

THE EFFECT OF MOTIVATION AND JOB COMPETITION ON EMPLOYEE PERFORMANCE THROUGH JOB SATISFACTION AS AN INTERVENING VARIABLE AT RSUD TUANKU IMAM BONJOL, LUBUK SIKAPING

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Abstract

This study aims to analyze the effect of motivation and job competition on employee performance through job satisfaction as an intervening variable among nursing staff at RSUD Tuanku Imam Bonjol, Lubuk Sikaping. The population consisted of 183 nursing employees, with a sample of 64 respondents determined using the Slovin formula. Data were collected through a closed questionnaire using a 1–5 Likert scale and analyzed using Structural Equation Modeling (SEM) based on Partial Least Square with SmartPLS version 4. The results show that job competition has a positive and significant effect on both job satisfaction and employee performance, while motivation has a positive but not significant effect on either variable. Job satisfaction also has a positive but not significant effect on employee performance. In the indirect-effect testing, motivation has a positive and significant effect on employee performance through job satisfaction, whereas job competition has a positive but not significant effect on employee performance through job satisfaction. These findings indicate that healthy job competition is a more dominant factor than motivation in driving the satisfaction and performance of nursing staff.

Keywords: work motivation, job competition, job satisfaction, employee performance

INTRODUCTION

A regional public hospital (RSUD) is a government work unit that provides direct health services to the community so that people can receive good healthcare. Hospitals require medical personnel, such as nurses, who provide care to patients and support their health. RSUD Tuanku Imam Bonjol measures performance by comparing predetermined targets with the realized revenue received and the hospital's service standards. However, this measurement method is still considered inadequate because it relies on only a single employee-performance indicator, whereas employee performance is multidimensional and therefore cannot be represented by a single indicator alone (Akhmad Fauzi, 2020). The success of an organization is heavily influenced by the individual performance of its employees, so every organization strives to improve employee performance in order to achieve its organizational goals. Employee performance itself is a key factor in organizational success, since an organization's success or failure in achieving its goals depends largely on employees' ability to carry out their duties and responsibilities (Bahasoan & Baharuddin, 2023), and is also influenced by factors such as communication, the physical work environment, and employee development (Vina Septiani, 2024).

Based on the existing phenomena, performance assessment in the nursing-service section of RSUD Tuanku Imam Bonjol in Lubuk Sikaping is, on average, classified as good, as measured against the standard of Regulation No. 30 of 2019 and conducted once a year by the director/direct supervisor. The assessment results are measured through indicators of work unit, work-result plan, quantity, targets, evidence of expectations, and criteria compiled in the form of a logbook. The work-result plan is divided into three assessment indicators: the provision of nursing care, the fulfillment of patients' personal-hygiene needs, and the implementation of therapeutic communication in providing nursing care. All three indicators share the same target of six logbooks, while the evidence of expectations achieved

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amounted to only three logbooks — indicating that employee performance assessment remains low in terms of work implementation and service delivery. The factors that influence performance consist of internal and external factors. Internal factors include motivation, ability, job satisfaction, discipline, and commitment, while external factors include the work environment, leadership, organizational environment, and job competition (Awoitau, Noch, & Khotimah, 2024). Leadership and discipline have also been shown to be important factors influencing employee performance in various organizational contexts (Yasmin Putri Annisa, 2024). Unsupportive working conditions can reduce employee performance and affect employees' motivation to provide comfortable and enthusiastic service in delivering optimal nursing care. The higher the motivation employees have in carrying out their work, the more optimal the resulting task completion, so that work can be completed with quality in accordance with established standards. Motivation can be understood as an internal drive, desire, or need that influences an individual's work behavior, arising because a person is inspired, encouraged, and driven to carry out activities sincerely, willingly, and earnestly, thereby producing good and high-quality work results (Andika Rindi et al., 2019; Afandi, 2021, p. 23). Motivation is also closely related to leadership and the work environment in shaping employee job satisfaction (Riyono, Hidayat, Irvan, Irwan, & Ayu, 2023), and is influenced by the organizational culture in which employees work (Purnamasari, Soderin, & Sari, 2024). A literature study by Rifdha, Oktavia, Pasaribu, and Saliato (2024) further confirms that work motivation consistently affects employee performance across various types of organizations, in line with the findings of Azizah and Purwanto (2026) as well as Irfan, Aminah, and Armelia (2023), which show the role of motivation together with facilities/infrastructure and organizational culture in driving employee performance.

Another problem identified is job competition within the nursing division, where employees are required to compete competitively and rigorously to obtain better positions by meeting the required criteria. Job competition can be understood as an opportunity for employees to develop and showcase their performance; the better employees respond to it, the more enthusiastic they become in their work and career, which can encourage participation, improve performance, and achieve more optimal results (Andika Rindi et al., 2019). In the context of nursing services, the provision of rewards and job satisfaction has been shown to further drive nurses' motivation and performance (Isnainy & Nugraha, 2019), consistent with forms of recognition for work achievement that have also been shown to improve employee performance in other organizational contexts (Ramadhan, Ridwan, & Harahap, 2024). Healthy job competition is also inseparable from the role of compensation and internal conflict management in shaping employees' work motivation (Rully, 2017).

Job satisfaction cannot be observed directly, but can be reflected in the achievements and results of the work performed. Job satisfaction is the effectiveness of, or emotional response to, various work-related factors, reflecting the difference between the amount of reward received (salary) and the amount believed should be received (Afandi, 2020). One of the factors influencing employee job satisfaction, including that of nurses, is motivation, the work environment, and the role of managers/supervisors (Murni, Sidaria, Annisa, & Maharani, 2022). Building employee job satisfaction also requires consistent and sustained management support (Yunita, 2023). Working conditions that provide a sense of security and comfort, along with good communication at work, have a positive impact on the job satisfaction of employees at RSUD Tuanku Imam Bonjol (Adrian, 2023, p. 149). Based on the description above, the problem that is the focus of this study is how motivation and job competition affect job satisfaction and the performance of nursing staff at RSUD Tuanku Imam Bonjol in Lubuk Sikaping, both directly and indirectly through job satisfaction as an intervening variable.

Research Hypotheses

- H1. Motivation affects job satisfaction among nursing staff at RSUD Tuanku Imam Bonjol, Lubuk Sikaping.
- H2. Job competition affects job satisfaction among nursing staff at RSUD Tuanku Imam Bonjol.
- H3. Motivation affects the performance of nursing staff at RSUD Tuanku Imam Bonjol.
- H4. Job competition affects the performance of nursing staff at RSUD Tuanku Imam Bonjol.
- H5. Job satisfaction affects the performance of nursing staff at RSUD Tuanku Imam Bonjol.
- H6. Motivation affects employee performance through job satisfaction as an intervening variable among nursing staff at RSUD Tuanku Imam Bonjol.
- H7. Job competition affects employee performance through job satisfaction as an intervening variable among nursing staff at RSUD Tuanku Imam Bonjol.

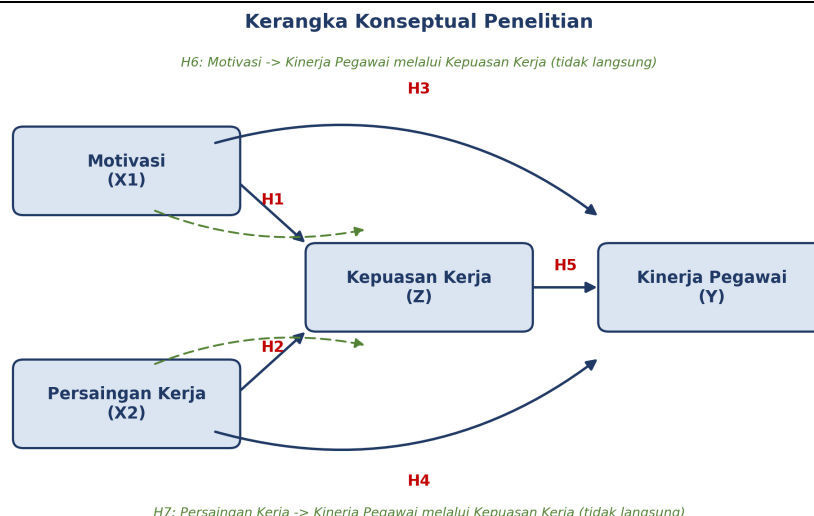


Figure 1. Research Conceptual Framework

RESEARCH METHOD

This study uses a quantitative approach with an associative-causal research design, namely research aimed at determining the cause-and-effect relationship between variables. The research was conducted at RSUD Tuanku Imam Bonjol, Lubuk Sikaping, in the nursing division. The study population consisted of 183 nursing employees, with the sample determined using the Slovin formula, yielding a sample of 64 respondents.

Operational Definitions of Variables

This study consists of four variables: Motivation (X1) and Job Competition (X2) as exogenous variables, Job Satisfaction (Z) as the intervening variable, and Employee Performance (Y) as the endogenous variable. Motivation is measured through indicators of physiological needs, safety needs, social needs, esteem needs, and self-actualization needs. Job competition is measured through indicators of opportunities for achievement, recognition of work results, responsibility, and opportunities for growth. Job satisfaction is measured through indicators of satisfaction with the work itself, salary, promotion, supervision, and co-workers. Employee performance is measured through indicators of work quality, work quantity, timeliness, effectiveness, and independence at work. Each indicator is broken down into several statement items in the research questionnaire.

Data Collection Technique

Primary data were collected by distributing a closed questionnaire directly to 64 respondents from the nursing staff of RSUD Tuanku Imam Bonjol. The questionnaire was designed using a 1–5 Likert scale (1 = strongly disagree to 5 = strongly agree). Data collection was carried out in 2025.

Data Analysis Technique

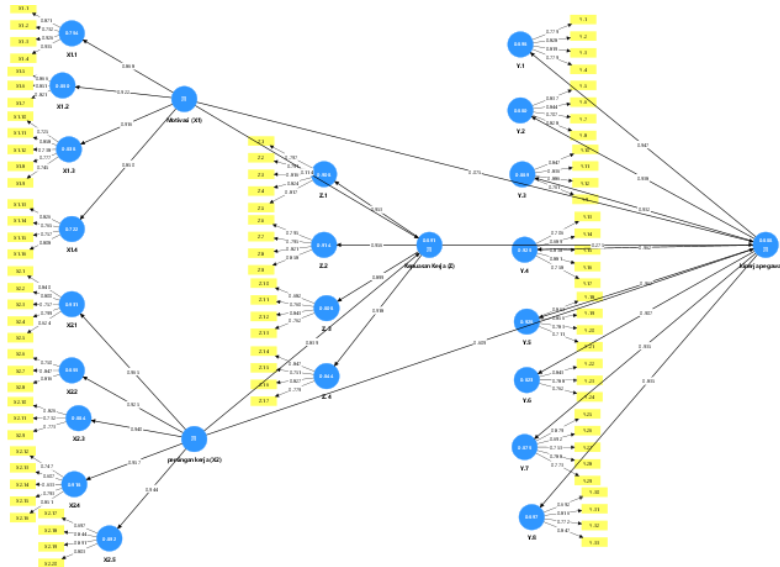
Data were analyzed using Structural Equation Modeling (SEM) based on Partial Least Square (PLS-SEM) with the assistance of SmartPLS version 4. The data analysis stages were carried out sequentially as follows: (1) evaluation of the outer model (measurement model), including a convergent validity test through outer loading values and Average Variance Extracted (AVE), and a reliability test through Composite Reliability and Cronbach's Alpha values; (2) evaluation of the inner model (structural model), including an R-Square test to determine the magnitude of the contribution of exogenous variables to endogenous variables; and (3) hypothesis testing, both direct and indirect effects, through the bootstrapping procedure, with significance criteria of t-statistic > 1.96 and P-value < 0.05 at a 5% significance level.

Results And Discussion

Outer Model Testing

Outer Model Testing Before Elimination

Based on the results of outer model testing using SmartPLS, an indicator is declared valid if it has a loading value > 0.5 . The correlation values between the statement items of the research variables were obtained as follows:



Based on the figure above, before elimination there was one statement item that was removed, namely Z1, with a value of 0.114, because it was below 0.5 and was therefore declared invalid.

Outer Loading Testing After Elimination

After retesting without item Z1, all outer loading values were above 0.5, so the overall outer model testing was declared valid.

Convergent Validity (Loading Factor) and Average Variance Extracted (AVE)

Convergent validity testing was carried out to determine the ability of the research instrument to measure what it is intended to measure, assessed from the loading factor and AVE values. The criterion for outer loading values of 0.5–0.7 serves as the threshold for validity (Ghozali, 2021).

Table 1. Convergent Validity (Average Variance Extracted / AVE) Results

Construct	Average Variance Extracted (AVE)
Job Satisfaction (Z)	0.554
Employee Performance (Y)	0.549
Job Competition (X2)	0.540
Motivation (X1)	0.522

Source: SmartPLS output, 2025

Reliability Testing

Reliability testing was carried out by examining the composite reliability and Cronbach's Alpha values of each construct. Composite reliability and Cronbach's Alpha values are declared reliable if they are above 0.6–0.7.

Table 2. Reliability Test Results

Construct	Composite Reliability	Cronbach's Alpha	Description
Motivation (X1)	0.943	0.938	Reliable
Job Competition (X2)	0.957	0.954	Reliable
Employee Performance (Y)	0.976	0.974	Reliable
Job Satisfaction (Z)	0.975	0.949	Reliable

Source: SmartPLS output, 2025

Inner Model (Structural Model) Testing

Table 3. Path Coefficients (Inner Model) Results

Path	Original Sample	Sample Mean	STDEV	T-Statistic	P-Values
Motivation (X1) → Employee Performance (Y)	0.089	0.103	0.144	0.616	0.538
Motivation (X1) → Job Satisfaction (Z)	0.114	0.127	0.149	0.762	0.446
Job Competition (X2) → Employee Performance (Y)	0.599	0.604	0.215	1.788	0.005
Job Competition (X2) → Job Satisfaction (Z)	0.838	0.826	0.141	5.954	0.000
Job Satisfaction (Z) → Employee Performance (Y)	0.272	0.253	0.157	1.734	0.083

Source: SmartPLS output, 2025

The R-Square values show the results of the following structural model testing, taken from the SmartPLS output (Table 4) :

Table 4. R-Square Results

Variable	R-Square
Job Satisfaction (Z)	0.891
Employee Performance (Y)	0.889

Source: SmartPLS output, 2025

The R-Square values show that the contribution of motivation and job competition to job satisfaction is 89.1%, while the contribution of motivation, job competition, and job satisfaction to employee performance is 88.9%. The remainder is explained by other variables outside this research model. The model fit test (predictive relevance) was calculated using the Q^2 formula as follows: $Q^2 = 1 - (1 - 0.891)(1 - 0.889) = 1 - (0.109 \times 0.111) = 1 - 0.0121 = 0.9879$. The Q^2 value of 0.9879 (> 0) indicates that this research model has very good fit, or predictive relevance.

Based on the table above, the structural model can be formed into the following two equations:

Equation I (the effect of Motivation and Job Competition on Job Satisfaction): $Z = 0.114 X_1 + 0.838 X_2 + e_1$

Equation II (the effect of Motivation, Job Competition, and Job Satisfaction on Employee Performance): $Y = 0.089 X_1 + 0.599 X_2 + 0.272 Z + e_2$

Direct Hypothesis Testing

1. The effect of motivation on job satisfaction: original sample value 0.114, t-statistic 0.762 < t-table 1.96, P-value 0.446 > 0.05. Ho is accepted, H1 is rejected — motivation has a positive but not significant effect on job satisfaction.
2. The effect of job competition on job satisfaction: original sample value 0.838, t-statistic 5.954 > t-table 1.96, P-value 0.000 < 0.05. Ho is rejected, H2 is accepted — job competition has a positive and significant effect on job satisfaction.
3. The effect of motivation on employee performance: original sample value 0.089, t-statistic 0.616 < t-table 1.96, P-value 0.538 > 0.05. Ho is accepted, H3 is rejected — motivation has a positive but not significant effect on employee performance.
4. The effect of job competition on employee performance: original sample value 0.599, t-statistic 1.788, P-value 0.005 < 0.05. Ho is rejected, H4 is accepted — job competition has a positive and significant effect on employee performance.
5. The effect of job satisfaction on employee performance: original sample value 0.272, t-statistic 1.734 < t-table 1.96, P-value 0.083 > 0.05. Ho is accepted, H5 is rejected — job satisfaction has a positive but not significant effect on employee performance.

Indirect Hypothesis Testing

Table 5. Results of Indirect Hypothesis Testing

Path	Original Sample	Sample Mean	STDEV	T-Statistic	P-Values
Motivation (X1) → Job Satisfaction (Z) → Employee Performance (Y)	0.769	0.759	0.139	5.711	0.000
Job Competition (X2) → Job Satisfaction (Z) → Employee Performance (Y)	1.704 ^a	2.386	29.040	0.059	0.953

Source: SmartPLS output, 2025

^a The bootstrap standard deviation for this path is relatively high (STDEV = 29.040) compared to other paths, indicating considerable estimation variability — likely influenced by the limited sample size ($n = 64$) within this mediation subgroup. Nevertheless, the significance test results (T-statistic = 0.059; P-value = 0.953) consistently show that the indirect effect on this path is not significant, and therefore this does not affect the conclusion of the H7 hypothesis test.

1. The effect of motivation on employee performance through job satisfaction: original sample value 0.769, t-statistic 5.711 > t-table 1.96, P-value 0.000 < 0.05. Ho is rejected, H6 is accepted — motivation has a positive and significant effect on employee performance through job satisfaction.
2. The effect of job competition on employee performance through job satisfaction: original sample value 1.704, t-statistic 0.059 < t-table 1.96, P-value 0.953 > 0.05. Ho is accepted, H7 is rejected — job competition has a positive but not significant effect on employee performance through job satisfaction.

DISCUSSION

The Effect of Motivation on Job Satisfaction

Motivation was shown to have a positive but not significant effect on the job satisfaction of nursing staff at RSUD Tuanku Imam Bonjol. The positive direction indicates that employees' work drive still contributes to their sense of satisfaction at work, but its influence is not yet strong enough to be considered determinative. This indicates that nurses' job satisfaction at RSUD Tuanku Imam Bonjol is shaped more by factors outside individual motivation, such as the adequacy of compensation, workload, and working conditions, so that motivation alone has not become the main determinant. This finding is in line with Gusni Warnita and Agussalim (2022), who also found a positive but not significant effect between motivation and job satisfaction, although it differs from Desembrianita (2020), who found a significant effect of motivation and organizational culture on job satisfaction in a different organizational context — showing that the strength of this relationship can vary across organizations. In the context of hospital services, Fasya Farradila and Ety Nurhayaty (2023) also found that motivation needs to be supported by other job-satisfaction factors in order to have a real impact on hospital employees. The implication is that hospital management needs to view nurses' job satisfaction more broadly, rather than relying solely on motivation-enhancement programs.

The Effect of Job Competition on Job Satisfaction

Unlike motivation, job competition was shown to have a positive and significant effect on the job satisfaction of nursing staff at RSUD Tuanku Imam Bonjol. Healthy job competition gives employees room to demonstrate their best abilities, giving rise to a sense of achievement that ultimately increases job satisfaction. This finding is consistent with Isnainy and Nugraha (2019), who showed that the provision of rewards and job satisfaction are interrelated in driving nurses' motivation and performance. Practically, these results indicate that RSUD Tuanku Imam Bonjol can leverage a performance-appraisal system that is competitive yet fair as one strategy for maintaining nurses' job satisfaction.

The Effect of Motivation on Employee Performance

Motivation likewise has a positive but not significant effect on the performance of nursing staff at RSUD Tuanku Imam Bonjol. This finding reinforces the pattern noted in the previous point, that individual motivation has not yet become the dominant factor in this study. This condition can be explained by the initial phenomenon of the study, in which achievement of the nursing-care logbook targets remained low (three out of six targets) despite employees' relatively good work motivation — indicating that performance barriers likely stem more from systemic factors such as

assessment standards, workload, or facility support, rather than from low motivation alone. This result is in line with Yanti and Yulistia (2023), who also found a positive but not significant effect between motivation and employee performance, and is consistent with the hospital-nursing context in the studies by Yustikasari and Santoso (2023) and Rima, Hildayanti, and Wulandari (2023), which also highlighted that work factors such as workload, work environment, and discipline also determine nurses' performance, not motivation alone. This is also consistent with Jadi, Kusumawati, and Saputra (2025), who found that work discipline was in fact a more dominant factor than motivation in driving employee work productivity. A similar pattern was also found in another hospital context by Muntaha and Mufrihah (2022), as well as in the study by Farhan and Kis Indriyaningrum (2023), which highlighted that work discipline also influences the relationship between motivation and employee performance. The implication is that performance-improvement programs at the hospital should not focus solely on motivation, but should also restructure the standards and work support provided to nurses.

The Effect of Job Competition on Employee Performance

Job competition was shown to have a positive and significant effect on the performance of nursing staff at RSUD Tuanku Imam Bonjol. According to Andika Rindi *et al.* (2019), job competition is an opportunity for employees to develop and showcase their performance, so employees who respond to it positively will be motivated to work better. This finding is consistent with Isnainy and Nugraha (2019), who showed that rewards and job satisfaction affect nurses' motivation and performance. Across the overall results of the direct hypotheses, job competition consistently shows a stronger effect than motivation, so performance-improvement strategies at RSUD Tuanku Imam Bonjol will be more effective if focused on managing healthy and fair job competition.

The Effect of Job Satisfaction on Employee Performance

Job satisfaction has a positive but not significant effect on the performance of nursing staff at RSUD Tuanku Imam Bonjol. According to Afandi (2020), job satisfaction is employees' emotional response to various work-related factors, including the correspondence between the compensation received and that expected. This non-significant effect indicates that the performance of nursing staff is determined more by the structural factors of the job itself — such as workload and service-procedure standards — than by employees' subjective level of satisfaction, as also found by Zahro (2024) and Putry and Hamsal (2024), who showed that workload also plays an important role along the path from job satisfaction to employee performance. In the specific context of nursing services, Kusumadewi, Razak, and Mukhlis (2023) also found that job satisfaction affects the performance of nursing care together with leadership factors, indicating that job satisfaction is not the sole determinant of nurses' performance. A similar point is supported by Nurhidayati, Daely, and Purnama (2023), who found that the supervisory role of the head nurse also determines the extent to which job satisfaction can improve the performance of staff nurses. A similar finding was also reported by Simanjuntak and Anggraeni (2023), who found that job satisfaction needs to be accompanied by good work-stress management in order to have a significant impact on employee performance. This condition is also relevant to the phenomenon of low achievement of nursing-care logbook targets described in the Introduction, where the underlying cause is likely more technical-organizational than emotional in nature. The implication is that the hospital needs to evaluate the technical factors of nurses' work more specifically, rather than relying solely on improving job satisfaction.

The Effect of Motivation on Employee Performance through Job Satisfaction

In the indirect-effect testing, motivation was in fact shown to have a positive and significant effect on employee performance when mediated by job satisfaction. This means that although motivation has no significant direct effect on either job satisfaction or performance (see points 1 and 3), the combination of motivation channeled through a sense of satisfaction at work is able to significantly drive performance — indicating that job satisfaction acts as an important bridge that strengthens the effect of motivation. Employees who receive rewards and recognition for their achievements will feel more valued and motivated, which in turn helps drive better performance. This finding is consistent with Susilo, Jufrizen, and Khair (2023), who showed that motivation has a positive and significant effect on employee performance, and with Dewi, Wimba, and Agustina (2021), who also found that work motivation affects employee performance through job satisfaction as an intervening variable. A similar mediation pattern was also reported by Junaedi and Digdowiseiso (2023) and Pratama (2023), who both found that job satisfaction acts as an intervening variable that strengthens the effect of motivation and work discipline on employee performance. The implication is that RSUD Tuanku

Imam Bonjol needs to maintain nurses' job satisfaction as a prerequisite for work-motivation programs to truly have an impact on improved performance.

The Effect of Job Competition on Employee Performance through Job Satisfaction

Unlike the motivation path, the indirect effect of job competition on employee performance through job satisfaction was found to be positive but not significant. This shows that job competition is already strong enough to influence performance directly (see point 4), so the mediating role of job satisfaction no longer provides a meaningful additional effect on this path. According to Hasibuan (2019), job competition is an activity grounded in rational and emotional attitudes as well as a high level of enthusiasm in achieving good work performance — this competitive nature appears to have a direct impact on work results without necessarily passing through a sense of satisfaction first. The implication is that the hospital can continue to rely on the management of healthy job competition as the most effective direct path for driving nurses' performance.

Synthesis of the Discussion

Overall, the seven hypothesis tests above show a consistent pattern: job competition has directly proven to be a stronger and more consistent predictor of both job satisfaction and employee performance than motivation, on both the direct paths (H2, H4) and the indirect path (H7). Motivation, on the other hand, only shows a significant effect on employee performance when channeled through job satisfaction as an intervening variable (H6), meaning that the impact of motivation on performance is indirect and depends on job satisfaction first being established. This finding confirms that the strategy for improving the performance of nursing staff at RSUD Tuanku Imam Bonjol will be more effective if it prioritizes the management of healthy and fair job competition, while also maintaining job satisfaction as the link that strengthens the impact of motivation on employee performance.

CONCLUSION

1. Motivation has a positive and not significant effect on job satisfaction among nursing staff at RSUD Tuanku Imam Bonjol in Lubuk Sikaping.
2. Job competition has a positive and significant effect on job satisfaction among nursing staff at RSUD Tuanku Imam Bonjol in Lubuk Sikaping.
3. Motivation has a positive and not significant effect on the performance of nursing staff at RSUD Tuanku Imam Bonjol in Lubuk Sikaping.
4. Job competition has a positive and significant effect on the performance of nursing staff at RSUD Tuanku Imam Bonjol in Lubuk Sikaping.
5. Job satisfaction has a positive and not significant effect on the performance of nursing staff at RSUD Tuanku Imam Bonjol in Lubuk Sikaping.
6. Motivation has a positive and significant effect on employee performance through job satisfaction as an intervening variable among nursing staff at RSUD Tuanku Imam Bonjol in Lubuk Sikaping.
7. Job competition has a positive but not significant effect on employee performance through job satisfaction as an intervening variable among nursing staff at RSUD Tuanku Imam Bonjol in Lubuk Sikaping.

RESEARCH LIMITATIONS

This study has several limitations that should be considered in future research. First, the sample size used was relatively small ($n = 64$), so the bootstrap estimates for several indirect-effect testing paths show fairly high variability (see the note in Table 4.13). Second, this study was conducted at only one regional hospital unit, so generalizing the results to other organizational contexts should be done with caution. Third, the research data were collected through a self-report questionnaire, which has the potential to introduce respondent perception bias in assessing their own motivation, job competition, job satisfaction, and performance. Fourth, discriminant validity testing, whether through the Fornell-Larcker criterion or cross loading, was not carried out in this study due to limitations in the data available during processing. This study relied solely on convergent validity through outer loading values and Average Variance Extracted (AVE), so it cannot yet be fully confirmed that each construct is genuinely empirically distinct from the others. Future research is advised to also report complete discriminant validity test results to strengthen the accuracy of the measurement model.

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THE EFFECT OF MOTIVATION AND JOB COMPETITION ON EMPLOYEE PERFORMANCE THROUGH JOB SATISFACTION AS AN INTERVENING VARIABLE AT RSUD TUANKU IMAM BONJOL, LUBUK SIKAPING

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