

The Effect of Workload and Work Motivation on the Performance of Nurses in the Arafah Inpatient Ward at Bogor Islamic Hospital

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ABSTRACT

This study aims to analyse the effect of workload and work motivation on nurses' performance in the Arafah Inpatient Ward at Bogor Islamic Hospital. A quantitative, cross-sectional design was employed. The study utilised a saturated sampling technique, involving 35 nurses as respondents. Data were collected through questionnaires and analysed using multiple linear regression. The findings indicate that workload has a positive and statistically significant effect on nurses' performance ($t = 5.187$; $p < 0.001$). Similarly, work motivation has a positive, statistically significant effect on nurses' performance ($t = 4.660$; $p < 0.001$). Simultaneously, workload and work motivation significantly influence nurses' performance ($F = 77.219$; $p < 0.001$), with an R^2 value of 0.828, indicating that 82.8% of the variance in nurses' performance is explained by these two variables. It can therefore be concluded that both workload and work motivation exert a positive and significant influence on nurses' performance in the Arafah Inpatient Ward at Bogor Islamic Hospital.

Keywords:

Workload; Work Motivation; Nurse Performance; Hospital

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INTRODUCTION

According to the World Health Organization (WHO), hospitals constitute an integral component of healthcare systems that provide comprehensive services to the community. In accordance with Law of the Republic of Indonesia Number 17 of 2023 concerning Health, a hospital is defined as a healthcare facility delivering promotive, preventive, curative, rehabilitative, and/or palliative services through outpatient, inpatient, and emergency care.

The effectiveness of healthcare services in hospitals is highly dependent on the quality of human resources, particularly medical personnel who possess competence, expertise, and a proven capacity to enhance patient recovery (Amri, 2021; Ministry of Health of the Republic of Indonesia, 2023). Human resources in healthcare represent a systematic integration of planning, education, and training efforts aimed at achieving optimal public health outcomes (Suryani, 2021).

Among healthcare professionals, nurses represent the largest workforce and play a pivotal role in service delivery. Consequently, high levels of nurse performance are essential (Fajriani et al., 2022). The quality of nursing care directly reflects the overall quality of hospital services. Various factors contribute to performance improvement; however, this study focuses specifically on workload and work motivation.

Workload and motivation are critical determinants of employee performance. Excessive workload may lead to physical fatigue, psychological stress, and reduced service quality (Wewengkang et al., 2021). Within the framework of the Job Demands–Resources (JD-R) model, job demands—including physical and psychological workload—may result in stress and emotional exhaustion if not balanced by adequate job resources (Lesener et al., 2020).

In addition, work motivation remains a central determinant of performance. Contemporary developments in Herzberg's Two-Factor Theory suggest that motivator factors (e.g., recognition, achievement, and self-development) drive performance, while hygiene factors (e.g., working conditions and organisational policies) prevent dissatisfaction (Bassett-Jones & Lloyd, 2021). High motivation encourages greater professional commitment and improved patient care (Indriyani, 2021).

Despite extensive prior research, gaps remain. Previous studies have often examined workload and motivation separately or relied on simple correlational approaches. Furthermore, empirical studies focusing on inpatient units with high workload intensity remain limited. This study addresses these gaps by analysing both variables simultaneously within a single regression model.

Preliminary observations in the Arafah Inpatient Ward at Bogor Islamic Hospital revealed high workload levels due to patient volumes exceeding ideal capacity, demanding shift schedules, and complex administrative requirements. Additionally, several nurses reported reduced motivation, partly due to limited organisational support.

METHOD

This study employed a quantitative approach with a cross-sectional design to examine the effects of workload and work motivation on nurses' performance in the Arafah Inpatient Ward at Bogor Islamic Hospital. The research was conducted between August and October 2025.

A saturated sampling technique was applied, involving all 35 nurses in the ward as respondents. The study variables comprised workload, work motivation, and nurse performance.

Operational definitions were measured using the following indicators:

- a. **Workload:** number of patients, working hours and shift frequency, time pressure, task complexity, and work environment conditions
- b. **Work Motivation:** recognition, responsibility, self-development opportunities, working conditions, interpersonal relationships, salary, and organisational policies
- c. **Nurse Performance:** quality and quantity of work, punctuality, attendance, discipline, communication, and commitment

All variables were measured using a five-point Likert scale.

Data were collected questionnaires and analysed using descriptive statistics, validity and reliability tests (Pearson correlation), and multiple linear regression using SPSS version 27. Hypothesis testing included the t-test (partial), F-test (simultaneous), coefficient of determination (R^2), and p-values. Classical assumption tests (normality, multicollinearity, and heteroscedasticity) were conducted prior to regression analysis.

RESULTS AND DISCUSSION

1. Results

1.1 Effect of Workload on Nurse Performance

The results indicate that the calculated t-value exceeds the critical t-value ($5.187 > 2.032$) with a significance level below 0.05 ($p < 0.001$). Therefore, the null hypothesis (H_0) is rejected, confirming that workload has a positive and significant effect on nurses' performance.

The highest score (79%) for the workload variable was observed in the work environment conditions dimension, indicating that supportive environmental factors contribute positively to performance.

Table I: Regression Results (Workload and Nurse Performance)

Model	Unstandardised Coefficients (B)	Std. Error	Standardised Coefficients (Beta)	t	Sig.
Constant	4.102	4.464	–	0.919	0.365
Workload	0.603	0.116	0.670	5.187	<0.001

Source: SPSS Data Processing, 2025

1.2 Effect of Work Motivation on Nurse Performance

The calculated t-value (4.660) exceeds the critical value (2.032), with $p < 0.001$. Thus, work motivation has a positive and statistically significant effect on nurse performance.

The highest contribution (69%) was found across multiple motivational dimensions, including working conditions, interpersonal relations, and organisational policies.

Table II: Regression Results (Work Motivation and Nurse Performance)

Model	Unstandardised Coefficients (B)	Std. Error	Standardised Coefficients (Beta)	t	Sig.
Constant	9.796	3.771	–	2.598	0.014
Work Motivation	0.487	0.105	0.630	4.660	<0.001

Source: SPSS Data Processing, 2025

1.3 Simultaneous Effect of Workload and Work Motivation

The F-test results show $F = 77.219$, exceeding the critical value of 3.27, with $p < 0.001$. This confirms that workload and work motivation simultaneously exert a significant effect on nurse performance.

Table III: ANOVA Results

Model	Sum of Squares	df	Mean Square	F	Sig.
Regression	1932.071	2	966.035	77.219	<0.001
Residual	400.329	32	12.510	–	–
Total	2332.400	35	–	–	–

Source: SPSS Data Processing, 2025

Discussion

The findings are consistent with previous studies demonstrating that workload and motivation significantly influence healthcare performance. These results support the JD-R model, which posits that a balance between job demands and job resources enhances employee engagement and performance.

Furthermore, the findings align with contemporary motivation theories, emphasising the combined role of motivator and hygiene factors in shaping positive work behaviours and improving service quality.

CONCLUSION

This study concludes that workload and work motivation have both partial and simultaneous positive and statistically significant effects on nurses' performance in the Arafah Inpatient Ward at Bogor Islamic Hospital.

Workload demonstrates a significant effect ($t = 5.187$; $p < 0.001$), while work motivation also shows a significant effect ($t = 4.660$; $p < 0.001$). Simultaneously, both variables explain 82.8% of the variance in performance ($R^2 = 0.828$), indicating a strong relationship.

The F-test further confirms this relationship ($F = 77.219$; $p < 0.001$), supporting the acceptance of the alternative hypothesis.

Recommendations: Hospital management, particularly nursing and human resource departments, should implement measurable and sustainable strategies to balance workload and enhance motivation. Future research should expand variables and methodological approaches to enrich the field of nursing human resource management.

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