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## The Effect of Workload, Work Stress, and Job Satisfaction on the Performance of Facilitators Mediated by Work Commitment in the Kotaku Program in Aceh Province

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### Abstract

This study was to examine the effect of workload, job stress, and job satisfaction on the performance of facilitators mediated by work commitment. The population used in this study amounted to 130 people from all facilitators from 15 cities/districts in Aceh Province, Indonesia. Because the population was relatively small, the entire population was sampled. Data were analyzed using structural equation modeling (SEM). The results show that in the 7 direct effect tests, only 5 are significant that are workload affects the facilitator's work commitment, job satisfaction affects work commitment, work commitment affects the facilitator's performance, workload affects the facilitator's performance, and work stress affects the facilitator's performance. The results of the indirect hypothesis tests of the 3 hypotheses tested, only one has a significant effect, namely job satisfaction on the performance of the facilitator through work commitment, where work commitment here functions as a partial mediation. Thus, this tested model can be used as the basis for a model for improving the performance of facilitators in Aceh Province, and this model can be developed for further research.

**Keywords:** Workload, Work Stress, Job Satisfaction, Work Commitment, Facilitator Performance

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### 1. Introduction

Everyone expects getting decent housing and slum-free settlements. Slum settlements are a big problem faced in urban settlement areas until now. The high flow of urbanization is due to the high source of livelihood in urban areas becoming a big enough magnet for people living in rural areas, especially people with low incomes (MBR) who come to work in urban areas and live on land that does not have a permit (illegal). Which is close to the city center to create a slum environment that is far from clean and healthy.

Previously, the City without Slums Program (KOTAKU) was a derivative of the National Urban Community Empowerment Program (PNPM-MP) which has now changed its name to the KOTAKU Program. The KOTAKU program is a program implemented nationally in 271 districts/cities and in 34 provinces that aims to improve access to basic services and infrastructure services in urban slum areas to create productive, livable, and sustainable urban settlements. The KOTAKU program in Aceh Province in 2016-2019 was implemented in 12 districts/cities namely Banda Aceh, Aceh Besar, Southeast Aceh, Aceh Tamiang, Sabang, Subullussalam, South Aceh, Central Aceh, West Aceh, Lhokseumawe, Langsa, and Pidie. Meanwhile, in 2020 there will be 3 more districts/cities, namely Bireun,

East Aceh, and Bener Meriah so that they become 15 city districts. The KOTAKU program is only in the district/city sub-district. The process of handling slums has started in 2015 and the target of 0% must be achieved in 2018-2019, then resumed in 2020-2021. Through the City without Slums (KOTAKU) program, the Directorate General of Human Settlements initiates development with a collaboration platform.

The KOTAKU program operates in three fields, namely economic, social, and infrastructure which focuses on infrastructure development and empowerment. The consultants who run the Program at KOTAKU are called facilitators. These three areas are assisted by teams of Facilitators who are in the village to carry out the mentoring process. The KOTAKU Program area/work location is only in the District of the City District. In this case, the team of facilitators at the village level consists of Senior Facilitators, Social Facilitators, Economic Facilitators, and Technical Facilitators who have duties and responsibilities that are obliged to report at the Regency/City level consisting of city coordinators/independent assistants and city assistants.

**Table 1. The Amount of KOTAKU Program Facilitators in 2018-2020**

	District/City	2018	2019	2020
1. 1	Pidie District	20	14	12
2. 2	Banda Aceh City	64	14	19
3. 3	Aceh Tenggara District	8	5	5
4.	Aceh Barat District	6	11	6
5.	Sabang City	14	14	3
6.	Aceh Besar District	5	4	9
7.	Aceh Tengah District	10	14	11
8.	Aceh Tamiang District	10	14	9
9.	Aceh Selatan District	8	8	3
10.	Subullussalam City	34	15	14
11.	Lhokseumawe City	45	14	16
12.	Langsa City	41	14	14
13.	Bener Meriah District	-	-	3
14.	Bireun District	-	-	3
15.	Aceh Timur District	-	-	3
	<b>Facilitators Total</b>	<b>265</b>	<b>128</b>	<b>130</b>

Based on the percentage of the number of facilitators from 2018 to 2019, there was a massive reduction in the Facilitator Team from the initial 265 facilitators at the village level to 128 facilitators. There was a reduction of 48.30%, and in 2019 towards 2020 the increase in the number of facilitators increased by 2 people from 128 facilitators to 130 facilitators, which was 0.98%.

A person's performance can be influenced by several factors and one of them is the workload factor felt by employees. This is in line with (Suratman and Arianti, 2018), who states that the workload affects employee performance, where the workload causes errors that can arise due to the inability to cope with the demands of work. The workload of the facilitator includes very short work deadlines, pressure from superiors regarding work

achievements that can affect performance. Less than optimal performance due to work that has been completed must be changed and repaired again and this often happens every year, not to mention the workload at the end of the year where all work must be completed in the fiscal year. In such conditions, the intensity of field assistance becomes increasingly high, allowing work stress and workload to accumulate. The ratio of village facilitators/facilitators from other programs shows that 4 villages are assisted by one village facilitator/assistant (source: village facilitator) while in the KOTAKU program 1 facilitator assists more than 10 villages. Depending on the category of division of work locations. This causes inequality in the completion of work.

Job stress also has a direct effect on employee performance. This is reinforced by (Sugiarto and Nanda, 2020) who revealed that stress has positive and negative impacts. The drastic decline in employee performance is a negative impact of high levels of stress. Meanwhile, the positive impact of stress is functional in the sense that it influences a driver of increasing employee performance, both at low to high levels.

Another factor that affects the good or bad performance of employees is work commitment. Great work commitment causes individuals to try to achieve positive thinking, organizational goals, and try to do the best for their organization. This happens because individuals in the organization feel they belong to the organization. While low work commitment causes a person to only care about his group or himself so that in the end the individual's performance is low in the organization where he works. The low performance of the place of work due to the influence of low commitment indirectly resulted in the success of the performance is difficult to achieve.

The work commitment to KOTAKU facilitators remains good because only the best facilitators survive. The influence of average age of the facilitators is no longer young, and they are reluctant to move to other programs. However, at the end of the year, there was still concern regarding repositioning and personnel cuts. The number of facilitators is 90 people accompanying 438 sub-districts in each district/city in 15 districts/cities. Consists of 40 City Assistants (Askot) consisting of Urban Planner Askot, IC Askot, Financial Management Askot, Infrastructure Askot, Safeguard Askot, and data management Askot which help at the City level. Then the 12 Senior Facilitators (SF) who became team leaders were assisted by 32 Technical Facilitators (FT), 20 Economic Facilitators (FE), and 26 Social Facilitators (FS) at the sub-district level in Aceh Province.

The number of Facilitator personnel at the village level is 90 people and City assistants are 40 people. From 130 facilitators to 35 teams spread across 15 cities/districts. From Team 01 in Central Aceh district to Team 35 in Lhokseumawe City. From the team, the number of assisted locations K1, K2 and K3 were divided. Location K1 is a location that received assistance from handling funds in 2020, while Location K2 is a location that has received assistance funds in previous years from 2017 to 2019. While the K3 location is the location of the prevention area. The area where the prevention is located is a fairly difficult work area because the Facilitator Team has the most assistance from the village. They also have to try to get collaboration Fund assistance in addition to assistance from the government to solve slum problems in the assisted villages. The funds may come from the APBG Fund, CSR, or other Stakeholder Funds. A reliable facilitator is needed in achieving the work target. From the table, the average number of teams in each city/district consists of 3 or 2 teams. Location K1 consists of 12 teams with 26 villages, Location K2 consists of 11 teams with 65 villages, and Location K3 consists of 12 teams with 347 villages. With a total of 3 locations, namely 438 villages.

The main problem in this study is the high workload, work stress, job satisfaction, the facilitator's work commitment to the facilitator's performance in the Aceh Province KOTAKU Program. One indication is that the ratio of village facilitators/facilitators from

other programs shows that 4 villages are assisted by one village facilitator/assistant (source: village facilitator) while in the KOTAKU program 1 facilitator assists more than 10 villages.

## 2. Literature

In this section of the literature, the researchers directly describe the research hypotheses in each of the related explanation sections. For the initial hypothesis that is descriptive, Descriptive hypothesis testing in this research is based on the average value of the indicators of each variable to be studied, with the assumption that if the average value is 3.41, then it is perceived less well and if the mean value is 3.41, then it is perceived well by the respondents. Hypothesis testing was carried out using the one-sample t-test.

*H1: The workload, work stress, job satisfaction, work commitment, and the performance of the facilitators in the KOTAKU program in Aceh Province are good*

The hypothesis testing is:

H<sub>0</sub>:  $\mu < 3.41$ : the workload, work stress, job satisfaction, work commitment, and the performance of the Aceh Province KOTAKU program facilitators have not gone well

H<sub>a</sub>:  $\mu < 3.41$ : then the workload, work stress, job satisfaction, work commitment, and the performance of the Aceh Province KOTAKU program facilitators have gone well

### Workload

The workload is a series of tasks given to employees to be completed by using the potential and skills of employees at a certain time (Sulfaria, 2019). According to (Ratnasari and Purba, 2019) mentioning the workload is also some activities that require certain skills which are both psychologically and physically. In addition, the workload is also the most important part in solving work problems that are generated by the company and have an impact on employees. The situation when workers are faced with tasks that must be completed on time is a workload according to (Putra and Prihatsanti, 2016). Workload according to (Tarwaka, 2019) and (Tjiabrata, Lumanauw and Dotulong, 2017) is a condition of work with job descriptions that must be completed within a predetermined time limit.

The extent to which the individual's capacity is required to perform the tasks assigned to him, from the amount of work that must be done by the worker and the time limit that the worker has in completing the task, as well as a person's subjective view of the work assigned to him can be stated as a workload. Work commitment is a fairly important factor for the company because, with a high work commitment to the company, the company can develop quickly. (Arifin, Alhabsji and Utami, 2016) in his research states that the workload has a significant effect on work commitment, this means that the higher the workload, the higher the work commitment.

(Hakim, Oemar and Marnis, 2016) revealed that work commitment is a person's involvement and relatively strong identification with the organization. Work commitment has two important components, namely the procedure for behaving towards a case according to the will and attitude.

*H2: Workload affects Facilitator's Performance*

*H5: Workload affects work commitment*

### Work Stress

(Mangkunegara, 2013) The depressed feeling experienced by employees in dealing with work is work stress. Meanwhile, according to (Luthans, 2013) in (Nasution, 2017) stress is defined as an adaptive response to external situations that produce psychological, physical, and behavioral deviations in organizational members.

(Mangkunegara, 2013) states that work stress is a feeling of pressure felt by employees in completing work. Job stress is an individual's reaction to environmental forces that affect individual performance (Ahmed, 2016). Work stress can be seen from feeling uneasy, emotionally disturbed so that it is unstable, likes to be alone, has difficulty sleeping, is a heavy smoker, can't relax, is tense, likes to be anxious, is often nervous, has high blood pressure, and has digestive disorders.

(Robbins and Judge, 2017) suggests that work stress can have a positive or negative effect on employee performance. For many employees, low to moderate stress levels enable them to perform better at work by increasing their work intensity, alertness, and responsiveness. However, high or even medium levels of work stress that are continuously felt for a long period, ultimately harm and reduce employee performance (Lavinia, 2018)

*H3: Work Stress affects Facilitator's Performance*

*H6: Work Stress affects work commitment*

## **Job Satisfaction**

Job satisfaction is a positive or negative attitude that is carried out by individuals towards their work (Wibowo, 2016). (Handoko, 2016) and (Sutrisno, 2019) states that job satisfaction is a procedure for viewing their work in terms of an unpleasant or pleasant emotional state. Job satisfaction reflects a person's feelings towards his job. This can be seen in the positive/negative attitude of employees towards their work and everything they face in their work environment.

The relationship between job satisfaction and job commitment can occur when organizational members have a high level of satisfaction within the organization, so that they have an attitude of trust and confidence in, and a positive perception of, the organization. An employee's job satisfaction with various aspects of his work leads to the emergence of a strong commitment to the organization. Someone who feels satisfied with their job shows a positive attitude and behavior towards the organization. Satisfied workers show greater commitment than dissatisfied workers. Satisfied workers have a greater commitment, which can be seen from their sense of belonging to the organization. This research is in line with research conducted by (Ningsih *et al.*, 2020), (Suratman and Arianti, 2018), (Rosita and Yuniati, 2016) who says that job satisfaction has a positive and significant effect on organizational commitment.

*H4: Satisfaction affects the Performance of the Facilitator*

*H7: Satisfaction affects work commitment*

## **Work Commitment**

A situation in which an employee favors a particular organization, and the desire to maintain membership in the organization is a work commitment (Robbins and Judge, 2017), work commitment is an employee's attitude or behavior related to the strong desire of an organization member/employee to maintain membership in an organization. organization, as well as support and carry out the goals of the organization or company voluntarily, and work commitment is more than just loyalty, but more to the intimacy of inner bond of members to

the organization.

*H8: Work Commitment affects Facilitator's Performance*

### Facilitator Performance

Performance describes the level of achievement of the implementation of activities/policies in a program in realizing the goals, objectives, vision, and mission as outlined through strategic planning of an organization (Mahsun, 2012). According to (Moehariono, 2014) *performance* is a result of performance that can be achieved by a group or person in an organization both qualitatively and quantitatively, with the level of authority, responsibility, and duty of each to achieve common goals within the organization. Performance is the work achieved by a person in carrying out the tasks assigned to him following established criteria (Agusniwar, Azis and Darsono, 2017).

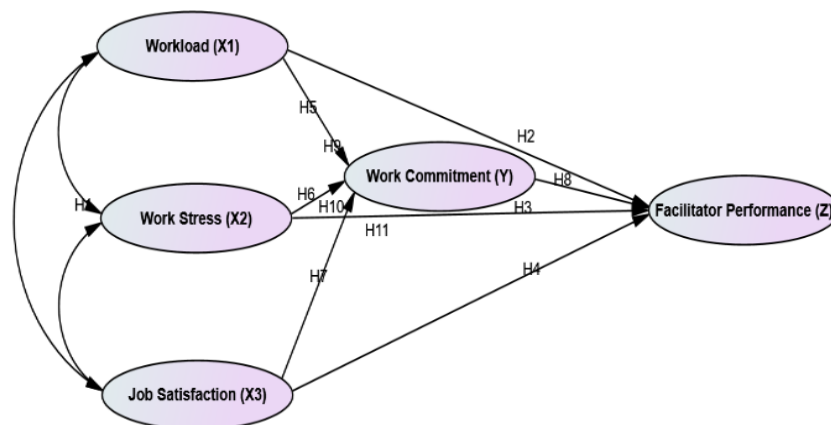
*H9: workload affects the performance of the facilitator through work commitment*

*H10: Work Stress affects n Facilitator Performance through work commitment*

*H11: Satisfaction affects Facilitator's Performance through work commitment*

### Research Framework

Based on the theory and research hypotheses described above, the authors describe the research framework as follows.



**Figure 1. Research Framework**

## 3. Method

### Research Instrument

All measurement items were taken from previous studies to ensure validity, however, slight changes to the statement were made to suit the current analysis. The five-item workload questionnaire was adapted by (Sulfaria, 2019). Five items adopted from (Mangkunegara, 2013) are used to measure work stress, while facilitator satisfaction uses the five indicator items proposed by (Wibowo, 2016). Then five items are used to measure work commitment adopted (Robbins and Judge, 2017), and Five items are used to measure the performance of facilitators that are adopted from (Mahsun, 2012).

## Sample Design and Data Collection

The population used amounted to 130 people from all facilitators from 15 districts/cities in Aceh Province. Because the population was relatively small, the entire population members were as a research sample (census) so it was 130 respondents. There are 15 districts/cities assisted by the KOTAKU Program in Aceh Province, namely Banda Aceh city, Aceh Besar district, Aceh Tamiang district, Aceh Tenggara district, Sabang city, Subulussalam city, Aceh Selatan district, Aceh Tengah district, Langsa city, Aceh Barat district, Lhokseumawe city, Pidie district, Aceh Timur district, Bireuen city, and Bener Meriah district.

## Data Analysis

The data analysis technique was descriptive and verification. Descriptive analysis was conducted to assess the demographic profile of the respondents and the internal consistency of construction. While the verification analysis used SEM (Structural Equation Modeling) to verify the path of the relationship between workload, job stress, job satisfaction, work commitment, and facilitator performance. In addition, the SEM analysis software was IBM SPSS-AMOS.

## 4. Finding and Discussion

In terms of age, most respondents came from the 30-39 year age group, namely 101 (77.7%). From gender, there are more men than women, namely 93 (72.5%). Then from the education group, all respondents had a bachelor's degree, namely 130 (100%). In terms of income, the highest income is those who earn IDR 2.6 million-6 million as many as 80. For the length of service of more than 7 years as many as 92 people (70.8%). It can be seen from the following table:

**Table 2. Respondent Characteristics**

No.	Description	Frequency	Percentage
1.	Gender :		
	§ Male	93	72.5%
	§ Female	37	28.5%
	Total	130	100%
2.	Respondent's age :		
	§ < 20 years	0	0%
	§ 20 - 29 years	4	3.1%
	§ 30 - 39 years	101	77.7%
	§ 40 - 49 years	22	16.9%
	§ > 50 years	3	2.3%
	Total	130	100%
3.	Marital status:		
	§ Married	117	90%
	§ Not married yet	13	10%
	Total	130	100%
4.	Last Education:		
	§ Senior High School	0	0%
	§ Diploma III	0	0%
	§ Bachelor	130	100%

	§ Master (S2 atau S3)	0	0%
	Total	130	100%
5.	Income		
	§ < Rp. 2,500,000	0	0%
	§ Rp. 2,600,000 – 5,999,999	80	61.5%
	§ Rp. 5,500,000 – 6,499,999	50	38.5%
	§ Rp. 6,500,000	0	0%
	Total	130	100%
6.	Years of service		
	§ < 2 years	2	1.5%
	§ 2-4 years	13	10%
	§ 5-7 years	23	17.7%
	§ > 7 years	92	70.8%
Total	130	100%	

### Validity Measurement Model (Measurement Model)

Convergent validity aims to determine the validity of each relationship between the indicator and its latent construct or variable. The loading factor limit of 0.50 was used in this study. From the results of the measurement model calculations, 2 indicators that did not meet the requirements because they have a loading factor number below the required factor were 0.5 so the Y.3 and Z.2 indicators must be eliminated. After elimination, the image of the new measurement model was:

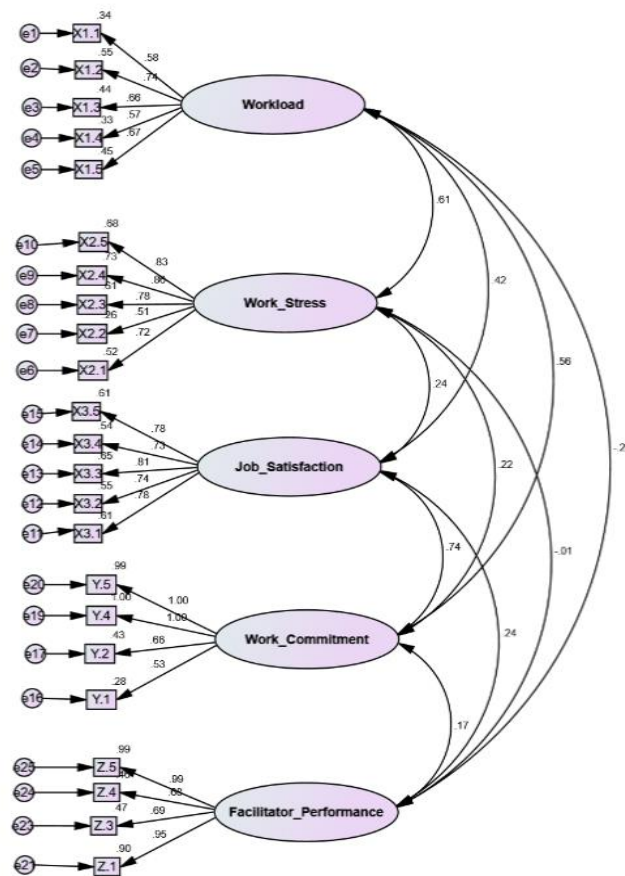


Figure 2. Measurement Model



**Table 3. Convergent Validity Results**

			Estimate
X1.5	<---	Workload	.669
X1.4	<---	Workload	.574
X1.3	<---	Workload	.661
X1.2	<---	Workload	.740
X2.1	<---	Work_Stress	.720
X2.2	<---	Work_Stress	.507
X2.4	<---	Work_Stress	.856
X2.5	<---	Work_Stress	.826
Y.1	<---	Commitment	.527
Y.2	<---	Commitment	.659
Y.4	<---	Commitment	.998
Y.5	<---	Commitment	.997
X3.1	<---	Job satisfaction	.782
X3.2	<---	satisfaction	.743
X3.3	<---	satisfaction	.806
X3.4	<---	satisfaction	.733
Z.1	<---	Facilitator Performance	.949
Z.3	<---	Facilitator Performance	.685
Z.4	<---	Facilitator Performance	.679
Z.5	<---	Facilitator Performance	.993
X3.5	<---	Job satisfaction	.778
X2.3	<---	Work_Stress	.781
X1.1	<---	Workload	.584

After elimination, all indicators were said to be valid, because they have a loading factor number  $> 0.50$  so that all indicators in this research variable, namely *workload*, *work stress*, *job satisfaction*, *work commitment*, and *facilitator performance* are declared valid to be continued at the next research stage.

### Reliability Test

Testing the reliability that was intended to find out to what extent the measurement results are always statistically tried is by calculating the magnitude of the composite reliability of information sourced from the estimated output obtained using Cronbach alpha. The results are shown if the instrument in this research is professional because its coefficient of reliability is greater than 0.60 (Malhotra, 2011).

**Table 4. Reliability Test Result**

No	Variable	Cronbach Alpha	Item	Information
1	Workload	.780	5	Reliable
2	Work Stress	.854	5	Reliable
3	Satisfaction	.877	5	Reliable
4	Commitment	.816	5	Reliable
5	Facilitators Performance	.885	5	Reliable

The workload variable has a CA number of 78%, perception of work stress by 85.4%, job satisfaction by 87.7%, work commitment by 81.6%, and facilitator performance by 88.5%. So the measurement of reliability on the research variables shows that the reliability measurement meets the requirements of Cronbach Alpha (CA) where the CA coefficient value is at least or greater than 60 percent.

### Descriptive Hypothesis Test

Testing hypothesis 1 (H1), namely the descriptive hypothesis, was carried out using a one-sample test with a cut off value of 3.4 with the following results:

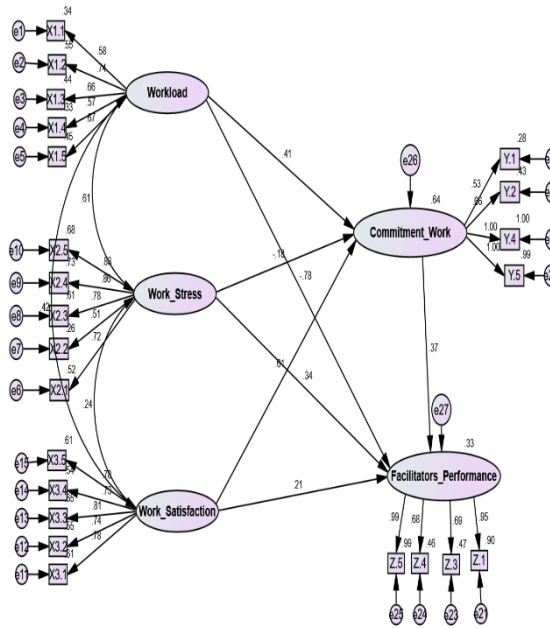
**Table 5. One-Sample Test**

	Test Value = 3.40					
	t	df	Sig. (2-tailed)	Mean Difference	95% Confidence Interval of the Difference	
					Lower	Upper
Workload	59.318	129	.000	16.462	15.91	17.01
Work Stress	59.241	129	.000	16.238	15.70	16.78
Satisfaction	49.961	129	.000	16.700	16.04	17.36
Commitment	53.294	129	.000	16.100	15.50	16.70
Facilitators Performance	47.964	129	.000	16.162	15.49	16.83

From Table 5 above, the normality test in From the table above, it can be seen that the significance level with an alpha of 5% is all below the number 0.05 so it concludes that all the variables in this study are workload, work stress, work commitment, job satisfaction, facilitator performance. already well. Thus rejecting H0 and accepting H1.

### Direct Effect Hypothesis Test

Testing the verification hypothesis in this study was conducted to test and analyze the effect of workload, work stress, job satisfaction, facilitator's work commitment, and facilitator's performance. The verification hypothesis testing consists of testing the direct influence hypothesis and testing the indirect effect hypothesis. The results of testing the direct influence hypothesis can be seen in the following figure and table:



**Figure 3. Structural Model**

**Table 6. Direct Effect Hypothesis Testing Results**

			Estimate	S.E.	C.R.	P	Beta
Commitment	<---	Workload	.392	.138	2.829	.005	.409
Commitment	<---	Stress	-.163	.089	-1.838	.066	-.178
Commitment	<---	Satisfaction	.451	.092	4.888	***	.608
Facilitator Performance	<---	Commitment	.636	.292	2.174	.030	.374
Facilitator Performance	<---	Workload	-1.273	.346	-3.678	***	-.782
Facilitator Performance	<---	Work	.525	.214	2.454	.014	.337
Facilitator Performance	<---	Satisfaction	.268	.184	1.460	.144	.213

H2: The workload effect on the performance of facilitators in the KOTAKU program in Aceh Province

This test shows a CR value of -3.678 and a P of 0.005. The magnitude of the coefficient of the influence of workload on the performance of the facilitator is -0.782, which means that every increase in one unit of workload will have an impact on the decrease in the performance of the facilitator in the KOTAKU Program in Aceh Province by -78.2%.

H3: The work stress effect on the performance of facilitators in the KOTAKU program in Aceh Province

This test shows a CR value of 2.454 with a P of 0.014. The direct effect of work stress on the performance of the facilitator can be used as a booster for the performance level of the facilitator in the KOTAKU Program. Because the effect of work stress on the performance of work facilitators is significant. The magnitude of the coefficient of the effect of work stress on the performance of this facilitator is 0.337, which means that every time there is an increase in one unit of work stress received by the facilitator, it will have an impact on

improving the performance of the facilitator in the Aceh Province KOTAKU program by 33.7%.

H4: The job satisfaction effect on the performance of facilitators in the Aceh Province KOTAKU program. The results of this test show a CR value of 1.460 and a P of 1.44. The two values obtained do not meet the requirements for acceptance, namely, the value must be greater than 1.96 and the probability is less than 0.05. Thus, it can be stated that job satisfaction has not been able to be used as a generator for the level of performance of the facilitator in the KOTAKU Program in Aceh Province. Because the effect of job satisfaction on the performance of the facilitator is not significant, the existing coefficients are not relevant to be used as the basis for analyzing the influence between variables. These results prove that the job satisfaction of a facilitator is not too influential on the performance of the facilitator. This can be understood because a facilitator who works must comply with the rules and regulations that have been set by the government and before working the facilitator has signed a cooperation contract that contains all the rules and conditions for working as well as the rights and obligations that must be obeyed.

H5: The workload effect on work commitment in the Aceh Province KOTAKU program  
This test shows a CR number of 2.829 with a probability of 0.005. The magnitude of the coefficient of the effect of workload on work commitment is 0.409, which means that every increase in one unit of workload will have an impact on increasing work commitment in the Aceh Province KOTAKU Program by 40.9%.

H6: The work stress effect on work commitment in the Aceh Province KOTAKU program  
This test shows a CR value of -1.838 and a probability of 0.066. The two values obtained do not meet the requirements for the acceptance of  $H_a$ , namely the CR value which is smaller than 1.96 and the probability is smaller than 0.05. Thus, it can be stated that work stress has not been able to be used as a generator for the level of work commitment of facilitators in the KOTAKU Program in Aceh Province.

H7: The job satisfaction effect on work commitment in the Aceh Province KOTAKU program.

This test shows a CR value of CR of 4.888 and with a probability of \*\*\*. The magnitude of the coefficient of the effect of job satisfaction on work commitment is 0.608, which means that every increase in one unit of job satisfaction will have an impact on improving the performance of the facilitator in the Aceh Province KOTAKU Program by 60.8%. With this it can be said that job satisfaction can increase work commitment, the more satisfied the facilitator is, the higher the commitment to work.

H8: The Work Commitment effect on Facilitator's Performance

Testing the effect of a work commitment on the facilitator's performance shows a CR value of 2.174 and a probability of 0.030. The magnitude of the coefficient of the effect of a work commitment on 0.374 or 37.4%. Thus, it can be stated that work commitment has a significant effect on the performance of facilitators in the Aceh Province KOTAKU Program. Even after testing, the hypotheses were rejected, but most were accepted, including the three mediation hypotheses that were included in this study. Then, judging from the magnitude of the coefficient, the largest is job satisfaction which affects employee commitment with a CR of 4.888. The magnitude of the coefficient of the effect of job satisfaction on work commitment is 0.608. Meanwhile, for the facilitator's performance, the most influential and

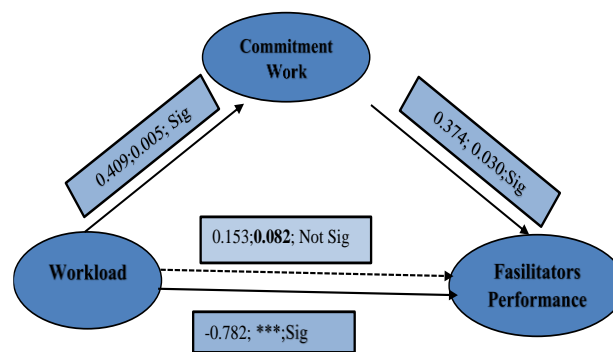
high variable is the workload, which is -3.678. And the magnitude of the coefficient of the influence of workload on the performance of this facilitator is -0.782. A number that is quite dominant in a multivariate regression coefficient like this study. This means that the higher the workload, the significantly lower the performance of the facilitator.

### Mediation Hypothesis Test

There are 3 (three) mediation hypotheses that need to be proven in this study, namely:

- The workload effect on the performance of the facilitator through work commitment
- The work stress effect on the performance of the facilitator through work commitment
- The job satisfaction effect on the performance of the facilitator through work commitment

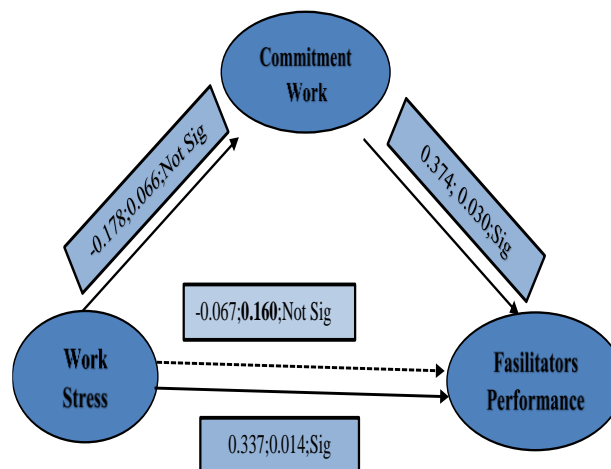
H9: The workload effect on the performance of the facilitator through work commitment.



**Figure 4. Workload Effect on Facilitator's Performance through Work Commitment**

Based on the picture above, the estimated parameter values are obtained for testing. This model shows the effect of workload on the performance of the facilitator through work commitment. It can be seen that the p-value of the two-tailed Sobel test = 0.082 > 0.05, it is proven that the indirect effect is not significant. So the role of the work commitment variable here does not function as partial mediating.

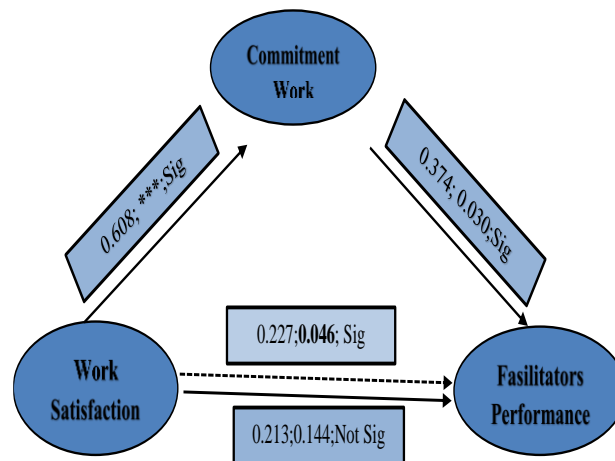
H10: The work stress effect on the performance of the facilitator through work commitment.



**Figure 5. Work Stress Effect on Facilitator Performance through Work Commitment**

Based on the picture above, the estimated parameter value for the test is seen. The p-value of the two-tailed Sobel test =  $0.160 > 0.05$ , it is proven that the indirect effect is not significant. Because either directly or through work commitment the effect of work stress on the performance of the facilitator is not significant. So the role of the work commitment variable here does not function as partial mediating. This means that the role of the work commitment variable in mediating the effect of work stress and facilitator's performance is not so important. Because with or without the work commitment variable, the facilitator's performance remains insignificant.

H11: The job satisfaction effect on the performance of the facilitator through work commitment.



**Figure 6. Job Satisfaction Effect on Facilitator Performance through Work Commitment**

Based on the picture above, the estimation parameter values are obtained for testing. In this model, you can see a visual chart of the effect of job satisfaction on the performance of the facilitator, either directly or through the work commitment variable, which functions as a mediating variable. It can be seen that the p-value of the two-tailed Sobel test =  $0.046 > 0.05$ . So in this case the work commitment variable functions as a partial mediating.

## 5. Conclusion

Testing of hypothesis 1 (H1), which is a descriptive hypothesis, is carried out using a one-sample test with a cut-off value of 3.4. It can be seen that all indicators on the 5 existing variables have a significant number far below 0.05. It concludes that all variables are workload, work stress, job satisfaction, work commitment, and performance of the facilitators are well perceived by the respondents.

The results show that in the 7 direct effect tests, only 5 are significant that are workload affects the facilitator's work commitment, job satisfaction affects work commitment, work commitment affects the facilitator's performance, workload affects the facilitator's performance, and work stress affects the facilitator's performance. The results of the indirect hypothesis tests of the 3 hypotheses tested, only one has a significant effect, namely job satisfaction on the performance of the facilitator through work commitment, where work commitment here functions as a partial mediation. Thus, this tested model can be used as the

basis for a model for improving the performance of facilitators in Aceh Province, and this model can be developed for further research. These results can also be used as a basis for practitioners, especially research subjects, namely employees of the KOTAKU program. Several inputs were successfully mapped from data collection, starting from the greatest impact of the variables, and the indicators that were the problem (low scores).

When asked which variable has the greatest impact on the formation of the facilitator's performance, the answer is job satisfaction because it has the largest magnitude of influence compared to other variables such as workload, work stress, commitment, or facilitator's performance. The workload variable also contributes a large magnitude figure, where a high workload causes the performance of the facilitator to decrease. There must be an appropriate division of the workload and the quality of the results of the work due to the increased workload must be ensured. A little or less workload (under load) or a high workload (overload) both have a bad impact on the organization. It is necessary to conduct periodic evaluations to see this so that the performance of the facilitators remains prime and optimal.

Decision-makers at the management level of the Aceh Province KOTAKU Program must pay attention to several (low score) indicators as reflected in the data collection result. The workload variable, in one of its indicators, provides the answer that the employees work more than 7 hours (overtime). Thus, the management's attention is to provide an appropriate workload so that the facilitators can feel effective working hours so that the performance that has been achieved so far is increasing and the quality of the work is also good.

On the indicator work stress variable, that is "I was worried during recruitment/assessment at the beginning of the year so that the contract was not extended", This indicator must be considered by managing stress well and seeking a proportional division of tasks in each field so that with the existing stress the facilitator can work optimally because although performance increases, the output of work decreases. On the job satisfaction variable, the indicator that is "I am satisfied that the salary I receive is always on time to be the lowest score" must be considered carefully, the management must strive for a salary to be received by the facilitator on time each month or when the work target has been completed.

In the work commitment variable, the indicator that is "always trying to keep up with all the changes needed for the progress of the organization to have the highest work commitment" must be improved by providing training for each facilitator and giving encouragement to the performance that has been achieved and providing rewards.

In the facilitator's performance variable, the lowest score indicator was "the facilitator submits the Financial Accountability Report as determined". This indicator must be improved by giving rewards for facilitators on time and providing motivation/reinforcement for facilitators who have not achieved the target.

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