
The Effect of Incentives and Job Stress on Job Satisfaction with Work Motivation as a Mediating Variable (Case Study at Tambrauw District Health Office)

Bernadus Nso

Master of Management Study Program, Faculty of Economics and Business, Sam Ratulangi University, Indonesia

Maryam Mangantar, Lucky O. H. Dotulong

Supervisor of the Faculty of Economics and Business, University of Sam Ratulangi, Indonesia,

Email: 1sibayweyak01@gmail.com

Abstract: The organization of the Tambrauw District Health Office is one of the government agencies tasked with ensuring the implementation of health services for the people in Tambrauw District. As a government agency, of course, each section has various duties and responsibilities, starting from the service head, service secretary, field heads, section heads and staff. This includes the health department. The health office is one of the important agencies in supporting health services for the community. Employees at the health office are recruited through the selection stage for prospective civil servants, trained through an education and training process and placed at the Tambrauw District Health Office as needed. The problems that occur at the Tambrauw District Health Office are decreased employee satisfaction due to work incentives, work stress, and work motivation which have an impact on job satisfaction. Therefore, this study discusses the influence of incentives and work stress on job satisfaction with work motivation as a mediating variable. The purpose of this study was to determine the effect of incentives, work stress, work motivation, on job satisfaction of civil servants at the Tambrauw District Health Office. The results of this study are work incentives and work motivation have a positive effect on job satisfaction while work stress has a negative effect on work motivation in the Civil Servants of the Tambrauw District Health Office. This study discusses the effect of incentives and work stress on job satisfaction with work motivation as a mediating variable. The purpose of this study was to determine the effect of incentives, work stress, work motivation, on job satisfaction of civil servants at the Tambrauw District Health Office. The results of this study are work incentives and work motivation have a positive effect on job satisfaction while work stress has a negative effect on work motivation in the Civil Servants of the Tambrauw District Health Office. This study discusses the effect of incentives and work stress on job satisfaction with work motivation as a mediating variable. The purpose of this study was to determine the effect of incentives, work stress, work motivation, on job satisfaction of civil servants at the Tambrauw District Health Office. The results of this study are work incentives and work motivation have a positive effect on job satisfaction while work stress has a negative effect on work motivation in the Civil Servants of the Tambrauw District Health Office.

Key words: Department of Health, Work Incentives, Work Stress, Work Motivation, Job Satisfaction.

INTRODUCTION

Research Background

Management plays an important role in all organizations, both government organizations and corporate organizations. Management is used in government organizations to achieve good public services for the community. Not only have that, at low organizational levels such as non-governmental organizations, communities, associations, and associations really needed management in achieving the vision and mission of the organization. The point is management is very important in carrying out organizational activities in order to achieve organizational goals. The organization of the Tambrauw District Health Office is one of the government agencies tasked with ensuring the implementation of health services for the people in Tambrauw District. As a government agency, of course, each section has various duties and responsibilities, starting from the head of the service, the secretary of the service, heads of departments, heads of sections and staff. The initial stage of human resource management at the Tambrauw Regency Health Office was expanded, where the health office was one of the important agencies in supporting health services for the community. Employees at the health office are recruited through the selection stage for prospective civil servants, trained through an education and training process and placed at the Tambrauw District Health Office as needed.

The mandate of Law No. 56 of 2008 which later underwent refinement in Law No. 14 of 2013 is the legality of the formation of one of the new autonomous regions in West Papua Province, which is named Tambrauw Regency which oversees ethnicity and beliefs in an area halfway between Sorong Regency and Manokwari Regency . This new autonomous region was initially formed from 4 (four) Districts from Manokwari Regency and 6 (six) Districts from Sorong Regency. Based on ethnicity and belief, Tambrauw Regency is dominated by 3 (three) religious beliefs namely Protestant Christianity, Catholicism and Islam. Meanwhile, anthropologically, Tambrauw Regency has local wisdom in terms of traditional life, natural beauty, both sea and land, and rare and unique endemic animals. So far various steps have been taken to achieve good public services for the community. Construction of roads to several districts, provision of clean water, construction of community houses, provision of education and health facilities, and provision of student dormitories in several study cities. However, based on data from the West Papua Central Bureau of Statistics for 2019, it shows overall service inequality in several agencies at once. And the results of the case study on one of the problems of not achieving good health services, namely satisfaction. The employees referred to here are all civil servants (PNS) of the Tambrauw District Health Office, with a total of 96 people. The following table 1 data on the number of civil servants who were used as research subjects; construction of community houses, provision of education and health facilities, and provision of student dormitories in several study cities. However, based on data from the West Papua Central Bureau of Statistics for 2019, it shows overall service inequality in several agencies at once. And the results of the case study on one of the problems of not achieving good health services, namely satisfaction. The employees referred to here are all civil servants (PNS) of the Tambrauw District Health Office, with a total of 96 people. The following table 1 data on the number of civil servants who were used as research subjects; construction of community houses, provision of education and health facilities, and provision of student dormitories in several study cities. However, based on data from the West Papua Central Bureau of Statistics for 2019, it shows overall service inequality in several agencies at once. And the results of the case study on one of the problems of not achieving good health services, namely satisfaction. The employees referred to here are all civil servants (PNS) of the Tambrauw District Health Office, with a total of 96 people. The following table 1 data on the number of civil servants who were used as research subjects; However, based on data from the West Papua Central Bureau of Statistics for 2019, it shows overall service inequality in several agencies at once. And the results of the case study on one of the problems of not achieving good health services, namely satisfaction. The employees referred to here are all civil servants (PNS) of the Tambrauw District Health Office, with a total of 96 people. The following table 1 data on the number of civil servants who were used as research subjects; However, based on data from the

West Papua Central Bureau of Statistics for 2019, it shows overall service inequality in several agencies at once. And the results of the case study on one of the problems of not achieving good health services, namely satisfaction. The employees referred to here are all civil servants (PNS) of the Tambrauw District Health Office, with a total of 96 people. The following table 1 data on the number of civil servants who were used as research subjects;

Table 1. Data on the number of civil servants at the Tambrauw District Health Office

No	Gender	Amount
1.	Man	60
2.	Woman	36
Total		96

Source: Head of the Personnel and General Affairs Sub-Division of the Tambrauw District Health Office

An agency in carrying out its activities always needs manpower (employees), therefore the labor factor needs serious attention. Thus, in using labor, it is necessary to have incentives that are balanced with the results of their work, because giving incentives is a stimulus given by agencies to workers with the aim of being an incentive so that workers work more actively and efficiently. Incentives can be formulated as adequate remuneration for employees whose performance exceeds predetermined standards. Incentives are a motivating factor for employees to work better so that employee performance can increase. From the above understanding to be clearer about incentives, so that the thoughts of one of the experts above can help us to understand work incentives.

Work incentives are also assessed from the work performance of each worker and attendance is one of the assessments in determining work incentives. In the decision letter regarding incentives, it is stated that each ASN receives an incentive wage with the same nominal value every month (attached to Appendix 1). Meanwhile, each employee has a different workload. However, getting the same incentive pay, so that the Tambrauw District Health Office staff felt a level of stress and were dissatisfied with the SK decision.

Job stress shows a dynamic condition in which an individual is confronted with an opportunity, constraint, or demand that is related to what is desired and whose results are perceived as uncertain. Job stress is an interaction between a person and an environmental situation or stressor that is considered threatening or challenging, and causes psychological, physiological, behavioral and organizational disturbances. Luthans (2006) defines job stress as an adaptive response to external situations that produce physical, psychological and/or behavioral deviations in organizational members.

Sondang P. Siagian (2016: 38) defines motivation as a driving force that results in a member of an organization willing and willing to mobilize the ability to form expertise and skills of personnel and time to carry out various activities that are their responsibility and fulfill their obligations in order to achieve goals and various predetermined organizational goals. With the dimensions of encouragement, willingness, willingness, forming expertise, forming skills, responsibility, obligations, and goals, including the encouragement of employees to work more actively they cannot always feel, due to boredom at work, the willingness to carry out work tasks is still based on directives from superiors, and if the work assignments are heavy or at high risk there are employees who do not dare to carry them out.

At the Tambrauw District Health Office, every employee receives incentive funds, but many employees are still dissatisfied with the funds they receive. There are obstacles in the field such as work that is not in accordance with the work duties of existing employees, so that it becomes a burden on the employee because it is not in accordance with the specified work assignments. This could lead to decreased employee motivation due to inappropriate work assignments. There are also superiors who do not master the work tasks assigned so that it is not uncommon to assign employees not in accordance with the portion of work that should be carried out, it is not uncommon for superiors to give unclear instructions to their employees thereby increasing the

workload of each existing employee. Resulting in work being hampered or taking longer. This can also lead to work stress and decreased employee motivation. Team work is also very much needed when working so that work can be completed according to the initial agreement, but when in the field there are still some employees who prefer to work alone and do not coordinate the work with the team that has been formed. So that the work done is not completed in accordance with the specified time. Promotions in health service agencies are still rarely carried out and if there is a promotion there is still a selective system in the promotion process for the position. It is hoped that the promotion process will be carried out periodically and transparently. In addition to incentive funds, the salaries of employees are in accordance with the UMR (Regional Minimum Wage) and receive position allowances, but still found employee dissatisfaction with the amount of salary they get. Possibly due to the constraints described above which resulted in a lack of work motivation and work stress experienced by every employee of the Tambrauw District Health Office.

Based on the constraints that exist on Tambrauw Regency Health Office employees where employees still feel dissatisfied at work even though they get incentive fund every month as well as examining whether work stress also greatly influences the job satisfaction of Tambrauw District Health Office employees. So the authors are interested in researching the effect of incentives and work stress on job satisfaction with work motivation as a mediator variable.

Research purposes

1. To determine the effect of incentives on job satisfaction of civil servants at the Tambrauw District Health Office.
2. To determine the effect of work stress on job satisfaction of civil servants at the Tambrauw District Health Office.
3. To determine the effect of work motivation on job satisfaction of civil servants at the Tambrauw District Health Office
4. To determine the effect of incentives on the work motivation of civil servants at the Tambrauw District Health Office.
5. To determine the effect of work stress on the work motivation of civil servants at the Tambrauw District Health Office.
6. To determine the influence of incentives mediated by work motivation on job satisfaction of Civil Servants of the Tambrauw District Health Office.
7. To determine the effect of work stress mediated by work motivation on job satisfaction of Civil Servants of the Tambrauw District Health Office.

LITERATURE REVIEW

Human Resources

According to Hasibuan (2016), human resources are an integrated ability of the individual's thinking and physical abilities. The ability of human resources cannot be seen from one side only, but must cover the whole of the mind and also the physical strength. according to Veithzal Rivai (2004), he refers to human resources as one of the input elements which will later be converted into output in the form of goods or services to achieve company goals. The potential of human resources is different for each individual. To be able to develop the potential of these different human resources, a unique management system is needed called human resource management.

Human Resource Management

Human resource management has several definitions put forward by experts. According to Hasibuan (2019), human resource management is the science and art of managing relationships and the role of the workforce so that it effectively and efficiently helps the realization of company, employee and community goals. Human resource management according to Dessler (2019) is a

policy in practice that is needed by a manager to run other people as human resources from the position of a manager, including recruiting, screening, training, returning, evaluating or evaluating the work performance of employees who work on organization.

Based on some of the definitions above, it can be concluded that human resource management is a system that is used or implemented by an organization or company related to human labor that is regulated according to its functions, so that it is effective and efficient in realizing company or organizational goals.

Job satisfaction

According to Mangkunegara (2009: 117) job satisfaction is a feeling that supports or does not support the employee himself related to his work or with his condition. According to Handoko (2000: 193) suggests that job satisfaction is a pleasant or unpleasant emotional state with employees looking at their work. Time / duration of completion is a reflection of one's feelings towards his work.

Work motivation

According to Siagian (2016), defines work motivation as a driving force for a person to make the maximum possible contribution to the success of the organization in achieving its goals, with the understanding that achieving organizational goals means achieving the personal goals of the members of the organization concerned. Meanwhile Robbins (2008) says work motivation as a willingness to expend a high level of effort towards organizational goals, which is conditioned by the ability of these efforts to fulfill an individual need. Based on the description above, it can be concluded that work motivation is a driving force capable of creating enthusiasm for work by arousing, directing,

Work Incentives

An agency in carrying out its activities always needs manpower (employees), therefore the labor factor needs serious attention. Thus, in using labor, it is necessary to have incentives that are balanced with the results of their work, because giving incentives is a stimulus given by agencies to workers with the aim of being an incentive so that workers work more actively and efficiently. Incentives can be formulated as adequate remuneration for employees whose performance exceeds predetermined standards. Incentives are a motivating factor for employees to work better so that employee performance can increase. According to Hasibuan (2007: 117) suggests that incentives are additional remuneration given to certain employees whose achievements are above standard performance. This incentive is a tool used by supporters of the principle of fairness in giving compensation. According to Mangkunegara (2002: 89) suggests that incentives are a form of motivation expressed in the form of money on the basis of high performance and is also a sense of recognition from the organization for employee performance and contribution to the organization.

Work Stress

According to (Rivai, 2004) is a condition of tension that creates a physical and psychological imbalance that affects emotions, thought processes, and the condition of an employee. Mangkunegara (2009) employees who experience work stress due to workload conditions that are felt to be too heavy are faced with limited working time demands, an unhealthy work atmosphere, low quality of work supervision, work conflicts, inadequate work authority for the responsibilities they carry, and feelings of frustration at work as a result of differences in values between employees and leaders. This stress will arise when there are demands on someone who are felt to be challenging, pressing, burdensome or exceeding the individual's adjustment power. Based on some of the meanings that have been explained above, many experts define work stress. The author concludes that work stress is something that is felt to put pressure due to excessive workload, mental and emotional tension in the form of responses to various work matters that can hinder individual performance at work.

LITERATURE REVIEW

Previous research

Nina DA Aksa, Ralina Transistari (2021) in this study entitled the effect of financial incentives, motivation, and work stress on the job satisfaction of GoRide driver partners. Research result financial incentives and motivation variables have a positive effect on GoRide driver job satisfaction, work stress variables have no effect on GoRide driver job satisfaction. The independent variable is able to explain the effect of 42.7% on the job satisfaction variable.

Nugroho Priyo Sutanto, Kartika Hendra Titisari, Supawi Pawira (2021) in this study entitled work stress, motivation, facilities, and training as factors affecting employee performance at Karanganyar primary tax service office. The results showed that work stress had a positive and significant effect on employee performance. Motivation had a positive and significant effect on employee performance.

Siti Fahriah, Syarum Agung, Ecin Kuraensin, Dewi Megawati (2021) in this study entitled the effect of incentives and the work environment on employee job satisfaction at PT Studiotama Maps Konsultan. The results of the study show that work incentives have a significant effect on job satisfaction.

Research Model and Hypothesis

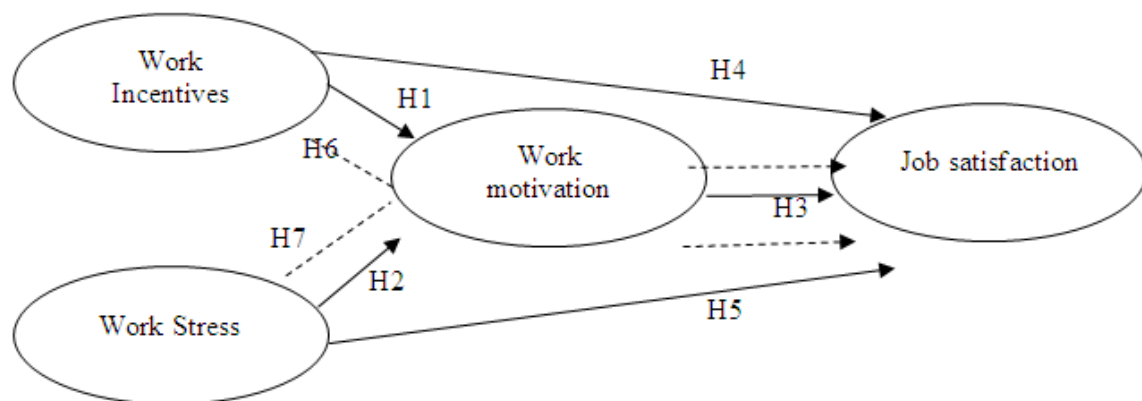


Figure 1. Research Model

Source: Theoretical Studies and Empirical Studies (2022)

hypothesis

H1: It is suspected that there is an influence of work incentives on the work motivation of civil servants at the Tandrauw District Health Office

H2: It is suspected that there is an effect of work stress on the work motivation of civil servants at the Tandrauw District Health Office

H3: It is suspected that there is an effect of work motivation on job satisfaction of civil servants at the Tandrauw District Health Office

H4: It is suspected that there is an influence of Work Incentives on Job Satisfaction of PNS Tandrauw District Health Office

H5: It is suspected that there is an effect of work stress on job satisfaction of civil servants at the Tandrauw District Health Office

H6: It is suspected that there is an influence of Work Incentives on Job Satisfaction mediated by the Work Motivation of Civil Servants at the Tandrauw District Health Office

H7: It is suspected that there is an influence of Job Stress on Job Satisfaction mediated by the Work Motivation of Civil Servants at the Tambrauw District Health Office

RESEARCH METHODS

Research methods

According to Sugiyono (2016: 24) methodology is a scientific way to obtain data with specific purposes and uses. In a study, the method is used to solve problems that will be and are being studied. The research method is a way to find the truth scientifically based on appropriate data and can be justified for its truth. This type of quantitative research with descriptive statistics. In this study there are three variables, namely exogenous variables, endogenous variables, and mediator variables. Work incentives and work stress are called exogenous variables, job satisfaction as endogenous variables, and work motivation as intermediary variables.

Location and Research Object

The research location is located in Tambrauw Regency, West Papua Province. The thing that is used as the object of research is to want to know things that influence job satisfaction supporting the performance of civil servants in the Tambrauw Regency Health Office in describing public services for the community. The number of civil servants in the District Health Office office was 96 (ninety six) people, all of whom were used as research subjects.

Method of collecting data

Sources of data used in this study are primary data and secondary data. Primary data means data obtained directly from the source. The primary data collection technique uses a questionnaire which contains a number of written statements or questions, is closed, and structured, to obtain information or data from respondents. The data collection process was carried out by distributing questionnaires to 30 respondents who were at the Tambrauw District Health Office, then filling them out and collecting them.

Population and Research Sample

According to Sugiyono (2016) population is a generalized area consisting of objects/subjects that have certain qualities and characteristics determined by researchers to be studied and then conclusions drawn. The population in this study were civil servants at the Tambrauw District Health Office. West Papua Province, with a total of 96 people, will all be used as research subjects; therefore this research is a census study or population research.

Research Instruments

Validity test

This validity test is used to measure each indicator of the research variable. According to Uma Sekaran (2000) validity is how certain an item or indicator is in measuring the intended concept. So the data can be said to be valid if the data examined by the researcher is not different from the data that actually occurs in the research object. The validity testing process uses CPM (Product Moment Correlation). The criterion used is if the significance is less than 0.05 then the items or indicators are declared valid.

Reliability Test

According to Uma Sekaran (2000) reliability test is a measurement used to find out how unbiased the measure is. This reliability test is used to determine whether the instrument can measure something in a coefficient over time. The reliability test was used to measure the existing instruments in this study, namely the questionnaire which is an indicator of the variable. The questionnaire is said to be reliable if each of the questions is answered by respondents with stable answers from time to time. The process of testing the reliability using Alpha Cronbach. The criteria used if the variable has Alpha Cronbach more than 0.70 then declared reliable.

Data analysis technique

According to Sugiyono (2015: 244) data analysis is the process of searching and systematically compiling data obtained from interviews, field notes, and documentation, by organizing data into categories, describing them into units, synthesizing, compiling into patterns, choose which ones are important and which will be studied, and make conclusions so that they are easily understood by yourself and others. Because the researcher concerned needs to work hard to do it. Besides requiring hard work, it also needs to be balanced with a creative way of thinking as well as broad insight. The data analysis technique used in this research was statistically processed using the SEM-PLS method and the SMARTPLS application and the results will be presented in a descriptive form according to the hypothesis.

Variable Operational Definitions

1. Work Incentives, a form of motivation expressed in the form of money on the basis of high performance and also a sense of recognition from the organization for employee performance and contribution to the organization. Indicators: Wage levels, Demands of trade unions, Productivity, Laws and regulations.
2. Job Stress, work stress as a dynamic condition in which individuals face opportunities, constraints, or demands related to what they really want and the results. Indicators: Integrity, Professionalism, Satisfaction, Exemplary.
3. Work Discipline, Written and unwritten behavior. Indicator: Environmental, Organizational, Individual.
4. Work Motivation, conditions that can arouse, direct, and maintain work-related behavior. Indicators: Responsibility, Dare to take risks, Have realistic goals, Have a work plan, Utilize various inputs for performance improvement.
5. Job Satisfaction, an employee's happy feelings towards his work. Indicators: The job itself, Supervisor, Salary, Promotion, Colleagues.

RESEARCH RESULTS AND DISCUSSION

Research result

Validity test

The validity and reliability test of the instrument in this study was carried out with the help of the SMARTPLS program. The validity test used was the r-count validity test, where the statement items were declared valid if the r-count value obtained was $> r$ table (r table at $n=30$ and $\alpha=0, 05$) = 0.4438). The results of the validity test for each instrument can be seen in Table 2 below:

Table 2. Results of Testing the Validity of Work Motivation Instruments

Variable	Items	R Count	R Table	Conclusion
Work motivation	MOT1	0.796	0.361	Valid
	MOT2	0.897	0.361	Valid
	MOT3	0.908	0.361	Valid
	MOT4	0.840	0.361	Valid

Source: Test Results (2023)

Work motivation is measured by 4 question items, the results of the analysis in Table 2 show that all question items are valid so that all question items are valid in measuring work motivation variables.

Table 3. Test Results for the Validity of the Job Stress Instrument

Variable	Items	R Count	R Table	Conclusion
stress Work	SK1	0.769	0.361	Valid
	SK2	0.864	0.361	Valid
	SK3	0.866	0.361	Valid

Source: Test Results (2023)

Work stress is measured by 3 question items, the results of the analysis in Table 3 show that all question items are valid so that all question items are valid in measuring work stress variables.

Table 4. Results of Work Intensive Instrument Validity Test

Variable	Items	R Count	R Table	Conclusion
Work Intensive	INS1	0.774	0.361	Valid
	INS2	0.916	0.361	Valid
	INS3	0.886	0.361	Valid
	INS4			

Source: Test Results (2023)

Work incentives are measured by 4 question items, the results of the analysis in Table 4 show that all question items are valid so that all question items are valid in measuring intensive variables.

Table 5. Job Satisfaction Validity Test Results

Variable	Items	R Count	R Table	Conclusion
Satisfaction Work	KEP1	0.850	0.361	Valid
	KEP2	0.902	0.361	Valid
	KEP3	0.905	0.361	Valid
	KEP4	0.862	0.361	Valid
	KEP5	0.865	0.361	Valid

Source: Test Results (2023)

Job satisfaction with 5 question items, the results of the analysis in Table 5 show that all question items are valid so that all question items are valid in measuring job satisfaction variables.

Reliability Test

The reliability test used is the Cronbachs Alpha reliability test where the instrument is declared reliable if the Cronbachs alpha value is > 0.7 (Ghozali; 2018). The results of the reliability test for each instrument can be seen in Table 6.

Table 6. Reliability Test Results

Variable	Cronbach's Alpha	Cut Value	Reliability
Work motivation	0.938	0.7	Reliable
Work Stress	0.916	0.7	Reliable
Job satisfaction	0.941	0.7	Reliable
Incentive	0.955	0.7	Reliable

Source: Test Results (2023)

Based on the results of the analysis in Table 6, the Cronbachs alpha value of the work motivation variable instrument was 0.938, the Cronbachs alpha value of the work stress variable instrument was 0.916 and the Cronbachs alpha value of job satisfaction was 0.941, the Cronbachs alpha value of the incentive variable instrument was 0.955, because the Cronbachs alpha value of all instruments > 0.7 it is stated that all instruments are reliable.

Description of Respondent Characteristics

This study involved 96 respondents in all. Based on the results of data collection in this study, the following is a description of the characteristics of respondents according to gender, age, education, length of work. The following is a description of the characteristics of the respondents in Table 7 as follows:

Table 7. Description of Respondents' Characteristics

Characteristics	Category	Frequency	Percentage (%)
Gender	Man	60	62.5
	Woman	36	37.5
Age	< 25 years	16	16.7
	25 - 35 Years	14	14.6
	35 - 45 Years	39	40.6
	45 - 50 Years	24	25.0
	> 50 Years	3	3.1
Education	SMA/SMK	20	20.8
	Diploma	5	5.2
	S1	59	61.5
	S2	12	12.5
Length of working	< 5 years	12	12.5
	5 - 10 Years	16	16.7
	10 - 15 Years	44	45.8
	> 15 Years	24	25.0

Source: Processed data (2023)

Based on the results of the analysis in Table 7 above, an overview of the characteristics of the respondents is obtained as follows:

Gender

1. According to the gender of the respondents, most of the respondents were male as much as 62.5%, while the remaining respondents were female as much as 37.5%.

2. Respondent's age

According to the age range, most of the respondents in this study were aged between 35-45 years as much as 40.6%, while the remaining 25.0% of respondents were aged 45-50 years, as many as 16.7% of respondents aged <25 years and as many as 14, 6% of respondents aged 25-35 years.

3. Level of education

According to the level of education of the respondents, most of the respondents had a bachelor's degree (61.5%), while the remaining 20.8% had a high school/vocational school education, 12.5% had a master's degree and 5.2% had a diploma.

4. Length of working

According to the length of work of the respondents, most of the respondents had a working period of 10-15 years as much as 45.8%, while the remaining 25.0% had a working period of > 15 years, 16.7% had a working period of 5-10 years and as many as 12.5% had a service life of <5 years.

Outer Model Testing

The measurement model testing phase includes testing for Convergent Validity, Discriminant Validity and Composite Reliability. The results of the PLS analysis can be used to test the

research hypothesis if all indicators in the PLS model meet the requirements of convergent validity, discriminant validity and composite reliability. To bring up the results of the outer model test, the PLS model must be estimated using an algorithm technique. The following is the estimation result of the PLS SEM model after being estimated using an algorithm technique:

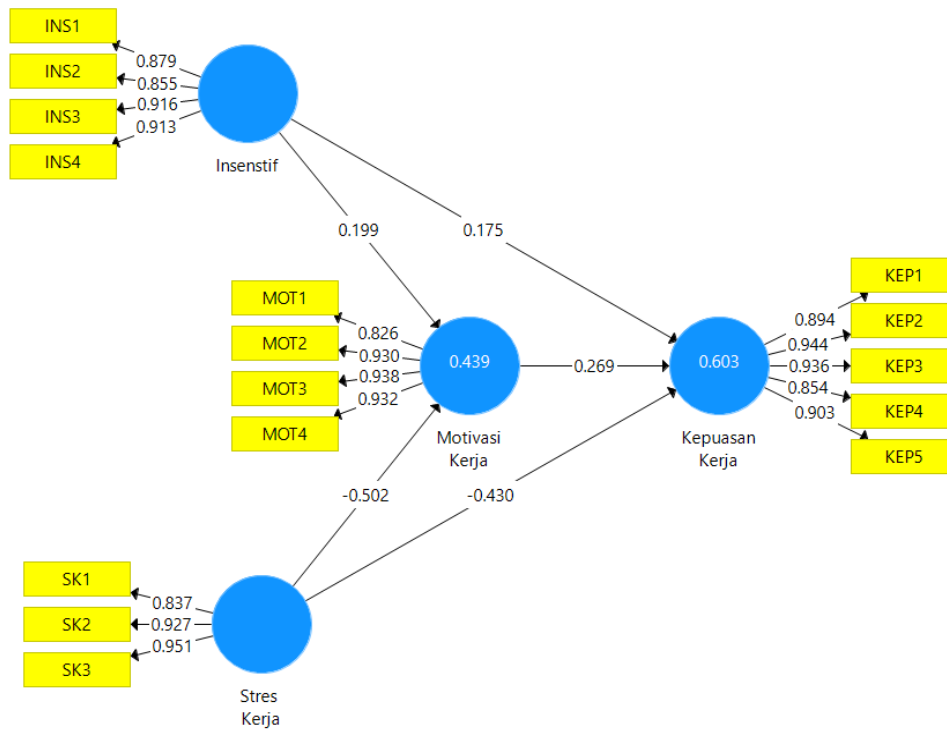


Figure 2. Estimation Results of the PLS Algorithm SEM Model

Source: Test Results (2023)

Convergent Validity Test

For confirmatory research, the loading factor limit used is 0.7. The estimation results of the SEM model in Figure 2 show that all the remaining variables in the model are valid in measuring them so that testing can be continued at the AVE test stage. The loading factor and AVE model values can be seen more clearly in Table 8 below:

Table 8. Convergent Validity Test Results

Information	INS	KEP	MOT	SK
INS1	0879			
INS2	0855			
INS3	0916			
INS4	0913			
KEP1		0894		
KEP2		0944		
KEP3		0936		
KEP4		0854		
KEP5		0903		
MOT1			0826	
MOT2			0930	
MOT3			0938	
MOT4			0932	
SK1				0837
SK2				0927
SK3				0951

Source: Test Results (2023)

Table 9. Average Variance Extracted (AVE) Test Results

	Average Variance Extracted (AVE)
INS	0.794
KEP	0.823
MOT	0.824
SK	0.822

Source: Test Results (2023)

The results of the assessment of the loading factor and AVE values of each construct in Table 9 show that all constructs are valid and have $AVE > 0.5$, which means that in terms of loading factor and AVE values, all constructs have met the required convergent validity.

Composite Reliability

Construct reliability can be assessed from the cronbachs Alpha value and the Composite Reliability value of each construct. The recommended composite reliability and cronbachs alpha values are more than 0.7, but in development research, because the loading factor limit used is low (0.5), low composite reliability and cronbachs alpha values can still be accepted as long as the validity requirements converge and discriminant has been met.

Table 10. Composite Reliability Test Results

	Cronbach's Alpha	rho_A	Composite Reliability
INS	0914	0.925	0939
KEP	0.946	0.952	0.959
MOT	0.928	0.942	0.949
SK	0891	0.920	0.932

Source: Test Results (2023)

Based on the results of the analysis in Table 10 above, the composite reliability and cronbachs alpha values of all constructs have also exceeded 0.7, this indicates that all constructs have met the required reliability.

Goodness of fit model assessment

The goodness of fit model test is a test conducted to ensure that the compiled PLS model is fit with the data being analyzed so that it can explain the actual condition of the population. The goodness of fit of the PLS model can be seen from the R Square and Q Square values of the model. R Square value > 0.67 indicates the PLS model is strong in predicting endogenous, R Square 0.33 – 0.67 indicates the PLS model is in the moderate category and R Square 0.19 – 0.33 indicates that the PLS model is weak in predict endogenous (Chin, 1998).

Table 11. R Square Test Results

Variable	R Square	R Square Adjusted
KEP	0.603	0.590
MOT	0.439	0.427

Source: Test Results (2023)

The results of the analysis in Table 11 show that the R square of KEP is 0.603, and the R square of MOT is equal to KEP (weak). Because the R square model is in the strong category in KEP, it is stated that this SEM PLS model has a model strength in the strong category.

Bootstrapping Model Estimation Results

After the model is proven fit, testing the effect between variables can be done. Testing the effect includes testing the direct effect, testing the indirect effect and testing the total effect. The following is the estimation result of the PLS SEM model using the bootstrapping method:

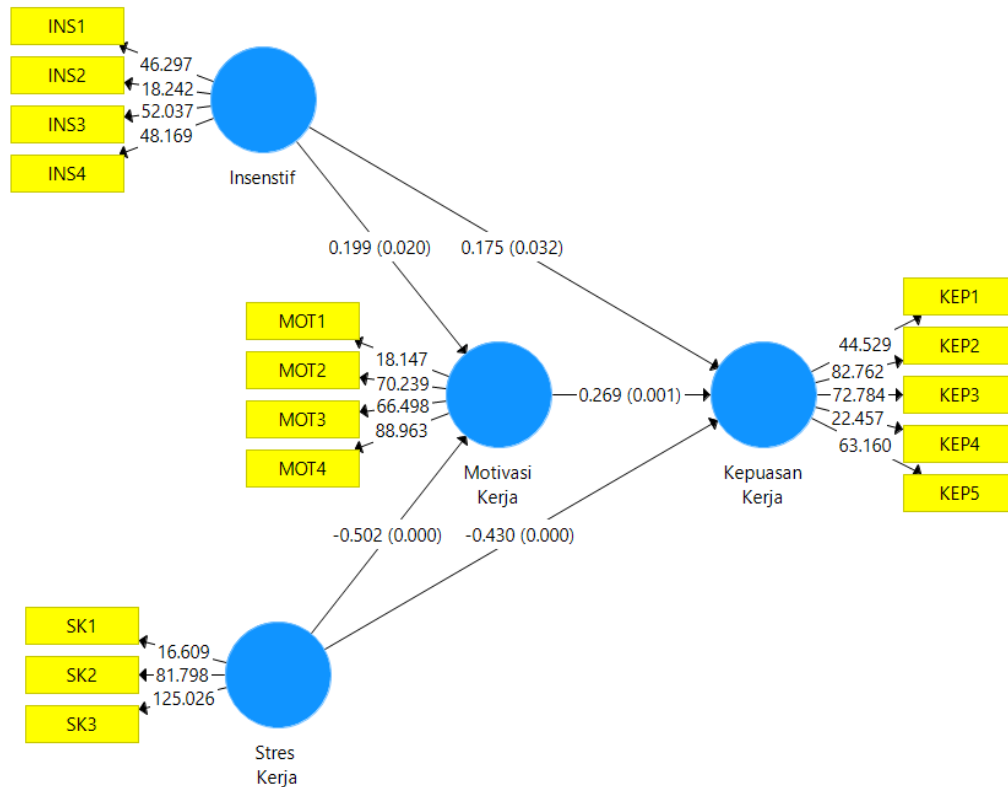


Figure 3. Bootstrapping Model Estimation Results

Source: Test Results (2023)

Based on Figure 3 the estimation results of the PLS model with the bootstrapping technique of 96 samples, the results of testing the effect of the intervariables were obtained.

Direct Influence

Direct effect (direct effect) is the effect of exogenous variables directly on endogenous variables. In the PLS SEM analysis, the significance and direction of direct influence is seen in the p value, t statistic and the path coefficient that links endogenous and exogenous variables. If the p value is <0.05 and the t statistic is >1.96, it can be concluded that the exogenous variable has a significant effect on the endogenous variable with the direction of influence according to the sign attached to the path coefficient. Furthermore, if the p value is obtained > 0.05 and the T statistic is < 1.96 (t value two tails, α 5%), it is concluded that the exogenous variable has no significant effect on the endogen (Hair et al, 2019).

Table 12. Results of the Direct Effect Test

	Original Sample (O)	Sample Means (M)	Standard Deviation (STDEV)	T Statistics (O/STDEV)	P Values
INS -> KEP	0.175	0.172	0.095	1981	0.032
INS -> MOT	0.199	0.195	0.097	2061	0.020
MOT -> KEP	0.269	0.267	0.081	3.308	0.001

SK -> KEP	-0.430	-0.434	0.098	4,403	0.000
SK -> MOT	-0.502	-0.506	0.090	5,580	0.000

Source: Test Results (2023)

Based on Table 12 the results of the direct influence test, the following results are obtained:

1. Incentive (INS)→Job Satisfaction (KEP)

Incentives (INS) have a positive and significant effect on Job Satisfaction (KEP) indicated by sig. = 0.032 < 0.05, T statistic 1.981 > 1.96 and a positive path coefficient of 0.175, meaning that the higher the Incentive (INS) the higher the Job Satisfaction (KEP), and vice versa the lower the Incentive (INS) the lower the Satisfaction Work (KEP).

2. Incentive, (INS)→Work Motivation (MOT)

Incentives, (INS) have a positive and significant effect on Work Motivation (MOT) indicated by sig. = 0.020 < 0.05, t statistic 2.061 > ttable 1.96 and a positive path coefficient of 0.199, meaning that the higher the Incentive (INS) the higher the Work Motivation (MOT), and conversely the lower the incentive (INS) the more low Work Motivation (MOT).

3. Work Motivation (MOT)→Job Satisfaction (KEP)

Work Motivation (MOT) has a positive and significant effect on Job Satisfaction (KEP) indicated by sig. = 0.001 < 0.05, t statistic 3.308 > ttable 1.96 and a positive path coefficient of 0.269, meaning that the higher the Work Motivation (MOT) the higher the Job Satisfaction (KEP), and vice versa the lower the Work Motivation (MOT) the the lower Job Satisfaction (KEP).

4. Work Stress (SK)→Job Satisfaction (KEP)

Job Stress (SK) has a negative and significant effect on Job Satisfaction (KEP) indicated by sig. = 0.000 < 0.05, t statistic 4.403 > ttable 1.96 and a negative path coefficient of -0.430, meaning that the higher Job Stress (SK) the higher Job Satisfaction (KEP), and vice versa the lower Job Stress (SK) the lower the Job Satisfaction (KEP).

5. Work Stress (SK)→Work Motivation (MOT)

Work Stress (SK) has a negative and significant effect on Work Motivation (MOT) indicated by sig. = 0.000 < 0.05, t statistic 5.580 > ttable 1.96 and a negative path coefficient of -0.502, meaning that the higher Work Stress (SK) the higher Work Motivation (MOT), and vice versa the lower Work Stress (SK) the lower the Work Motivation (MOT).

Mediation Effect Testing

The following are the results of the indirect effect test in Table 13 as follows:

Table 13. Indirect Influence Test

	Original Sample (O)	T Statistics (O/STDEV)	P Values
INS -> MOT -> KEP	0.054	0.053	0.034
SK -> MOT -> KEP	-0.135	-0.133	0.042

Source: Test Results (2023)

Based on the results of the indirect influence test in Table 13 above are:

1. Incentive Line, (INS)→Work Motivation (MOT)→Job Satisfaction (KEP)

In the indirect path of the influence of incentives (INS) on Job Satisfaction (KEP) through Work Motivation (MOT), a p value of 0.001 is obtained with a T statistic of 1.970 with a positive indirect path coefficient of 0.054, because the p value obtained < 0.05 and T statistic > 1.96, it is concluded that incentives (INS) can have an indirect effect on Job Satisfaction (KEP) mediated by

Work Motivation (MOT). In this PLS model, Work Motivation (MOT) is proven to mediate the indirect effect of incentives (INS) on Job Satisfaction (KEP).

2. Work Stress Line (SK)→Work Motivation (MOT)→Job Satisfaction (KEP)

On the indirect path of the effect of Job Stress (SK) on Job Satisfaction (KEP) through Work Motivation (MOT), a p value of 0.001 is obtained with a T statistic of 3.211 with a negative indirect path coefficient of -0.135, because the p value is obtained <0.05 and T statistics> 1.96, it is concluded that Job Stress (SK) can indirectly affect Job Satisfaction (KEP) mediated by Work Motivation (MOT). In this PLS model, Work Motivation (MOT) is proven to mediate the indirect effect of Job Stress (SK) on Job Satisfaction (KEP).

Coefficient of Determination

The coefficient of determination shows the contribution of all exogenous to endogenous. The coefficient of determination can be seen from the Adjusted R Square value. This value ranges from 0 – 1 or can also be interpreted in the form of a percentage (0 – 100%). The greater the coefficient of determination, the greater the endogenous variance explained by the exogenous exogenes, while the small coefficient of determination indicates the low influence of exogenes on the endogenes, this is because there are still quite a number of factors outside of these exogenous exogenes which can affect the endogenes.

Table 14. Coefficient of Determination

Variable	R Square	R Square Adjusted
KEP	0.603	0.590
MOT	0.439	0.427

Source: Test Results (2023)

The results of the analysis in Table 14 show that the adjusted R square value of Work Motivation (MOT) is 0.439 meaning that 43.9% of the variance of work motivation (MOT) is influenced by work incentives and stress while the remaining 42.7% of the variance of job satisfaction is influenced by other factors outside incentives, work stress, and work motivation. The next result, the adjusted R square of Job Satisfaction (KEP) is 0.603, this means that the influence of incentives, work stress, and work motivation on job satisfaction is 60.3% while the remaining 59.0% variance of job satisfaction is influenced by other factors beyond incentives, work stress, and work motivation.

Discussion

Effect of Incentives on Work Motivation

Based on the results of hypothesis testing (H1) which has been carried out, it shows that the incentive variable has a significant effect on the work motivation of civil servants at the Tambrauw District Health Office. The higher the incentive, the higher the work motivation, and vice versa, the lower the incentive, the lower the work motivation. The results of this study are supported by Mayangsari (2013) who found that Incentives have a significant effect on work motivation.

Effect of Work Stress on Work Motivation

Based on the results of hypothesis testing (H2), which has been carried out, it shows that the variable of work stress has a significant effect on the work motivation of civil servants at the Tambrauw District Health Office. The higher the work stress, the lower the work motivation, and vice versa, the lower the work stress, the higher the work motivation. The results of this study are supported by Nataliana, Wijono (2018) who found that Incentives have a significant effect on work motivation.

The Effect of Work Motivation on Job Satisfaction

Based on the results of hypothesis testing (H3) which has been carried out, it shows that the variable of work motivation has a significant effect on job satisfaction of Civil Servants of the Tambrauw District Health Office. The higher the work motivation, the higher the job satisfaction, and vice versa, the lower the work motivation, the lower the job satisfaction. The results of this study are supported by Nataliana, Wijono (2018) who found that work motivation has a significant effect on job satisfaction.

Effect of Incentives on Job Satisfaction

Based on the results of hypothesis testing (H4) which has been carried out, it shows that the incentive variable has a significant effect on job satisfaction of civil servants at the Tambrauw District Health Office. The higher the incentive, the higher the job satisfaction, and vice versa, the lower the work incentive, the lower the job satisfaction. The results of this study are supported by Fahriah et al., (2021), and Kurniawati (2019) who found that Incentives have a significant effect on job satisfaction.

Effect of Job Stress on Job Satisfaction

Based on the results of hypothesis testing (H5) which has been carried out, it shows that the variable of work stress has a significant effect on job satisfaction of Civil Servants at the Tambrauw District Health Office. the higher the job stress, the lower the job satisfaction, and vice versa, the lower the job stress, the higher the job satisfaction. The results of this study are supported by Gofur (2018), and Permatasari, Presetio (2018) who found that work stress has a significant effect on job satisfaction.

Influence of Incentives on Job Satisfaction Mediated by Work Motivation

Based on the results of hypothesis testing (H6) which has been carried out, it shows that incentives effect on job satisfaction through work motivation, this hypothesis is proven to be shown by the p value of 0.001; T is 1.97 and the positive path coefficient is 0.054, the hypothesis (H6) is proven and it is concluded that work motivation can mediate the influence of incentives on work motivation.

The Effect of Job Stress on Job Satisfaction Mediated by Work Motivation

Based on the results of hypothesis testing (H7) which has been carried out, it shows that work stress effect on job satisfaction through work motivation, this hypothesis is proven to be shown by the p value of 0.001; T is 3.211 and the negative path coefficient is -0.135, the hypothesis (H7) is proven and it is concluded that work motivation can mediate the effect of work stress on work motivation.

Conclusion

1. Work incentives have a positive effect on the work motivation of civil servants at the Tambrauw District Health Office.
2. Work stress has a negative effect on the work motivation of civil servants at the Tambrauw District Health Office.
3. Work motivation has a positive effect on job satisfaction of civil servants at the Tambrauw District Health Office.
4. Work incentives have a positive effect on job satisfaction of civil servants at the Tambrauw District Health Office.
5. Job stress has a negative effect on job satisfaction of civil servants at the Tambrauw District Health Office.
6. Work motivation is able to moderate the effect of work incentives on job satisfaction of Civil Servants of the Tambrauw District Health Office.

7. Work motivation is able to moderate the effect of work stress on job satisfaction of Civil Servants of the Tambrauw District Health Office.

Suggestion

1. From the variables of work motivation, overall work motivation is good, but in terms of completing the tasks and responsibilities of each, it still needs improvement.
2. From the work stress variable, overall work stress has a negative effect on job satisfaction so that employees need special attention from leaders so that work stress can be reduced.
3. From the variable work incentives, overall work incentives have been good but in terms of conformity of salary with labor unions still needs to be improved.
4. From the job satisfaction variable, overall job satisfaction has been good but in terms of assigning new tasks and responsibilities it still needs to be improved.

REFERENCE

1. AA Anwar Prabu Mangkunegara. (2002). Human Resource Management. Company. Bandung: PT. Rosdakarya youth.
2. AA Anwar Prabu Mangkunegara. (2009). Human Resources Performance Evaluation. Bandung: Refika Aditama Publisher.
3. AA Anwar Prabu Mangkunegara. (2016). Corporate Human Resource Management. PT. Youth Rosda Karya, Bandung.
4. Abdillah, W & Jogiyanto. (2015). Partial Least Square – Alternative Structural Equation Modeling (SEM) in Business Research. Yogyakarta: Publisher Andi.
5. Dessler, Garry. (2017). Human Resource Management, Ninth Edition. Jakarta: Gramedia Group Index.
6. Fred Luthans, (2006), Organizational Behavior. Issue Ten, PT. Andi: Jogjakarta.
7. Ghozali, I. Latan, H. (2012). Partial Least Square: Concept, Technique and Application of Smart PLS 2.0 M3. Semarang: Diponegoro University Publishing Agency.
8. Ghozali, Imam. (2013). Multivariate Analysis Application with IBM SPSS 21 Update PLS Regression Program. Semarang: Diponegoro University Publishing Agency.
9. Ghozali, I. (2018). Multivariate Analysis Application With IBM SPSS 25 Program (9th ed.). Diponegoro University Publishing Agency
10. Handoko, T. Hani. (2000). Personnel Management and Human Resources, 2nd Edition. Yogyakarta: BPFPE.
11. Hasibuan, Malayu SP (2007). Corporate Human Resource Management, Bandung, PT. Earth Aksa.
12. Hasibuan, Malayu. (2016). Human Resource Management. Jakarta: Bumi Aksara Publisher.
13. Hasibuan, HM (2019). Human Resource Management. Jakarta: Earth Script.
14. Nina .DAAksa & Ralina Transistari. (2021). the Effect of Financial Incentives, Motivation, Work Stress on GoRide Driver Partner Job Satisfaction. Business Horizons. 4(1).
15. Nugroho Priyo Sutanto, Kartika Hendra Titisari, Supawi Pawira (2021). Work Stress, Motivation, Facilities, and Training as Factors Affecting Employee Performance At Karanganyar Primary Tax Service Office. Vol-5, Issue-3.
16. Rivai, Veithzal (2004). Human Resource Management for Companies from Theory to Practice. Jakarta: PT Raja Grafindo Persada.

17. Robbins, Stephen P., (2008). *Organizational Behavior* (translated by Drs. Benjamin Molan), Indonesian Edition, PT Intan Sejati, Klaten.
18. Now, Uma. (2000). *Research Methods for business: A Skill Building Approach*. Singapore: John Wiley & Sons, Inc.
19. Siagian, Sondang. P. (2016). *Human Resource Management*. 24th printing. Jakarta: Earth Script.
20. Siti Fariah, et al. (2021). The influence of incentives and work environment on employee job satisfaction at PT Studio Tama Maps Consultants. *Manager, Journal of Management Science*. 4(284-293).
21. Siyoto, Sandu and Ali Sodik. (2015). *Basic Research Methodology*. Yogyakarta: Literacy Media Publishing.
22. Sondang P. Siagian. (2016). *Management Information System*, Bumi Aksara. Jakarta.
23. Sugiyono. (2018). *Business Research Methods*. Alvaneta, Bandung.
24. Yuniarsih, Tjutju, & Suwatno. (2008). *Human Resource Management*. Bandung: Alfabet.
25. Kankaew, K., Yapanto, L. M., Waramontri, R., & Arief, S. (2021). *Uncertain Supply Chain Management Supply chain management and logistic presentation: Mediation effect of competitive advantage*. 9, 255–264.
<https://doi.org/10.5267/j.uscm.2021.3.007>
26. Yapanto, L. M., Diah, A. M., Kankaew, K., Dewi, A. K., Dextre-Martinez, W. R., Kurniullah, A. Z., & Villanueva-Benites, L. A. (2021). The effect of crm on employee performance in banking industry. *Uncertain Supply Chain Management*, 9(2), 295–306.
<https://doi.org/10.5267/j.uscm.2021.3.003>