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IMPROVING PERFORMANCE BY ENHANCING WORK  
MOTIVATION AND MANAGING THE WORKLOAD OF NURSES AT  
CIREMAI HOSPITAL CIREBON

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# IMPROVING PERFORMANCE BY ENHANCING WORK MOTIVATION AND MANAGING THE WORKLOAD OF NURSES AT CIREMAI HOSPITAL CIREBON

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## ABSTRACT

This research seeks to investigate how job motivation and the amount of work impact the performance of nurses at Type III Hospital 03.06.01 Ciremai in Cirebon City. The study employed a quantitative research methodology using an associative approach, involving 90 nurses as respondents. The information was gathered by utilizing questionnaire and examined through several linear regressions with the support of SPSS 25. The findings indicated that both work motivation and workload have a favorable and notable impact on nurse performance. Work motivation showed a stronger influence ( $\beta = 0.376$ ;  $p < 0.05$ ) compared to workload ( $\beta = 0.189$ ;  $p < 0.05$ ). Work motivation has a stronger impact compared to the workload factor. This finding indicates that increasing work motivation and managing workload well can improve nurses' performance. Therefore, hospitals are advised to improve factors that influence work motivation, such as recognition, policies, and working conditions, and manage workload through task rotation and psychological support to ensure optimal quality of health services.

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## KEYWORDS

Work Motivation, Workload, Nurse Performance

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## Introduction.

Human Resources (HR) is an crucial asset that needs to be developed to support performance (Fauzan Dahlan & Setyo Riyanto, 2021). Nurses have a significant impact on upholding the high standards of patient care and safety in hospitals by fostering positive relationships (Alsadaan et al., 2023). Nurse performance is reflected in the implementation of nursing care designed to meet patient needs effectively (Melissa et al., 2020). Research In Botswana and Saudi Arabia, nurses' performance is largely influenced by motivation, workload, work environment, lack of recognition for outstanding performance, age, financial benefits, communication and the nature of the job (Baljoon et al., 2018). Referring to the World Health Organization (WHO), Indonesia is among six countries in South and Southeast Asia experiencing a shortage of skilled health workers, including doctors, nurses, and midwives (Purimahua et al., 2020).

Fitnanto et al. (2021) provides evidence that there are still many nurses working in hospitals in Indonesia, nurses' job satisfaction is still low, this is caused by factors of achievement, motivation, salary and work environment. Hospital management must motivate employees to improve discipline and work

enthusiasm because high motivation will encourage maximum performance (Ryandini & Nurhadi, 2019). Research findings of Zanardi & Martin (2020) found that performance is greatly impacted by motivation in the workplace.

Work motivation is crucial in improving nurses' performance in providing quality health services. High motivation, both intrinsic and extrinsic, promotes optimal nursing care and work efficiency, supporting the achievement of organizational goals (Demirhan et al., 2020). Motivation, whether it be internal or external, has been demonstrated to greatly impact performance, with external incentives being the dominant factor in encouraging maximum work output (Apex-Apeh et al., 2020).

The term workload pertains to the tasks given to employees that they must complete using their skills and strengths within a certain deadline (Munandar, 2011). Finkler & Kovner stated that nurse workload is determined by the total volume of tasks in a unit compared to the quantity of nursing staff present. The number of patients can change due to seasons, outbreaks, socio-economic conditions, and disasters (Huber, 2010). Referring to Ilyas (2000), nurses' workload is influenced by main and additional tasks, the number of patients, and work capacity according to education. Other factors such as working time and adequate facilities also play a role in supporting nurses' performance (Syaer, 2010). Study done by Norawati et al. (2021), found that an individual's productivity is greatly impacted by the amount of tasks they are assigned. Work volume is the time required to handle patients per day multiplied by the number of patients in a day (Yoder-Wise & Sportsman 2022).

Type III Hospital 03.06.01 Ciremai in Cirebon City has a significant responsibility in providing healthcare services to TNI-AD soldiers, TNI-AD civilian employees, their families, and the general public. The hospital faces performance decline issues caused by low nurse motivation and suboptimal workload distribution. The motivation of nurses is impacted by a combination of factors from within themselves and from their external environment. On the other hand, poorly managed workloads, especially during fluctuations in patient numbers, further exacerbate the situation. A surge in patients can lead to excessive workloads, while a decline in patient numbers can reduce work motivation and performance. This imbalance disrupts patient care and hospital service quality, ultimately affecting overall healthcare standards. Enhancing motivation and effectively managing workloads will improve nurses' performance.

## **2. Literature Review**

### **2.1. Performance (Y)**

Mangkunegara states that performance reflects the work of employees based on quality and quantity in accordance with their accountabilities (Maryani et al., 2021). Edison added that performance is measured within a certain period based on the prevailing agreement (Maryani et al., 2021). Meanwhile, Robbins explains that utilizing the full potential of employees is essential for reaching the goals of an organization and achieving peak performance.

The performance indicators in this study refer to Robbins (2006) namely the quality of work results, quantity of work, timeliness, effective use of resources, ability to work independently, loyalty and responsibility to the organization.

### **2.2. Work Motivation (X1)**

According to Hasibuan motivation is an encouragement that directs the strength and potential of subordinates to work together productively to achieve predetermined goals (Irawati et al., 2021). Meanwhile, Luthans posits that motivation stems from either physiological or psychological needs, creating a continuous process, which encourages individuals to act or behave towards achieving goals or intensively (Susijawati et al., 2023).

Herzberg divides motivation into two factors: intrinsic, which comes from within, and extrinsic, which is an external influence that affects a person's behavior (Maryani et al., 2021). Indicators of intrinsic motivation according to Herzberg are achievement, recognition, work itself, progress, policy, supervision, interpersonal relationships, working conditions, wages (Maryani et al., 2021).

Sitopu et al. (2021) obtained that performance is significantly boosted by motivation in a positive way. Likewise with research of Paais & Pattiruhu (2020) found that motivation affects performance. Therefore, this study presents a hypothesis:

H1: The higher the work motivation, the more performance increases

### 2.3. Workload (X2)

Workload is managing a problem's ability to perform work, whether physical, cognitive, or limited ability to accept the load. Examples of physical workload are transporting, caring, pushing. Whereas mental workload is comparing one's abilities and work with others (Manuaba, 2000). According to Munandar (2012), the workload consists of the duties that need to be finished within a specific timeframe. Based on Jufri & Mellanie (2019), a workload refers to the various tasks that an individual or department is required to finish within a specific timeframe.

Referring to Utomo (2008), the term workload indicates the amount of work that needs to be done by a particular position or team, which is identified by the combination of task quantity and expected completion times. Utomo has proposed various indicators for workload, including the volume of tasks, work objectives, feelings of saturation or boredom, excessive workload, and pressure in the workplace (Maharisa et al., 2017).

Research by Msuya & Kumar (2022) found that performance is greatly impacted by the amount of work one has to do. Similarly, research of Idayanti et al. (2020) found that workload has a strong impact on how well they perform their tasks. This research results in the development of the following hypothesis:

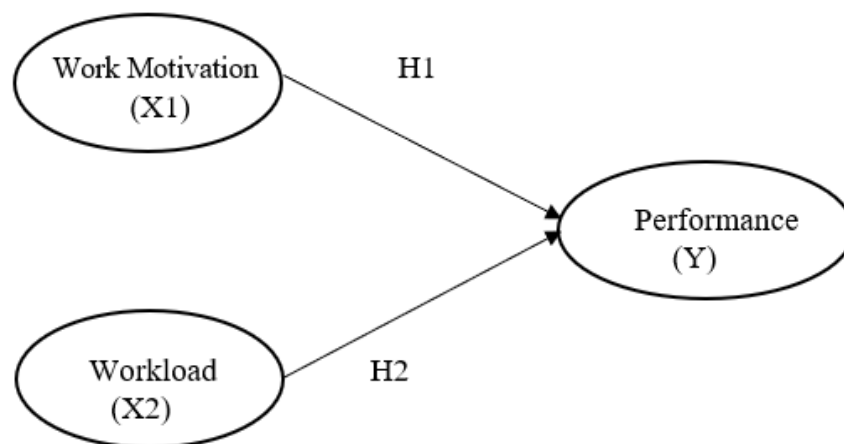
H2: The more workload decreases, the more performance increases

### 3. Research Method

This study conducted quantitative research. The researcher utilized an associative method to determine and analyze the effect or relationship of two or more variables. An issue that is framed in an associative manner poses questions about how multiple variables are connected in a research context (Sugiyono, 2020). This study involves two independent variables, namely work motivation measured by ten indicators and workload measured by five indicators. In addition, there is one dependent variable, namely performance measured by six indicators.

The SPSS version 25 application was used by researchers to facilitate calculations. The Likert scale was employed as the measurement tool in this research. It evaluates the degree of agreement or disagreement of participants towards statements using a five-point scale (Sekaran & Bougie, 2016). The Likert scale is a tool utilized for gauging the viewpoints, sentiments, and beliefs held by individuals or a collective concerning societal occurrences (Sugiyono 2018). Respondents were asked to fill in the statements given by the researcher. This study uses a Likert scale that includes options from "strongly disagree" to "strongly agree" and assigns a numerical value between 1 and 5 for each response.

The study population was all nurses at Ciremai Hospital, totaling 90 people. The sampling method employed involved either selecting a representative sample of the population or conducting a census, as every individual from the population was included in the research. While collecting research data, a questionnaire was used which contained a list of statements to respondents. Validity test and reliability test are used for instrument test, while classical assumption test is used multicollinearity test and normality test (Ghozali, 2018). The research model uses multiple linear regression, while the F test is used to test the model and the hypothesis is used t test.



*Fig. 1. Research Model*

#### 4. Result and discussion

**Table 1.** Respondent Characteristics

Characteristics	Total	Percentage
Gender		
Male	32	35, 6 %
Female	58	64, 4 %
Age		
< 25 years	26	28, 9 %
26 – 35 years	45	50, 0 %
36 – 45 years	13	14, 4 %
> 46 years	6	6, 7 %
Education		
Senior High School	0	0, 00%
Diploma	30	33, 3 %
Bachelor's Degree (S1)	60	66, 7 %
Master's Degree (S2)	0	0, 00 %
Years of Work Experience		
< 5 years	30	33, 3 %
5 – 10 years	55	61, 1 %
11 – 15 years	3	3, 3 %
> 15 years	2	2, 2 %

Source: Hospital Personnel Department, 2025

The number of respondents seen from the gender of the most are women as many as 58 respondents or 64.4%, based on the age of the most are aged 26-35 years as many as 45 respondents or 50.0%, the most respondent education is undergraduate as many as 60 respondents or 66.7%, and the length of work of the most respondents is 5 - 10 years as many as 55 respondents or 61.1%. According to the characteristics of the participants, it can be inferred that they fall into the category of working age individuals with relatively advanced educational qualifications. Table 2 displays the findings of the assessment conducted to establish the validity of the research instrument.

**Table 2.** Validity Test Results

No.	Work Motivation	Workload	Performance	R-table
1.	0, 439	0, 609	0, 245	0, 2072
2.	0, 493	0, 734	0, 468	0, 2072
3.	0, 662	0, 650	0, 403	0, 2072
4.	0, 593	0, 678	0, 359	0, 2072
5.	0, 515	0, 690	0, 556	0, 2072
6.	0, 695	0, 529	0, 252	0, 2072
7.	0, 459	0, 606	0, 388	0, 2072
8.	0, 512	0, 548	0, 457	0, 2072
9.	0, 534	0, 560	0, 435	0, 2072
10.	0, 532	0, 671	0, 406	0, 2072
11.	0, 529		0, 209	0, 2072
12.	0, 383		0, 290	0, 2072
13.	0, 529			0, 2072
14.	0, 541			0, 2072
15.	0, 522			0, 2072
16.	0, 622			0, 2072
17.	0, 522			0, 2072
18.	0, 476			0, 2072

Source: Data Processing Results, 2025

Using the information presented in the data provided in the second table, all research variable having an r-value that exceeds the r-table value, indicating their validity. The reliability test results of the instruments are displayed in table 3.

**Table 3.** Reliability Test Results

No.	Variable	Cronbach's Alpha	N of item
1.	Work Motivation (X1)	0, 894	18
2.	Workload (X2)	0, 860	10
3.	Performance (Y)	0, 746	12

Source: Data Processing Results, 2025

Based on the information provided in table 3, it seems that all the research variables have a Cronbach's Alpha value that exceeds 0.70. Specifically, work motivation has a value of 0.894, workload has a value of 0.860, and performance has a value of 0.746. Therefore, the reliability of all instruments is evident based on the findings. Table 4 below displays the traditional assumption tests, such as the multicollinearity test and the normality test.

**Table 4.** Multicollinearity Test Results

No.	Variable	Collinearity Statistics	
		Tolerance	VIF
1.	Work Motivation	0, 495	2, 019
2.	Workload	0, 495	2, 019
Kolmogorov-Smirnov:1.193			

Source: Data Processing Results, 2025

According to table 4, all variable examined in the research show a Tolerance level above 0.01 and a VIF level under 10. Multicollinearity is not detected, as the Tolerance value exceeds 0.01 and the VIF value is below 10 at 0.495 and 2.019, respectively. The data normality test results indicated a Kolmogorov-Smirnov value of 0.193 with a significance of  $0.193 > 0.05$ , suggesting that the remaining data adheres to a standard normal distribution. The equation for multiple regression was derived from the data presented in table 5.

**Table 5.** Multiple Linear Regression Results

Model	B	t	Sig.
constant	20, 100	8, 722	0, 000
Work Motivation (X1)	0, 376	7, 314	0, 000
Workload (X2)	0, 189	3, 337	0, 001
N = 90			
Adjusted R square = 0, 690			
F value = 100, 255			
Sig. F value= 0, 000			

Source: Data Processing Results, 2025

The Adjusted R Square value of 0.690 indicates that 69.0% of employee performance is influenced by work motivation and workload variables, with the remaining 31.0% influenced by additional variables that were not accounted for in the research. The value of the work motivation variable parameter is 0.376, whereas the parameter value for workload is 0.189. Therefore, performance is more influenced by work motivation than by the workload. The F value of  $100.255 > 3.10$  F table value or sig value of  $0.000 < 0.05$  indicates that the regression model is quite effective in explaining variations in performance in this study.

The regression equation model obtained in table 6 is  $Y = 20.100 + 0.376 X1 + 0.189 X2$ . The constant in the multiple regression equation of 20.100 means that employee performance will still exist even though there are no work motivation variables and workload variables, because there are various factors that can impact an employee's performance besides their level of motivation and the amount of work they have.



After analyzing the original theory, it was discovered that the t-value of 7.314 exceeds the t-table value of 1.987, indicating a significance level of 0.000, which is lower than 0.005. There is a noticeable and significant influence of work motivation on performance. Research of Carvalho et al. (2020) demonstrated that motivation plays a crucial role in enhancing performance. The factors that influence this relationship are intrinsic motivation, extrinsic motivation, and work environment. Likewise with research by Oppong & Zhau (2020) found that motivation affects performance.

The t-value for testing the second hypothesis was found to be 3.337, the value exceeds the t-table of 1.987, indicating that the workload variable significantly impacts the performance variable in a positive manner. This suggests that the workload has a significant and beneficial impact on performance. In general, workload is often said to be negative. However, high workload does not always have a negative impact. Under controlled conditions and supported by a good work environment, workload can be a driving factor in improving the efficiency (Pangabea et al., 2022), skills, and professionalism of nurses, which ultimately improves the quality of health services in order to improve nurse performance. Khairunnisa et al. (2021) demonstrates the effect of workload on employees' productivity. Similarly, research findings from Gesare (2024) discovered that the amount of work assigned to employees greatly influences how well they perform. In particular, having a manageable workload has a beneficial effect on performance results, as employees show more motivation and productivity when they believe their workload is reasonable and they have the necessary resources to support them.

## 5. Conclusions

In summary, this research indicates that the performance of nurses is significantly impacted by their level of motivation. Dedicated nurses often excel in their performance in delivering healthcare services to patients. To enhance nurses' motivation and improve their performance, hospitals can focus on improving achievements, recognition, policies, interpersonal relationships, working conditions, and wages through rewards, training, career promotions, workload balance, and appropriate benefits. With this strategy, both motivation and performance of nurses will increase, leading to more optimal healthcare service quality for patients.

The amount of work assigned directly impacts how well employees perform. For nurses, their workload directly affects their performance, with higher workloads leading to better performance as long as it is within a reasonable and controllable limit. A tolerable workload includes tasks, job targets, and saturation levels, provided they are well-managed. Additionally, reducing burnout, boredom, pressure, and excessive workload can be achieved through job rotation, training, psychological support, work flexibility, optimization of management systems, and improving nurses' welfare. By implementing these strategies, hospitals can ensure that workload remains controlled while maintaining optimal patient care.

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