

The Influence of Leadership and Workload on Nutritionist Performance with Motivation as an Intervening Variable

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ABSTRAK

Penelitian ini bertujuan untuk menganalisis pengaruh kepemimpinan, beban kerja terhadap kinerja ahli gizi puskesmas Kota Surabaya melalui motivasi sebagai variabel intervening. Jenis penelitian ini adalah penelitian kuantitatif dengan populasi adalah seluruh ahli gizi yang ada di Puskesmas Kota Surabaya sebanyak 63 orang. Analisis data yang digunakan adalah analisis statistik deskriptif, analisis outer model dan structural inner model dengan menggunakan software SmartPLS 4.0. Data penelitian diperoleh dengan cara menyebarkan kuesioner, setelah pengumpulan data selesai maka dilakukan pengolahan data untuk mengetahui apakah terdapat pengaruh terhadap variabel yang diteliti dengan kinerja karyawan. Hasil penelitian ini menunjukkan bahwa 1. variabel kepemimpinan berpengaruh negatif dan tidak signifikan terhadap kinerja karyawan, 2. variabel beban kerja berpengaruh positif dan tidak signifikan terhadap kinerja karyawan, 3. variabel kepemimpinan berpengaruh positif dan tidak signifikan terhadap kinerja, 4. variabel beban kerja berpengaruh positif dan signifikan terhadap kinerja, 5. variabel motivasi berpengaruh positif dan signifikan terhadap kinerja, 6. motivasi sebagai variabel intervening tidak berperan dalam memediasi pengaruh kepemimpinan terhadap kinerja, 7. motivasi sebagai variabel intervening berperan dalam memediasi pengaruh beban kerja terhadap kinerja.

Kata Kunci: Kepemimpinan, Beban Kerja, Motivasi Kerja, dan Kinerja.

ABSTRACT

This study to analyze the influence of leadership, workload on nutritionists performance at Puskesmas Surabaya with motivation as an intervening variable. Type of research is quantitative research with a population of all nutritionists at Puskesmas Surabaya totaling 63 people. Analysis used is descriptive statistical analysis, outer model analysis and structural inner model using SmartPLS 4.0 software. Research data was obtained by distributing questionnaires, after data collection was completed, data processing was carried out to determine whether there was an influence on the variables studied with employee performance. The results of this study indicate that 1.the leadership variable has a negative and insignificant influence on employee performance, 2.the workload variable has a positive and insignificant influence on employee performance, 3.the leadership variable has a positive and insignificant influence on performance, 4.the workload variable has a positive and significant influence on performance, 5.the motivation variable has a positive and significant influence on performance, 6.motivation is not able to mediate the relationship between leadership and nutritionist performance, 7.motivation is able to mediate the relationship between workload and nutritionist performance.

Keywords: Leadership, Workload, Work Motivation, and Performance on customer satisfaction.

INTRODUCTION

In an organization, the involvement of all human resources in it is needed to achieve the vision and mission of the organization and maximum performance results, where employee performance will also determine the performance of the organization (Suryani, 2020). Achieving employee performance in an organization with optimal results will always be expected, but the reality of employee performance is influenced by several factors including leadership, workload and motivation. Good leadership will be able to organize its employees and manage better reform renewal or change within the organization as indicated by satisfactory performance results (Soekarso, 2015).

Workload is one of the factors that causes performance problems, because the workload they face is too high. This condition requires employees to provide more energy than usual in completing work, so that it can affect the performance results of the tasks they complete (Irzal, 2016). Motivation is also an aspect that influences employee performance (Adhari, 2021). In an employee, there is a psychological strength that can determine the direction of behavior in completing a job, causing movement and persistence to achieve the goals of the work done even though the employee sometimes encounters obstacles and difficulties in completing his work.

However, there is a gap from other previous studies. The research journal (Marfiani, 2022) states that the results of the study show that leadership does not have a significant effect on employee performance, as well as the results of the study (Hidayat, 2022) that employee performance is not influenced by leadership or workload. In addition, the journal (Suzanna, 2023) states that in Sintang Regency, teacher performance is not influenced by motivation.

This journal contains research on the performance of Nutritionists where this study aims to analyze the influence of leadership, workload on the performance of nutritionists at the Surabaya Health Center through motivation as an intervening variable.

A number of results journal that shows existence influence positive leadership to performance that is Manikottama (2019); Sertel (2022) and Purbowo (2022). Good leadership will can organize its employees and manage update or more reform changes good inside the

organization shown with results satisfactory performance (Soekarso , 2015).

Then it can be made a research framework as fololows:

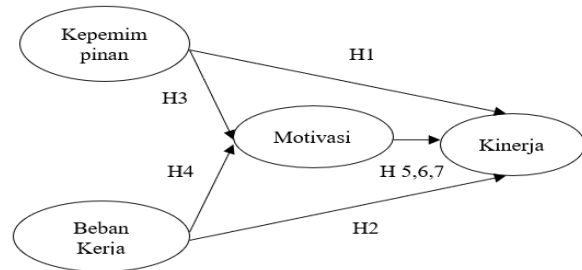


Figure 1. Research Framework

A number of results journal that shows existence influence positive leadership to performance that is Manikottama (2019); Sertel (2022) and Purbowo (2022). Good leadership will can organize its employees and manage update or more reform changes good inside the organization shown with results satisfactory performance (Soekarso , 2015).

H1: Leadership influential positive and significant on nutritionist performance at Puskesmas Surabaya

A number of journal study about influence workload to performance among them has conducted by Hartono (2020); Muslih (2022) and Santanu (2022).

H2: Workload influential negative and significant on nutritionist performance at Puskesmas Surabaya

A number of journal study about influence leadership to motivation among them conducted by Nasrun (2016); Anuraga (2017); Suzanna (2023).

H3: Leadership influential positive and significant on nutritionist motivation at Puskesmas Surabaya

A number of journal study about influence workload to motivation among them conducted by Hardono (2019); Rudyanto (2021); Lioni (2021).

H4: Workload influential negative and significant on nutritionist motivation at Puskesmas Surabaya

A number of results journal that shows existence influence positive motivation to performance that is Sardjana (2019); Miao (2019); Ahmad (2021).

H5: Motivation influential positive and significant on nutritionist performance at Puskesmas Surabaya

A number of journal study about influence leadership to performance with motivation as intervening variables include conducted by Irvansyah (2019); Arifa (2019); Cahyani (2022).

H6: Leadership influential positive and significant on nutritionists performance at Puskesmas

Surabaya with motivation as variable intervening

A number of journal study about influence workload to performance with motivation as intervening variables include conducted by Triananda (2021); Ni'mah (2019); Nugraheni (2022).

H7: Workload influential negative and significant on nutrition performance Expert at Puskesmas Surabaya with motivation as variable intervening

Literature Review

According to Cahyadi (2022), leadership is an activity or art that can influence employees to cooperate based on their abilities and guide them towards achieving organizational goals. An organization needs good leadership. The behavior of leaders is expected to influence employees in carrying out their work duties so that the expected performance is achieved (Zaharuddin, 2021).

Leadership in an organization is like a ship, if there is no captain, the ship cannot sail to reach its destination. Leadership in an organization has a very important role in determining the direction of the organization in accordance with its vision and mission, in addition, with good leadership, it will be able to organize its employees and manage renewal or reform of better changes in the organization which is indicated by satisfactory performance results (Soekarso, 2015). The influence of leadership on performance can be seen from the results of research journals (Cahyani, 2022), that leadership affects performance.

Workload is all the tasks that are the responsibility of workers while working, this is what is called workload. The workload received by workers must be adjusted to their abilities and skills. The type of work that requires muscle power is called physical work and that requires thinking is called mental work. Based on the division of types of work, workload is broadly divided into physical and mental workload (Utami, 2022).

Workload indicators can be seen from several perspectives. According to (KEMENPANRB RI, 2020) how to measure workload can be seen from several aspects of indicators which include:

- 1) Job description, namely details of the tasks given to employees according to their competencies.
- 2) Work volume, namely the amount of work given to employees within the time period

that must be completed.

3) Time norms, namely the standard of average employee ability in completing tasks measured based on time units.

4) Effective working time, namely effective working time is the number of formal working hours minus lost work time such as prayer, rest, eating, going to the toilet and so on.

High workload and low workload will correlate with the performance produced (Suryani, 2020). Low task demands often cause boredom, while high task demands often cause employee anxiety and tension. The journal that shows the influence between workload and performance is the journal (Hartono, 2020) where the results found that workload has a significant effect on employee performance.

Work motivation is a psychological drive that exists within employees so that it can influence employees in behaving in the organization, so that there is a movement, direction, effort and persistence from employees to complete their work until the goal is achieved (Zelviean, 2021). Work motivation is the most important thing for an employee, where there are ups and downs in carrying out work depending on the personality and character of the individual. An employee who has high motivation will of course make employees more actively involved in their work scope, producing higher points and integrity towards the commitments agreed upon in the organization (Marfani, 2022).

In the journal (Miao, 2019) there is an influence between motivation and performance. According to (Fauzan, 2023) within an employee has a psychological strength that can determine the direction of behavior in completing a job so that it causes movement and persistence to achieve the goals of the work done even though the employee sometimes encounters obstacles and difficulties in completing his work. Indirectly, with motivation, leadership will affect employee performance. Motivation contributes to increasing organizational effectiveness by creating a motivated workforce that is in line with company goals, has a strong work ethic and consistently delivers the best performance (Zelviean, 2021).

Work motivation was found to be able to mediate the relationship between leadership and performance in the journal (Arifa 2018). In addition, motivation is expected to mediate the effect of workload on performance. This can be found in the Journal (Triananda, 2021) which states the effect of workload on performance through employee motivation. The journal

(Ni'mah, 2019) also states that the effect of workload on employee performance has a higher level with motivation as a connecting variable. Likewise, in the journal (Nugraheni, 2022) it is stated that work motivation is able to link the influence of workload on educator performance.

METHOD

This study aims to analyze the influence of leadership, workload on the performance of nutritionists at Puskesmas Surabaya through motivation as an intervening variable. This type of research is quantitative research with a population of all nutritionists at Puskesmas Surabaya totaling 63 people. Data analysis used is descriptive statistical analysis, outer model analysis and structural inner model using Smart PLS 4.0 software.

SEM-PLS testing steps (Savitri, 2021):

1. *Measurement Model/Outer Model Test* , through:
 - a) *Convergent Validity by looking at the loading factor* limit of 0.70.
 - b) *Discriminatory Validity*, by looking at the AVE value > 0.5 where this value describes adequate convergent validity which means that one latent variable is able to explain more than half of the variance of its indicators on average and looking at the AVE- *Fornell Larcker root value*, where the AVE value of each variable must be greater than the AVE root value of its correlation with other variables.
2. *Model Collinearity Test* , by looking at:
 - a) *Variance Inflation Factor/ VIF*, where the VIF value < 5 means that there is no collinearity between each measured variable indicator.
 - If > 5 : there is a collinearity problem
 - If < 5 : there is no collinearity problem
3. *Test* , by looking at:
 - a) *Cronbach Alpha* > 0.7
 - b) *Rho A* > 0.7
 - c) *Composite Reliability* > 0.6
4. *Structural Model/Inner Model Test* , by looking at:
 - a) *R – Square*, which is a measure of the proportion of various values of variables that are influenced (*endogenous*) and can be explained by the variables that will influence (*exogenous*).
 - $R^2 : 0.75$ (*substantial* /strong)
 - $R^2 : 0.5$ (*moderate*)
 - $R^2 : 0.25$ (weak/small)

- b) *F-Square*, which is a measure that can be used to assess the relative influence of an influencing variable (*exogenous*) on the influenced variable (*endogenous*).

- $F^2 : 0.02$ (small/bad)
- $F^2 : 0.15$ (moderate)
- $F^2 : 0.35$ (large/good)

5. Hypothesis Testing, by looking at:

- a) *Direct Effect (Path Coefficient)*, this test is used to test the hypothesis of the influence of *exogenous variables* on *endogenous variables*.

Criteria:

- *Path Coefficient*
 - If the *Path Coefficient value* is positive, then the influence of a variable is directly proportional, the higher the value of the *exogenous variable*, the higher the value of the *endogenous variable*.
 - If the *Path Coefficient value* is negative, then the influence of a variable is inversely proportional, the higher the value of the *exogenous variable*, the lower the value of the *endogenous variable*.
 - Probability/significant value (P-Value): If the P-Value < 0.05 then it is significant, but if the P-Value > 0.05 then it is not significant.
- b) *Indirect Effect*, this analysis is used to test the hypothesis of the indirect influence of an *exogenous variable* on the *endogenous variable* mediated by the *intervening variable*.

Criteria:

- a) If the P-Value < 0.05 , then the result is significant (the effect is indirect), meaning that the *intervening variable* "plays a role" in mediating the relationship between *exogenous variables* and endogenous variables.
- b) If the P-Value > 0.05 , then the result is not significant (the effect is direct), meaning that the *intervening variable* "does not play a role" in mediating the relationship between *exogenous variables* and endogenous variables.

RESULTS

Based on the result PLS Analysis, then we got the result as follows:

Table 1. Hypothesis Testing Based on *Direct Effect*

Hypothesis	Influence	Original Samples (O)	T-Statistics	P-Values	Results
H1	Leadership (X1) => Performance (Y)	-0.083	0.554	0.580	Rejected
H2	Workload (X2) => Performance (Y)	0.333	1,584	0.113	Rejected
H3	Leadership (X1) => Motivation (Z)	0.085	0.617	0.537	Rejected
H4	Workload (X2) => Motivation (Z)	0.666	6,317	0.000	Accepted
H5	Motivation (Z) => Performance (Y)	0.562	4,331	0.000	Accepted

Source: SEM PLS 4.0 2024 data processing results

Based on the data presentation in table 1 above, it can be seen that the hypothesis test based on the *Direct Effect*:

1. Leadership has a negative influence (-0.083) on performance and is not significant (P Value 0.580 > 0.05), so H1 is rejected so it can be stated that leadership does not influence on performance.
2. Workload has a positive influence (0.333) on performance and is not significant (P Value 0.113 > 0.05), so H2 is rejected so it can be stated that workload does not influence performance.
3. Leadership has a positive influence (0.085) on work motivation and is not significant (P Value 0.537 > 0.05), so H3 is rejected so it can be stated that leadership does not influence on motivation.
4. Workload has a positive influence (0.666) on motivation and is significant (P Value 0.000 < 0.05), so H4 is accepted so it can be stated that workload has influence on motivation.
5. Work motivation has a positive influence (0.562) on performance and is significant (P Value 0.000 < 0.05), so H5 is accepted so it can be stated that motivation has influence on performance.

Based on the data presentation in table 2 above, it can be seen that the hypothesis test based on the *Indirect Effect*:

1. The influence of leadership (X1) on performance (Y) through motivation (Z) has a positive influence (0.375), and is not

significant (P Value 0.528 > 0.05) meaning that H6 is rejected, this shows that motivation is not able to mediate the relationship between leadership and nutritionist performance.

Table 2. Hypothesis Testing Based on *Indirect Effect*

Hypothesis	Variable	Original Samples (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (JSTDEV)	P Values	Results
H6	Leadership (X1) -> Motivation Work (Z) -> Performance (Y)	0.048	0.043	0.076	0.631	0.528	Rejected
H7	Workload (X2) -> Motivation Work (Z) -> Performance (Y)	0.375	0.380	0.114	3,291	0.001	Accepted

Source: SEM PLS 4.0 2024 data processing results

2. The influence of workload (X2) on performance (Y) through work motivation (Z) has a positive influence (0.048) and is significant (P Value 0.001 < 0.05), meaning that H7 is accepted, this shows motivation is able to mediate the relationship between workload and nutritionist performance.

DISCUSSION

1. The Influence of Leadership on Performance

Based on statistical tests, it can be seen that leadership does not influence performance. The results of this study are in accordance with research conducted by Hidayat (2022) where leadership does not influence employee performance and Marjaya (2019) which states that the leadership variable has a negative and insignificant influence on employee performance. However, it is different from the theory that states that leadership will influence employee performance, where good leadership will be able to organize its employees and manage better reforms or changes in the organization as indicated by satisfactory performance results (Soekarso, 2015).

The results of this study are not in line with several journal results that show the influence of leadership on performance, namely Manikottama (2019); Sertel (2022) and Purbowo (2022).

The lack of influence of leadership on the

performance of nutritionists at health centers can be caused by the work system that has been implemented by the Surabaya City Government in all institutions including health centers, so that whoever becomes the leader, the employees will continue to work optimally.

2. The influence of Workload on Performance

Based on statistical tests, it can be seen that workload does not influence performance. The results of this study are not in line with research conducted by several researchers on the influence of workload on performance, including those conducted by Hartono (2020); Muslih (2022) and Santanu (2022).

However, the results of this study are in line with research by Hidayat (2022) that workload does not influence employee performance.

Health center nutritionists work based on their duties and functions in accordance with the performance targets in the program achievement indicators that have been determined. The duties and work functions given to health center nutritionists are in accordance with the abilities and competencies that must be possessed. Thus, workload is not a factor that can influence the performance of nutritionists.

3. The Influence of Leadership on Motivation

Based on statistical tests, it shows that leadership has no influence on motivation. The results of this study are not in accordance with the theory that states that leadership will influence employee work motivation. In addition, it is also not in line with research conducted by Suzanna (2023), Nasrun (2016), and Anugrah (2017) yang shows that leadership has a significant positive influence on motivation. Leadership does not influence the motivation of nutritionists at Puskesmas Surabaya, this can occur due to several other factors that can influence motivation, such as a sense of responsibility, a good work environment with colleagues, other stakeholders and the community being served.

The demographic factor of the age of nutritionists at Puskesmas Surabaya is that many are classified as young, because young people are a group of employees who tend to be very active, innovative and dynamic, so it is possible that they have high motivation in working.

4. The Influence of Workload on Work Motivation

Based on statistical tests, it shows that workload has a positive and significant influence on motivation. Increasing workload will increase

the motivation value of nutritionists. This statement is in line with the results of this study in line with research conducted by several researchers on the influence of workload on motivation including Hardono (2019); Rudyanto (2021); Lioni (2021).

The workload has a positive influence on the motivation of nutritionists at Puskesmas Surabaya, which can be caused by the commitment of Surabaya City Government employees, including nutritionists at health centers, who are very good and loyal in providing services to the community. The higher the challenge, the more it increases the motivation of nutritionists at Puskesmas Surabaya. So that the workload does not become an obstacle in carrying out the tasks assigned.

5. The Influence of Motivation on Performance

Based on statistical tests, it can be seen that work motivation has a positive influence on performance. The higher the work motivation, the higher the performance value of the health center nutritionist. This is in accordance with the theory that states that work motivation will influence employee performance. The results of this study are in line with research conducted by several researchers on the effect of work motivation on performance.

Some journal results that show a positive influence of motivation on performance are Sardjana (2019); Miao (2019); Ahmad (2021). The results of this study prove that motivation is one of the important factors of an organization to improve employee performance. The rewards received by each employee outside of salary and a comfortable working environment are dominant indicators in this study so that they will directly motivate nutritionists at health centers to be able to work optimally so as to improve their performance.

6. The Influence of Leadership on Performance Through Motivation as an Intervening Variable

Based on statistical tests, it can be seen that Motivation is not able to mediate the relationship between leadership and nutritionist performance at Puskesmas Surabaya. This is not in line with research conducted by several researchers including Irvansyah (2019); Arifa (2019); Cahyani (2022) where leadership has a positive influence on performance with motivation as an intervening variable. The performance of nutritionists at Puskesmas Surabaya is not directly or indirectly influenced by leadership, although motivation is used as a mediator.

7. The Influence of Load on Performance Through Motivation as an Intervening Variable

Based on statistical tests, it can be seen

that Motivation is able to mediate the relationship between workload and nutritionist performance at Puskesmas Surabaya. This is in line with research conducted by several researchers. Several research journals on the influence of workload on performance with motivation as an intervening variable include those conducted by Triananda (2021); Ni'mah (2019); Nugraheni (2022) which shows that motivation as an intervening variable plays a role in mediating the effect of workload on performance.

From the results of this study, the workload variable cannot directly affect the performance of health center nutritionists, however, if the workload is accompanied by good work motivation, it will be an important factor in helping to improve the performance of nutritionists.

CONCLUSION

From The results of several analysis tests that have been carried out, obtained the following results:

1. There is a negative and insignificant influence of the leadership variable on the performance variable of nutritionists at health centers in Surabaya City, which is indicated by the P Value of $0.580 > 0.05$.
2. There is a positive but insignificant influence of the workload variable on the performance variable of nutritionists at Puskesmas Surabaya, as indicated by the P Value of $0.113 > 0.05$.
3. There is a positive but insignificant influence of the leadership variable on the work motivation variable of nutritionists at Puskesmas Surabaya, which is indicated by the P Value of $0.537 > 0.05$.
4. There is a positive and significant influence of the workload variable on the work motivation variable of at Puskesmas Surabaya, which is indicated by the P Value of $0.000 < 0.05$.
5. There is a positive and significant influence of the work motivation variable on the work performance variable of nutritionists at Puskesmas Surabaya, which is indicated by a P Value of $0.000 < 0.05$.
6. The work motivation variable cannot mediate the influence of the leadership variable on the performance of nutritionists at Puskesmas Surabaya, as indicated by the P Value of $0.528 > 0.05$.
7. Motivation variables can mediate the influence of workload variables on the performance variables of nutritionists at Puskesmas Surabaya, as indicated by a P Value of $0.001 < 0.05$.

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