

# Influence of Workload and Work Stress on Motivation and Performance of Outpatient Nurses in Region C

Motivation and  
Nurse Performance  
Factors

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## ABSTRACT

This study aims to determine and analyze the effect of workload and work stress on work motivation and performance of outpatient nurses in Health Services in Region C. The results of this study are expected to provide input for Health Service leaders and nursing managers in improving nurse performance which can have an impact on the quality of nursing care services. The research method used is descriptive and verification analysis. Data collection used is interviews using questionnaires accompanied by observation and literature techniques. Sampling using proportional random sampling. Data collection in the field was carried out in 2024 with a population of 170 people and a research sample of 119. The data analysis technique used Path Analysis. The results of the study showed that in general the workload, work stress, work motivation, and performance of nurses tend to be high and less good. There is an effect of workload and work stress on work motivation both partially and simultaneously and work motivation affects the performance of outpatient nurses in Health Services in Region C. There must be a balanced division of workload and equal responsibility among nurses.

**Keywords:** Nurse Performance, Work Motivation, Work Stress, Workload

## ABSTRAK

Penelitian ini bertujuan untuk mengetahui dan menganalisis pengaruh beban kerja dan stres kerja terhadap motivasi kerja serta kinerja perawat rawat jalan di Pelayanan Kesehatan di Di Wilayah C. Hasil penelitian ini diharapkan dapat memberikan masukan bagi pimpinan Pelayanan Kesehatan dan manajer keperawatan dalam peningkatan kinerja perawat yang dapat berdampak pada mutu pelayanan asuhan keperawatan. Metode penelitian yang digunakan adalah analisis deskriptif dan verifikatif. Pengumpulan data yang digunakan adalah wawancara dengan menggunakan kuesioner disertai dengan teknik observasi dan kepustakaan. Pengambilan sampel menggunakan proposional random sampling. Pengumpulan data di lapangan dilaksanakan pada tahun 2024 dengan populasi sebanyak 170 orang dan sample penelitian sebanyak 119. Teknik analisis data menggunakan Analisis Jalur. Hasil penelitian menunjukkan bahwa secara umum beban kerja, stress kerja, motivasi kerja, dan kinerja perawat cenderung tinggi dan kurang baik. Terdapat pengaruh beban kerja dan stress kerja terhadap motivasi kerja baik secara parsial maupun simultan dan motivasi kerja berpengaruh terhadap kinerja perawat rawat jalan di Pelayanan Kesehatan di Wilayah C. Harus ada pembagian beban kerja yang seimbang serta tanggungjawab yang sama di antara perawat.

**Kata kunci:** Kinerja Perawat, Motivasi Kerja, Stres Kerja, Beban Kerja

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## **INTRODUCTION**

Nurses are human resources (HR) who contribute to health services. Nurses are also a profession that provides frontline services constantly and continuously for 24 hours to patients every day. The performance of the workforce of a company or institution can have a major influence in determining the good or bad image or service quality (Camilleri, 2021). Nursing personnel must demonstrate good performance and quality in providing services to patients, in accordance with the demands of the community for high quality health services. Nursing service standards in health services are regulated in the Regulation of the Minister of Health of the Republic of Indonesia Number 10 of 2015 Article 1. This regulation sets guidelines for nurses in carrying out their duties so that the services provided are professional and according to standards. With this standard, it is expected that the quality of nursing services will improve, meet the needs of patients, and contribute to improving the quality of the health system in Indonesia as a whole.

To ensure continuous quality improvement in health services, performance enhancement is essential as an initial step. This effort aims to provide optimal services by adhering to applicable standards set by the government and professional organizations. Service excellence is a priority in maintaining the overall quality of healthcare and, more specifically, nursing care. Therefore, nurses must demonstrate high performance and competence. However, unaddressed work stress can significantly impact physiological and psychological well-being, as well as professional attitudes. Stress may lead to decreased job satisfaction, reduced productivity, and compromised patient care. Proper stress management strategies are crucial to maintaining a positive work environment and ensuring service quality. Institutions must implement support systems, such as counseling and workload management, to help nurses cope with occupational stress. By fostering a supportive and well-structured workplace, healthcare providers can enhance both individual performance and overall service quality, ultimately benefiting patients and the healthcare system. Physiological changes are characterized by fatigue, exhaustion, dizziness, indigestion and for psychological changes characterized by protracted anxiety, difficulty sleeping, and subsequent changes in attitudes such as stubbornness, irritability and dissatisfaction with what is achieved (Oliveira et al., 2023). The work performance of employees who experience stress will generally decrease (Mangkunegara, 2020). Stress is also the main cause of employees resigning from work (Irfana et al., 2023). Apart from the nurses themselves, job stress will certainly also have an impact on patients as users of health services and Health Services as a service provider unit.

Baethge et al. (2019), Work stress can cause workers to act on their own will not according to the provisions. This phenomenon reflects that nurse performance still needs to be improved to ensure optimal quality of nursing services. The performance of nurses greatly affects the quality of health services, so the factors that affect performance need to be further researched. Workload and work stress are two main factors that can have an impact on nurses' motivation and performance. High workload has the potential to cause physical and psychological fatigue, while work stress can reduce focus and productivity. Work motivation also plays an important role in encouraging nurses to provide quality services. Therefore, this study aims to analyze the influence of workload and work stress on the motivation and performance of outpatient nurses in Region C Health Services, in order to provide recommendations for improving the quality of nursing services.

## **LITERATURE REVIEW**

Human resources play an important role in the continuity and progress of the organization (Maryadi et al., 2023). Without good readiness, the organization cannot run optimally, even though it has other adequate resources. Therefore, human resource management is a crucial aspect that must be considered. Good management includes

developing skills, improving welfare, and creating a supportive work environment. Effective human resource management aims to increase employee motivation, which contributes to productivity, innovation and loyalty to the organization. Motivated employees are more likely to work with high dedication, generate new ideas, and make maximum contributions (Nendi et al., 2024; Arifin et al., 2025; Perdana, 2025). In addition, guaranteed welfare increases job satisfaction and reduces employee turnover. With proper management, organizations are better prepared to face challenges and achieve the goals that have been set. An organization's success is highly dependent on the quality and welfare of its human resources. Therefore, investment in HR development is a strategic step to increase competitiveness and ensure organizational sustainability amid increasingly complex business dynamics.

According to Martoyo (2018), the factors that affect employee performance are motivation, job satisfaction, stress levels, commitment, attitudes, compensation systems, economic aspects, technical aspects, and other behaviors. Davis (2014) states that the factors that affect employee performance are ability: intelligence and skills, motivation is influenced by behavior and organizational climate which includes leadership attitudes, work situations and communication climate. Similarly, according to Hastari (2021), the factors that affect work performance are motivation and ability. There are three important factors that influence work performance according to Rimbayana et al. (2019), namely ability, personality, organizational climate and work interest; clarity and acceptance of a worker's role explanation; and the level of job motivation. From several factors that affect work performance or employee performance above, the factors that will be analyzed in this theoretical study are work stress, compensation, motivation and performance.

In general, many factors cause work stress, namely workload is the main cause (44%) apart from social support (14%), violence, non-conducive environment, threats and bullying (13%), and changes in the workplace (8%) and possibly other factors (20%) (Cahyati et al., 2024). This is in line with research conducted by Hartanto (2023), on work stress and factors that cause work stress in nurses, showing that the main cause of work stress is workload. Meanwhile, according to Quinlan et al. (2020), the factors that cause stress are individual conditions such as age, tenure, temperament, genetics, gender, intelligence, culture, education, etc. Other factors influencing workers are intrinsic factors related to their work environment and job conditions. These include uncomfortable physical conditions, unergonomic workstations, shift work, long working hours, and commuting stress. Additionally, high-risk and dangerous tasks, adapting to new technology, and increased workload contribute to workplace challenges. Workers may also face difficulties in adjusting to new job roles and responsibilities. These factors can affect job satisfaction, productivity, and overall well-being. Addressing these issues through improved workplace design, flexible schedules, and adequate training can help enhance employee performance, reduce stress, and create a healthier work environment.

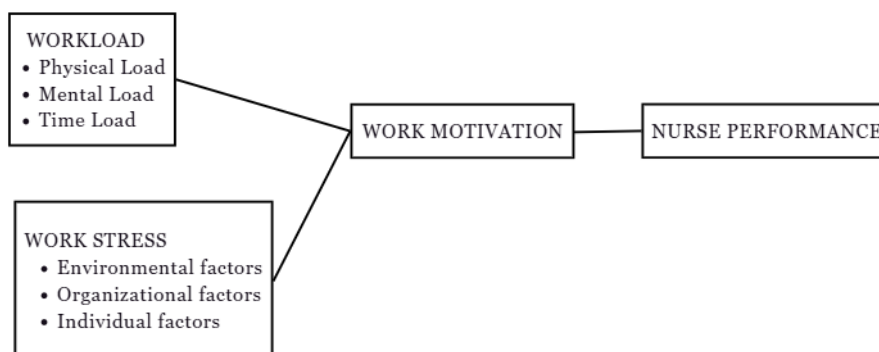


Figure 1. Conceptual Framework

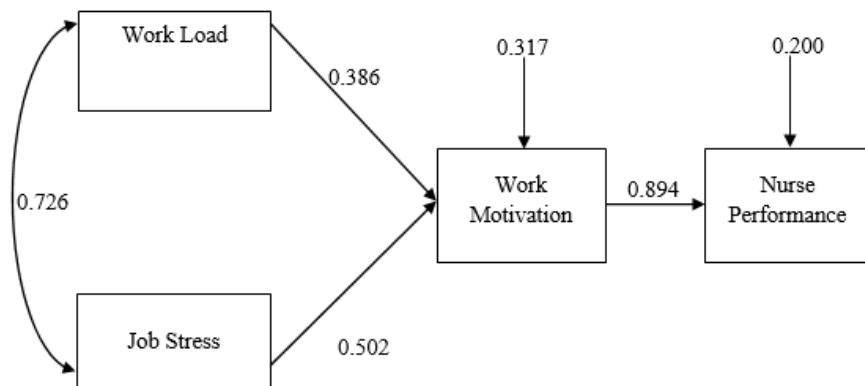
- H1: Workload affects work motivation.
- H2: Work stress affects work motivation.
- H3: Workload and work stress affect work motivation simultaneously.
- H4: Work motivation affects nurse performance.

**METHODS**

This research method uses a survey approach to obtain further insight into the research variables, namely workload, work stress, work motivation, and nurse performance. This study aims to test the hypothesis regarding the effect of workload and work stress on work motivation and its impact on nurse performance. The survey method is carried out on large and small populations, but the data used are samples taken from the population to find patterns of occurrence, distribution, and relationships between sociological and psychological variables (Sugiyono, 2018). The survey used is descriptive and verification. The descriptive survey method aims to obtain an overview of the characteristics of the research variables, while the verification method tests the truth of the hypothesis through field data collection. The population in this study were outpatient nurses at Health Services in Region C, totaling 170 people. Based on calculations, the number of samples used was 119 outpatient nurses. Samples were taken using certain techniques so that the research results could represent the population accurately. This study uses a path analysis model to analyze the relationship between variables. This model is used to determine the direct and indirect effects of independent variables (exogenous) on dependent variables (endogenous). With this model, the study can explain the extent to which workload and work stress affect work motivation and its impact on nurse performance. The results of this study are expected to provide insight into the factors that affect nurse performance. In addition, this study can also be a basis for policy making to improve the effectiveness of nurses' work in the Health Service environment.

**RESULTS**

The results of the path analysis showed that workload (X1) and work stress (X2) significantly affected work motivation (Y), both individually and collectively. In addition, work motivation (Y) had a direct impact on nurse performance (Z). As a result, workload and work stress not only had a direct impact but also indirectly affected nurse performance through work motivation. This suggests that increasing work motivation can reduce the negative impacts of workload and stress, which ultimately improves nurse performance and the overall quality of health services. This relationship is illustrated in Figure 2.



**Figure 2.** Overall Path Analysis Model

The joint influence (simultaneously) of workload and work stress on work motivation is 68.24%, while the influence of other variables outside the variable is

31.76%. Other variables not examined by the author that affect job satisfaction include leadership style. The results of this study are in accordance with the results of previous studies conducted by (Kirana et al., 2021; Gultom et al., 2024). Research by Johan et al (2017), nurses agree that excessive workload is a cause of stress. Meanwhile, research by Tsai & Liu (2012), psychological demands of work increase the risk of developing symptoms related to occupational stress 1.37 - 1.55 times. The results of this study are not in accordance with several studies, that there is no relationship between workload and work stress (Mewengkang, 2016; Aprinda et al., 2024). Work stress and workload affect service quality and patient safety (Wirastut et al., 2020; Chaudhary et al., 2023). According to Browne & Braden (2020), there is a significant relationship between nurse workload and patient safety implementation. High workload can cause errors in administering drugs to patients (Wondmieneh et al., 2020; Jerrim & Sims, 2021).

Excessive workload can significantly affect nurses' performance. Therefore, an even distribution of workload is an important factor in improving work effectiveness. A balanced division of tasks helps avoid conditions where a nurse has too much or too little workload. However, this division does not mean that every nurse should have the same workload. Some aspects related to nurses' workload include the number of patients to be treated, work capacity based on the education obtained, and work shifts in accordance with daily working hours. The results of this study are in line with the research of Berhed & Ariani (2024), which shows that the level of stress and job fatigue has a significant influence on the decline in employee performance. Poorly managed workload can increase stress levels in nurses, which ultimately has a negative impact on their performance. Excessive stress can cause physical and mental fatigue, reduce concentration, and reduce effectiveness in providing services (Mugiono et al., 2020). However, high work motivation plays an important role in increasing resilience to work pressure. With good motivation, nurses can adapt more easily, maintain enthusiasm, and stay focused in carrying out their duties. Therefore, balanced workload management and increased work motivation are essential so that nurses' performance remains optimal in providing the best service.

The influence of work motivation on nurse performance is 79.92% while the remaining 20.08% is explained by other variables not examined in this study. The results of this study are in line with the results of research conducted by Rivaldo (2021), stating that a person's performance can be influenced by internal and external factors, namely internal factors are factors that come from within or the employee himself, such as attitudes, behavior, and abilities of functional social workers can affect daily work. External factors are factors that come from the employee's environment. This factor can affect the skills and motivation of functional social workers. Gibson et al. (2015), in their conclusion, stated that motivation is closely related to behavior and work performance. In addition, it is stated that motivation is carried out to achieve a certain goal as stated by (Rafiola et al., 2020). To achieve good performance, the motivation needed is strong motivation, namely motivation that has intensity, purpose and persistence, as stated by (Rafiola et al., 2020). Research conducted by Kuswati (2020), states that employee motivation has a significant effect on performance. The high and low levels of employee work motivation according to Aliyyah et al. (2021), can be seen from the responsibility in working, achievements achieved, self-development, and employee independence in acting. According to Santoso et al. (2023), in their research found that motivation is an intervening variable that directly affects performance and is influenced by competence and leadership. Basically, motivation can encourage employees to work hard so that they can achieve their goals, thus increasing employee performance so that it affects the achievement of company goals. This means that every increase in employee motivation will provide an increase in employee performance.

## **CONCLUSION**

The workload and work stress of outpatient nurses at the Ciremai Cirebon Health Service are relatively high. The workload includes physical, mental, and time burdens,

with the main challenges such as nurses feeling overwhelmed doing two tasks at once and the lack of readiness of the Health Service in handling patients with certain conditions. Work stress is also high, influenced by environmental, organizational, and individual factors. Some nurses even take vitamins to maintain their health due to excessive workload. Nurses' work motivation tends to be low, especially in the need for achievement. They have little desire to get rewards from their leaders or improve their skills and work abilities in the Health Service. In addition, the performance of nurses in the aspects of assessment, diagnosis, planning, implementation, and evaluation is also not optimal. The main problem is the lack of accuracy in collecting patient data, both physical, psychological, and social. Workload has an influence on work motivation of 28.97%, while work stress has an influence of 39.27%. Simultaneously, these two variables influence work motivation by 68.24%, while 31.76% is influenced by other factors such as leadership style. Furthermore, work motivation has a major influence on nurse performance, which is 79.92%, while other factors contribute 20.08%. Therefore, reducing workload and work stress can increase nurse motivation, which ultimately contributes to improving their performance in providing better health services.

Recommendations for Health Services, it is better to reduce the workload of nurses by dividing tasks evenly and giving enough time so as not to be overwhelmed. High stress levels can be seen from the consumption of vitamins due to excessive work, so Health Services need to pay attention to the psychological condition of nurses. In addition to nursing duties, nurses also handle administration, so special personnel are needed. Rewards and punishments that are still low need to be improved with appropriate compensation. Basic nursing training for new nurses can improve performance. This study only covers some of the factors of work motivation and nurse performance, so other factors, such as leadership style, can be studied further.

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