

The Effect of Workload and Financial Rewards on Employee Performance Through Job Satisfaction at Guido Valadares National Hospital, Timor Leste

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This study aims to examine the effect of workload and financial rewards on employee performance at Guido Valadares National Hospital, Timor Leste, with a focus on the mediating role of job satisfaction in these relationships. The research population consisted of all 45 employees of the hospital, with data collection conducted using a census sampling method. The collected data were analyzed using Partial Least Squares (PLS) methodology. The results indicate that workload has a positive and significant effect on employee performance, although this effect is not direct. Instead, it is mediated by job satisfaction. Employees who experience high levels of job satisfaction, even when faced with a heavy workload, tend to demonstrate better performance. In addition, financial rewards also show a significant positive effect on employee performance. Adequate financial recognition enhances job satisfaction, which in turn contributes to improved performance. Job satisfaction is proven to play a critical role as a mediator in both relationships. High levels of job satisfaction enable employees to manage high workloads effectively and improve their performance. Furthermore, job satisfaction strengthens the positive impact of financial rewards on employee performance, highlighting its central role in the organizational environment.

Keywords: workload, financial rewards, employee performance, job satisfaction

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1. Introduction

Hospitals hold a pivotal and strategic role within the healthcare system of any nation, primarily because they provide direct medical services to the public (Oktalisya, 2023). Beyond functioning as centers for healing and treatment, hospitals serve as symbols of public trust, reflecting the credibility of both the government and the healthcare infrastructure in place. In the context of Timor Leste, Guido Valadares National Hospital (HNGV) acts as the main referral institution, addressing a diverse range of medical cases, from minor illnesses to severe conditions requiring intensive care. As a national-level hospital, HNGV bears a substantial responsibility in ensuring that all members of society have access to high-quality, comprehensive healthcare. Its role extends beyond patient care, positioning the hospital as a benchmark for healthcare standards in the country. This central position makes HNGV a critical entity in shaping public perceptions and trust in the health system. The hospital's performance and service quality are therefore closely scrutinized by both policymakers and the public.

The challenges faced by HNGV are multifaceted and go far beyond simply meeting standard service requirements. With the increasing number of patients each year, the hospital is under mounting pressure to maintain service quality while managing limited resources. Employee performance has emerged as a crucial determinant of the hospital's ability to meet public expectations effectively (Reganata & Wirajaya, 2020). High-quality employee output ensures that patients receive timely care, medical errors are minimized, and overall operational efficiency is maintained. Furthermore, the performance of staff directly influences patient satisfaction and the hospital's reputation within the broader community. This dynamic

underscores the importance of strategic human resource management in maintaining both service quality and organizational sustainability. Consequently, HNGV must continuously evaluate and enhance the competencies, motivation, and well-being of its employees.

The complexity of challenges at HNGV is compounded by several structural and operational factors. Limitations in medical personnel, inadequate facilities in certain areas, and ongoing management issues all contribute to the difficulty of delivering consistent healthcare services. Within this context, improving employee performance requires a focused approach, particularly concerning two key elements: workload and financial rewards. Both factors not only affect employee productivity but also shape job satisfaction, which is essential for achieving high-quality service delivery. Workload, when excessive or poorly managed, can lead to fatigue, stress, and reduced efficiency. Similarly, inadequate financial recognition can demotivate staff and contribute to higher turnover rates. Addressing these two elements strategically is therefore central to the hospital's operational success and its ability to meet the healthcare needs of the population.

Workload represents one of the most pressing challenges in healthcare settings, including at HNGV. The hospital's employees face continuously increasing patient numbers, high-pressure situations, and the responsibility of managing complex medical cases. These demands often result in long working hours, heightened stress, and the need to make rapid, high-stakes decisions. Such conditions place a heavy burden on staff, affecting their physical and mental well-being. Excessive workload can reduce concentration, decrease productivity, and increase the risk of mistakes, potentially compromising patient safety. Moreover, the cumulative effects of high workload can erode morale and diminish employees' commitment to their roles, with repercussions for the hospital's reputation and overall operational effectiveness.

The management of workload at HNGV is further complicated by the shortage of medical and administrative staff. An imbalanced staff-to-patient ratio forces employees to assume responsibilities that exceed their typical capacity, often requiring them to perform tasks beyond their specialization. This scenario not only intensifies fatigue but also diminishes the efficiency of service delivery. Despite these challenges, workload does not inherently hinder performance. With proper planning and management, workload can serve as a motivating factor, encouraging employees to demonstrate greater professionalism, accountability, and problem-solving skills. Strategic interventions, such as optimized scheduling, equitable task allocation, and recruitment of additional staff, can help transform workload from a source of stress into a driver of performance improvement.

Financial rewards constitute another crucial determinant of employee performance at HNGV. This includes salaries, incentives, and allowances, which serve as tangible recognition of employees' contributions. Proper financial compensation directly influences motivation, commitment, and overall job satisfaction. At HNGV, ensuring that employees feel adequately rewarded is particularly important given the high demands and heavy workload they face daily. Adequate financial recognition can foster loyalty, boost morale, and enhance engagement, ultimately leading to improved quality of patient care. Conversely, when financial rewards are perceived as insufficient relative to workload, frustration, decreased motivation, and higher turnover can occur, negatively impacting organizational performance.

Job satisfaction acts as an essential mediator between workload, financial rewards, and employee performance. Employees who are satisfied with their work demonstrate higher levels of productivity, motivation, and commitment to delivering quality patient care. High job satisfaction also strengthens organizational loyalty and reduces the likelihood of absenteeism and turnover. At HNGV, understanding the factors that influence job satisfaction—including financial rewards, supportive management, interpersonal relationships, and career development opportunities—is vital for creating a positive and productive work environment. Conversely, low job satisfaction can have cascading negative effects, reducing operational

efficiency, diminishing service quality, and ultimately affecting patient trust and satisfaction. Effective management of both workload and financial incentives, therefore, plays a critical role in sustaining high levels of employee satisfaction and overall hospital performance.

The decline in employee performance at Guido Valadares National Hospital, Timor Leste, during the 2022–2023 period highlights the urgent need for management to address factors affecting job satisfaction and productivity. As presented in Table 1.1, nearly all performance indicators experienced a decrease. Employee attendance fell from 92% to 88%, timely task completion dropped from 85% to 78%, and patient satisfaction decreased from 80% to 74%. Additionally, the employee-to-patient ratio worsened from 1:25 to 1:30, employee turnover rose from 5% to 8%, and the employee job satisfaction index declined from 78% to 70%. This downturn is closely linked to an increased workload per employee and perceived insufficient financial rewards. High workloads have imposed greater physical and mental stress, which in turn affects attendance and punctuality in completing tasks.

To address these challenges, management at Guido Valadares National Hospital needs to implement strategic measures focused on enhancing employee job satisfaction. Such initiatives may include providing relevant training to improve competencies, fostering an inclusive and supportive organizational culture, and offering appropriate recognition for employees' contributions. By implementing these strategies, it is expected that employee satisfaction will improve, ultimately enhancing overall performance and the quality of hospital services, while reducing turnover and improving the employee-to-patient ratio.

Insufficient financial rewards are also a critical factor contributing to the decline in employee performance at Guido Valadares National Hospital. Table 1.1 shows that employee turnover increased by 3%, rising from 5% in 2022 to 8% in 2023. This increase indicates dissatisfaction with the financial compensation provided, prompting employees to leave the organization. Low financial rewards also negatively affect the employee job satisfaction index, which fell by 8%.

When employees perceive that financial rewards do not match their workload, their motivation and performance can decline, as seen at Guido Valadares National Hospital where non-competitive compensation may lead to dissatisfaction and frustration. Financial rewards, whether in money, goods, or other benefits, serve as organizational recognition for employee contributions and can enhance job satisfaction when they meet employees' expectations (Putra, 2021; Tamali, 2019). However, the impact of financial rewards on performance is not always direct, as factors like job satisfaction can mediate this relationship (Baharsyah et al., 2023). Job satisfaction varies among employees depending on individual perceptions of work and organizational systems, and those with higher satisfaction tend to perform better, showing improved productivity, attendance, and work achievements (Lumbantobing & Priansa, 2020).

Previous studies provide varying findings regarding the relationships among financial rewards, job satisfaction, and employee performance. Research by Prafitri Kumalasari & Sugito Efendi (2022) demonstrates that financial rewards significantly and positively influence employee performance through job satisfaction as an intervening variable. Nabawi (2019) emphasizes the importance of the work environment in affecting employee performance. Adha & Wandu (2019) found that high job satisfaction at the Industry, Trade, and Energy & Mineral Resources Office of Pandeglang Regency positively impacted employee performance. Additionally, Heryenzus & Laia (2020) reported that financial rewards contribute positively to job satisfaction, which in turn influences employee performance at Bank Negara Indonesia, Batam Branch. Nevertheless, Prafitri Kumalasari & Sugito Efendi (2022) also note that the work environment can negatively affect job satisfaction, indicating that the interplay among these factors is complex and requires careful attention.

2. Literature Review

Job Satisfaction

Job satisfaction refers to the positive or negative feelings an individual has toward their work, workplace environment, and relationships with colleagues. This satisfaction is a crucial factor because it directly affects employee productivity and the achievement of organizational goals. According to Sutrisno (2019), job satisfaction involves employees' attitudes toward the physical conditions of the workplace, interactions with coworkers, compensation systems, and other psychological factors. Wibowo (2016) emphasizes that employees who feel satisfied with their work tend to be more productive, making it essential for managers to understand how to foster optimal job satisfaction to support overall organizational performance.

Various scholars define job satisfaction in slightly different ways. Robbins (as cited in Wibowo, 2016) describes it as a general attitude toward work that arises from the gap between the rewards employees receive and the rewards they expect. Greenberg and Baron view job satisfaction as an individual's positive or negative attitude toward their job, while Kreitner and Kinicki highlight that it is an emotional response to different aspects of one's work, meaning an individual can be satisfied with some aspects but dissatisfied with others. In an organizational context, job satisfaction is highly relevant, as dissatisfaction can lead to negative behaviors such as absenteeism, withdrawal from workplace activities, or even sabotage, which can harm organizational operations. Therefore, maintaining high levels of job satisfaction is essential to enhance employee performance and organizational effectiveness.

Employee Performance

Employee performance reflects the relationship between the outcomes produced (output) and the resources used (input), demonstrating how effectively labor, time, and tools are utilized to achieve organizational goals (Tobamba et al., 2023). It can be measured both quantitatively and qualitatively, encompassing not only the results achieved but also the efficiency and quality of work. Performance represents the contribution of employees over a specific period, highlighting their role in converting resources into outputs (Ichsan et al., 2021). Scholars such as Sedarmayanti (2016) and Darsana & Sukaarnawa (2023) emphasize that performance involves the effective and efficient use of resources to achieve optimal results, while Martono (2019) notes it reflects the ability of individuals or teams to complete tasks according to planned timelines. From an organizational perspective, employee performance goes beyond measurable outputs to include work quality that supports collective objectives. Improving performance requires strategy, motivation, and proper resource management, as well as the development of employee competencies (Wahyuningsih, 2019). Performance is also shaped by a mindset of continuous improvement and problem-solving (Tohardi in Wahyuningsih, 2019; Raviyanto in Wahyuningsih, 2019). Soetrisno (2020) defines it as the comparison of work results to the time spent completing tasks. Overall, employee performance reflects the ability to grow through evaluation, innovation, and strategic action, supported by both individual skills and a conducive work environment.

Workload

Workload refers to the set of tasks and responsibilities that an individual is expected to complete within a specific period, encompassing aspects of quantity, quality, and time required (Johari et al., 2020). It reflects not only the number of activities but also the complexity and difficulty of tasks assigned to employees. Effective workload management ensures that employees can perform efficiently without experiencing physical or mental strain. Excessive workload may lead to fatigue, stress, emotional exhaustion, and reduced motivation, while inadequate workload may indicate misalignment between tasks and employees' potential (Mazur et al., 2019; Munandar in Harini et al., 2020).

At the organizational level, workload impacts both performance and resource planning. An imbalanced workload can cause deviations from standard performance expectations, either overburdening employees or underutilizing their capacities. Workload is influenced by both internal and external factors, including organizational demands, task complexity, and time pressure, which shape employees' perceptions of their responsibilities (Mangkuprawira in Astianto, 2020; Janib et al., 2021). Understanding workload dynamics is essential for developing strategies that enhance productivity while maintaining employee well-being, creating a balanced and effective work environment.

Financial Rewards

Financial rewards are forms of compensation provided by organizations to acknowledge employees' contributions and encourage them to achieve organizational objectives (Kadarisman in Sutrisno et al., 2022). These rewards can take various forms, including salaries, bonuses, goods, or other benefits, either monetary or non-monetary, given directly or indirectly to employees (Hasibuan, 2019). Beyond recognizing employee efforts, financial rewards function as a motivational tool that can enhance productivity, effort, and overall performance. They also strengthen the relationship between employees and the organization by fostering a sense of appreciation and acknowledgment. Moreover, financial rewards contribute to job satisfaction and organizational commitment; benefits such as health allowances or improved workplace facilities increase employees' sense of security and comfort, which in turn motivates higher engagement and dedication (Handoko, 2020). Overall, well-managed financial rewards not only boost performance and satisfaction but also reinforce loyalty, creating a positive work environment and supporting long-term organizational success..

Research Hypotheses

In this study, hypotheses serve as assumptions that need to be tested for their validity through the research process. The purpose of hypotheses is to provide a clear direction for the data analysis to be conducted. Based on the research objectives, the following hypotheses are proposed:

1. It is suspected that workload affects job satisfaction at Guido Valadares National Hospital, Timor Leste.
2. It is suspected that financial rewards affect job satisfaction at Guido Valadares National Hospital, Timor Leste.
3. It is suspected that workload affects employee performance through job satisfaction at Guido Valadares National Hospital, Timor Leste.
4. It is suspected that financial rewards affect employee performance through job satisfaction at Guido Valadares National Hospital, Timor Leste.

3. Research Method

Population and Sample

Population refers to the entire group sharing similar characteristics that are the focus of a study (Ferdinand, 2016). In this research, the population includes all 45 employees of Guido Valadares National Hospital, Timor Leste. A sample is a subset of the population considered representative (Sugiyono, 2016). This study uses census sampling, where all employees who have worked for more than one year are included as the sample.

Analysis Method

This study employs Partial Least Squares (PLS) to analyze relationships among variables, suitable for small samples and complex models. Analysis is conducted using SmartPLS 3.0, which allows accurate estimation

of measurement and structural models. PLS is used to examine both direct and indirect effects among variables such as internal control, corporate governance, and company performance. Two main tests are conducted:

1. Outer Model Test – assesses construct validity and reliability. Convergent validity ensures indicators reflect the intended construct (loading factor >0.70), while discriminant validity ensures constructs are distinct from one another.
2. Inner Model Test – evaluates structural relationships using path coefficients and R-squared values, measuring the strength and explanatory power of the model.

4. Results And Discussion

PLS Model

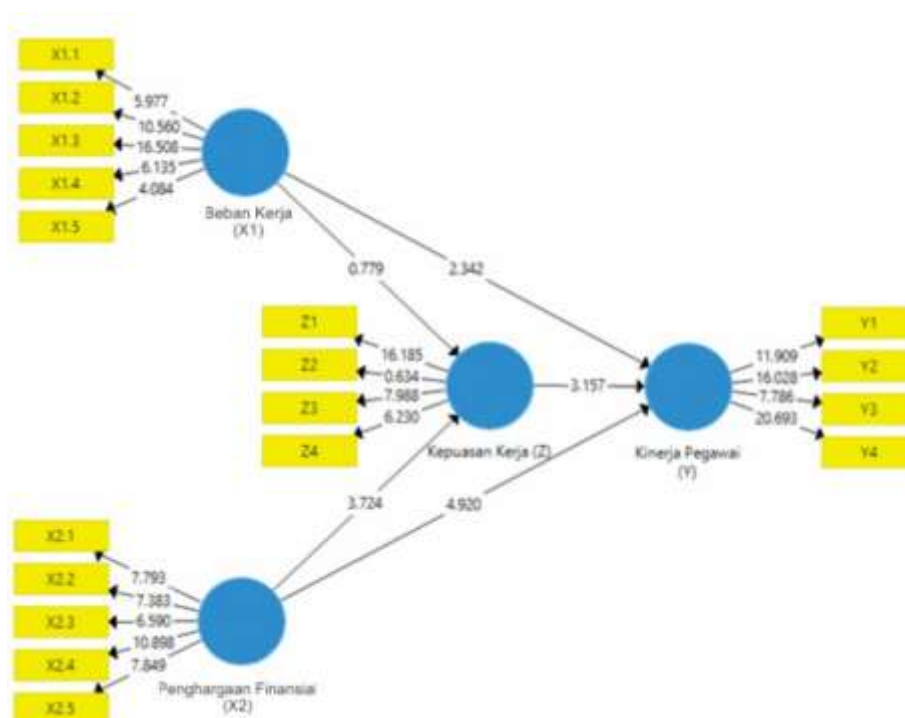


Figure 1 . PLS Model

In the PLS output display above, the factor loading values for each indicator are displayed above the arrow connecting the variable to its indicator. Furthermore, the path coefficients are also visible above the arrow connecting the exogenous variable, namely employee performance, with the mediating variable, namely job satisfaction, and the endogenous variable, which in this study is financial rewards.

Validity Test (*Outer Model*)

Table 1 Factor Loading Values

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (O/STDEV)	P Values
X1.1 <- Workload (X1)	0.653	0.657	0.109	5,977	0,000
X1.2 <- Workload (X1)	0.713	0.714	0.068	10,560	0,000
X1.3 <- Workload (X1)	0.797	0.795	0.048	16,508	0,000
X1.4 <- Workload (X1)	0.648	0.646	0.106	6,135	0,000
X1.5 <- Workload (X1)	0.558	0.537	0.137	4,084	0,000
X2.1 <- Financial reward (X2)	0.680	0.682	0.087	7,793	0,000

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (O/STDEV)	P Values
X2.2 <- Financial reward (X2)	0.727	0.732	0.098	7,383	0,000
X2.3 <- Financial reward (X2)	0.710	0.705	0.108	6,590	0,000
X2.4 <- Financial reward (X2)	0.822	0.815	0.075	10,898	0,000
X2.5 <- Financial reward (X2)	0.739	0.733	0.094	7,849	0,000
Y1 <- Employee Performance (Y)	0.796	0.792	0.067	11,909	0,000
Y2 <- Employee Performance (Y)	0.799	0.806	0.050	16,028	0,000
Y3 <- Employee Performance (Y)	0.720	0.710	0.092	7,786	0,000
Y4 <- Employee Performance (Y)	0.835	0.840	0.040	20,693	0,000
Z1 <- Job Satisfaction (Z)	0.875	0.866	0.054	16,185	0,000
Z2 <- Job Satisfaction (Z)	0.840	0.863	0.220	8,634	0,000
Z3 <- Job Satisfaction (Z)	0.762	0.756	0.095	7,988	0,000
Z4 <- Job Satisfaction (Z)	0.802	0.760	0.129	6,230	0,000

Source : Processed Data (2025)

Based on the estimation results listed in the Outer Loading Table, it can be concluded that all indicators have met the criteria for adequate validity, because they have loading factor values greater than or equal to 0.50. Thus, the validity test conducted through outer loading has been fulfilled, which means this measurement model is worthy of further testing. Next, the measurement model is tested using the Average Variance Extracted (AVE) value, which indicates the extent to which the variance contained in the indicators can be explained by the relevant latent variables. This AVE test is more critical than composite reliability, and the recommended minimum AVE value is 0.50.

Table 2. Average Variance Extracted (AVE)

	Average Variance Extracted (AVE)
Workload (X 1)	0.543
Financial rewards (X 2)	0.503
Employee Performance (Y)	0.622
Job Satisfaction (Z)	0.660

Source : Processed Data (2025)

From Table 2. the test results with AVE values indicate that all constructs have potential validity for further testing. This is because the AVE values for all constructs are greater than 0.50.

Reliability Test

Composite reliability is an indicator that measures the extent to which a measurement instrument can be relied upon to produce consistent results. This means that if the same instrument is used repeatedly to measure the same phenomenon and the results remain stable, then the instrument can be considered reliable. In other words, reliability reflects the ability of a measuring instrument to produce consistent results when used under similar conditions. The complete calculation results can be seen in the following table.

Table 3. Data Reliability

	Cronbach's Alpha	rho_A	Composite Reliability
Financial rewards (X)	0.795	0.816	0.855
Employee Performance (Y)	0.726	0.764	0.770
Job Satisfaction (Z)	0.796	0.795	0.868

Source: Processed Data, 2025

Construct reliability is measured through the composite reliability value, and a construct is considered reliable if its composite reliability value is greater than 0.70. This indicates that the indicators used in the measurement are consistent in reflecting the intended latent variable. Based on the test results, the constructs used in this study, namely Financial Rewards, Job Satisfaction, and Employee Performance, have a composite reliability value greater than 0.7, indicating that these constructs are reliable.

Structural Model Testing (Inner Model)

Next, structural model testing, or inner model testing, was conducted to identify relationships between variables, assess significance, and measure the R-square value of the model used in this study. By identifying significant relationships between variables, we can draw conclusions regarding hypotheses related to customer satisfaction. Hypothesis testing was conducted using the bootstrap resampling method, with the test statistic used being the t-test (Ghozali, 2020). Structural model testing is performed using the R-square value, which is used to assess model goodness of fit. The results of the inner model testing can be seen from the R-square value contained in the following equation between latent variables :

Table 4. R-Square

	R Square
Employee Performance (Y)	0.511
Job Satisfaction (Z)	0.842

Source: Processed Data, 2025

R² value = 0.842 This can be interpreted that the model is able to explain the phenomenon/problem of Employee Performance by 84.2 %. While the rest (15.8 %) is explained by other variables (besides Financial Rewards and Job Satisfaction) that have not been included in the model and *error* . This means that Employee Performance is influenced by Financial Rewards and Job Satisfaction by 84.2 % while 15.8 % is influenced by other variables. Financial Rewards and Job Satisfaction variables

R² value = 0.511 This can be interpreted that the model is able to explain the phenomenon/problem of Job Satisfaction by 51.1 %. While the rest (48.9 %) is explained by other variables (besides financial rewards) that have not been included in the model and *error* . This means that Job Satisfaction is influenced by financial rewards, by 51.1 %, while 48.9 % is influenced by other variables. Financial reward variables .

Results of Inner Weights

1. Direct Influence

Table 5. Inner Weight

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (O/STDEV)	P Values
X1 -> Y	0.504	0.502	0.102	4,920	0,000
X2-> Y	0.208	0.205	0.089	2,342	0.020

Source: Processed Data, 2025

Based on the table displayed , can concluded that the hypothesis being tested show results as following :

1. Award financial own influence significant positive to Performance Employees , with The T-Statistics value is 4.920 and the p-value is 0.000, which is more small from level significance $\alpha = 0.05$ (5%).
2. Satisfaction Work also has an impact significant positive to Performance Employees , with The T-Statistics value is 2.342 and the p-value is 0.020, which is more small from level significance $\alpha = 0.05$ (5%).

2. Indirect Influence

In addition to the direct effects previously tested, this modeling also reveals the total effect, or indirect effect, through the mediating variable. The following table presents the total effect used to test the hypotheses with the mediating variable.

Table 6 Total Effects (Mean, STDEV, T-Values)

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (O/STDEV)	P Values
X1-> Z -> Y	0.204	0.193	0.089	2,280	0.023
X2-> Z -> Y	0.245	0.160	0.093	2,754	0.001

Source : Data Processed, 2025

Based on table said , can concluded that :

1. Workload own influence significant to Performance Employee through Satisfaction Work , with T-Statistics value of 2.280 and p-value of 0.023 which more small from $\alpha = 0.05$ (5%).
2. Award financial own influence significant to Performance Employee through Satisfaction Work , with The T-Statistics value is 2.754 and the p-value is 0.001, which is more small from $\alpha = 0.05$ (5%).

Discussion

The Effect of Workload on Employee Performance

The study found that workload significantly affects employee performance at Guido Valadares National Hospital, Timor Leste. Workload can vary depending on factors such as job type, employee education level, patient volume, and case complexity. While workload may be manageable at times, it can surge during disease outbreaks or periods of high patient demand. Excessive or unevenly distributed workload can lead to stress, anxiety, reduced job satisfaction, and a higher likelihood of employee turnover. This dissatisfaction often reduces motivation and performance, ultimately affecting the quality of hospital services.

Conversely, a well-managed workload enables employees to use their time and resources efficiently, fostering dedication and improved performance. Appropriately increased workload can also motivate employees to develop new skills and enhance productivity. In a hospital setting, optimal workload management is crucial for maintaining high-quality healthcare services and enhancing employee commitment, which positively impacts both performance and patient care.

These findings align with Norawati et al. (2021), who reported that workload influences employee performance, and Setyawan and Kuswati (2016), who noted that unfairly distributed workload can decrease performance. Therefore, workload must be carefully managed to maximize productivity and work effectiveness.

The Effect of Financial Rewards on Employee Performance

This study found that financial rewards have a significant and positive impact on employee performance at Guido Valadares National Hospital, Timor Leste, indicating that such rewards play a crucial role in enhancing performance. Financial rewards—including base salary, allowances, bonuses, and other incentives—motivate employees to perform better. Generally, higher financial compensation corresponds to higher employee performance, aligning with motivational theories that suggest adequate compensation not only meets basic needs but also encourages greater effort and work quality.

Declining employee performance at the hospital highlights the importance of effectively managing financial rewards. Community satisfaction surveys indicate that dissatisfaction with financial compensation may contribute to reduced motivation, which directly affects service quality. Ensuring a fair and adequate financial reward system is therefore essential to improve employee performance and enhance public satisfaction.

Job satisfaction also plays a key role in service quality. Satisfied employees are more motivated, resilient, and committed to their tasks, which positively influences healthcare delivery. Proper financial rewards can also reduce employee turnover, fostering loyalty and minimizing recruitment and training costs, while maintaining service stability and quality.

These findings are consistent with Inayat (2019), who reported that financial rewards positively influence job satisfaction, which in turn boosts motivation and performance. Similar studies by Oktaviani (2020), Aggraini (2021), Puspita & Atmaja (2020), Prawira (2020), Tonnisen & Ie (2020), Cahya et al. (2021), and Azhar et al. (2020) confirm that adequate financial compensation increases employee satisfaction, loyalty, and overall organizational commitment.

The Effect of Workload on Performance Through Job Satisfaction

The study found that workload positively and significantly affects employee performance through job satisfaction, confirming that job satisfaction serves as an intervening variable. This indicates that while high workload can directly impact performance, job satisfaction plays a crucial role in mediating this relationship.

Workload in this study refers to the amount of tasks employees must complete within a given period. High workload can increase pressure, potentially reducing motivation and performance if not properly managed. However, employees who remain satisfied with their work despite heavy workload tend to perform better. Job satisfaction acts as a balancing factor, helping employees stay motivated and engaged in completing their tasks.

As a mediator, job satisfaction enables employees to manage stress and pressure more effectively. Satisfied employees feel more committed and involved, resulting in improved performance even under high workload. Conversely, low job satisfaction combined with high workload can lead to excessive stress, fatigue, and declining performance quality. At Guido Valadares National Hospital, observed decreases in performance quality may be linked to imbalanced workload or tasks exceeding employee capacity. Nonetheless, if management fosters a supportive work environment—through social support, opportunities for growth, and recognition of achievements—job satisfaction can improve, mitigating the negative effects of workload on performance.

The findings emphasize that management should carefully consider workload allocation and provide sufficient resources for employees. Maintaining a balance between workload and job satisfaction enhances employee motivation, commitment, and overall organizational performance.

The Effect of Financial Rewards on Performance Through Job Satisfaction

The study revealed that financial rewards significantly influence employee performance through job satisfaction, with a T-statistic of 5.293 and a p-value of 0.000 ($\alpha = 0.05$), confirming that job satisfaction mediates the relationship between financial rewards and performance.

This indicates that financial rewards impact performance not only directly but also indirectly by enhancing job satisfaction. Employees who feel satisfied with the financial rewards they receive are more motivated to perform better, making job satisfaction a key link between compensation and performance. Adequate

financial rewards improve employees' satisfaction with their work, which in turn contributes to higher performance.

At Guido Valadares National Hospital, declining employee performance suggests that low job satisfaction may hinder the effectiveness of financial rewards alone. Therefore, management must complement financial adjustments with measures that enhance job satisfaction, such as improving work conditions, recognizing achievements, and providing career development opportunities.

Effective financial rewards extend beyond monetary compensation to include recognition, growth opportunities, and a supportive work environment. When these elements align, employees feel valued, committed, and motivated, resulting in improved performance and organizational productivity.

These findings are consistent with Yuliantika (2020), Khusnul et al. (2020), and Utami (2020), who highlighted the mediating role of job satisfaction in the relationship between financial rewards and performance. Satisfied employees tend to be more motivated, loyal, and productive, reinforcing the positive impact of financial rewards on overall performance.

5. Conclusion

Based on the study conducted at Guido Valadares National Hospital, Timor Leste, the following conclusions can be drawn: Workload has a positive and significant effect on employee performance. However, this effect is not always direct, as job satisfaction mediates the relationship. Employees who are satisfied with their work can perform better, even when facing a high workload. Financial rewards positively and significantly influence employee performance. Adequate financial compensation enhances job satisfaction, which in turn promotes better performance. Job satisfaction strengthens the link between financial rewards and employee performance. Job satisfaction serves as a mediating variable between workload and employee performance. High job satisfaction helps employees manage heavy workloads and maintain high performance. Job satisfaction also mediates the relationship between financial rewards and employee performance. Financial rewards improve employees' job satisfaction, which subsequently motivates them to perform better and enhances overall performance.

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