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RESEARCH ARTICLE

Analysis of The Effect of Workload, Work Motivation and Work Environment On Nurses' Performance in The Inpatient Room of Kendari City Hospital in 2024

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ARTICLE INFO	ABSTRACT
	Hospitals play a vital role in providing quality care, where nurse performance greatly influences the quality of patient care. Nurses face challenges such as high workloads, rapid changes in conditions, and emotional stress. To determine the influence of workload, work motivation, and work environment on the performance of nurses in the inpatient ward of Kendari City Hospital. The research method used a quantitative approach with a cross-sectional study design. Data were collected through questionnaires distributed to all nurses at Kendari City Hospital. The research sample was selected using the total sampling method, consisting of 155 nurses.The results of the study showed a relationship between workload (p=0.011), work motivation (p=0.045), and work environment (p=0.028) with nurse performance. Workload is the most dominant variable that affects nurse performance with the largest value (2.377). Hospitals need to routinely evaluate nurses' workload, create a positive work environment, and provide motivational programs such as performance awards, career development, and ongoing training.

INTRODUCTION

A hospital is an institution that provides inpatient, outpatient and emergency health services, and functions to provide comprehensive care, including the cure and prevention of disease, according to WHO.(1). The inpatient unit in a hospital is a place where patients are cared for by professional health workers, such as doctors and nurses, for intensive observation, diagnosis, treatment, nursing, and rehabilitation.(2). Nurses are primary health care providers who handle intensive patient care, communicate continuously, and provide information to ensure the best service for patients.(3). Many nurses are unable to carry out their duties according to standards due to factors such as non-nursing duties, limited number of staff, and this often causes complaints from the public, so that focusing on nurse performance becomes an important issue that affects the quality of hospital services (Ananta & Dirdjo, 2021).

Research by Rauhala et al (2007) shows that nurses with excessive workloads tend to take sick leave more often than those with optimal workloads, so measuring workload is important for human resource management in reducing nurses' sick leave.(4). Good nurse performance greatly influences the achievement of hospital goals and service quality, while poor performance can be caused by high workload and low motivation, which often results in complaints from the community. Nurse performance is influenced by workload, motivation, and work environment; the better these conditions are, the better the nurse's performance is, which is important to ensure the quality of

health services. Nurses also want objective performance appraisals and recognition of their achievements to encourage higher achievement.(5)

Kendari City Hospital evaluates nurse performance through the Continuous Clinical Nurse Performance Assessment (OPPE), which in accordance with the 2022 Ministry of Health accreditation standards must reach 100%. However, data from 2020-2022 shows that the average achievement of nurse performance is only in the range of 75-80%, indicating that nurse performance is still low and has not met the established standards..Employee performance is influenced by various factors, one of which is workload, which includes physical, mental, and social burdens according to the type of work. Workload is not a problem if workers are able to complete their tasks; conversely, if not, the task becomes a burden. According to WHO (2011), nurses in Indonesian Hospitals face an increased workload due to a shortage of nurses, lack of role definition, low skills, and assignment of non-nursing tasks, which contribute to workers' perceptions of physical and psychological workload (Suardiningsih & Surya, 2021).

Nurse workload is calculated based on the time required to provide services to patients, influenced by changing patient conditions, average hours of care required, and additional tasks that must be completed.(6). The workload of nurses becomes a problem due to imbalance, where one nurse has to care for 3-4 patients, not in accordance with the number of patients that should be handled. The results of research conducted by(7)states that workload has a positive and significant effect on nurse performance of 39.5%, which shows that the better the workload felt by nurses, the better their performance will be.

One of the important steps for companies in improving quality is to increase employee motivation so that they work better and improve the quality of performance.(8). Motivation and its factors are key to improving nurse performance, with a good motivation plan, nurses can survive and overcome deficiencies, so that their performance becomes more optimal (Fitrianasari et al., 2017). High work motivation increases employee enthusiasm to provide the best service, but fatigue and many tasks can reduce work motivation. Where seen from research conducted by(9)that Makassar City Hospital found a significant influence between the Influence of Work Motivation on nurse performance. The higher the motivation of nurses that comes from within themselves in carrying out their responsibilities, work results and career opportunities, the higher the performance of nurses, this means that work motivation greatly influences nurse performance.

Motivation drives individuals to strive to achieve their goals, but expected performance is not always achieved; a good work environment, both physical and psychological, has an impact on employee well-being and productivity.(10). The obligation to protect the health of nurses is rooted in the right to health and a fair working environment; a good and safe working environment can increase the productivity and motivation of nurses, and contribute positively to their performance, as shown in a study at the Bhayangkara Ambon Class III Hospital.(11).

Table 1. Nurse Needs Data Based on Nurse Workload Analysis Calculation.

No	Room	Number of Nurses	ABK needs	Difference in Needs
1	Amaryllis	21	25	4
2	Jasmine	14	16	2
3	Sakura	16	22	6
4	Orchid	15	23	8

5	Rose	18	23	5
6	Lavender	16	21	5
7	ICU	21	26	5
8	ICCU	13	19	6
9	Seruni	12	17	5
10	TRIGGER	9	10	1
Total				47

Source: Kendari City Hospital

Kendari City Hospital is experiencing a shortage of nursing human resources, with only 155 nurses available, while an additional 47 nurses are needed in the inpatient ward to cope with the increasing workload. This inadequate number of nurses creates a high workload that reduces the quality of care, affects nurse motivation, and has a negative impact on the image of hospital services in the community, so it is important for hospital leaders to plan HR needs appropriately.(12). Nurse performance is influenced by high workload, low motivation, and poor work environment, which can reduce the quality of health services; therefore, this study aims to analyze the influence of these factors on nurse performance in the inpatient ward of Kendari City Hospital to improve nursing services..

Participants and Methods

This type of research is quantitative with an analytical observational design using a cross-sectional approach, which will be implemented at Kendari City General Hospital in the period July to August 2024. This study will involve a total sampling technique, namely by taking all members of the population of 155 nurses who meet the inclusion criteria, namely nurses who interact directly with patients in the Inpatient InsHighation, who fill out and return the questionnaire during the research period, and are not on leave or study assignments. Data will be collected through a structured questionnaire consisting of 84 questions related to Workload, Work Motivation, Work Environment, and Nurse Performance, which have been tested for validity and reliability. Researchers will also conduct observations to ensure that respondents' answers match the conditions in the field. Initial data collection regarding Nurse Work Performance and the required Workload Analysis (ABK) will be carried out in February 2024. All data obtained will be analyzed using SPSS software, with univariate and bivariate analysis methods, including the Chi Square statistical test, as well as multivariate analysis using logistic regression analysis, considering that the dependent variable used is categorical. With this approach, it is hoped that the research can provide a comprehensive understanding of the factors that influence the performance of nurses at Kendari City General Hospital.

Findings

Kendari City Hospital, established since 1927 as a building inherited from the Dutch East Indies government, has undergone various changes, including rehabilitation by the Japanese and has been operating as a regional hospital since 2001. In 2008, the hospital was relocated to a new building on Jl. Brigjen ZA Sugianto No. 39 and accredited by KARS. As a type B hospital, Kendari City Hospital has 234 beds and 720 staff, and accepts referrals from other health centers and hospitals in Southeast Sulawesi. The study showed that of the 99 nurses aged 21-30 years, 81.8% were female and 18.2% were male. Most had more than 5 years of service (59.6%). The performance of women showed that

69.1% had high performance, while in men, 61.1% had high performance. Of the 56 nurses aged 31-40 years, 82.1% were female; of which 43.5% had high performance. In men in this age group, 60% showed high performance. In addition, 68.4% of respondents had a bachelor's degree.

Workload refers to the amount of tasks, responsibilities and pressures an individual faces at work, and a high or unbalanced workload can have a negative impact on a person's productivity as well as their mental and physical health.(13). Motivation is an effort to optimize employee potential to work well and collaborate, in order to achieve predetermined goals.(Toode, 2015)which includes several indicators, namely Need for achievement, Need for power, and Need for affiliation. The work environment includes physical, psychological and social aspects that affect working conditions. The work environment has a positive impact and also a negative impact on employee psychology and well-being.(15). The problem of nurse performance is the main problem that will be studied as a problem in Kendari City Hospital. Definition of Nurse Performance is a measure of success in achieving nursing service goals. Nurse performance is assessed from the satisfaction of patients who are being or have been treated. Good nurse performance to patients, then patients will feel happy and want to come back again and can recommend to their family or friends(1).

Table 2. Distribution of Respondents Based on Workload

Variables	Criteria	
	High	**Low**
Workload	114 (73.58%)	41 (26.5%)
Work motivation	89 (57.4%)	69 (42.6%)
Work Environment (Good/Bad)	123 (79.4%)	32 (20.6%)
Nurse Performance	94 (60.6%)	61 (39.4%)

Table 2 shows the distribution of respondents based on workload, work motivation, work environment, and nurse performance. From the data presented, it can be seen that the majority of respondents (73.58%) experience high workload, which can have negative implications for their performance and well-being. In addition, work motivation also shows that more than half of respondents (57.4%) have high work motivation, although the proportion of respondents with low motivation (42.6%) is also significant. The work environment seems good for most respondents (79.4%), which can be a supporting factor in improving nurse performance, as reflected by 60.6% of respondents who showed good performance. However, the existence of 39.4% of respondents whose performance is low indicates the need for more attention to factors that influence performance in order to achieve optimal service standards. Overall, this data analysis highlights the importance of paying attention to workload, motivation, and work environment in an effort to improve nurse performance.

1. **Chi-Square Test**

a.   **The Influence of Workload on Nurse Performance**

Table 3. The Influence of Workload on Nurse Performance at Kendari City Hospital in 2024

| Workload | Nurse Performance | | | | Total | | p-value 0.011 |
| | High | | Low | | | | |
	N	%	N	%	N	%	
High	76	66.7%	38	33.3%	144	100.0	
Low	18	43.9%	23	78.8%	41	100.0	
Total	94	60.6%	61	39.4%	155	100.0	

Table 3 shows that 66.7% of respondents with high workload have high nurse performance, while 33.3% have low performance. On the other hand, 78.8% of respondents with low workload show low performance, while 43.9% show high performance. The results of statistical tests with a value of p = 0.011 (p < 0.05) indicate a significant relationship between workload and nurse performance at Kendari City Hospital.

(13)defines the workload of nurses at Kendari City Hospital including physical, mental, and emotional demands that can affect their health and performance, where good management is essential to prevent stress and fatigue. Research shows that high workload has a significant relationship with decreased nurse performance and can increase their risk of leaving the profession. Research by Sari et al. (2019) found that nurses often experience physical fatigue due to excessive patient numbers and lack of rest time between work shifts. More than 70% of respondents reported back and leg pain after completing daily tasks. In addition, 49% (76 people) of nurses at Kendari City Hospital agreed that they felt physically exhausted every day after work(Sari et al, 2019).

Nurses in Indonesia face significant challenges in large hospitals due to the inadequate number of nurses compared to the number of patients, resulting in high workloads, physical and mental fatigue, and decreased performance, so that nurses with excessive workloads tend to take sick leave more often.(4). Research conducted by(17)obtained results that excessive workload has a negative impact on nurse performance, with research showing a significant relationship between the two. This is in line with the findings of Rosyidawati et al. (2020), who used the chi-square test and found that the workload variable had an effect on nurse performance at Dr. Tadjuddin Chalid Regional Hospital and Makassar City Hospital, with 55.32% and 50.68% of respondents in the high workload category. This indicates a high workload in both hospitals(18).

Human resource management at Kendari City Hospital effectively manages the workload of nurses through a flexible floating system, which not only reduces the burden on crowded units and ensures the availability of nurses, but also improves the quality of service and workforce efficiency through standardized nursing care.(19).

High cognitive load on nurses, caused by quick decision making and handling crisis situations, can reduce mental acuity, although 68.4% of nurses reported low Emotional Workload due to good management and a supportive work environment; coping skills, social support, and mental well-being programs also contribute to emotional stability, so management needs to continue to monitor workload and improve training and psychological support programs..

b. **The Influence of Work Motivation on Nurse Performance**

Table 4. The Influence of Work Motivation on Nurse Performance at Kendari City Hospital in 2024

Work motivation	Nurse Performance				Total		p-value 0.045
	High		Low				
	N	%	N	%	N	%	
High	60	67.4%	29	32.6%	89	100.0	
Low	34	51.5%	32	45.8%	66	100.0	
Total	94	60.6%	61	39.4%	155	100.0	

Table 4 shows that among respondents with high work motivation, 67.4% (60 respondents) have good nursing performance, while 32.6% (29 respondents) show low performance. On the other hand, from respondents with low work motivation, 45.8% (32 respondents) have low performance, while 51.5% (34 respondents) have high performance. The results of the statistical test show a p value = 0.045, which means there is a significant relationship between work motivation and nursing performance at Kendari City Hospital, so the null hypothesis is rejected.

Nurses' work motivation is very important for their performance in health care. High motivation increases dedication and efficiency, as well as the quality of patient care. Conversely, low motivation can lead to poor performance, emotional exhaustion, and patient safety risks. Motivation assessment includes three dimensions: need for achievement, power, and affiliation, and is influenced by the work environment, managerial support, and recognition of nurses' contributions, all of which contribute to improved performance and job satisfaction.(20). Good performance is determined by behavior in completing tasks, persistence in facing problems, and high motivation, which can be triggered by internal and external factors.(21).

As many as 65.2% of nurses at Kendari City Hospital felt satisfied with providing quality care, indicating that high work motivation has a significant effect on their performance, with a p value = 0.045 which rejects the null hypothesis and is in line with research by Valentina et al. who found a similar relationship.(22). Zainaro et al.'s (2017) research showed a significant relationship between work motivation and the performance of nurses in the Inpatient Room of Alimuddin Umar Hospital, with a p-value = 0.000 and odds ratio (OR) = 16.200(23). Motivation aims to create a harmonious working atmosphere and encourage employees to work more enthusiastically, thereby improving organizational performance. According to Hasibuan's research (2017), motivation is a mental condition that encourages individuals to take certain actions to meet needs and create satisfaction, which in turn has a positive impact on work enthusiasm and the overall performance of the organization.(24).

Work motivation is an important factor that needs to be considered by hospital management so that nurses can contribute to the hospital's vision and mission. Good motivation increases nurses' enthusiasm in carrying out their duties, but the low score on the Need of Affiliation aspect (28.4%) indicates communication problems, lack of appreciation, and high workloads that hinder collaboration. To improve motivation and relationships between nurses, management is advised to improve communication, build a culture of appreciation, implement team-building programs, and manage conflicts proactively, so that a more harmonious and collaborative work environment is created.

c.   The Influence of Work Environment on Nurse Performance

Table 5. The Influence of Work Environment on Nurse Performance at Kendari City Hospital in 2024

Work environment	Nurse Performance				Total		p-value 0.028
	High		Low				
	N	%	N	%	N	%	
Good	80	65.0%	43	35.0%	123	100.0	**p-value 0.028**
Bad	14	43.8%	18	56.3%	32	100.0	
Total	94	60.6%	61	39.4%	155	100.0	

Table 5 shows that respondents who have a Good Work Environment and have high Nurse Performance of 65.0% (80 respondents) and 35.0% (43 respondents) who have low Nurse Performance. While respondents with a Bad Work Environment and have low Nurse Performance of 56.3% (18 respondents) and 43.8% (14 respondents) who have high Nurse Performance. The results of the statistical test obtained a p value = 0.028, because the p value <0.05 then Ho is rejected, this means that there is a statistically significant relationship or influence of the Work Environment on nurse performance at Kendari City Hospital.

The working environment in Kendari City Hospital affects the well-being and performance of nurses. A positive, safe, and supportive environment is essential for quality health care, while a poor environment can cause stress, fatigue, and burnout, which negatively impact patient interactions and quality of care. Therefore, hospital management should pay attention to the condition of the working environment and support training for nurses to improve their skills and confidence. As many as 85.2% of nurses felt that good lighting supported their tasks, indicating that a comfortable working environment increases motivation and focus in carrying out medical tasks.

In addition, the research conducted(25)has shown that there is a significant relationship between the type, level, and color of light sources with employee satisfaction at Kendari City Hospital, where nurses who work in adequate lighting feel more comfortable and motivated, thus improving the quality of service to patients. As many as 85.2% of nurses feel that the lighting in the workplace is sufficient, but 14.8% still feel a lack of lighting, especially in certain areas of the hospital. The study showed a p value = 0.028, which indicates that the work environment has a significant effect on nurse performance. This finding supports previous studies that showed a positive relationship between the work environment and nurse performance. Yantika et al in 2018 concluded that partially the work environment has a positive and significant effect on employee performance(26).

Nurses who work in a less conducive environment can experience decreased productivity, both physically and menHighy, due to monotonous routines. This study is in line with Sedarmayanti's opinion which states that optimal performance is achieved when supported by a good work environment, which allows employees to carry out tasks more effectively and achieve maximum results.(27). As many as 85.8% of nurses at Kendari City Hospital assessed that communication with colleagues was effective, which is important for smooth operations and quality of service. Good communication helps convey information quickly, minimizes the risk of treatment errors, and increases job satisfaction and retention of health workers, according to the findings of Wei et al.(28)

The work environment greatly influences nurse performance, but 14.2% of nurses at Kendari City Hospital feel underappreciated for their contributions. Lack of appreciation from superiors or coworkers can reduce nurses' motivation to give their best, in accordance with research by Kelly et

al. which shows that inconsistent reward systems reduce nurses' sense of self-esteem and their attachment to the institution.(29). A good working environment is essential to support nurses at Kendari City Hospital, but 8.4% of nurses felt that their working environment was not conducive. This low score indicates challenges in creating a positive atmosphere, possibly due to a lack of effective communication and a supportive work culture. Management needs to develop open communication channels, provide communication skills training, and build a culture of appreciation. In addition, improving the mental and physical well-being of nurses is also important to make them feel safe and supported, which can improve overall performance.

2.   Logistic Regression Analysis

Multivariate analysis to determine the research variables that have the most influence on nurse performance, a logistic regression test was conducted.

Table 6. Multivariate Logistic Regression variables

Variables	B	SE	Wald	Df	Sig.	Exp(B)
Workload	0.866	0.383	5.100	1	0.024	2.377
Work motivation	0.625	0.346	3.272	1	0.070	1,868
Work environment	0.747	0.419	3.180	1	0.075	2.111

Based on table 6, it shows that H0 is rejected if the significant p-value is > 0.05, the significant p-value for the Workload variable is 0.024 < 0.05, then H0 is rejected, which can be concluded that there is a significant influence between the workload variable and nurse performance with an influence coefficient value of 0.866, based on the exp β value, it can be seen that an increase in the workload variable by 1 will result in a change of 2,377 in nurse performance, thus if there is an increase in the workload variable from low to high, it will provide nurse performance of 2,377.

The results showed that the workload variable had a dominant influence on the performance of nurses at Kendari City Hospital, with the highest exp β value of 2.377, followed by the work environment (2.111) and work motivation (1.868). The high workload is caused by the large number of patients and limited medical personnel, so that nurses often handle more patients than they should. This condition causes increased stress and decreased quality of service, exacerbated by limited facilities and lack of administrative support. Excessive workload not only results in physical and mental fatigue, but also increases the risk of errors in clinical tasks, which impacts patient satisfaction and safety. If left untreated, high workload can lead to decreased productivity and even nurses' desire to leave the profession.

Excessive workload on nurses has a negative impact on performance, quality of service, patient safety, and nurse welfare. To overcome this problem, hospital management needs to take steps such as increasing the number of nurses, arranging shifts more humanely, providing sufficient rest time, and supporting nurses' mental health. High workload is often caused by an imbalance between the number of patients and nurses, resulting in nurses being unable to provide optimal attention to each patient. This has the potential to increase the risk of errors in treatment and reduce patient satisfaction.

High workload causes physical and mental fatigue in nurses, which negatively impacts cognitive and decision-making abilities, especially in critical situations such as in the emergency room. This risks reducing patient safety and reducing nurses' self-confidence, which has the potential to increase turnover. Unbalanced workload with rewards can reduce nurses' morale, motivation, and commitment, causing absenteeism and conflict in the workplace. Therefore, hospital management needs to pay attention to workload in human resource planning by increasing the number of nurses, implementing a flexible shift system, and providing training and psychological support. Thus, nurse welfare and the quality of health services can be improved, making workload management a strategic step to achieve better and more sustainable health services.

AUTHOR CONTRIBUTIONS:

Gita Suci Ramadanti Puanana, Fridawaty, Noer Bahry Noor: Study concept and design. Gita Suci Ramadanti Puanana: Collecting and processing research data. All authors: preparation of publication manuscript.

Conflict of Interest:

There is no conflict of interest in this research.

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