

Competency, Compensation, and Workload Occupational Therapist Performance with Motivation as a Moderating

Sri Hastuti¹, Ida Aryati DPW², Supawi Pawenang³

¹ Universitas Islam Batik, Surakarta, Indonesia; hastutiokupasi@gmail.com

² Universitas Islam Batik, Surakarta, Indonesia; aryatiida@gmail.com

³ Universitas Islam Batik, Surakarta, Indonesia; pawenangsupawi@gmail.com

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Abstract

This study aims to test and analyze the effect of competence, compensation, and workload on the performance of Occupational Therapists in the Sukoharjo area with motivation as a moderation variable. Data collection technique is a method of collecting data obtained directly to the research location This research is a descriptive quantitative research with a population and sample of 40 (forty) people. The research instruments are questionnaires with Likert scales and analysis using the Partial Least Square method and alternative methods of analysis with variance-based Structural Equation Modeling (SEM). Based on the results of research on the effect of competence, compensation, and workload on the performance of Occupational Therapists in Sukoharjo area institutions with motivation as a moderating variable, it can be concluded that Competence has a positive and significant effect directly on the performance of Occupational Therapists working in Sukoharjo regional institutions, Compensation, Motivation and Work Expenses do not have a positive and significant effect directly on the performance of Occupational Therapists working in Sukoharjo regional institutions. Motivation is not able to moderate the effect of Competency on the Occupational Performance of Therapists Working in Sukoharjo area institutions. Motivation is unable to moderate the effect of compensation on the occupational performance of therapists working in institutions in the Sukoharjo area. Motivation is unable to moderate the effect of workload on the Occupational Performance of Therapists Working in Sukoharjo area institutions

Keywords

Workload; Performance; Compensation; Competency

Corresponding Author

Sri Hastuti

Universitas Islam Batik, Surakarta, Indonesia; hastutiokupasi@gmail.com

1. INTRODUCTION

Every organization will run well if the components in the organization work in accordance with their respective duties and roles, as well as a health service institution, including agency leaders and employees, so that the desired goals can be achieved. In achieving this goal, it is necessary to have human resources (HR) who have high performance. The higher or better the performance of an institution's employees, the overall productivity is expected to also increase.



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One of the factors that determine efforts to improve the performance of government organizations is the performance of their employees. Organizational performance and employee performance have a positive correlation. The higher the employee's performance, the higher the performance. The influence of work experience, competency and the organization's work environment, and vice versa, the lower the employee's performance, the lower the organizational performance (Resi and Djakaria, 2020).

Competency combines skills, knowledge, creativity and a positive attitude towards a particular job which is manifested in performance. Based on this opinion, it has been explained that the relationship between competence and performance is that the higher the employee's competence, the better the performance (Firdaus, Disman, and Masruroh, 2022).

Companies must develop not only skills, abilities and work mastery factors to improve employee performance. However, companies must also pay attention to the factor of providing compensation as one of the motives for employees to work. Providing compensation for employees is an obligation for the company which must be fulfilled on time, done fairly and based on work results. Compensation is everything that employees receive as remuneration for their work. Each company has a different compensation system, the system is tailored to its vision, mission and goals (Firmandari, 2014).

Organizations that are unable to provide adequate compensation to employees and tend not to provide satisfaction to their employees will be prone to turmoil, because employees will lack enthusiasm and fragile loyalty. Compensation is one way that companies can provide rewards to employees. Compensation can increase or decrease employee performance. In providing compensation, an organization needs to pay more attention. Compensation must have a strong basis, be true and fair. Compensation given to employees in a strong, correct and fair manner can be trusted to increase employee satisfaction and performance (Suprpto and Nurhidayati, 2022).

One way to improve employee performance is by paying attention to workload. Workload in the workplace not only concerns excess work (work overload), but also includes equivalent/same or conversely insufficient or too low/small work (work underload). By providing effective work, agencies can find out to what extent their employees can be given maximum workload and to what extent this will influence the performance of the agency itself. Having motivation given according to one's wishes will greatly influence a person's performance (Irawan and Prasetyo, 2022).

In a company, employee motivation can also influence the employee's performance. The power to encourage someone's behavior to take action is motivation, where the level of motivation is determined by the intensity of strength within a person, because employee motivation will increase enthusiasm and effort in working harder so that they can provide the best performance (Aksama, Heryanda, and Widiastini, 2019).

Occupational Therapists can provide Occupational Therapy services in Health Service Facilities in the form of health centers, clinics, hospitals and other Health Service Facilities (Minister of Health Regulation No. 23 of 2013 concerning the Implementation and Practice of Occupational Therapists). Occupational Therapists who work in the Sukoharjo area work in both Government and Private Hospitals as well as clinics and schools numbering around 40 (forty) people. Based on membership data at the Indonesian Occupational Therapists Association, there have been many transfers of workplaces, including in the Sukoharjo area, so that in this case it illustrates or shows the possibility of a low level of performance in the work institution. Data shows that in the period 2020 to 2023, there were 371 member transfers from one branch to another with 15 member transfers involving members or Occupational Therapists in the Sukoharjo area for various reasons.

Based on the data above, identified problems are the reasons why Occupational Therapists transfer or transfer membership due to changing work agencies, including 1) income or salary or assignment compensation that does not meet expectations; 2) lack of motivation when working; 3) quite heavy workload; 4) lack of supporting skills or competencies; 5) join the husband's or wife's service or work; and 6) married or becoming a housewife.

Based on several causes of mutations and the report illustrates the possibility of a decline in the quality of performance of the individual concerned, so the researchers decided to conduct research with the title "Performance of Occupational Therapists in View of Competency, Compensation and Workload with Motivation as a Moderating Variable", a study on Occupational Therapist at an institution in the Sukoharjo area.

2. METHODS

This research uses a quantitative descriptive approach. Quantitative research is data in the form of numbers or qualitative data. In this quantitative descriptive research, the author focuses research on the influence of competency, compensation, workload which is mediated by the motivation of Occupational Therapists who work in institutions in the Sukoharjo area.

This research was used to see the influence of competency, compensation and workload on performance with motivation as a supporting factor (moderating variable) for Occupational Therapists working in institutions in the Sukoharjo area by collecting data using a questionnaire.

This research was located in all Occupational Therapist institutions working in Sukoharjo, including Surakarta Orthopedic Hospital, UNS Surakarta Hospital, Dr. oen Solo Baru, RS Indriyati Sukoharjo, RSUD Ir. Sukarno Sukoharjo, Global Therapy Center Sukoharjo, Sakha Learning Center Sukoharjo, and PKU Hospital Sukoharjo.

In conducting this research, the time required is 6 (six) months starting from observation to producing data results and research conclusions and will be carried out in Sukoharjo in the period July - December 2023. The population in this research is Occupational Therapists who work in institutions in the Sukoharjo area, numbering 40 people. The sample taken in this research was 40 people (total sampling).

The data collection technique is a method of collecting data obtained directly at the research location, to search for complete data related to the problem being studied. The data collection methods used in this research are observation, documentation, questionnaires and literature study.

The data analysis technique used in this research uses SEM and is based on Partial Least Square / PLS. PLS is a structural equation model / SEM that has a component / variance basis.

3. FINDINGS AND DISCUSSION

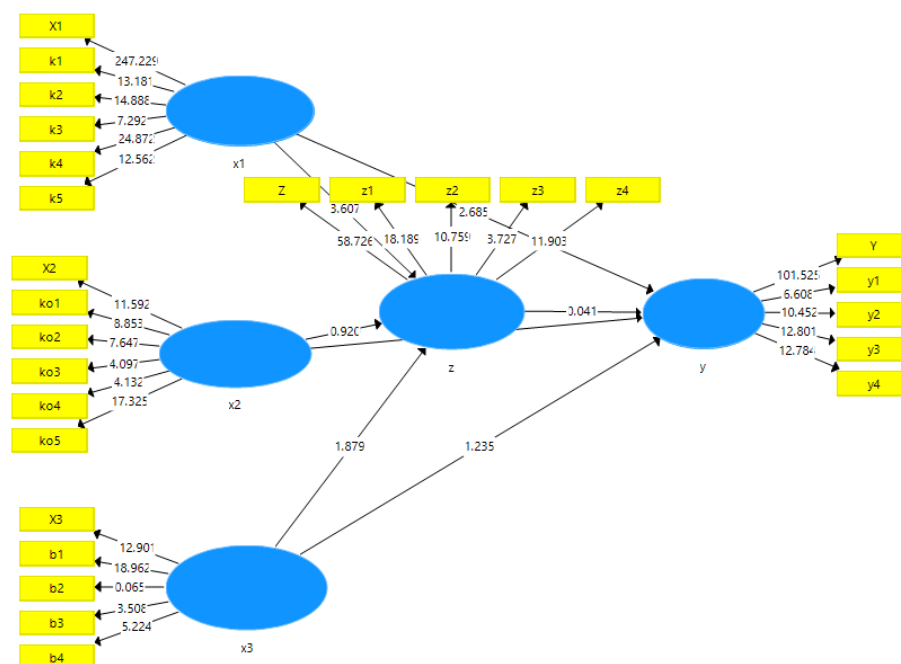


Figure 1
SmartPLS 3.0 output

The tool for testing hypotheses in this research uses the Partial Least Square (PLS) method. PLS is an alternative method of analysis using variance-based Structural Equation Modeling (SEM). The advantage of PLS is that it does not require many assumptions and can be estimated with a relatively small sample size. The tool used to estimate the model is SmartPLS version 3. The testing stages in data processing using PLS are as follows:

a. Evaluation Measurement (Outer Model)

As written above, the Outer model is to see whether the items used in the research are valid and reliable or not. The complete research model path diagram is as follows:

Convergent validity is a test that shows the relationship between reflective items and their latent variables. An indicator is said to be satisfactory when the outer loading/loading factor value is > 0.7 . However, according to Chin (in Ghazali, 2008) for research in the initial stages of developing a measurement scale, a loading value of 0.5 to 0.6 is considered sufficient.

The loading factor value shows the weight of each indicator/item as a measure of each variable. An indicator with a large loading factor shows that the indicator is measuring the strongest (dominant) variable.

Table 2
Convergent Validity Value

Variable	Indikator	Outer Weights	Outer Loading	Information
Competency (X1)	K 1	0.249	0.778	Valid
	K 2	0.181	0.794	Valid
	K 3	0.173	0.685	Valid
	K 4	0.185	0.888	Valid
	K 5	0.173	0.810	Valid
Compensation (X2)	KO 1	0.270	0.705	Valid
	KO 2	0.242	0.778	Valid
	KO 3	0.134	0.720	Valid
	KO 4	0.132	0.726	Valid
	KO 5	0.229	0.842	Valid
Workload (X3)	B 1	0.358	0.849	Valid
	B 2	-0.064	-0.018	Invalid
	B 3	0.326	0.673	Valid
	B 4	0.236	0.738	Valid
	Z 1	0.271	0.829	Valid
Motivation (Z)	Z 2	0.255	0.861	Valid
	Z 3	0.120	0.513	Valid
	Z 4	0.251	0.861	Valid
Performance (Y)	Y 1	0.358	0.663	Valid
	Y 2	-0.064	0.795	Valid
	Y 3	0.326	0.826	Valid
	Y 4	0.236	0.833	Valid

Source: Primary Data processed in 2024

The results of the convergent validity test in table 2 present the results of the loading factor calculation, which shows that the loading factor value of each indicator in the Competency, Compensation, Workload, Motivation and Occupational Therapist Performance variables is above the loading factor value. There is an indicator on the workload variable with a value of -0.018, where the value is below 0.05 so it is declared invalid so the indicator must be deleted. Apart from these indicators, all of them have values above the threshold, namely 0.5-0.7, so the research instrument is said to be

valid. In the Competency variable the highest point is in K 2. In the Compensation variable the highest point is in KO 5. In the Workload variable it is in B 1. In the motivation variable the highest point is in Z 4 and the performance variable is Y 6.

Referring to the workload variable with a value of -0.018 where this figure is below 0.05 and is declared invalid so that the indicator must be deleted, the latest output model is obtained which is as follows:

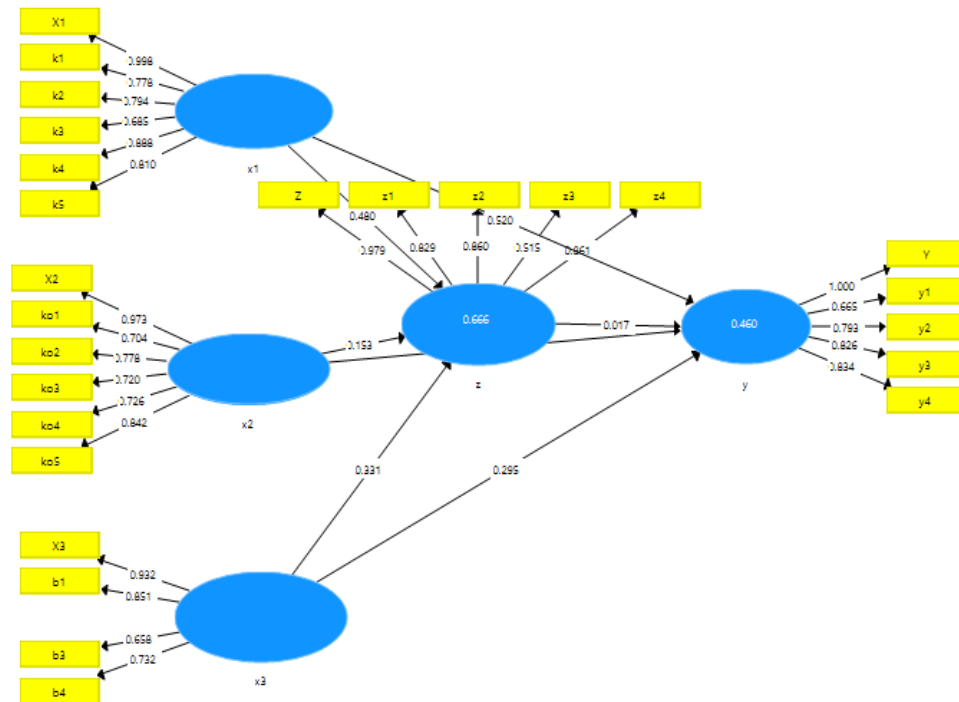


Figure 2
Outer SEM-PLS

1) Discriminant Validity

Discriminant validity testing in this research uses the Fornell-Larcker Criterion value with the aim of testing whether the research instrument is valid in explaining or reflecting latent variables. Discriminant validity testing can be described as discriminant validity using loading values with the aim of examining research instruments in explaining or reflecting latent variables. A model has good discriminant validity if each loading value of a latent variable has the largest loading value compared to other loading values of other latent variables.

Table 2
Discriminant Validity value

	x1	x2	x3	Y	Z
x1	0.831				
x2	0.408	0.796			
x3	0.530	0.730	0.800		
y	0.646	0.334	0.507	0.831	
z	0.718	0.590	0.697	0.535	0.824

Source: Primary Data processed in 2024

The results of the discriminant validity test in table 2 present the results of the Fornell-Larcker Criterion calculation, which shows that the loading value of each indicator on the Competency, Compensation, Workload, Motivation and Occupational Therapist Performance variables has the largest loading value compared to other loading values on the variables other latent. All values are above the threshold, namely 0.5-0.7, so the research instrument is said to be discriminantly valid.

2) Composite Reliability

Composite reliability evaluation is carried out by looking at the composite reliability value of the indicator block that measures the construct and the Cronbach's alpha value. A construct is said to be reliable if its composite reliability value is above 0.7 and the Cronbach's alpha value is recommended to be above 0.6 and the Average Variance Extracted (AVE) value is above 0.5. Below you can see the composite reliability value and Cronbach's alpha value in table 3.

Table 3
Cronbach's Alpha, Composite Reliability, AVE values

	Cronbach's Alpha	Composite Reliability	(AVE)
Competency (X1)	0.907	0.930	0.691
Compensation (X2)	0.885	0.911	0.634
Workload (X3)	0.806	0.875	0.640
Performance (Y)	0.882	0.916	0.690
Motivation (Z)	0.872	0.910	0.678

Source: Source: Primary Data processed in 2024

From Table 3 it can be seen that the values of all variables in reliability testing using AVE have a value of more than 0.5 or Composite Reliability has a value of more than 0.6. Therefore, it can be concluded that the variables tested are valid and reliable, so that it can be continued to test the structural model.

b. Structural Model (Inner Model)

The structural model was evaluated using R-square for dependent constructs, Stone-Geisser Q-square test for Q2 predictive relevance, significance test of structural path parameter coefficients.

1) R-Square (R2)

Evaluation of the structural model or inner model aims to predict the relationship between latent variables. The structural model was evaluated by looking at the percentage of variance explained, namely by looking at the R-Square value for the endogenous latent construct. Following is Table 4

Table 4
R-Square Value

	R Square	R Square Adjusted
Performance (Y)	0.460	0.399
Motivation (Z)	0.666	0.638

Source: Primary Data processed in 2024

From the R2 results in Table 4, it shows that the R2 value for Occupational Therapist Performance is 0.460. This value shows that the Occupational Therapist Performance variable influences Competency (X1), Compensation (X2), Workload (X3) by 46 percent. And the rest is influenced by other variables outside the variables in the research.

The R2 value of Motivation is 0.666. Mark thatt shows that the Competency (X1), Compensation (X2), Workload (X3) variables have an effect on the motivation variable by 66.6 percent. And the rest is influenced by other variables outside the variables in the research.

2) Q2 Predictive relevance

Q-Square predictive relevance for structural models, measures how well the observed values are generated by the model and also its parameter estimates. Q-square value > 0 indicates the model has predictive relevance; Conversely, if the Q-Square value ≤ 0 indicates the model lacks predictive relevance. Q2 predictive relevance values of 0.02, 0.15 and 0.35 indicate that the model is weak, moderate and strong. A value of $Q2 > 0$ indicates that the model has predictive relevance, while $Q2 < 0$ indicates that the model lacks Q2. The Q2 value can be seen in Table 5.

Table 6 Q-Square Values

	SSO	SSE	$Q^2 (=1-SSE/SSO)$
Competency (X1)	40,000	2,054	0.949
Compensation (X2)	40,000	5,478	0.863
Workload (X3)	40,000	12,056	0.699
Performance (Y)	40,000	2,554	0.936
Motivation (Z)	40,000	5,499	0.863

Source: Source: Primary Data processed in 2024

From Table 6 it shows that Q2 for each variable has a value of more than 0 so it can be concluded that the variables Competence, Compensation, Workload, Motivation and occupational therapist performance have good predictive relevance.

c. Hypothesis Testing (Bootstrapping)

To find out whether a hypothesis is accepted or rejected, it can be done by paying attention to the significance values between constructs, t-statistics and p-values. In this way, measurement estimates and standard errors are no longer calculated using statistical assumptions, but are based on empirical observations. In the bootstrapping method in this research, the hypothesis is accepted if the significance value of the t-values is greater than 1.96 and/or the p-values are smaller than 0.05, then H_a is accepted and H_o is rejected and vice versa.

Table 7
Direct Effect Bootstrapping Results

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (O /STDEV)	P Values	Description
Competency Occupational Therapist Performance	-> 0.512	0.512	0.202	2,539	0.011	Influential
Competence Motivation	-> 0.478	0.457	0.129	3,716	0,000	Influential
Compensation Occupational Therapist Performance	-> -0.112	-0.117	0.203	0.552	0.581	Not Affected
Compensation Motivation	-> 0.158	0.175	0.169	0.933	0.351	Not Affected
Workload Occupational Therapist Performance	-> 0.319	0.339	0.252	1,264	0.207	Not Affected
Workload Motivation	-> 0.327	0.335	0.169	1,932	0.054	Not Affected
Motivation Occupational Therapist Performance	-> 0.011	0.001	0.257	0.042	0.966	Not Affected
Competency Motivation	-> 0.008	0.010	0.128	0.063	0.950	Not Affected
Occupational Therapist Performance	-> 0.003	0.008	0.067	0.038	0.970	Not Affected
Compensation Motivation	-> 0.006	-0.006	0.094	0.058	0.953	Not Affected

Source: Source: Primary Data processed in 2024

- a. Competency influences the performance of occupational therapists working in institutions in the Sukoharjo area

Based on the test results, the Competency variable on Occupational Therapist Performance. has a t-statistic value of 2.539 and a p-value of 0.11, then H1 is accepted because the t-statistic is greater than 1.96 and the p-value is smaller than 0.05. Thus, it is concluded that the competency variable has a

significant influence on the performance of Occupational Therapists. Therefore, the first hypothesis that Competence directly and significantly influences the performance of Occupational Therapists working in institutions in the Sukoharjo area is accepted.

- b. Compensation influences the performance of occupational therapists working in institutions in the Sukoharjo area

Based on the test results, the Compensation variable for Occupational Therapist performance has a t-statistic value of 0.552 and a p-value of 0.581, so H2 is rejected because the t-statistic is smaller than 1.96 and the p-value is greater than 0.05. Thus it is concluded that the Compensation variable has no effect on the performance of Occupational Therapists. Therefore, the second hypothesis that compensation directly has a significant effect on the performance of Occupational Therapists working in institutions in the Sukoharjo area is rejected.

- c. Workload influences the performance of occupational therapists working in institutions in the Sukoharjo area.

Based on the test results, the compensation variable for motivation has a t-statistic value of 1.264 and a p-value of 0.207, so H3 is rejected because the t-statistic is smaller than 1.96 and the p-value is greater than 0.05. Thus it was concluded that the workload variable had no effect on the performance of Occupational Therapists. Therefore, the third hypothesis that workload directly has a significant effect on the performance of Occupational Therapists working in institutions in the Sukoharjo area is rejected.

- d. Motivation is able to moderate the influence of competency on the performance of occupational therapists working in institutions Sukoharjo region

Based on the test results, the Competency variable on the performance variable through the Motivation variable has a t-statistic value of 0.038 and a p-value of 0.970, so H4 is rejected because the t-statistic is smaller than 1.96 and the p-value is greater than 0.05. Thus, it can be concluded that the Competency variable has no effect on occupational performance with the motivation variable as a moderating variable. Therefore, the fourth hypothesis that Motivation is able to moderate the influence of Competency on the Performance of Occupational Therapists Working in institutions in the Sukoharjo area is rejected.

- e. Motivation is able to moderate the influence of compensation on the performance of occupational therapists working in institutions Sukoharjo region.

Based on the test results, the Compensation variable for the performance variable through the Motivation variable has a t-statistic value of 0.038 and a p-value of 0.970, so H5 is rejected because the t-statistic is smaller than 1.96 and the p-value is greater than 0.05. Thus, it can be concluded that the compensation variable has no effect on occupational performance with the motivation variable as a moderating variable. Therefore, the fifth hypothesis that motivation is able to moderate the influence of compensation on the performance of occupational therapists working in institutions in the Sukoharjo

area is rejected.

- f. Motivation is able to moderate the influence of workload on the performance of occupational therapists working in institutions Sukoharjo region.

Based on the test results, the Workload variable on the performance variable through the Motivation variable has a t-statistic value of 0.058 and a p-value of 0.953. then H6 is rejected because the t-statistic is smaller than 1.96 and the p-value is greater than 0.05. Thus, it is concluded that the workload variable has no effect on occupational performance with the motivation variable as a moderating variable. Therefore, the sixth hypothesis that Motivation is able to moderate the influence of Workload on the Performance of Occupational Therapists Working in institutions in the Sukoharjo area is rejected.

- g. Motivation directly has a significant effect on the performance of occupational therapists who work in institutions in the SUkoharjo area

Based on the test results, the motivation variable on Occupational Therapist performance has a t-statistic value of 0.042 and a p-value of 0.966, so H7 is accepted because the t-statistic is greater than 1.96 and the p-value is smaller than 0.05. Thus it was concluded that the motivation variable had no effect on the performance of Occupational Therapists. Therefore, the seventh hypothesis that motivation directly has a significant effect on the performance of Occupational Therapists working in institutions in the Sukoharjo area is rejected.

Discussion

1. Competency influences the performance of occupational therapists working in institutions in the Sukoharjo area

Based on the test results, the Competency variable on Occupational Therapist Performance. has a t-statistic value of 2.539 and a p-value of 0.11, then H1 is accepted because the t-statistic is greater than 1.96 and the p-value is smaller than 0.05. Thus, it can be concluded that the Competency variable has a significant influence on the performance of Occupational Therapists. Therefore, the first hypothesis that Competence directly and significantly influences the Job Satisfaction of Occupational Therapists working in institutions in the Sukoharjo area is accepted.

The results of this research are in line with research by Jesi and Djakaria (2020) and Parashakti, et.al. (2019). Occupational Therapists who work in institutions in the Sukoharjo area currently have sufficient competency to be able to use them in carrying out the practice of the Occupational Therapy profession because graduates of formal Occupational Therapy education, both Diploma III and Diploma IV study programs, are in accordance with competency standards, so that states that the better the competency the better the employee's performance, and conversely, the less competent, the lower the employee's performance.

2. Compensation influences the performance of occupational therapists working in institutions in the Sukoharjo area

Based on the test results, the Compensation variable for Occupational Therapist performance has a t-statistic value of 0.552 and a p-value of 0.581, so H2 is rejected because the t-statistic is smaller than 1.96 and the p-value is greater than 0.05. Thus it is concluded that the Compensation variable has no effect on the performance of Occupational Therapists. Therefore, the second hypothesis that compensation directly has a significant effect on the performance of Occupational Therapists working in institutions in the Sukoharjo area is rejected.

The results of this research are not in line with the research of Ayu, et.al (2022), Limbong, et.,al (2021), Bahsri, et.,al (2022) Rianda, S & Winarno, A. (2022) and Rambe (2021) but are in line with the research of Suprpto and Nurhidayati (2022). The compensation received by Occupational Therapists who work in agencies in Sukoharjo, which includes salaries, wages, incentives and indirect compensation, has apparently not been able to improve employee performance. It is possible that salaries and wages are not in accordance with the workload given by the agency to employees, so that employee performance is less than optimal. This shows that if the performance decreases then the success rate is very low. Agencies that are able to provide bonuses to Occupational Therapists will improve the performance of their employees. This greatly influences the performance of Occupational Therapists and will tend to decrease if the agency is less able to appreciate every job done by employees, even if the influence is small.

3. Workload influences the performance of occupational therapists working in institutions in the Sukoharjo area.

Based on the test results, the compensation variable for motivation has a t-statistic value of 1.264 and a p-value of 0.207, so H3 is rejected because the t-statistic is smaller than 1.96 and the p-value is greater than 0.05. Thus it was concluded that the workload variable had no effect on the performance of Occupational Therapists. Therefore, the third hypothesis that workload directly has a significant effect on the performance of Occupational Therapists working in institutions in the Sukoharjo area is rejected.

The results of this research are in line with research by Aksama, Heryanda, and Widiastini (2019) and Dewi, et.al (2023). Occupational Therapists who work in agencies in Sukoharjo seem to feel that their workload is quite high, causing a decline in performance. The large number of tasks and demands from institutional leaders causes Occupational Therapists to be less able to complete them optimally so that performance decreases.

4. Motivation is able to moderate the influence of competency on the performance of occupational therapists working in institutions Sukoharjo region

Based on the test results, the Competency variable on the performance variable through the Motivation variable has a t-statistic value of 0.038 and a p-value of 0.970, so H4 is rejected because the t-statistic is smaller than 1.96 and the p-value is greater than 0.05 . Thus, it can be concluded that the Competency variable has no effect on occupational performance with the motivation variable as a moderating variable. Therefore, the fourth hypothesis that Motivation is able to moderate the influence of Competency on the Performance of Occupational Therapists Working in institutions in the Sukoharjo area is rejected.

The results of this research are not in line with the research of Firdaus, Disman, and Masrurroh (2022) but are in line with the research of Pakpahan & Aulia (2022). The competency of Occupational Therapists working in agencies in the Sukoharjo area is unable to provide an impact on increasing work motivation which can improve performance. This is because there is no difference in the assignment of assignments to the type of competency level, whether Diploma III or Diploma IV, or in other words, for employees who have graduated from Diploma III or Diploma IV graduates, there is no difference in the type of assignment. The causal factor is possible because until now there have been no specific regulations from the government that regulate the differences in duties or authority between Occupational Therapists who graduate from Diploma III and Diploma IV.

5. Motivation is able to moderate the influence of compensation on the performance of occupational therapists working in institutions Sukoharjo region.

Based on the test results, the Compensation variable for the performance variable through the Motivation variable has a t-statistic value of 0.038 and a p-value of 0.970, so H5 is rejected because the t-statistic is smaller than 1.96 and the p-value is greater than 0.05 . Thus, it can be concluded that the compensation variable has no effect on occupational performance with the motivation variable as a moderating variable. Therefore, the fifth hypothesis that motivation is able to moderate the influence of compensation on the performance of occupational therapists working in institutions in the Sukoharjo area is rejected.

This research is in line with Firmandari's (2014) research but is not in line with Hidayati and Zulher's (2022) research.

Occupational Therapists who work in agencies in the Sukoharjo area tend not to be motivated by high salaries and allowances, so they will work seriously and energetically, enthusiastically carrying out tasks given by the agency to get a better career. On the other hand, they have quite low motivation so they often show discomfort and dissatisfaction with their work. As a result, their performance becomes poor and work performance is not visible. Providing salaries and allowances which were

expected to increase work motivation and thus improve performance, was not achieved.

6. Motivation is able to moderate the influence of workload on the performance of occupational therapists working in institutions Sukoharjo region.

Based on the test results, the Workload variable on the performance variable through the Motivation variable has a t-statistic value of 0.058 and a p-value of 0.953. then H6 is rejected because the t-statistic is smaller than 1.96 and the p-value is greater than 0.05. Thus, it is concluded that the workload variable has no effect on occupational performance with the motivation variable as a moderating variable. Therefore, the sixth hypothesis that Motivation is able to moderate the influence of Workload on the Performance of Occupational Therapists Working in institutions in the Sukoharjo area is rejected.

This research is in line with the research of Irawan and Prasetyo (2022) but is not in line with the research of Ramadhani, Putro, Kadi (2022).

The workload given by institutions to Occupational Therapists who work in institutions in the Sukoharjo area causes decreased motivation which causes decreased performance. This is because Occupational Therapists feel that the workload given to them is a responsibility that must be completed.

7. Motivation directly has a significant effect on the performance of occupational therapists who work in institutions in the Sukoharjo area.

Based on the test results, the motivation variable on Occupational Therapist performance has a t-statistic value of 0.042 and a p-value of 0.966, so H7 is accepted because the t-statistic is greater than 1.96 and the p-value is smaller than 0.05. Thus it was concluded that the motivation variable had no effect on the performance of Occupational Therapists. Therefore, the seventh hypothesis that motivation directly has a significant effect on the performance of Occupational Therapists working in institutions in the Sukoharjo area is rejected.

This research is not in line with research by Anggreni, and Pujawan (2021) and research by Prihantoko and Ferijani (2021). High work motivation Occupational Therapists who work in agencies in the Sukoharjo area are not immediately able to improve their performance. One of the reasons for this is that performance appraisals are not only seen from enthusiasm for work, but also by work results that may not be in accordance with targets or expectations.

4. CONCLUSION

Based on the results of research on the influence of competency, compensation and workload on the performance of Occupational Therapists in institutions in the Sukoharjo region with motivation as a moderating variable, it can be concluded that Competence has a positive and significant direct effect on the performance of Occupational Therapists working in institutions in the Sukoharjo region, Compensation, Motivation and workload do not have a direct positive and significant effect on the performance of occupational therapists working in institutions in the Sukoharjo area. Motivation is

unable to moderate the influence of competency on the performance of occupational therapists working in institutions in the Sukoharjo area. Motivation is unable to moderate the influence of compensation on the performance of occupational therapists working in institutions in the Sukoharjo area. Motivation is unable to moderate the influence of workload on the performance of occupational therapists working in institutions in the Sukoharjo area.

Based on the research results, suggestions can be made regarding the results of the research. Performance is viewed from competency, compensation and workload with motivation as a moderating variable for Occupational Therapists working in institutions in the Sukoharjo area.

Institutions need to selectively provide competency improvement programs and opportunities for Occupational Therapists to develop Occupational Therapy practice skills in order to improve their performance. has been targeted, increasing the motivation of Occupational Therapists to work optimally in daily work activities.

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