

The Influence of Motivation, Compensation, and Work stress on Performance is Moderate by Employee Involvement at Samarinda Medika Citra Hospital

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ABSTRACT: *This research has purpose to analyze the direct and indirect influence of motivation, compensation, and work stress on the performance and work engagement of hospital employees in Samarinda Medika Citra. The research background is that the company desire to discover the influence of several variables tested in this research using quantitative methods. Respondents in this study are hospital employees in Samarinda Medika Citra with a population of 67 respondents. To evaluate the hypothesis analysis the author used data analysis in this study with motivation, compensation and work stress as exogenous variables. Work involvement as a moderating variable and performance as an endogenous variable. The conclusions of this research are: (1) motivation has no significant effect on performance, (2) compensation has a significant effect on performance, (3) work stress has a significant effect on performance, (4) work involvement has a significant effect on performance, (5) involvement has no moderates the influence of motivation on employee performance, (6) work involvement moderates the influence of compensation on employee performance significantly positively, (7) involvement does not moderate the influence of work stress on employee performance.*

KEYWORD: *Motivation, Compensation, Work Stress, Work Involvement, and Performance*

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I. INTRODUCTION

One of the company's attempt aimed at escalating revenue is by exploring and developing all available potential regularly, especially in terms of revenue originating from patients who receive excellent service from employees, while still paying attention to the capabilities of the business world in accordance with the company's vision and mission. In the competitive private hospital services business, this is not able to be segregated from the quality of human resources. RS. Samarinda Medika Citra is one of the private hospitals in Samarinda with inpatient visits amounting to 80-90% and outpatient visits reaching 900 visits/day.

According to the management review, it was discovered that the circumstance was not conducive to the service and the achievement of patient visits. For this purpose, there is a requirement for research with the following objectives:

1. The influence of motivation on the employee performance at RS. Samarinda Medika Citra
2. The influence of compensation on the employee performance at RS. Samarinda Medika Citra
3. The influence of Work stress on the employee performance at RS. Samarinda Medika Citra
4. The influence of job involvement on the employee performance at RS. Samarinda Medika Citra
5. The influence of job involvement as moderating variable on the relationship between motivation and the employee performance at RS. Samarinda Medika Citra
6. The influence of job involvement as moderating variable on the relationship between compensation and the employee performance at RS. Samarinda Medika Citra
7. The influence of job involvement as moderating variable on the relationship between Work stress and the employee performance at RS. Samarinda Medika Citra

II. LITERATURE REVIEW

Achievement motivation is the drive within an individual to consistently strive or make efforts to enhance or maintain the highest possible performance in all activities by utilizing existing standards of excellence. (Robbins & Timothy A. Judge, 2019:250) believing that achievement motivation is the impetus for getting success, aiming to attain accomplishments associated with a set of standards, and striving for getting success. Achievement motivation is a social value that emphasizes an individual's desire to fulfill personal satisfaction through achieve the best outcomes.

In accordance with (Dessler, 2017:382), various forms of incentives or remuneration acquired by an employee in the course of their employment are regarded as compensation. Fundamentally, there are two methods of compensating employees monetarily, such as through direct payment and indirect payment.

According to (Handayani & Kasidin, 2022), these are key factors that form the focus of many organizations regarding the quality of human resources. Compensation is a crucial factor and serves as the primary incentive and motivation for employees to perform their duties. According to (Akbar, Mada Faisal, 2021: 125), compensation encompasses all forms of financial returns and subventions acquired by employees as part of an employment relationship. Recognition is not solely financial (salary and subventions), but also includes opportunities for personal and professional development. The work environment is determined by these perceptions, featuring pleasant working conditions, creativity which are claimed to be a driver of equilibrium.

Work stress is appeared by increased demands and how employees can manage those demands. Workplace stress can also arise from fear, anger, and guilt. This can be observed in many national and international organizations today (Widyastuti & Rahardja, 2018). Work stress has an indirect relationship with overall employee performance. When employees experience stress, production is likely to decrease (Pratiwi et al., 2022).

According to (Robbins & Timothy A. Judge, 2019:503), work engagement means measuring oneself by identifying with one's job, actively participating in an organization, and believing that one's work is important for self-esteem and one's life.

On the other hand, (Arif, 2018) said that work engagement refers to those who contribute significantly to their work. Individuals with high workloads generally have high expectations for all tasks that need to be completed. The & Sun (2012:64-82) states that there are five indicators of work engagement, such as:

- a. One important aspect is employees' engagement in their work. Therefore, everything that occurs to them will be related to the work they perform. Most of their interests are centered to the work.
- b. Employees' interests are focused on the work they perform, so they feel pleasant to be involved in their work as they can channel their interests into it.
- c. There is a strong connection to the job when employees can identify with it. Therefore, by having a connection with their work, they can understand what needs to be done.
- d. Delighted spending most of the time at the workplace. Employees take pleasure in performing their duties, making an effort to maximize their potential in their work. This allows them to use their time effectively, positively influencing the organization.

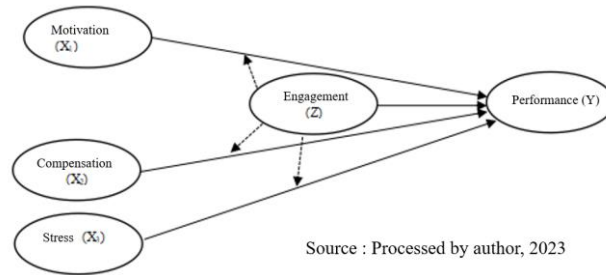
Important events in life are related to work. Everything that happens in an employee's life is connected to the work they do and can influence the tasks they carry out.

Performance, in English, is known as actual achievement or job performance, representing the level of success an employee achieves in task accomplishment.

(Robbins & Timothy A. Judge, 2019:594) states that there are six main performance criteria that can be assessed by employees, which are:

- a. Quality, which is the level of results or completion of an activity, performing tasks ideally or meeting the given targets using the most appropriate methods.
- b. Quantity, which refers to the amount produced in monetary value, the number of units, or completed activities.
- c. Timeliness, which is when an activity is completed faster than the targeted results and the given time to use for other activities.
- d. Need for Supervision, indicating the level at which an employee can execute job functions without supervision, achieving the expected results without making mistakes.
- e. Cost Effectiveness, the level at which various organizational resources, such as human, technical, raw materials, as well as facilities and equipment, are used maximally to achieve peak performance.
- f. Interpersonal Impact, the level at which employees demonstrate self-esteem, affection, and cooperation among colleagues or with lower-level employees.

2.1 Theoretical framework



2.2 Research Hypothesis

- H₁ : Motivation has a positive and significant impact on employee performance at RS. Samarinda Medika Citra.
- H₂ : Compensation has a positive and significant impact on employee performance at RS. Samarinda Medika Citra.
- H₃ : Work stress has a negative and significant impact on employee performance at RS. Samarinda Medika Citra.
- H₄ : Work engagement has a positive and significant impact on employee performance at RS. Samarinda Medika Citra.
- H₅ : Work engagement moderates the relationship between motivation and employee performance at RS. Samarinda Medika Citra.
- H₆ : Work engagement moderates the relationship between compensation and employee performance at RS. Samarinda Medika Citra.
- H₇ : Work engagement moderates the relationship between work stress and employee performance at RS. Samarinda Medika Citra.

III. RESEARCH METHOD AND MATERIALS

3.1 Research Type

This study applies quantitative descriptive research. Quantitative research is a method that involves testing specific theories by examining the relationships between variables.

3.2 Research Population and Sample

This research takes the form of population research, which the entire population is considered as the research sample. The population in this study consists of structurally appointed employees in each unit, department, and field, totaling 67 employees. The sampling technique used is the entire population or saturated sample. According to Arikunto (2017:107), if the population is <100, all are taken as the sample. Therefore, this study uses a sample of 67 people.”

3.3 Research Scale

The research applies a Likert scale, which its function to measure an individual's or group's opinions, attitudes, and understanding of social phenomenon towards a particular object by providing a set of questions. These attitudes are expressed as agree or disagree, including:

Table 3.3 Research Scale

No	Item	Answer
1	Employee is company asset	2 3 4 5 6 7 8 9 10 Disagree —————> Strongly Agree

"Furthermore, the Likert scale assigns a score ranging from 1 as the lowest to 10 as the highest. Therefore, it is necessary to compute the average responses of the respondents using the scale range (Sekaran and Bougie, 2013), as follows:

$$RS = \frac{\text{Highest Value} - \text{Lowest Value}}{\text{Number of Classes}}$$

$$RS = \frac{10 - 1}{4} = 2,25$$

Therefore, the Likert scale in this research has the following range:

- 1 - 3,25 = Strongly Disagree
- 3,26- 5,51 = Disagree
- 5,52 - 7,77 = Agree
- 7,78 - 10 = Strongly Agree

3.4 Analysis Technique

Hypothesis testing in the research is conducted by using the Structural Equation Model (SEM) method based on Partial Least Squares (PLS). PLS is a SEM modeling based on variance or components. SEM is a statistical research field that allows testing a set of relatively interrelated relationships simultaneously measured. PLS-SEM analysis includes two sub-models, which are the measurement model or generally known as the outer model.

Measurement model reveals how observed or manifest variables represent latent variables that will be measured. The second model is the structural model, typically recognized as the inner model, intended to identify the influence between variables/constructs measured using the t-test in PLS.

Table 3.4 PLS Indicator Assessment Criteria

Model Test	Output	Criteria
Outer Model (Indicator Tes)	a. Convergent Validity	a. Loading factor value > 0,7
	b. Discriminant Validity	b. The correlation value of cross-loading with its latent variable should be greater than the correlation with other latent variables.
	c. Average Variance Extracted (AVE)	c. AVE value must >0,5
	d. Composite Reliability	d. A Composite Reliability (CR) value is considered good when it is > 0.7."
	e. Cronbach's Alpha	e. A good Cronbach's alpha value or stated reliability must be >0,7

IV. RESULT AND DISCUSSION

4.1 Motivation

Table 4.1. Description of Motivational Respondent Assessment

Indicator	Answer Score											Total	Mean
		10	9	8	7	6	5	4	3	2	1		
MB1	F	8	0	28	4	23	0	4	0	0	0	67	7,25
	(%)	11.9	0.0	41.8	6.0	34.3	0.0	6.0	0.0	0.0	0.0	100	
MB2	F	10	0	22	0	16	4	15	0	0	0	67	6,75
	(%)	14.9	0.0	32.8	0.0	23.9	6.0	22.4	0.0	0.0	0.0	100	
MB3	F	16	0	14	1	27	2	7	0	0	0	67	7,15
	(%)	23.9	0.0	20.9	1.5	40.3	3.0	10.4	0.0	0.0	0.0	100	
MB4	F	7	0	21	3	16	1	19	0	0	0	67	6,51
	(%)	10.4	0.0	31.3	4.5	23.9	1.5	28.4	0.0	0.0	0.0	100	
MB5	F	6	0	32	1	14	2	12	0	0	0	67	6,94
	(%)	9.0	0.0	47.8	1.5	20.9	3.0	17.9	0.0	0.0	0.0	100	
Overall Mean													6,92

Source : Processed Primary Data (2023)

In Table 4.1, it is disclosed that the overall perspective of the respondents belong into the "agree" category specifically "So, I totally get the details of every task given to me, and I can finish them, getting good and satisfying results" (MB1) with a score of 7.25. "I take full responsibility for the work results given to me" (MB3) with an average score of 7.15. "Also, I'm happy when I get complex (not simple) tasks, so I try to

complete them well and aim for satisfying results” (MB2) with an average score of 6.75. "So, I'm not scared to tackle tough tasks (not simple) and try my best to finish them well, getting satisfying results” (MB4) with an average score of 6.51. "I also come up with creative and innovative ideas to handle every task and responsibility given to me, striving to achieve good and satisfying results” with an average score of 6.94, categorized into the 'agree' category. Overall, people seem to agree with how motivated I am at RS. Samarinda Medika Citra, with an average score of 6.92." Overall, the respondents' perception of the motivation variable at RS. Samarinda Medika Citra indicates an average score of 6.92, categorized as agree.

4.2 Compensation

Table 4.2. Description of Compensation Respondent Assessment

Indicator	Answer Score											Total	Mean
		10	9	8	7	6	5	4	3	2	1		
KO1	F	10	0	35	0	16	0	6	0	0	0	67	7,46
	(%)	14.9	0.0	52.2	0.0	23.9	0.0	9.0	0.0	0.0	0.0	100	
KO2	F	4	0	30	0	29	0	4	0	0	0	67	7,02
	(%)	6.0	0.0	44.8	0.0	43.3	0.0	6.0	0.0	0.0	0.0	100	
KO3	F	5	0	34	1	25	1	1	0	0	0	67	7,28
	(%)	7.5	0.0	50.7	1.5	37.3	1.5	1.5	0.0	0.0	0.0	100	
KO4	F	8	1	27	1	27	0	3	0	0	0	67	7,25
	(%)	11.9	1.5	40.3	1.5	40.3	0.0	4.5	0.0	0.0	0.0	100	
Overall Mean												67	7,25

Source : Processed Primary Data (2023)

In Table 4.2, it reveals that the respondents' perceptions generally into the 'agree' category for "The pay I get from the company matches up with what I do." (KO1)'s average score is 7,46. "The bonus the company gives matches my job, and they hand it out on time." For (KO2)'s average score is 7,02 "The company ensures the health and safety of its employees at work." (KO3)'s average score is 7,28. "The company provides employee and family welfare benefits in the form of funds and facilities within the company." (KO4)'s average score is 7,25. In general, the respondents perceive the compensation variable at RS. Samarinda Medika Citra with an average score of 7.25, categorized as 'agree'.

4.3 Work Stress

Table 4.3. Description of Respondents' Assessment of Work Stress

Indicator	Answer Score											Total	Mean
		10	9	8	7	6	5	4	3	2	1		
SK1	F	0	0.0	8.0	0.0	19.0	0.0	40.0	0.0	0.0	0.0	67	5,05
	(%)	0.0	0.0	11.9	0.0	28.4	0.0	59.7	0.0	0.0	0.0	100	
SK2	F	0	0.0	11.0	0.0	28.0	2.0	26.0	0.0	0.0	0.0	67	5,52
	(%)	0.0	0.0	16.4	0.0	41.8	3.0	38.8	0.0	0.0	0.0	100	
SK3	F	1	0.0	9.0	0.0	30.0	3.0	24.0	0.0	0.0	0.0	67	5,57
	(%)	1.5	0.0	13.4	0.0	44.8	4.5	35.8	0.0	0.0	0.0	100	
SK4	F	0	0.0	11.0	0.0	17.0	5.0	33.0	1.0	0.0	0.0	67	5,22
	(%)	0.0	0.0	16.4	0.0	25.4	7.5	49.3	1.5	0.0	0.0	100	
SK5	F	0	0	9	1	29	5	21	0	2	0	67	5,46
	(%)	0.0	0.0	13.4	1.5	43.3	7.5	31.3	0.0	3.0	0.0	100	
SK6	F	0	0	10	0	27	7	23	0	0	0	67	5,51
	(%)	0.0	0.0	14.9	0.0	40.3	10.4	34.3	0.0	0.0	0.0	100	
Overall Mean												67	5,39

Source : Processed Primary Data (2023)

Table 4.3 reveals that the overall perception of the respondents is in the 'disagree' category for "At work, there's some office drama going on because of conflicts among coworkers, causing division and putting some serious pressure on me." (SK1)'s average score is 5.05. "At the company, there's this clash of values between employees and the bosses, sparking conflicts and leaving me frustrated and stressed out." (SK2)'s average value is 5.52, "I feel like the workload is just too much, and it's causing a ton of pressure on me." (SK3)'s average score is 5.57 "At the company, there's this unhealthy work atmosphere that's making me feel uneasy." (SK4)'s average score is 5.22. "The tasks I'm dealing with are under tight deadlines and come with significant responsibilities, causing a lot of pressure." (SK5)'s average score is 5.46. "Low job supervision quality causes stress within me." (SK6) average score is 5.51. The respondents' perceptions, on the whole, regarding the variable of work stress among the employees of RS. Samarinda Medika Citra indicate an average score of 5.39, categorizing it as disagree.

4.4. Work Engagement

Table 4.4. Description of Respondents' Assessment of Work Engagement

Indicator	Answer Score											Total	Mean
	10	9	8	7	6	5	4	3	2	1			
KK1	F	1	0	29	0	30	2	5	0	0	0	67	6,75
	(%)	1.5	0.0	43.3	0.0	44.8	3.0	7.5	0.0	0.0	0.0	100	
KK2	F	12	0	25	2	22	0	6	0	0	0	67	7,31
	(%)	17.9	0.0	37.3	3.0	32.8	0.0	9.0	0.0	0.0	0.0	100	
KK3	F	13	0	24	1	23	2	4	0	0	0	67	7,36
	(%)	19.4	0.0	35.8	1.5	34.3	3.0	6.0	0.0	0.0	0.0	100	
Overall Mean													7,14

Source : Processed Primary Data (2023)

Table 4.4 exposes that the respondents' perceptions categorize as 'agree' for "I'm happy to spend time finishing my work, willingly taking on tasks beyond my regular working hours." (KK1)'s average score is 6,75, agree categorized. "I do my job as best as I can, putting in my max effort." (KK2)'s average score is 7,31. "My current job is important and boosts my self-esteem." (KK3)'s average score is 7,36. In summary, the respondents' perceptions regarding the work engagement variable at RS. Samarinda Medika Citra demonstrate an average score of 7.14, categorizing it within the 'agree' category.

4.5 Performance

Table 4.5 Description of Respondent Performance Assessment

Indicator	Answer Score											Total	Mean
	10	9	8	7	6	5	4	3	2	1			
K1	F	6	0	22	0	38	0	1	0	0	0	67	6,99
	(%)	9.0	0.0	32.8	0.0	56.7	0.0	1.5	0.0	0.0	0.0	100	
K2	F	14	0	11	0	35	1	6	0	0	0	67	6,97
	(%)	20.9	0.0	16.4	0.0	52.2	1.5	9.0	0.0	0.0	0.0	100	
K3	F	12	0	25	0	26	0	4	0	0	0	67	7,34
	(%)	17.9	0.0	37.3	0.0	38.8	0.0	6.0	0.0	0.0	0.0	100	
K4	F	13.0	0.0	26.0	0.0	24.0	0.0	4.0	0.0	0.0	0.0	67	7,52
	(%)	19.4	0.0	38.8	0.0	35.8	0.0	6.0	0.0	0.0	0	100	
Overall Mean													7,21

Source : Processed Primary Data (2023)

Table 4.5 indicates that the respondents' perceptions align with the 'agree' category for "I work up to the quality standards set by my company." (K1)'s average score is 6,99. "The amount of work set by the company (the workload that needs to be done) to produce the best output." (K2)'s average score is 6,97. "While respondents in the 'agree' category are "Completing the tasks assigned by the company within the designated time, and even managing to finish them earlier than required." (K3)'s average score is 7,34, "Able to handle the job well here without someone always watching over me." K4's average score is 7,52. The respondents generally show the performance variable at RS. Samarinda Medika Citra with an average score of 7.21, falling into the 'agree' category."

4.6 Analysis Result

4.6.1 Outer Model Analysis Result

The outer model is a framework that categorizes the correlations between latent variables and other respective indicators. Essentially, it examines whether each indicator is associated with its latent variable. The outer model delineates the relationships between indicators and latent variables through the PLS-SEM algorithm test. The following depicts the initial model diagram.

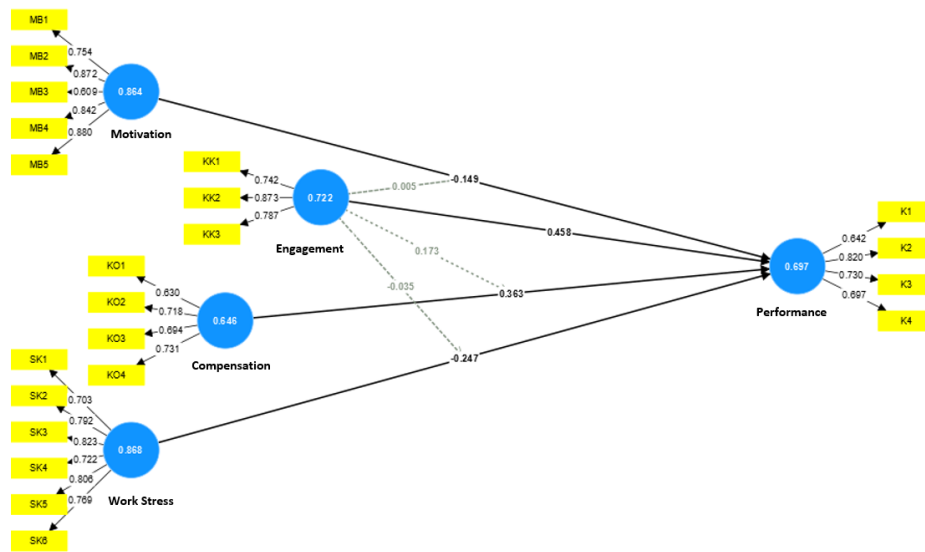


Figure 4.6.1 Initial PLS-SEM algorithm model

Outer Loading

Indicator	MB	KO	SK	KK	K	Info
MB1	0.754					
MB2	0.872					
MB3	0.609					
MB4	0.842					
MB5	0.880					
KO1		0.630				
KO2		0.718				
KO3		0.694				
KO4		0.731				
SK1			0.703			
SK2			0.792			
SK3			0.823			
SK4			0.722			
SK5			0.806			
SK6			0.769			
KK1				0.742		
KK2				0.873		
KK3				0.787		
K1					0.642	
K2					0.820	
K3					0.730	
K4					0.697	

Source : Primary data obtained (2023)

Table. 4.6.1. Average Variance Extracted (AVE)

Variable	Average Variance Extracted(AVE)	Information
Motivation (MB)	0.636	Valid
Compensation (KO)	0.502	Valid
Work Stress (SK)	0.593	Valid
Work Engagement (KK)	0.644	Valid
Performance (K)	0.526	Valid

Source : Processed Primary Data (2023)

As shown in Table 4.6.1, the obtained AVE values for motivation, compensation, work stress, work engagement, and employee performance variables are 0.636, 0.502, 0.593, 0.644, and 0.526, respectively. Therefore, it can be concluded that all variables satisfy the validity test criteria with values above >0.5.

Table. 4.6.2. Cronbach's Alpha

Variable	Cronbach's Alpha	Information
Motivation (MB)	0.864	Reliable
Compensation (KO)	0.746	Reliable
Work Stress (SK)	0.868	Reliable
Work Engagement (KK)	0.722	Reliable
Performance (K)	0.797	Reliable

Source : Primary data obtained (2023)

In Table 4.6.2, it is observed that the Cronbach's Alpha above 0.7, approximately within the range of 0.7-0.8, signifying that these five variables fulfill the criteria and considered as reliable to be measuring variables for the model. Additionally, the reliability test can be assessed through the Composite Reliability values.

Table. 4.6.3. Composite Reliability

Variabel	Composite Reliability	Information
Motivation (MB)	0.896	Reliable
Compensation (KO)	0.788	Reliable
Work Stress (SK)	0.897	Reliable
Work Engagement (KK)	0.844	Reliable
Performance (K)	0.815	Reliable

Source : Primary data obtained (2023)

In Table 4.6.3, the composite reliability values for the motivation variable (MB) is 0.896, compensation variable is 0.788, work stress variable is 0.897, work engagement variable is 0.844, and employee performance variable is 0.815. The output indicates that the composite reliability values for all variables are above 0.7. Therefore, it can be concluded that all variables have a good level of reliability.

Table. 4.6.4. R-Square

Variable	R-Square
Performance	0.695

Source : Primary data obtained (2023)

From Table 4.6.4, it is observed that the structural model places Employee Performance (K) as the endogenous variable, with a value of 0.695 or 69.5%, indicating that the remaining 30.5% is influenced by factors outside the model. Therefore, Q2 Predictive Relevance for the structural model can be calculated, among other things:

$$\begin{aligned}
 Q2 &= 1 - (1 - R^2) \\
 Q2 &= 1 - (1 - 0.695) \\
 Q2 &= 1 - (0.305) \\
 Q2 &= 0.695
 \end{aligned}$$

The R-Square value for performance is 0.695, and the calculated predictive relevance is also 0.695 or 69.5%. The Q2 level has a range value between $0 < Q2 < 1$. Therefore, this research model can be used to test hypotheses.

Table. 4.6.5. Category of Moderation

Z > Y (Z to Y)		Moderation (X*Z)		Type of Moderation
KK > K	Significant	MB*KK	Not Significant	Predictor Moderation
KK > K	Significant	KO*KK	Significant	Quasi Moderation
KK > K	Significant	SK*KK	Significant	Quasi Moderation

Source : Primary data obtained (2023)

As indicated in Table 4.6.5, the conclusion drawn is that the moderation categories in this study are:

1. The relationship between KK > K significantly influences, and MB*KK has no significant effect. Therefore, the work engagement variable serves as a moderating predictor variable in the relationship between motivation and performance.

2. The relationship between $KK > K$ has a significant influence, and $KO*KK$ also has a significant effect. Therefore, the work engagement variable serves as a quasi-moderating variable in the relationship between compensation and performance.
 3. The relationship between $KK > K$ has a significant influence, and $SK*KK$ also has a significant effect. Consequently, the work engagement variable serves as a quasi-moderating variable in the relationship between work stress and performance. Quasi-moderation is a variable that moderates the relationship between an independent variable and a dependent variable while simultaneously becoming an independent variable. This means that work engagement moderates the relationship between work stress and performance, while work engagement itself becomes an independent variable.
- The hypothesis testing of the influence between exogenous and endogenous variables is evident in the results of inter-variable tests in the study. In addition to being presented through path coefficients, t-statistics, and p-values, it can also be observed in the PLS Bootstrapping model diagram. The testing criteria are based on a significance level (α) of 5%, where $p\text{-value} < 0.05$ and $t\text{-value} > t\text{-table} (1.96)$ indicate that the hypothesis is accepted. On the other hand, if $t\text{-value} < t\text{-table} (1.96)$, the hypothesis is rejected.

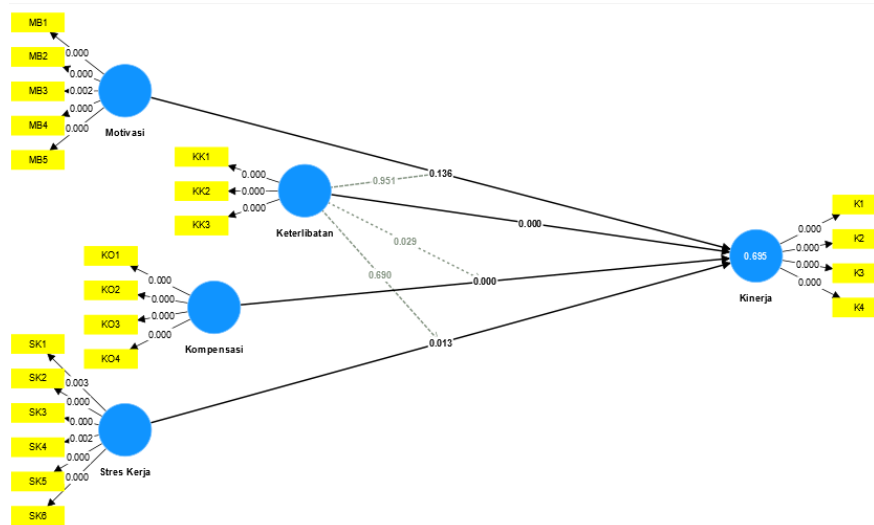


Figure 4.6.2 Model PLS Bootstrapping

4.6.2 Discussion

- H_1 : Motivation has a positive and significant effect on the performance of employees at RS. Samarinda Medika Citra. The results of the analysis and hypothesis testing indicate that motivation does not significantly influence performance significantly. This suggests that motivation is unable to provide a strong impact or effect on employees at RS. Samarinda Medika Citra.
- H_2 : Compensation has a positive and significant impact on the performance of employees at RS. Samarinda Medika Citra. The results of the analysis and hypothesis testing confirm that compensation positively and significantly influences the performance of employees at RS. Samarinda Medika Citra, meaning that an improvement in compensation will result in an improvement in the performance of employees at RS. Samarinda Medika Citra.
- H_3 : Work stress has a negative and significant impact on the performance of employees at RS. Samarinda Medika Citra. The results of the analysis and hypothesis testing indicate that work stress does not significantly affect performance, meaning that work stress is not strongly impact the employees at RS. Samarinda Medika Citra.
- H_4 : Work engagement has a positive and significant impact on the performance of employees at RS. Samarinda Medika Citra. The results of the analysis and hypothesis testing indicate that work engagement significantly influences the performance of employees at RS. Samarinda Medika Citra, meaning that higher job engagement leads to improved employee performance at RS. Samarinda Medika Citra.

- H₅ : Work engagement moderates the relationship between motivation and employee performance at RS. Samarinda Medika Citra. The results of the analysis and hypothesis testing indicate that work engagement cannot moderate the relationship between motivation and employee performance at RS. Samarinda Medika Citra. Moderation in this relationship is categorized as predictor moderation. The coefficient values indicate that the better the work engagement of employees at RS. Samarinda Medika Citra, there is no impact on the relationship between motivation and performance.
- H₆ : Work engagement moderates the relationship between compensation and employee performance at RS. Samarinda Medika Citra. The analysis and hypothesis testing results demonstrate that work engagement can moderate the relationship between compensation and employee performance at RS. Samarinda Medika Citra. In other words, the implementation of work engagement for employees at RS. Samarinda Medika Citra can enhance the influence of compensation on performance. This proves that the improvement in employee performance, influenced by high compensation, is strengthened by work engagement. Moderation in this relationship falls under quasi-moderation.
- H₇ : This relationship is considered as quasi-moderation. The coefficient values indicate that work engagement for employees at RS. Samarinda Medika Citra has no influence on the relationship between motivation and performance.

V. CONCLUSION

In summary, the analysis and hypothesis testing results lead to the following overall conclusions:

1. Motivation has not been proven to significantly impact performance, indicating that motivation does not negatively affect the performance of RS. Samarinda Medika Citra employees.
2. Compensation is proven to have a positive and significant effect on the performance of RS. Samarinda Medika Citra employees. This implies that an improved compensation system leads to better employee performance.
3. Work stress is statistically proven to significantly affect the performance of RS. Samarinda Medika Citra employees, indicating that effectively managing Work stress leads to better employee performance.
4. Job engagement is proven to have a positive and significant effect on the performance of RS. Samarinda Medika Citra employees. This suggests that increased job engagement results in better employee performance.
5. Job engagement moderates the influence of work motivation on the performance of RS. Samarinda Medika Citra employees. However, the moderation effect is not statistically significant, indicating that job engagement does not significantly weaken the impact of work motivation on employee performance. In other words, weaker job engagement does not lead to a weaker influence of work motivation on employee performance at RS. Samarinda Medika Citra.
6. Job engagement moderates the influence of compensation on the performance of RS. Samarinda Medika Citra employees. The moderation effect is statistically significant, suggesting that increased job engagement enhances the impact of compensation on employee performance. This means that as job engagement increases, the influence of compensation on employee performance at RS. Samarinda Medika Citra also increases.
7. Job engagement moderates the influence of Work stress on the performance of RS. Samarinda Medika Citra employees. However, the moderation effect is not statistically significant, indicating that job engagement does not significantly weaken the impact of Work stress on employee performance. In other words, weaker job engagement does not lead to a weaker influence of Work stress on employee performance at RS. Samarinda Medika Citra.

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