation. Situations that often lead to disputes at work.
9) Insecure political climate. Political instability can occur in the workplace and in the wider environment. For example, an uncertain political situation, this disturbs the stability of changes and the economy.
10) Frustration (frustration). Frustration as a continuation of conflict that results in the obstruction of efforts to achieve goals. For example company expectations that are not in line with workers' expectations. This will cause stress if it continues.
11) Difference between company values and workers' values (differences between company's and employee's values). Company policies sometimes conflict with workers' selves. This is something natural, because basically the company is more profit-oriented. Whereas workers demand high wages, welfare and satisfying job guarantees

1.3 Competence

Literally competence comes from the word competence which means skill, ability, and authority. Etymologically, competency is defined as the behavioral dimension of expertise or excellence of a leader or staff who have good skills, knowledge, and behavior.

The initial capital competency that must be possessed by an employee to be able to carry out work in accordance with their duties and responsibilities. Because competence is a collection of human resources that dynamically shows intellectual capacity, the quality of mental attitude and capabilities and skills possessed by a person for all aspects of the work to be carried out and these skills make him feel able to achieve various goals in his work. Competence has the same meaning as the word ability, skill or expertise. According to (Davis, Gordon B. Davis, 1999): competence is the ability of perspective and knowledge of people, especially the impact on abilities needed in a business with

minimal costs and optimal service to customers (Davis, 1999: 299)

According to Mathis & Jackson (Mathis, 2009), Competence is a basic characteristic that can be linked to an increase in individual or team performance.(Spencer, Lyle, 1993) said competence is an underlying characteristic of an individual that is associated with the results obtained in a job. The basic characteristic of competence means that ability is something chronic and is part of a person's personality and behavior can be predicted in a job task. According to Clark (Bong, M & Clark, 1999) competence is knowledge or knows how to do effective work. Boulter, Dalziel (Boulter, N., M. Dalziel, 2003) in (Sutrisno 2017: 203) argues that competence is a basic characteristic of a person that enables him to provide superior performance in certain jobs, roles or situations. Law Number 13 of 2003 concerning Employment, states that competency is the work ability of every individual that includes aspects of knowledge, Decree of the Head of the Republic of Indonesia Civil Service Agency No. 46A of 2003 concerning Guidelines for Structural Position Competency Standards Civil Servants states that human resource competencies are as follows: "The capabilities and characteristics possessed by a Civil Servant in the form of knowledge, skills and behavioral attitudes required in the performance of his duties, so that the Civil Servant can carry out his duties professionally, effectively and efficiently". The basis of making research instruments, the authors take 12 Basic Competencies of Nurses according to AIPNI 2012 SKKNI: 1) Perform Interpersonal Communication in Implementing Nursing Actions. 2) Apply Ethical Principles, Etiquette in Nursing. 3) Apply the Principles for the Prevention of Nosocomial Infection. 4) Analyze, interpret data and documents accurately 5) Creating and maintaining a safe nursing environment through quality assurance and risk management 6) Measuring Vital Signs 7) Preventive measures (steps / actions) to prevent patient / client injury 8) Facilitating the fulfillment of oxygen needs 9) Facilitating the fulfillment of fluid and electrolyte needs 10) Perform wound care 11) Providing medicines in a safe and appropriate manner 12) Manage the Administration of Blood and Blood Products Safely.

1.4 Compensation

Compensation is one of the important functions in Human Resource Management (HRM), this is in accordance with the opinion of Luthans (1992: 147), which says: "compensation, is defined as everything that will alleviate the needs and reduce movement, thereby achieving compensation will lead to improved physiological and psychological balance and will reduce or eliminate movement. Eating food, drinking water, and getting friends will lead to improving balance and reducing adjustments to movement, eating, water, and friends are compensation from the examples above ". A good compensation system is a system that is able to guarantee the satisfaction of members of the organization / company which in turn allows the organization / company to obtain, maintain and employ a number of high-performance employees. In relation to improving the welfare of life of employees, an organization must effectively provide compensation in accordance with the workload received by employees. Compensation is one

of the factors that directly or indirectly influences the level of employee performance. Therefore, compensation should be given to special employees from the institution's management so that employee motivation can be maintained and employee performance is expected to continue to increase. According to (Dessler, 2016) compensation is any form of payment or reward given to an employee and arises from the employee's employment. (Werther and Davis, 1982) stated that compensation is something employees receive in return for the work they provide. While (Gibson, James L., John M. Ivancevich and James H. Donnelly, 1994) suggested compensation is a function of Human Resource Management (HRM) associated with each type of reward that individuals receive in return for carrying out organizational tasks. Employees exchange energy to get financial and non-financial rewards. Thus, as a tribute to the submission and delivery of all the work or performance of employees to the organization, the organization provides compensation, service fees, awards, income, compensation or rewards.

According to Gomes (2003) compensation is something that is received by workers in return for their work. So that compensation can be said as providing compensation, either directly in the form of money (financial) or indirectly in the form of rewards (non-financial).Meanwhile (Milcovich, G.T., & Newman, 2005) defined that compensation refers to all forms, financial rewards and measured services and benefits that employees receive as part of an employment relationship. Werther and Davis (2000) suggested that compensation is what a worker receives in return for the work he had given. Both hourly wages and periodic salaries are designed and managed by personnel. Sikula (1999) argued that the administrative process of wages or salaries (sometimes called compensation) involves consideration or balance calculations. Compensation is something that is considered as something comparable. For employees, monetary rewards are compensation given to employees as an appreciation of their work.

Thomson (2002) argued, compensation is an important factor that influences or motivates the ways and reasons people work in one organization and not another organization.

Dimensions of compensation according to Mondy (2016), namely: financial compensation (financial compensation) that is financial compensation means compensation that is realized with a currency to the employee concerned. Implementation of financial compensation can be divided into 2 (two), namely:

a) Direct Financial compensation (direct financial compensation) Direct financial compensation is a payment in the form of money that employees receive directly in the form of salary / wages, economic benefits, bonuses and commissions. Salary is a service fee that is paid periodically to a permanent employee and has a definite guarantee, while wages are services that are paid to workers based on an agreed payment agreement.

b) Indirect Financial compensation (indirect financial compensation) This type of compensation is divided into 2 (two), namely:

- Non financial the job (compensation related to work). It can be in the form of interesting work, opportunities for development, training, authority and responsibility, appreciation for performance. This form of compensation is an embodiment of fulfilling the needs of self-esteem and self-actualization.
- Non financial job environment (compensation related to the work environment).

2. Theoretical Framework

Based on the conceptual description and theoretical framework, the hypothesized formulation of this research can be proposed:

H1. There is an influence of Workload, Competence of Nurse Work Motivation mediated by Compensation at Ananda Bekasi Hospital

H2. There is an influence of Workload on nurse work motivation at Ananda Bekasi Hospital.

H3. There is an influence of competence on the work motivation of nurses at Ananda Hospital in Bekasi.

H4. There is a compensation effect on the work motivation of nurses at Ananda Bekasi Hospital.

H5. There is an influence of workload on nurse compensation at Ananda Bekasi Hospital.

H6. There is a competence effect on nurse compensation at Ananda Bekasi Hospital.

Figure 1: Theoretical Framework

3. Research Methodology

The study was conducted at Ananda Hospital, Bekasi. The time of the study was carried out for 3 (three) months, from October to December 2019.

The research method used in this study is a survey research method with a quantitative analytical approach in hypotheses test. (Sugiyono, 2013) argued that quantitative research methods can be interpreted as research methods based on the philosophy of positivism, used to examine certain populations or samples, sampling techniques are generally carried out saturated, the sampling is the whole nurses population. Instruments for collecting data research is quantitative data analysis in statistics with explanatory type research that to explain the influence of research variables with the aim to test the hypotheses. The research design or constellation model of this study is as in figure 1.

The sample is the whole and characteristics possessed by the population, and the sampling technique is Simple Homogeneous Random Sampling, the entire population of 180 appointed as respondents to meet the number of sampling SEM.

The data used in this study are primary and secondary data. Primary data obtained from respondents' answers through questionnaires distributed, which provided a list of questions to respondents and respondents choose several alternative answers available. Secondary Data is a source of research data obtained indirectly through intermediary media or data sources recorded by other parties. Secondary data in this study are in the form of data derived from articles and scientific works published on the internet as well as various literatures that support issues such as books, journals, articles and previous studies. The instrument used in this study was a questionnaire using a Likert scale, i.e. this question provided several alternative answers, and respondents only chose one of them that was in accordance with their opinions.

Examining of research models is carried out using Structural Equation Modeling (SEM) besides it is known as Analysis of Moment Structures. This statistical analysis is used to estimate several separate but interconnected regressions simultaneously. Unlike the regression analysis, in SEM there can be several dependent variables, and this dependent variable can be an independent variable for other dependent variables.

According to (Hair, 2010) SEM is a multivariate statistical technique that combines aspects in multiple regression which aims to test the dependent relationship and factor analysis which presents uneasured concepts factors with multiple variables that can be used to estimate a series of dependent relationships that are influenced each other together.

SEM data processing techniques using the Confirmatory Factor Analysis (CFA) method were used in this study. Observable indicators variables describe one particular latent variable or latent dimension. The study combines factor analysis, path analysis and regression. SEM is more a confirmatory method than an explanatory, which aims to evaluate the proposed dimensions that are proposed and which originate from previous studies. With this understanding, SEM can be used as a tool to confirm pre-knowledge that has been obtained previously.

4. Research Results

4.1 Description Characteristics of respondents

The majority of respondents are 145 female nurses (80.56%), majority aged 31-40 years as many as 84 people (46.67%), majority have more than 5 years of service as many as 84 people (46.67%), most nurses have D3 vocation education of 160 people (88.89%).

4.2 Instrument Test Results

Validity and Reliability Test Results
The results of the analysis noted that the exogenous variable workload has 7 indicators and competency has 9 indicators showing the value of C.R. > 1.96 and the estimate standardized value> 0.5 and the indicators have met the convergent validity and these indicators can be used for further analysis. The results of the analysis of endogenous compensation variables have 6 indicators and work motivation variables remain 12 indicators.

Table 1: Test of Endogenous Variable Convergent Variable Validity 2

		Estimate	S.E.	C.R.	P	Label
MK	<--- KS	,614	,088	7,010	***	
MK1	<--- MK	1,000				Valid
MK2	<--- MK	,780	,106	7,332	***	Valid
MK3	<--- MK	1,044	,098	10,652	***	Valid
MK4	<--- MK	1,053	,101	10,444	***	Valid
MK5	<--- MK	1,145	,098	11,697	***	Valid
MK6	<--- MK	,972	,119	8,160	***	Valid
MK7	<--- MK	1,088	,097	11,205	***	Valid
MK8	<--- MK	,933	,126	7,394	***	Valid
MK9	<--- MK	,961	,100	9,584	***	Valid
MK10	<--- MK	,942	,100	9,436	***	Valid
MK11	<--- MK	1,127	,098	11,453	***	Valid
KS12	<--- KS	1,000				Valid
KS10	<--- KS	1,140	,105	10,857	***	Valid
KS7	<--- KS	1,329	,123	10,768	***	Valid
KS5	<--- KS	1,736	,147	11,782	***	Valid
KS4	<--- KS	1,564	,128	12,218	***	Valid
KS2	<--- KS	1,066	,134	7,963	***	Valid

Based on the reliability analysis, the value of construct reliability was obtained from the reliability test, indicating that the overall variable was said to be reliable because it had fulfilled the required requirements, namely having a minimum construct reliability value between 0.6 to 0.7.

Table 2: Reliability Tests

Variable	Construct Reliability	
Workload	0, 7864	Reliable
Competence	0, 8345	Reliable
Compensation	0, 7512	Reliable
Work motivation	0, 7635	Reliable

Structural Model Analysis
After an analysis of the validity and reliability of the indicators forming latent variables, the next analysis is a full model Structural Equation Modeling (SEM) analysis. Analysis of the results of data processing at the full SEM model stage is carried out by conducting a model feasibility test and a test of the significance of causality. A path diagram for a full model analysis that has invalidated indicators is presented as follows:
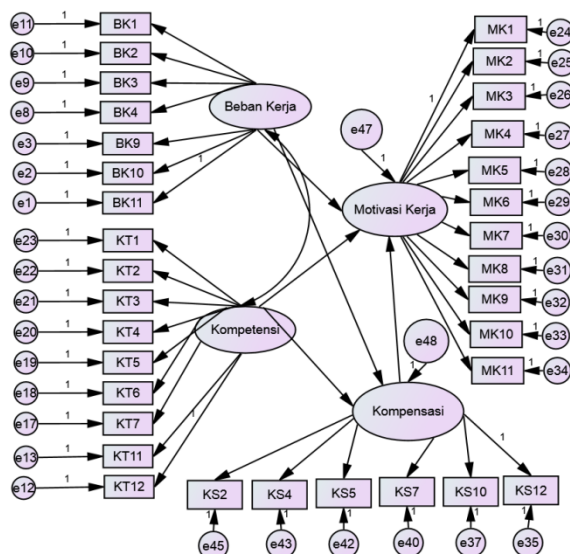

Figure 2: Full Model Analysis

Based on the picture above it can be seen that the value of the feasibility test of the model has shown a fit model. It has

had modified the index on the output SEM Modification indices by looking at the value of variances regression weights. After modifying it by adding an arrow in accordance with the explanation above, the results presented in Figure 2 are models that can be said to be good because they have 3 values in either category, namely RMSEA, CFI and CMIN / DF values.

Evaluation of SEM Assumptions The univariate normality test can be seen from the critical value (c.r) skewness, while the multivariate normality test can be seen from the critical value (c.r) kurtosis. Normal distribution is fulfilled if the value of c.r. in the range of ± 2.58 at a significance level of 0.01 both univariate and multivariate. The results of the analysis obtained c.r. Skewness that is outside the range of ± 2.58. It can be concluded that univariate data normality is not good. The multivariate test also shows the value of c.r. 71, 251, where this number is categorized as multivariate data that are not normally distributed. Thus the data do not meet the requirements for normality test. Furthermore, to test an abnormal model that is still acceptable, a bootstrapping test is carried out (Ghozali, 2010). If the results of the estimated fit model parameters are still consistent with the results of the estimated parameters without bootstrapping, then the research model is still feasible to use. Bootstrapping results show no changes to the estimated fit model parameters between before or after bootstrapping. With a P value of 0.067, this means that this value is in accordance with the requirements of P> 0.05. So that this research is still feasible to use and can be further analyzed.

Outlier Evaluation
The multivariate outliers test in the Structural Equation Modeling analysis, outliers evaluation can be seen in the mahalanobis distance value at the level of p <0.001. The Mahalanobis distance is evaluated using chi-square at a degree of freedom equal to the number of indicators used in the study. If the Mahalanobis distance is greater than the chi-square value, it means that it is categorized as multivariate outliers. The results of multivariate outliers data processing tests are as follows:

Based on the chi-square value with 33 degrees of freedom (number of indicator variables) at a significance level of 0.001 which is 63.87, the Mahalanobis value that exceeds or above 63.87 identifies the presence of multivariate outliers data. Based on the above table, the highest value is seen in the 33rd observation of 60.794 which is still below 63.87. Based on this description, it can be concluded that there are no multivariate outliers from the data used in this study, so that all observations totaling 180 respondents were not excluded and could be used for analytical purposes.

Evaluate the Goodness of Fit Criteria
Based on Figure 2 on the full model analysis it can be shown that the model meets the fit criteria. This can be explained by the value of the calculation results that meet the eligibility criteria of the full SEM model in detail is presented in Table 3. Based on it, the results of the chi-square test calculation on the full model obtained a value of 165, 216 which means that it has met the required requirements and this value can be accepted and can do

further analysis by looking at the value of CMIN / DF, RMSEA and CFI that have met the criteria well, then further analysis can be done. Based on these results it can be explained that the model in this study as a whole meets the criteria as a model fit.

Tabel 3: Goodness of-Fit Evaluasion

No	Test	Criterion	Results	Goodness
1	Chi-square	187	165, 216	Good Fit
2	P-level	≥ 0, 05	0, 125	Good Fit
3	RMSEA	≤ 0, 08	0, 064	Good Fit
4	GFI	≥ 0, 90	0, 987	Good Fit
5	CMIN/DF	≤ 2, 00	1, 751	Good Fit
6	TLI	≥ 0, 90	0, 976	Good Fit
7	CFI	≥ 0, 90	0, 941	Good Fit

Residual Value Evaluation
A good model has a small standardized residual covariance. The standardized residual covariance value limit is ± 2.58. The results of the analysis in this study did not show any standardized residual covariance that exceeded ± 2.58. Thus based on these results, the research model does not need modification.

Hypothesis test
Test is carried out on 6 proposed hypotheses. Hypothesis testing is done by using the t-value with a significance level of 0.05. The t-value in the SEM program is the Critical Ratio (c.r) value of the Regression Weight of the fit model. If the Critical Ratio (c.r) ≥ 1.967 or the probability value (P) ≤ 0.05 then Ho is rejected (research hypothesis is accepted).

a) Simultaneous Test
The influence of independent variables on the dependent variable can be seen from the value of the determinant coefficient or square multiple correlation above 0.5 (> 50%), for the estimated value of the workload effect of 16%, competence of 65%, and compensation of 32%.

Table 4: Standartzed Direct Effect

	Competence	Workload	Compensation
Compensation	0, 592	-0, 253	-
Work Motivation	0, 773	-0, 054	0, 034

The direct effect of this research model as presented in table 4 above. Based on table 4 it is known that the effect of the competency variable on compensation is 0.592, the effect of the competency variable on work motivation is 0.773, the effect of the workload variable on the compensation variable is -0.253, the effect of the workload variable on work motivation is -0.054, the effect of the compensation variable on work motivation of 0.034. The measurement results show that the variable that has the greatest direct effect on the compensation variable is the competency variable and the variable that has the biggest direct effect on the work motivation variable is the competency variable.

In the indirect effect of this research model as presented in table 5 as follows:

Table 5: Standartzed Indirect Effect

	Competence	Workload	Kompensasi
Compensation	-	-	-
Work motivation	0, 020	-0, 009	-

Seen in tables 4 and 5 it can be seen that the direct effect of the competency variable on work motivation is 0.773 and the influence of the workload variable on work motivation is -0.054. While the indirect role is the competence variable on work motivation through compensation that is equal to 0.020 and the workload variable on work motivation through compensation -0.009. So it can be concluded that the direct effect is greater when compared to the indirect effect, so that the workload and competence influence on work motivation are more on the direct influences.

b) Parsial Test
The results of SEM processing of the full model can be seen in table 6 as follows:

Table 6: Hypotesis Test

	Estimate	S.E.	C.R.	P	Hypotesis
MK→ BK	-, 028	, 034	-, 842	, 400	H2, Rejected
MK→ KT	, 658	, 089	7, 432	***	H3, accepted
MK→ KS	, 032	, 079	, 411	, 681	H4, Rejected
BK→ KS	-, 139	, 039	-3, 571	***	H5, Accepted
KS→ KT	, 526	, 075	6, 995	***	H6, Accepted

Hypothesis 2 in this study is that workload has an effect on work motivation. Based on the data processing presented in the above table, it is known that the value of C.R. on the causality relationship of workload on work motivation is -0, 842. This value indicates the value of C.R. under 1.96. Based on this explanation it can be concluded that the null hypothesis is accepted and hypothesis 1 is rejected, which means in this study the workload does not affect the work motivation of nurses.

Hypothesis 3 of this study is that competence influences work motivation. Based on the data processing presented in the above table, it is known that the value of C.R. on the causal relationship between competence and work motivation is 7, 432. This value indicates the value of C.R. above 1.96. Based on this explanation it can be concluded that the null hypothesis is rejected and hypothesis 2 is accepted, a which mean that in this study competence has a positive and significant effect on work motivation.

Hypothesis 4 in this study is compensation affects work motivation. Based on the data processing presented in the above table, it is known that the value of C.R. the causality of compensation for work motivation is 0.411. This value indicates the value of C.R. under 1.96. Based on this explanation it can be concluded that the null hypothesis is accepted and hypothesis 3 is rejected, which means that in this study compensation does not affect work motivation.

Hypothesis 5 of this study is that workload has an effect on compensation. Based on the data processing presented in the above table, it is known that the value of C.R. the causality of the workload to compensation is -3, 571. This value indicates the value of C.R. above 1.96. Based on this explanation it can be concluded that the null hypothesis is rejected and hypothesis 4 is accepted, which means in this study the workload significantly influences compensation.

Hypothesis 6 of this study is that competence influences compensation. Based on the data processing presented in the

above table, it is known that the value of C.R. in the causal relationship between competence and compensation is 6.995. This value indicates the value of C.R. above 1.96 and the P value below 0.05. Based on these explanations it can be concluded that the null hypothesis is rejected and hypothesis 5 is accepted, which means that in this study competence has a positive and significant effect on compensation.

5. Discussion

1) Effect of Workload on Nurse Work Motivation at Ananda Hospital Bekasi.

Workload test results on work motivation showed no effect. This shows that workload does not have a direct influence on work motivation; there are still other factors that have a direct effect on this research, namely competence. The results of this study are supported by I.N. research Budiawan, (Budiawan et al., 2015) states that Nurse's Work Motivation is significantly related to competence but not to Workload. Also supported by Lynne Miller's study Franco & Sara Bennett, 2012, stated that financial incentives and competencies are important in motivating workers, but they cannot, not yet solve the problem of worker motivation.

2) Effect of Competence on Work Motivation of Nurses at Ananda Bekasi Hospital.

The results of the competency test on Nurse's Work Motivation indicate that there is a significant influence between Competence on Work Motivation. The results showed that all 12 competency indicator variables are high categories, which means that respondents highly value any nursing knowledge obtained as a part that motivates their work well. The results of this study are supported by previous research namely I.N. Budiawan, (Budiawan et al., 2015) states that workers with good motivation with good affiliation, reward and punishment are influenced by competence: their knowledge, skills and professionalism are also good, but not with workload.

3) Effect of Compensation on the Work Motivation of Nurses at Ananda Bekasi Hospital.

The results of the Variable Compensation test for Nurses' Work Motivation show no effect, which means that in this case Compensation does not have a direct influence relationship on Work Motivation. Of all the indicators of Work Motivation Variables, all are in the high category, meaning that the motivation is high for working with the compensation conditions they currently receive. The results of this study are supported by previous research (Lynne Miller Franco & Sara Bennett, 2012), stating that financial incentives and competencies are important in motivating workers, but they cannot, not yet solve the problem of worker motivation.

4) Effect of Workload on Nurse Compensation at Ananda Bekasi Hospital

Workload Variable Test Results for Nurse Compensation showed a positive effect, which means that workload has a positive direct effect on compensation. All workload indicators are stated to be in accordance with their abilities, and from the compensation indicators there are 3 highest indicators, namely indirect compensation, related to work

and work environment. Workloads can be divided into quantitative and qualitative workloads. Quantitative workload shows that there is a large amount of work to be done such as high working hours, a large degree of responsibility, daily work pressure and so on. The qualitative workload concerns the difficulty of the task at hand. With an increased workload, salaries will also increase. Salary increases are usually caused by several factors, namely an increase in UMP / MSE, promotion, and length of work. Someone who is given a big responsibility should get a reward / reward in the form of a comparable salary / salary. . The results of this study are supported by previous research. As research by I Gede Mahendrawan and Ayu Desi Indrawati, 2015, a large workload affects compensation (Indrawati, 2015).

5) Effect of Competence on Nurse Compensation at Ananda Bekasi Hospital.

The results of the Competency Variables test for Compensation indicate there is an influence there is an influence, which means Competence has a positive relationship with the direct effect on compensation. All competency indicators are in the high category, which means nurses' competencies are high enough to be able to do their jobs well, and the 3 highest compensation indicators are related to indirect compensation indicators, related to work and the Work Environment. The results of this study are supported and strengthened by Research (Fauziah, Sunuharyo, &Utami, 2016) in the Journal of Business Administration / JAB vol 37, 2016 stating that competence significantly influences direct compensation or salary.

6. Conclusions

Based on the results of the research that has been carried out, the following conclusions are obtained:

Workload and competency indirectly have not influenced simultaneously on work motivation through compensation, and then appropriately high workload and competence will increase compensation and have a positive effect on increasing work motivation.
- Workload does not affect work motivation.
- Competence has a positive effect on work motivation; training and further education will increase skills and competencies, and in turn affect nurses' work motivation.
- Compensation has no effect on work motivation.
- Workload affects compensation, the heavier and more at risk of workload, affecting compensation.
- Competence affects compensation, abilities and skills that are qualified will increase compensation.

7. Implication

The implications of the study emphasize efforts to align the workload given to nurses with the ability of nurses, improve nurse competence and provide compensation in accordance with work assignments and responsibilities so that nurses work motivation in carrying out work can be increased. With the testing of the six hypotheses proposed in this study, nurses' work motivation will be higher, if the workload given to nurses is in accordance with their abilities, nurses

have high competence in carrying out work and compensation given to nurses in accordance with the magnitude of duties and responsibilities run.

Efforts to increase nurse work motivation through workload variables, including adjustments to workload, competence, and compensation such as:

Supervision from the Executing Nurse supervisor with the SPO must clearly be consistently implemented to improve the performance of nurses and Hospital Performance.

1) Provide clarity between the duties and authorities and responsibilities of each unit.
2) Workloads that must be carried out are adjusted to capacity and tasks.
3) Provide efficient and effective supervision.
4) Completing the work infrastructure for work easier.
5) Providing trainings and education to improve performance, especially for nurses whose performance is still low.
6) Create a comfortable working atmosphere, to reduce work stress.
7) Provide appreciation or reward for every nurse who performs well, in the form of financial and non-financial and replaces sanctions.

These findings will still require increasing nurses 'work motivation through aligning workloads, increasing nurse competence and providing appropriate compensation so that in turn will have an impact on increasing nurses' work motivation. This becomes important considering work motivation is an encouragement arising from within and from outside the self to carry out work in order to achieve individual and organizational goals so that it will have an impact on improving nurse performance.

8. Suggestions

Based on the conclusions and implications of the research that has been stated above, the researcher proposes several suggestions relating to efforts to increase nurses' work motivation. These suggestions can be stated as follows:

1) **The managerial of Ananda Bekasi Hospital** is expected to include nurses in education and training to improve nurse competence.
2) **The best compensation given** in this case is in the form of the fulfillment of the needs of self-esteem and self-actualization, in the form of interesting work, opportunities for development, training updates, authority and responsibilities according to competence, appreciation for good performance.
3) **Ananda Bekasi Hospital nurses** are expected to continue to increase their self-esteem with competence so that they can carry out work according to their duties and responsibilities well and try to think positively about the type and amount of work that becomes their job to perform the best.
4) **For further research**, it is expected to develop competency theory and by adding other research variables that have not been tested in this study.

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