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DOES KNOWLEDGE MANAGEMENT AFFECT COMPETENCE AND WORKLOAD IN NURSES' WORK PERFORMANCE AT MITRA MEDIKA PONTIANAK HOSPITAL

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ABSTRACT

In the management of hospital management, it appears that there are problems in terms of nurses' work performance that is not optimal. This is thought to be influenced by various factors, including competence, workload, and knowledge management. So this study aims to describe, analyze, and determine the effect of competence, workload, and knowledge management on the performance of nurses at Mitra Medika Hospital Pontianak.

This study analyzed the problem, using 148 respondents. The data collection technique used a survey method with a closed questionnaire. Data analysis was carried out by path analysis using SPSS software version 18.00.

From the results of the study, it was found that the competence variable had an influence on work performance with a beta value of 0.316, a significance of 0.000; Workload has no effect on work performance with a beta value of 0.086, a significance of 0.86; Knowledge management has a significant effect on work performance with a beta value of 0.525, a significance of 0.000. Knowledge management is the variable with the most dominant influence on work performance.

Introduction

The hospital is a health service institution that is the last hope of the community to obtain health. This needs to be supported by quality services from health service providers, both from medical personnel or doctors and also paramedics or nurses (Zeevi et al., 2015) To increase the potential of effective and efficient human resources, it is necessary to plan well, its implementation must be consistent and controlled continuously. Then it is necessary to organize and control human resource systems in an organized manner and have a positive impact on the company or organization in producing better work performance (Martoredjo, 2015). The company always hopes to survive in an era of increasingly fierce competition like today to obtain the best results, especially in employee performance to realize this success. Employee work performance will indirectly affect the company's image (Mandasari, 2015).

Performance can be interpreted as an achievement or work implementation as a success produced by a person in carrying out a job as well as his behavior and actions. According to Edwards & Thomas (2005), the compilation of information used to measure and assess performance is referred to as Performance Indicators (PI) (Sobirin, 2014)

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The excellence of hospital nurses will be achieved if the management can manage hospital services by encouraging human resources because basically, it creates quality competitiveness. The success of an organization in realizing its goals is highly dependent on its human resources. This shows that human resources have an important role in organizational growth and development, because of the potential that exists in humans such as creativity, desire, and work activities. The oretical benefits: Knowing the effect of competence and workload of nurses on work performance with intervening knowledge management in the nursing unit of Mitra Medika Hospital, Pontianak.

Organizational performance can be improved through employee performance, so the factors that need to be considered to achieve this include competence, workload, knowledge management, and others. Therefore, the organization must be able to create conditions that can encourage or enable employees to develop and improve their abilities and skills optimally (Sani et al., 2018) Performance is a person's overall level of success during a certain period in carrying out tasks compared to various possibilities such as work standards, targets or targets, or criteria that have been determined in advance and have been mutually agreed upon. (Mangkuprawira, 2009) Nurse performance is the result of work achieved by nurses following their responsibilities and authorities as nurses who provide good patient care services. Nurse performance is a very important factor in a hospital to develop and compete with other hospitals, even becoming the best hospital from year to year.

In improving the performance of nurses, hospitals need to pay attention to the process of human resource management, which includes, among others: competence, workload, knowledge management, leadership, motivation, compensation, education, training, and so on. If the process goes well, the hospital will go hand in hand with its vision, mission, and goals.

Competence is a necessary ability when working productively with other people and their environment. So that work productively shows an element of work results. So, competence has indicators of work productivity, knowledge, skills, and behavioral attitudes are an important part of competence that will improve work performance. Knowledge management plays a very important role in improving the quality of service for its workforce. The higher the level of knowledge of the hospital employees, the easier it is to follow changes to a better direction according to their duties. Employees can maximize their responsibilities after being provided with management knowledge related to the implementation of their work. Therefore, management knowledge has a very important role in employee performance and company performance (Falah et al., 2017).

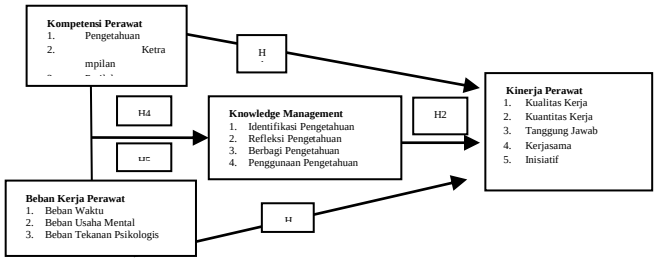
The workload is one of the factors that influence the risk of performance decline. An increase in workload can occur if the number of nurses does not match the number of nurses providing care to patients (Marquis & Huston, 2010). The workload is one of the factors that will affect the work performance of employees in an organization. The workload is needed to be able to help each individual in improving work performance, but we must be careful when the workload level reaches the optimal point or moderate level, if the workload increases it can interfere with work performance. (Howard et al., 2011) states that workload pressure can be positive, and this leads to increased performance. Not all employees have the same level of resilience to the workload assigned to them, but it all depends on each individual. This makes employees burdened and work not optimally so that achieving high employee performance will be hampered so

that it will affect work performance. (Abang et al., 2018)

Based on the motivation of researchers in conducting this research is as an evaluation and input for improving work performance in the field of nursing. So researchers are interested in researching the analysis of the relationship between Nurse Competence and Workload on Nurse Performance with Knowledge Management as an Intervening Variable in the Nursing Unit of Mitra Medika Hospital Pontianak. Data research analysis was conducted in June 2021.

The oretical benefits: Knowing the effect of competence and workload of nurses on work performance with intervening knowledge management in the nursing unit of Mitra Medika Hospital, Pontianak.(Sekaran & Bougie, 2016)

Practical Benefits: can provide information for hospitals, especially for human resources (HR)



Conceptual framework

In this study, the research hypothesis based on the conceptual framework can be described as follows:

1. Nurse competence has a significant effect on improving the work performance of nurses at Mitra Medika Pontianak Hospital.
2. Knowledge management has a significant effect on improving the work performance of nurses at Mitra Medika Pontianak Hospital.
3. The workload has a significant effect on improving the work performance of nurses at Mitra Medika Pontianak Hospital.
4. The competence of nurses has a positive effect on the Knowledge Management of nurses at Mitra Medika Hospital Pontianak.
5. Workload has a positive effect on the Knowledge Management of nurses at Mitra Medika Pontianak Hospital.
6. Nurse competence and workload affect Knowledge Management and Nurse Performance at Mitra Medika Hospital Pontianak.

Research Methodology

A. Place and Time

This research was conducted on all nurses at Mitra Medika Pontianak Hospital, especially the Intensive Care Unit nurses. The time used in this study, starting from data collection, pre-survey to data analysis was carried out in October - November 2020. The questionnaire for nurses at Mitra Medika Pontianak Hospital was carried out in May - June 2021.(Sekaran & Bougie, 2016)

B. Research Method

This study uses a quantitative research method with a survey approach, namely research that collects data by observing directly. This type of research is hypothesis testing with the type of research is explanatory causality, which explains the causal effect of the relationship between competence and workload on the performance of nurses with knowledge management as an

intervening variable. This research is a survey research with research conducted by taking several samples from a population and using a questionnaire as a data collection tool. This type of research uses hypothesis testing with causality or cause and effect. The variables in this study include three independent variables, namely Competence (X1), and Workload (X2); Intervening variables are Knowledge Management (Z), and the dependent variable is the performance of UPI nurses (Y).

C. Population and Sample

1. Population

According to Uma Sekaran and Roger Bougie (2017), a population is defined as a group of people, events, or interesting things where the researcher wants to make an opinion (based on sample statistics). (Uma Sekaran & Bougie, 2016) Meanwhile, Sugiyono defines it as a generalization area consisting of objects/subjects that have certain qualities and characteristics determined by researchers to be studied, and then conclusions are drawn. (Sugiyono, 2017)

Based on the above definition, the population in this study were all 148 nurses at Mitra Medika Hospital Pontianak. especially UPI nurses (100%).

2. Sample

According to Uma Sekaran and Roger Bougie (2017), the sample is defined as part of the population. The sample consists of the number of members elected from the population. Meanwhile, according to Sugiyono (2017) the sample is part of the number and characteristics possessed by the population. If the population is large and the researcher is not able to study everything in the population, for example, due to limited funds, manpower a(Sekaran & Bougie, 2016) nd time, the researcher can use samples taken from the population. (Sugiyono, 2017) The sampling technique in this study uses a saturated sampling technique, namely the technique of determining the sample by taking all members of the population as respondents or samples, as many as 148 people.

D. Data Collection Techniques

The process of collecting initial data obtained from interviews with respondents both with structured and unstructured interviews will give the interviewers a good idea of the dynamics that apply in the system. The next step after the interview is to tabulate the various types of information that have been obtained during the interview and determine if there are any discernible patterns in the responses. From the tabulation that shows certain variables for the researcher, the next step is to conduct a literature survey which is a way to summarize secondary data and is an important step in the research process to define the research problem. A literature survey is the documentation of a thorough review of published and non-published work from secondary sources in an area of special interest to the researcher. The first step in the process involves identifying the various relevant published and non-published materials. The second step is the collection of relevant information either through a search in the library or access to online sources. The third step is to write a literature review. (Uma Sekaran & Bougie, 2016) to support this research, researchers data and

information using the following data collection methods:

1.Questionnaire

The technique used is by distributing questionnaires. A questionnaire is a data collection tool in the form of a list of questions to be answered by respondents. Questionnaires can also be referred to as written interviews where respondents are contacted through a list of. (Jamaludin & Abu, 2019) The procedures in this data collection method are: distributing the questionnaire, then respondents are asked to fill out the questionnaire on the answer sheet provided, then the questionnaire sheet is collected, selected, processed, and analyzed.

2.Literature Research (Library Research)

Library research is a way of collecting data by studying and reading literature that is related to the research topic. The ways to do this are as follows: (Uma Sekaran & Bougie, 2016)

a. A research journal is a study of the results of research that has been carried out scientifically

b. The internet is a way of collecting data by looking for information related to research topics published on the internet, either in the form of journals, papers, or writings.

c. Books are secondary data that can be obtained from books that are related to the variables in the study.

In this study, the following variables:

1. Independent Variable

Independent variables (independent) are variables that affect or cause changes. The independent variables (independent) in this study are competence (X1) and workload (X2).

2. Dependent Variable

Dependent or dependent variables are factors that are observed and measured by researchers in a study, to determine whether there is an influence of independent variables or variables that are influenced by other variables. In this study, the dependent or dependent variable is employee performance (Y).

3. Intervening Variables

The mediating variable (intervening variable) or the intermediate variable links a main independent variable to the dependent variable being analyzed. In this study, the mediating or intervening variable is knowledge management. To test the effect of the intervening variable, the path analysis method was used. Path analysis is an extension of multiple linear regression analysis, path analysis alone cannot determine cause-and-effect relationships and also cannot be used as a substitute for researchers to see causality relationships between variables. (Sutanto et al., 2018)

E. Data Analysis Techniques

According to Sugiyono, quantitative research methods can be interpreted as "research methods based on the philosophy of positivism, used to examine certain populations or samples, sampling techniques are generally carried out randomly, data collection using research instruments, data analysis is quantitative or statistical with the aim of to test the hypotheses that have been set (Sugiyono, 2017). To achieve the goal, namely to analyze whether there is a relationship (correlation) between competence, knowledge management, and workload on the performance of nurses in the intensive care unit at Mitra Medika Hospital Pontianak.

1. Data Quality Test

a. Validity test

Validity according to Arikunto is a measure that shows the level of validity of a research instrument. A valid research instrument has

high validity, otherwise, a less valid instrument means it has low validity.(Reppi, 2015).

A validity test is used to measure the validity or validity of a questionnaire. A questionnaire is said to be valid if the questions on the questionnaire can reveal something that will be measured by the questionnaire (Kurniasari & Ghozali, 2013). The criteria for testing the validity are as follows:

1) if r count > r table (at a significance level of a = 0.05) then it can be said that the questionnaire item is valid.

2) if r count < r table (at significance level a = 0.05) then it can be said that the questionnaire item is invalid.

b. Reliability Test

Reliability test according to Priyatno (2013) is a measuring tool that is said to be reliable if the tool in measuring a symptom at different times always shows the same results. (Kurniasari & Ghozali, 2013) Meanwhile, according to Ghozali, the reliability test is a tool to measure a questionnaire which is an indicator of a variable or constructs. A questionnaire is said to be reliable if a person's answer to a question is consistent or stable from time to time (Ghozali, 2018).

Measurement of reliability in this study was done with On Shot or measurement only once. Here the measurement is only once and then the results are compared with other questions or measure the correlation between the answers to the questions. A construct or variable is said to be reliable if it gives a Cronbach Alpha value > 0.60.

Table Relationship Level of Reliability

Alpha	Level of Reliability
0,00 s/d 0,20	Less Reliable
0,20 s/d 0,40	Quite Reliable
0,40 s/d 0,60	Quite Reliable
0,60 s/d 0,80	Reliable
0,80 s/d 1,00	Very Reliable

2. Statistical Data Analysis

Descriptive statistics are statistics used to analyze data by describing or describing the data that has been collected as it is without intending to make generally accepted conclusions or generalizations (Sugiyono, 2008). Data analysis can be carried out to present empirical findings in the form of descriptive statistical data that explains the characteristics of respondents, especially about the research variables used in hypothesis testing (Augusty Ferdinand, 2006). The type of statistic presented in this research is index number. This index number analysis was conducted to find out the general perception of respondents regarding a variable under study, so the calculation of the respondent's answer index was carried out using the following formula:

Index value = ((%F1x1) + (%F2x2) + (%F3x3) + (%F4x4) + (%F5x5))/5

Description:

F1 is the frequency of respondents who answered 1

F2 is the frequency of respondents who answered 2

F3 is the frequency of respondents who answered 3

F4 is the frequency of respondents who answered 4

F5 is the frequency of respondents who answered 5

To get the tendency of respondents' answers to each variable, it will be based on the average score from the calculation results of the Three Box Method (Augusty Ferdinand, 2006), as follows:

Upper limit of score range :

(%Fx5)/5 = (40)/5 = 200/5 = 40

Lower limit of score range : (%Fx1)/5 = (40)/5 = 40/5 = 8

According to Augusty Ferdinand (2006), the number of respondents' answers does not start from number 0 but starts from numbers 1 to 10. The resulting index number shows a score between 40-8 with a range of 76. Using the three-box method, the range of 32 is divided into 3 parts, resulting in a range for each part of 10.66 which will be used as an

interpretation of the index value as follows: 8 – 18.65: Low

18.66 – 29.33: Medium

29.34 – 40: High

3. Classical Assumption Test

This test is carried out to test the quality of the data so that the validity of the data is known and avoids estimation bias. This classical assumption test uses four tests, namely normality test, multicollinearity test, and heteroscedasticity test.

a. Normality test

The normality test is a test that aims to test the resulting regression model whether it is normally distributed or not normally distributed.

In moves from left to right relation,

this study, researchers used the One-Sample Kolmogorov-Smirnov test using a significance level of 0.05 with the basis for making decisions:

1) The significance value of the Kolmogorov-Smirnov Sig Test > 0.05 means that the data is normally distributed.

2) The significance value of the Kolmogorov-Smirnov Sig Test < 0.05, causality relationship between variables based on the theory. the. The arrows show the then the data is not normally distributed.

b.Multicollinearity Test The multicollinearity test is a test that aims to test whether there is a correlation between the independent variables in the regression model. (Sutanto et al., 2018) The method for testing multi-collinearity is by looking at the magnitude of the tolerance value and the Variance Inflation Factor (VIF) value based on decision making:

1) If VIF > 10 or Tolerance < 0.10, then multicollinearity occurs.

2) If VIF < 10 or Tolerance > 0.10, then there is no multicollinearity.

c. Heteroscedasticity Test

The heteroscedasticity test is a test that aims to determine whether the regression model is

relationship between the variables. The model with the implication of the priority of the causal relationship of variables being close to the left. Each path value (p) describes the path and the path coefficient. In this study, the independent variables (independent) are Competence (X1) and Workload (X2). The intervening variable is Knowledge management (Z) and the dependent variable (dependent) is UPI Nurse Performance (Y). So the research flow is explained as follows:

feasible to use in predicting the dependent variable is influenced by the independent variable (Ghozali, 2017). Heteroscedasticity testing in this study can be done using the Glejser Test with the basis for making decisions:

1) If the significance value is < 0.05 then there is heteroscedasticity,

2) If the significance value is > 0.05 then there is no heteroscedasticity

4. Path Analysis Techniques

According to Ghozali (2017) path analysis is the use of regression analysis to estimate causality relationships between predetermined

variables. Path diagrams provide explicitly The structural equation is as follows:

Z = b1X1 + b2X2 + e1

Y = b3X1 + b4X2 + b5Z + e2

Description:

X1 = Nurse Competence

X2 = Workload

Z = Knowledge Management

Y = Nurse Performance

b1 = Path coefficient X1 to Z

b2 = Coefficient of path X2 to Z

b3 = Path coefficient X1 to Y

b4 = Path coefficient X2 to Y

b5 = Coefficient of path Z to Y

e1 = structural error 1

e2 = structural error 2

The interpretation of the path analysis above is as follows:

Effect of X1 (Nurse Competence) to Y (Nurse Performance)

Direct effect = b3

The indirect effect through Z

Total effect (total effect) path coefficient = direct influence + indirect effect

Effect of X2 (Workload) to Y (Nurse Performance)

Direct effect = b4

The indirect effect through Z

Total effect (total effect) path coefficient = direct influence + indirect effect

An effect from Z (Knowledge Management) to Y (Nurse Performance)

Direct effect = b5

F. Statistical Hypothesis

Hypothesis testing is intended to determine whether there is a significant effect between the independent variables on the dependent variable. In testing this hypothesis, the researcher determined using a significant test, with the determination of the null hypothesis (Ho) and the alternative hypothesis (Ha).

The null hypothesis (Ho) is a hypothesis that states that there is no significant effect between the independent variable and the dependent variable, while the alternative hypothesis (Ha) is a hypothesis that states that there is a significant effect between the independent variable and the dependent variable.

1. Test Statistics F

The F statistical test shows whether all independent or independent variables included in the model have a joint effect on the dependent or dependent variable. The criteria for making decisions in this F test are:

a. a count > a (0.05), then Ha is rejected, meaning that there is no influence between the independent variables on the dependent variable.

b. a count < a (0.05), then Ha is accepted, meaning that there is an influence between the independent variables on the dependent variable.

2. Test Statistics t

Ghozali (2017) states that the t statistical test shows how far the influence of one independent variable (independent) individually in explaining the variation of the dependent variable (dependent). The test was carried out with a significance level of 5% (α = 0.05). As a basis for making decisions, the following test criteria can be used:

a. If t count > t table and significance level < (0.05), then the independent variable (independent) individually affects the dependent variable, or Ho is rejected and Ha is accepted.

b. If t count t table and if the level of significance (0.05), then the independent variable (independent) individually does not affect the dependent variable (dependent) or Ho is accepted and Ha is rejected. 3. Coefficient of Determination (R2)

The coefficient of determination shows the extent of the relationship between the dependent variable and the independent variable, or the extent to which the contribution of the independent variable affects the dependent variable (Bawono, 2003). The characteristics of R2 are as follows:

a. The value of R2 lies between 0 to 1.

b. A value of 0 indicates that there is no relationship between the independent variable and the dependent variable.
c. A value of 1 indicates a strong relationship between the independent variable and the dependent variable.

Result and Discussion

The majority of nurses in this study were in the group < 30 years 74 respondents (49.99%); age 30–40 years 72 respondents (48.65%) and age 41-50 years 2 respondents (1.36%). The majority of nurses were female 106 respondents (71.6%) and male respondents were 42 respondents (28.4%). The majority of working years >5 years 79 respondents (53.38%), 3-4 years 24 respondents (16.21%), 1-3 years 31 respondents (20.95%), and the restless than <1 year 14 respondents (9.46%).

Path Analysis

Based on the results of the path diagram, the structural equation is obtained as follows:

Z = b1X1 + b2X2 + e1
Y = b3X1 + b4X2 + b5Z + e2

Information:
X1 = Nurse Competence
X2 = Workload
Z = Knowledge Management
Y = Nurse Performance
b1 = Path coefficient X1 to Z
b2 = Coefficient of path X2 to Z
b3 = Path coefficient X1 to Y
b4 = Path coefficient X2 to Y
b5 = Coefficient of path Z to Y
e1 = structural error 1
e2 = structural error 2

Table 1.1
Pathway Regression Analysis Test Results 1

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constanta)	8.280	2.776		2.983	.003
Competence	.711	.046	.816	15.407	.000
Workload	-.051	.058	-.047	-.886	3.77

Source: SPSS 18 results

From the table above, it can be seen that the significant value of Nurse Competence (X1) is 0.000 < 0.05, meaning H1 is accepted, there is a positive influence (constant value of 0.711) Nurse Competence on Knowledge Management (Z).

The significant value of Workload (X2) of 0.377 > 0.05 means that H1 is rejected, there is a negative effect (constant value – 0.051) Workload on Knowledge Management (Z).

From the table above, it can be seen that the influence of standardized coefficients is large, the influence of Nurse Competency (X1) on Knowledge Management (Z) is 0.816 or 81.6%, for Workload (X2) on Knowledge Management (Z) is - 0.047 or - 4.7%. For the value of e1 = (1 – 0.801) of 0.4461

Table 1.2
Pathway Regression Analysis Test Results 2

Model	Unstandardized Coefficients	Standardized Coefficients	t	Sig.

	B	Std. Error	Beta		
(Constant a)	10.566	2.762		3.826	.000
Competence	.283	.072	.316	3.916	.000
Workload	.097	.056	.086	1.731	.086
Knowledge Management	.541	.080	525	6.745	.000

Source: SPSS 18 results

From the table above, it can be seen that the significant value of Nurse Competence (X1) is 0.000 <0.05, meaning H1 is accepted, there is a positive influence (constant value 0.283) Nurse Competence (X1) on Nurse Work Performance (Y).

The significant value of Workload (X2) of 0.086 > 0.05 means that H1 is rejected, there is a negative effect (constant value of 0.097) Workload (X2) on Nurse Work Performance (Y).

The significant value of Knowledge Management (Z) of 0.000 <0.05 means that H1 is accepted, there is a positive influence (constant value of 0.541) Knowledge Management (Z) on Nurse Work Performance (Y).

1. Direct Influence

a. The effect of Nurse Competency (X1) on Knowledge Management (Z) is 81.6%

b. Effect of Workload (X2) on Knowledge Management (Z) of -4.7%

c. Effect of Competence (X1) on Nurse Work Performance (Y) of 31.6%

d. The Effect of Workload (X2) on Nurse Work Performance (Y) of 8.6%

e. The effect of Knowledge Management (Z) on Nurse Work Performance (Y) is 52.5% 2. Indirect Influence

a. X1 → Z → Y

The effect of Nurse Competency (X1) through Knowledge Management (Z) on Nurse Work Performance (Y) is the multiplication between the Beta value of Nurse Competence (X1) on Knowledge Management (Z) with Knowledge Management beta value (Z) and Nurse Work Performance (Y)

X1 → Z → Y = (0.816 x 0.525) = 0.4284 or 42.84% Then the value of the indirect effect is 42.84%. So the total effect given by X1 to Y is direct effect + indirect effect = X1 → Y = 32.1% + 42.84% = 64.94% The conclusion is that the influence of knowledge management as an intervening variable indirectly increases the competence of nurses from 31.6% to 42.84%. So it can be said that knowledge management functions as a mediation.

b. X2 → Z → Y

The effect of Workload (X2) through Knowledge Management (Z) on Nurse Work Performance (Y) is the multiplication between the beta value of Workload (X2) on Knowledge Management (Z) with Knowledge Management beta value (Z) and Nurse Work Performance (Y)

X2 → Z → Y = (- 0.047 x 0.525) = - 0.0247 or - 2.47%

Then the value of the indirect effect is - 2.47%. So the total effect given by X2 to Y is direct effect + indirect effect = X2 → Y = 8.9% + (- 2.47%) = 6.43%

The conclusion is that the influence of knowledge management as an intervening variable indirectly reduces the workload from 8.9% to 6.43%. So it can be said that knowledge management functions as a mediation.

Discussion result

1. Nurse competence has a significant effect on improving the work performance of nurses at Mitra Medika Hospital Pontianak.

From the results of the study, it was found that competence had a positive effect on the work performance of nurses at Mitra Medika Hospital Pontianak (regression coefficient value of 0.321). The significant value obtained is 0.000 which is smaller than the alpha value (0.05) that competence has a significant effect on the work performance of nurses at Mitra Medika Hospital Pontianak. Then it is stated that Hypothesis 1 is tested and accepted.

This study explains that nurses who have high competence will have implications for the work performance of hospital nurses to be the result of having better performance. These results are indicated by the work performance of nurses that during the annual time nurses produce individual nurse performance in the form of knowledge, skills, and professional attitudes of nurses in carrying out nursing care.

From the results of the three-box method which shows a statement with a moderate index value, I can't wait to face patients who often complain about answers that do not match the statement of 69.59% so that improvements to nurses through the nursing committee with re-credentialing of the competence and authority of nurses in providing health services towards the patient.

The results of the study show support for the theory of competence as the ability to perform work roles by established standards regarding the work environment. To demonstrate competence according to his role, a professional accountant must have (a) the necessary professional knowledge, (b) professional skills, and (c) professional values, ethics, and attitudes. (IAESB, 2017) and the ability to perform tasks seen from the perception of patients when they show their performance. Competencies that can be assessed in nursing services are how nurses conduct assessments, carry out nursing interventions and how nurses are competent in terms of communication (Chang et al., 2014)

These results are reinforced by research conducted by Ineu Indriani (2018) which states that competence has a significant influence on performance. Also in the research of Albert Wibi Rahman (2015), competence has a significant effect on the performance of nurses. Research Results I Nengah Budiawan; Ketut Suarjana and I Putu Ganda Wijaya (2015) also stated that nurse performance was related to competence. Then the research of Ibn Mikhail Abdul Muqiit (2014) also states that competence has a significant effect on the performance of nurses.

2. Knowledge management has a significant effect on improving the work performance of nurses at Mitra Medika Pontianak Hospital.

From the results of the study that Hypothesis 2 was tested and accepted because the regression coefficient value was 0.514 and a significant value of 0.000 was smaller than the alpha value (0.05) which indicates that knowledge management has a positive and significant effect on the performance of nurses at Mitra Medika Hospital Pontianak. The higher the knowledge management possessed by nurses, the work performance of nurses will increase.

The above will have implications for the knowledge management of nurses to increase. That is, there is support from nurses to increase knowledge management in themselves which will encourage them to achieve what the nurse is concerned about. This is supported by the nurse's answer that

the experience gained can enrich knowledge and share knowledge and can work according to Standard Operating Procedures and use hospital facilities in improving work performance. From the results of the three-box method, there are no statements with low and medium index values. The knowledge management score index category is at a high value, so it seems that the knowledge management of nurses at Mitra Medika Pontianak Hospital has a good perception, so it is necessary to implement knowledge management in the nursing department. The results of this study support Boomer's knowledge management theory that a process of embracing knowledge as a strategic asset to continuously drive business profits and consider the business approach of an organization to identify, capture, evaluate, enhance and share the intellectual capital of the organization And Brooking's theory serves to maintain and grow the knowledge possessed by each individual, which can be transferred to a form that can be processed or accessed by many other employees in the company. (Luthy, 1998)

This result is reinforced by the results of research conducted by Miftahol Arifin (2016) which states that knowledge management has a significant influence on employee performance. Also in the research of A. Artifasari (2013) that Knowledge management has a positive and significant impact on performance. Fauzan Adzima & Herman Sjahruddin's research (2019), also states that knowledge management has a positive and significant effect on performance. And the research of Andrian Candra Irawan and Indi Djastuti on Knowledge Management Implementation and Its Effect on Employee Performance shows that personal knowledge, job procedures, and technology affect employee performance. 3.

Workload has no significant effect on improving the work performance of nurses at Mitra Medika Hospital Pontianak. Based on the results of the study, the regression coefficient value was 0.089 and a significant value was 0.079. So that the workload does not have a significant effect on the performance of nurses at Mitra Medika Hospital Pontianak. This can be proven from the significant value greater than the alpha value (0.05). The results of the path analysis showed that the workload had no significant effect on the work performance of nurses. This means that the higher the workload, the lower the performance of nurses. Then it is stated that Hypothesis 3 cannot be accepted.

The above will imply that a high nurse workload will reduce the work performance of nurses. This means that nurses will only work without caring about the results of their work. This is supported by the nurse's answer that the work given is not appropriate and a lot in a short time with high targets and difficulties. The process of the influence of a high workload will reduce the performance of nurses. From the results of the three box method, which shows a statement with a moderate index value is the work given, it exceeds the portion so that it makes nurses confused in serving patients by 20.95% answered that they did not match the statement; it means that there is still an unequal distribution of tasks; The work given is not in accordance with the abilities and skills of nurses, 39.86% answered that they did not match the statement; it means that there is a nurse's job that does not match the nurse's abilities and skills; I got and completed a job with a high difficulty level of 9.46% answered that it did not match the statement; it means that there is a small number of nurses who can complete the work with a high level of difficulty; Tasks that are always given are sometimes sudden in nature with a short period of time by 21.62% answering not according to the statement, meaning that there is a small number of nurses who can complete work in a short time; The target that I have to achieve in my

work is too high, 46.62% answered not according to the statement, meaning that almost half of the nurses were able to achieve the job target. So the Nursing Committee needs to review the authority and division of tasks or job desks for each nurse in providing health services.(Healy et al., 2004)

The results of this study support the theory of Marquis and Huston that all activities or activities in the nursing service unit are carried out by a nurse (Marquis & Huston, 2010). Meanwhile, according to Giammona et al., the workload is quantitative if it is calculated based on the number or number of actions taken by nurses in meeting patient needs, and the workload can be qualitative if the work carried out by nurses is the responsibility that must be carried out by nurses. (Economou et al., 2016)

This result is reinforced by the results of research conducted by Sultan and Sevanus Thane (2018) which states that workload does not partially affect the performance of nurses. Research by Anja Baethge, Andreas Muller, and Thomas Rigotti (2018) states that workload has a weak negative effect on work performance.

4. The competence of nurses has a positive effect on the Knowledge Management of nurses at Mitra Medika Hospital Pontianak. Based on the results of the study, it was stated that hypothesis 4 was accepted and tested because the regression coefficient value was 0.816 and a significant value was 0.000. So that the competence of nurses has a significant influence on the knowledge management of nurses at Mitra Medika Hospital Pontianak. This can be proven from the value significantly smaller than the alpha value (0.05).

The results of the path analysis show that the beta coefficient is positive, which means that the competence of nurses has a positive effect on knowledge management. This means that the higher the competence of nurses, the knowledge management of nurses also increases.

This supports the theory of David Gurteen (2012) that human feelings carry out the process of sharing knowledge, as well as learning and working together more effectively, as a mentally enjoyable process. Knowledge management aims to find, store, share and share widely the very important resources owned by an organization. Such as a person's expertise, skills, a network of relationships, and policies that exist within the organization.

1. Workload does not affect the Knowledge Management of nurses at Mitra Medika Pontianak Hospital.

Based on the research results, it is stated hat hypothesis 5 cannot be accepted because the results of the regression coefficient value are -0.047 and the significant value is 0.377. So that the workload does not have a significant effect on the Knowledge management of Nurses at Mitra Medika Hospital Pontianak. This can be proven from the significant value greater than the alpha value (0.05).

The results of the path analysis show that the beta coefficient is negative, which means that the workload has a negative effect on knowledge management. This means that the more workload increases, the knowledge management decreases.

This implies that the high workload of nurses also has an impact on decreasing the knowledge management of nurses. This means that where nurses have a high workload, the time to improve knowledge management will be reduced so that there is not enough time to increase the knowledge of the nurse concerned. This supports the theory of Darroch and McNaughton (2002), which states that knowledge management is a management function that creates knowledge, manages the flow of knowledge, and ensures that knowledge is effectively and efficiently used for the long-term benefit of the organization. Many organizations use knowledge management as a way to create

value, increase effectiveness and productivity, as well the organization's competitive advantage. Through knowledge management, organizations try to learn or create useful, potential knowledge and make it available to anyone who can use it at the right time and place to achieve effective use to positively change organizational performance.

6. Nurse competence and workload affect the nurse's performance at Mitra Medika Pontianak Hospital with Intervening Knowledge Management. From the research, it is stated that hypothesis 6 is tested and accepted because the results of the regression coefficient values are 0.7404 and – 0.0664 and significant values are 0.000 and 0.079 So that competence has a significant positive effect on the work performance of nurses at Mitra Medika Hospital Pontianak with Intervening Knowledge management. . While the workload has a negative and insignificant `effect on the work performance of nurses at Mitra Medika Hospital Pontianak with knowledge management intervention. This can be proven from the significant competency value smaller than alpha (0.05), while the workload is greater than the alpha value (0.05).

The results of the competency path analysis show that the beta coefficient is positive, which means that competence has a positive effect on the work performance of nurses with intervening knowledge management. The workload shows that the beta coefficient is negative, which means that the workload has a negative effect on the work performance of nurses with intervening Knowledge management.

This shows that knowledge management functions as a mediation that indirectly increases the effect of nurse competence and workload on nurses' work performance. The variables of competence, workload, and knowledge management are factors that affect work performance so these three variables have a close relationship and influence each other.

This shows that knowledge management functions as a mediation that indirectly increases the effect of nurse competence and workload on nurses' work performance. The variables of competence, workload, and knowledge management are factors that affect work performance so these three variables have a close relationship and influence each other.

This implies that having high competence and knowledge management with a low workload will result in better and optimal work performance. This means that a nurse who has high competence and knowledge management will produce good and optimal work performance.

From the results of the Three Box Method, nothing shows a statement with a low and medium index value. The work performance score index category is at a High value. This condition gives the impression that the work performance variable is perceived positively by the respondents. This supports the theory of Boulter, Dalziel, and Hill (2003), competence is a basic characteristic of a person that allows him to provide superior performance in a particular job, role, or situation. And the theory of Davis and Newstroom (1995) describes that Competence is the perspective of human abilities and knowledge, especially the ability to meet various needs in business by minimizing costs and optimizing customer service more, not less.

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