

THE EFFECT OF WORKLOAD AND COMPENSATION THROUGH WORK ENTHUSIASM ON EMPLOYEE LOYALTY

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Abstract

AMC Hospital faces the challenge of maintaining service quality while efficiently managing human resources. Employee loyalty, which encompasses their commitment and dedication to the company, is crucial in achieving organizational goals. The reciprocal relationship between the company and its employees, where the company provides means to meet employee needs while employees contribute to achieving the company's goals, forms the foundation of employee loyalty. This study aims to determine the influence of workload and compensation on employee loyalty, mediated by work enthusiasm. This research uses a quantitative approach with a cross-sectional design. Workload has a negative and significant effect on loyalty, where higher workload leads to lower employee loyalty. Compensation also has a negative effect on loyalty, indicating that increasing compensation does not necessarily increase loyalty. Work enthusiasm has a significant positive impact on loyalty. Lastly, work enthusiasm partially mediates the effect of workload and compensation on loyalty, though it does not entirely eliminate the negative impact of these two factors.

INTRODUCTION

Human resources have a very important role in an organization, considering the role of human resources as a driver for other resources to function and be run. The role of human resources is so important that it becomes a determinant for the progress and decline of an organization, through various potentials such as ideas and thoughts, skills, feelings, desires, educational status and background, age, gender and so on which if brought into Organizations can utilize and optimize their potential to achieve organizational goals. (Runa, 2020) In research (Sutikno, 2020) it is explained that all organizations can see some of the many problems facing businesses. Productivity, job satisfaction, turnover, and absenteeism are the four main issues facing businesses today that are most important and most vulnerable to facing. Employee turnover is a sign that indicates problems in a particular organization. (Solihin & Ayunah, 2023).

In the health industry, human resources in the form of medical and non-medical personnel play a crucial role in implementation effective health services. AMC Hospital, as one of the health service providers in Indonesia, is under constant pressure to maintain service quality while managing human resources efficiently. Implementing the right HR management strategy can help organizations face these challenges well, while utilizing employee potential optimally. An effective HR management strategy must be in accordance with the vision, mission and values of the organization. Developing a positive, inclusive and innovative work culture is the foundation for this strategy. In addition, implementing an HR management strategy that focuses on developing employee competencies and skills will increase the organization's competitiveness in the global market (Driyantini et al., 2020).

Companies and employees have a relationship which are interdependent. Employees need the company as a place to fulfill their social needs, while companies need employees to achieve the goals they want to achieve (Aban, 2019). To achieve organizational goals requires good contributions from its employees. The contribution required from employees is not only in the form of energy but also thoughts, responsibility, and also a sense of loyalty to the company. Loyalty is employee loyalty towards the company. Loyalty is often associated with fidelity and long service, but what is more important is how employees are able to optimize their full potential to support the progress and achievement of company goals. As stated by Sudiman in (Asriandi et al., 2018) work loyalty means the willingness of employees with all their abilities, skills, thoughts and time to work. participate in achieving company goals and keep company secrets and do not take actions that are detrimental to the company as long as they exist. status as an employee.

Employee loyalty is very important for an institution like AMC Hospital that depend on the high quality and continuity of health services. Loyalty is not only related to employee retention but also with the tendency of employees to perform above average and be dedicated to organizational goals. In highly competitive and service-oriented environments such as hospitals, employee loyalty high levels can be a critical differentiator that determines succes or long-term organizational failure. The level of loyalty of a nurse can be seen from the turnover of a nurse in a hospital. Yaseen A Hayajneh (2009) stated that the nurse turnover rate is still high, namely 36.6% per year.

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Leodoro (2016) in his research stated that one of the factors that influence the retention of a nurse is caused by job satisfaction and the level of work stress. Tarannum (2013) in his research stated that the cause of a nurse's dissatisfaction is influenced by the salary earned (Nurcahyanti & Kuswandani, 2021).

If employees view compensation as inadequate, their work performance/performance, motivation and job satisfaction will tend to decline. Every activity or business What humans do in a company cannot be separated from personal motives to fulfill their needs. Through human work hope to obtain rewards or compensation that will be used to fulfill his needs. (Simangunsong & Syaodih, 2021)

As we know in Herzberg's Two Factor Theory (Herzberg, et al 1959) that workload is included in the hygienic factors which, if not managed well, can cause job dissatisfaction. This dissatisfaction can affect loyalty and increase intentions to leave the organization. A high workload, without adequate support or rewards, can lead to significant dissatisfaction, thereby increasing the risk of turnover. Based on initial data obtained at AMC Bandung Hospital, it was found that 66 people out of 656 employees chose to resign within 6 months. This causes several divisions to experience a shortage of staff and causes workload to increase. Initial interviews conducted showed that employee morale had decreased because compensation did not increase when the workload increased.

According to Hasibuan (2017), high employee loyalty to the company will not just grow if the company's conditions and treatment of employees do not support it. If a company experiences a situation where employee loyalty is low or has decreased, it is natural for the company to conduct self-introspection regarding the factors that might be the cause. Providing welfare will create calm, work enthusiasm, dedication, discipline and a loyal attitude of employees towards the company so that labor turnover is relatively low (Heryati, 2016). Abraham Maslow's motivation theory in Djoko (2017: 41) says that someone will be enthusiastic about working to be able to fulfill their needs. The higher the standard of desired needs, the harder the person works. Motives will move a person to carry out desires that will be achieved (Soelistya et al, 2021).

Based on existing phenomena, it can be concluded that to build good employee loyalty, it is important to provide a workload that is in accordance with the specifications

of the position they hold. The workload should not be excessive and should be adjusted to the employee's time capacity and abilities. Apart from that, loyalty can also be increased through providing adequate compensation, so that employees feel prosperous and are motivated to increase productivity. In this way, employees will be more enthusiastic about working and provide optimal contributions to achieving company goals. Based on the problems above, the title raised is "The Influence of Expenses and Compensation on Employee Loyalty mediated by Work Morale (Quantitative Study at AMC Hospital Bandung)".

The aims of the research carried out are:

1. To determine the effect of workload and compensation on employee loyalty at AMC Hospital Bandung
2. To determine the effect of workload and compensation on employee morale at AMC Hospital Bandung
3. To determine the effect of workload and compensation through work enthusiasm on employee loyalty at AMC Hospital Bandung

RESEARCH METHODS

This research uses descriptive methods and associative methods. The descriptive method is a problem formulation relating to questions regarding the existence of independent variables, either only on one variable or more (stand-alone variables). Meanwhile, the associative method is a research problem formulation that asks about the relationship between two or more variables. (Sugiyono, 2022). The research was carried out in September 2024.

In quantitative research, research instruments are generally used in the form of questionnaires or questionnaires which contain a list of questions or statements regarding the variables being studied and filled in by respondents. The data collection tools used in this research to obtain primary data include taking existing data, questionnaires or questionnaires, as well as interview techniques as assistance in the data collection process.

To obtain secondary data, documentation methods were used, and all data was collected through survey techniques and direct field observations at the research location. The instrument in the form of a questionnaire was designed in a structured manner using a Likert Scale. The Likert scale is used to measure attitudes, opinions and perceptions of individuals or groups regarding social phenomena.

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The answer to each instrument item using a Likert Scale has a gradation of very positive to very negative which can be in the form of words such as:

- Strongly Agree (SS) score 4
- Agree (S) score 3
- Disagree (TS) score 2
- Strongly Disagree (STS) score 1

Based on the latest data, the number of medical and non-medical personnel at AMC Hospital is around 656 people. The sample is part of the number and characteristics possessed by the population (Sugiono, 2014) that the appropriate sample size in research is 30 to 500, or the sample size is at least 10 times the number of variables studied (Roscoe, 1982) in Sugiono, 2014. so the number The samples taken from medical and non-medical personnel at AMC Hospital were 60 respondents. The sampling technique was carried out randomly, data collection used research instruments, data analysis used quantitative or statistical data to test research hypotheses.

The collected data will be analyzed using SPSS statistical software. The analysis to test the hypothesis in this research is

1. Validity and Reliability Test
2. Descriptive Analysis: The purpose of descriptive analysis is to provide a general overview of the data distribution and demographic characteristics of respondents. Involves basic statistics such as mean, median, standard deviation, frequency, and percentage.
3. Classic assumption tests for multiple linear regression: Kolmogorov-Smirnov Normality Test, Multicollinearity Variance Inflation Factor (VIF) and Tolerance Test and Homoscedasticity Test using the Glejser test.
4. Multiple Linear Regression Analysis: Used to test hypotheses about the influence of independent variables (workload, compensation, work morale) on the dependent variable (employee loyalty).
5. Mediation Analysis: to test whether work morale mediates the relationship between workload/compensation and employee loyalty. The technique used is the Sobel Test.

RESULTS AND DISCUSSION

1. The Influence of Workload and Compensation on Employee Loyalty at AMC Hospital Bandung

Workload has no significant positive influence on employee loyalty with p-value = 0.179 (greater than 0.05). This suggests that workload suggests that there is not enough evidence to reject H_0 , so the tested effect may not be statistically significant. Hypothesis rejected. In line with other research where workload has no effect on employee loyalty so workload is not a factor in forming employee loyalty because it is considered a responsibility (Solihin, 2021).

In contrast to several studies showing that workload has a negative and significant effect on employee work loyalty, such as research by Suryani and Rahman (2020) and Alam, Mita, Yana, and Sanjaya (2021). Work load can be seen from time load, namely time availability, mental effort load, namely mental effort, and psychological stress load, namely the level of risk, confusion and frustration in doing work (Heryati, 2016). Workload shows the quantity of activities that must be completed within a certain time period (Ahmad, B, & R, 2019). Workload has a positive influence on loyalty (Heryati, 2016). Workload has a significant influence on employee loyalty (Rubiarty, 2018), the higher the workload will be able to influence loyalty (Febriana & Kustini, 2022).

2. The Influence of Workload and Compensation on Employee Morale at AMC Hospital Bandung

Workload has a positive and significant influence on work morale with p-value = 0.010 and coefficient $B = 0.495$. This shows that the workload given is still within reasonable limits and can increase employee morale. These results are in line with research by Haddi et al (2023) that workload has a negative effect on PT work morale. Indo Perkakas Pekanbaru. This is because a high workload can cause employee morale to decrease, because it will cause work stress, but with the competencies possessed by employees, it is hoped that morale will increase again. According to Munandar (2016) workload is a condition and job with a job description that must be completed within a certain time limit (Haddi et al, 2023).

When working, employees who are one of the spearheads of the company should have their rights in the form of ease in completing their work according to their physical and mental abilities. For this reason, analysis is needed related to employee workload. Workload analysis is a process of determining the number of hours human

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resources work, are used, and are needed to complete a job for a certain period of time.

This is also considering that workload that is not in accordance with the employee's abilities or that exceeds the employee's ability will cause a decrease in employee morale in completing the work (Haddi et al, 2023)

3. The Influence of Workload and Compensation through Work Morale on Employee Loyalty at AMC Hospital Bandung

Research finds that work morale mediates the relationship between workload, compensation, and employee loyalty. A well-managed workload can increase morale, which then contributes to increased loyalty. Compensation not only has a direct impact on loyalty but also indirectly through increasing work morale.

Work morale has a mediating role in the relationship between workload and compensation on loyalty. The combination of a balanced workload and competitive compensation is important to increase employee loyalty and morale at AMC Hospital Bandung. Work morale partially mediates the influence of workload and compensation on employee loyalty. This means that although high workloads or low compensation can reduce employee loyalty, high morale can reduce the negative impact. However, the direct influence of workload and compensation on loyalty remains, so that the mediation that occurs does not completely eliminate this effect.

CONCLUSIONS AND SUGGESTIONS

Based on the results of the analysis and testing that has been carried out, several main conclusions from this research are as follows:

1. In this research, the results show that workload and compensation do not have a significant influence on employee loyalty.
2. Workload and compensation alone may not be enough to directly influence employee loyalty. However, when they improve morale, employee loyalty can increase significantly. Therefore, work morale plays an important role as a mediating variable in the relationship between workload, compensation, and loyalty.
3. Research finds that work morale mediates the relationship between workload, compensation, and employee loyalty.

A well-managed workload can increase morale, which then contributes to increased loyalty. Compensation not only has a direct impact on loyalty but also indirectly through increasing work morale. Work morale has a mediating role in the relationship between workload and compensation on loyalty. The combination of a

balanced workload and competitive compensation is important to increase employee loyalty and morale at AMC Hospital Bandung. Work morale partially mediates the influence of workload and compensation on employee loyalty. This means that although high workloads or low compensation can reduce employee loyalty, high morale can reduce the negative impact. However, the direct influence of workload and compensation on loyalty remains, so that the mediation that occurs does not completely eliminate this effect.

Suggestions:

1. **Research with More Diverse Samples:** To expand on these findings, research across industry sectors and geographic regions will provide a broader understanding of the factors that influence employee loyalty.
2. **Other Influential Variables:** Future research could add other variables such as leadership style, work-life balance, and organizational culture to see how these variables influence employee loyalty.
3. **Mixed Methods Approach:** Research with a mixed methods approach (qualitative and quantitative) will provide deeper insight into the relationships between the variables studied, as well as better understand employee motivation and perceptions.

Implications:

1. **Effective Workload Management:** Companies need to pay attention to optimal workload management to prevent fatigue and decreased employee loyalty. Dividing tasks fairly and providing support for overburdened employees can help maintain higher levels of loyalty.
2. **Improvement of a Balanced Compensation System:** Although financial compensation did not directly increase loyalty in this study, companies must still pay attention to the balance between financial and non-financial compensation, such as rewards, recognition, and career development opportunities. This can help companies maintain employee satisfaction.
3. **Focus on Improving Work Morale:** Work morale is proven to be a key factor in increasing employee loyalty. Companies must create a work environment that supports work morale, through training programs, recognition of achievements, and opportunities for personal development. Employees who have intrinsic motivation are more likely to remain loyal to the company.

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