



## Work Motivation in Mediating Workload and Work Stress on Nurse Performance

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### ABSTRACT

The aim of this study is to analyze the impact of workload on nurses' performance through work motivation as an intervention variable in XYZ Hospital. Data was collected from secondary and primary data from 114 nurses and analyzed using IBM SPSS 25 application using path analysis method. The results showed that workload has a direct influence on work motivation, work stress has a direct influence on work motivation, workload has a direct influence on nurses' performance, work stress has a direct influence on nurses' performance, and work motivation has a direct influence on Nurse performance has workload directly affecting nursing staff performance through work motivation as an intervening variable. Work stress has a direct impact on nursing staff performance through work motivation as an intervening variable.

## **INTRODUCTION**

Human Resource Management (HRM) is a science and technology that regulates the relationship and role of the workforce so that it is active and efficient to help realize the goals of the company, employees, and the community. (Hasibuan, 2017). How important is the nurse's performance in determining the quality of service in the hospital, which is one aspect of efforts to improve the quality of health services? Nurses, as the front guard in providing direct care to patients, play a very important role in determining the success of the healing process and patient satisfaction. However, various factors such as high workload, high work stress, and the need for professional development can affect their work performance.

One form of human resource quality, especially nurses, is the quality of their work. Employee performance is the result of work and work that has been achieved in completing the tasks and responsibilities stated in a particular job, (Kasmir, 2019). Employee performance is a very important measure for the development of a job in the workplace. One of the levels of employee performance can be affected by workload, Workload is a task assigned to workers or employees to be carried out at a certain time using the skills and potential of workers, (Kasmir, 2019). Excessive workload on employees develops various symptoms of workload that can interfere with work performance so that the quality of service to patients decreases.

In addition to workload, work stress is a response when a person experiences various demands, threats, or pressures that can change the behavior and state of a person's behavior. Stress can cause changes both physically and emotionally (Robbins & Hakim, 2019). Stressed nurses become nervous and anxious so they become angry, aggressive, unable to express themselves, or show uncooperative behavior.

Nurses work based on their work motivation. A nurse's motivation can vary. This depends on the condylomas that are inside and outside the nurse. Motility is a desire that arises from within a person's cells or the body because it is conceived, stimulated, and stimulated to perform activities with sincerity, pleasure and cell release so that the results of the activities carried out get good and quality results, (Afandi, 2018).

## **LITERATURE REVIEW**

### **Employee Performance**

Employee performance is the result of work and work that has been achieved in completing the tasks and responsibilities labeled in a particular work, (Kasmir, 2019). Factors that influence employee performance are ability, knowledge, work discipline, personality, work motivation, skills, workload, job satisfaction, work stress, loyalty, commitment, work environment and work discipline, (Kasmir, 2019). Employee performance indicators are quality, quantity, responsibility, punctuality and cooperation, (Kasmir, 2019).

### **Work Motivation**

Motivation is a desire that arises from within a person or individual because he is inspired, motivated and motivated to carry out activities with

sincerity, joy and sincerity so that the results of the activities carried out lead to good and quality results (Afandi, 2018). Factors that influence work motivation are life needs, future needs, job prices, workload, work performance recognition, and work stress, (Afandi, 2018). Indicators of work motivation are work relations, work facilities, work conditions and work discipline, (Afandi, 2018).

### **Workload**

Workload is a task assigned to workers or employees that must be completed at a certain time using the skills and potential of workers, (Kasmir, 2019). Factors that can affect workload are work force or energy, physical tasks, work stress, and work environment, (Kasmir, 2019). Workload indicators are the use of work time, work background and work conditions that are given.

### **Job Stress**

Work stress is a reaction when a person is exposed to various demands, threats or pressures that can change a person's behavior and behavioral state. Stress can cause both physical and emotional changes (Robbins, 2018). Factors that influence work stress are groups, physical and organizational environments, (Robbins, 2018). Work stress indicators are task demands, job demands, personal intellectual demands, conflict, communication and organizational structure, (Robbins, 2018).

### **Hypothesis Development**

The following hypotheses were obtained for this study based on the background, literature review, and research framework:

#### **Workload on Work Motivation**

Workload is the activity of completing tasks or working within a specified time to achieve goals that must be fulfilled by an organizational unit or position. Workload affects employees to become unproductive. So this can affect employee work motivation to decrease. However, sometimes some employees feel overloaded with the work they do, which affects their motivation to work. If employees view all the work they are burdened with as responsibilities in the workplace, then the burden is not felt when employees complete their tasks. If employees then have high work motivation, this affects their performance. This statement is supported by previous cell tests carried out by (Rasyidin & Nurlinda, 2023). The results of the test show that workload has a direct influence on work motility. Supported by the test of (Tenaya et al., 2023). The results of the test show that workload has a direct influence on work motivation.

H2: Workload has a direct effect on work motivation

#### **Job Stress on Work Motivation**

Work stress is a condition that an employee must definitely experience and is often associated with unpleasant conditions. Work stress is a condition

that can cause disorders that affect the emotions, the way of thinking, and the physical condition of a person's cells. When there is too much stress, employees lose the ability to control it. Other conditions can cause employees to lose enthusiasm for the workplace, become discouraged, and even refuse to work to get rid of stress. Stress has negative and positive effects on a person's cells. The negative impact of high stress levels causes employees to experience decreased motivation to work. Thus, this condition will also decrease performance along with the increasing stress experienced by employees, both internal and external factors. This statement is reinforced by a study conducted by (Rasyidin & Nurlinda, 2023). The study's findings demonstrate that work-related stress directly affects motivation at work. Encouraged by studies carried out by (Tenaya et al. , 2023) The study's findings demonstrate that work-related stress directly affects motivation at work.

H2: Work stress has a direct effect on work motivation

### **Workload on Nurse Performance**

The workload experienced by employees is a consequence of the work done by employees. The influence of workload is quite dominant on the performance of human resources but also has a negative impact on their performance. Workload can affect employees' performance in the workplace. Employee performance refers to the skills, abilities and work products that an employee demonstrates in the performance of his or her duties and responsibilities in the workplace. Employee performance can be measured based on the achievement of specified goals, the quality of work performance and the quality of work in the workplace. This statement is reinforced by the survey conducted by (Sundari & Ellina, 2022). The results of the survey show that the workload directly affects the nurse's performance. Supported by the research conducted by (Rasyidin & Nurlinda, 2023) The results of the research show that workload has a direct effect on nurses' performance, which is then strengthened by the research conducted by (Malawat et al., 2020) The results of the research show that workload has a direct effect on nurses' performance.

H3: Workload has a direct effect on nurses' performance

### **Job Stress on Nurse Performance**

Work stress at a certain level will make the body able to relax more. Employees or individuals will always do their jobs better. More intelligently or more quickly. Work stress, in other words, to a certain extent, can improve employee performance, but if left unchecked, it will decrease performance levels. Stress is obtained because of pressure from work, superiors and colleagues. This statement is reinforced by the research conducted by (Sundari & Ellina, 2022). The results of the research show that work stress has a direct effect on nurse performance. Supported by research (Malawat et al., 2020) The results of the research show that work stress has a direct effect on nurse performance.

H4: Work stress has a direct effect on nurse performance

### **Work Motivation on Nurse Performance**

Work motivation is expected to produce the ability to work hard and the desire to achieve excellence. Employees with high work motivation have the ability and willingness to achieve satisfactory work results, so they can benefit hospitals in their efforts to improve employee performance. Proper motivation of employees is encouraged to do their best to achieve peak performance. This statement is supported by the research of (Aprilia, 2023). The results of the research show that work motility has a direct impact on the performance of nurses, which is further reinforced by the research of (Rasyidin & Nurlinda, 2023). The research results show that work motivation has a direct influence on the performance of nurses.

H5: Work motivation directly affects nurse performance

### **Workload Indirectly Affects Nurse Performance Through Work Motivation as an Intervention Variable**

Performance is the result of work of varying quality and quantity that an employee can produce in the performance of his main duties and functions as an employee in accordance with the responsibilities assigned or assigned to him. Therefore, good work performance can produce a level of work that is beneficial for the hospital. With this, it can be supported by high work motivation, so employee performance will increase. The increase in employee work motivation needs to be supported by the surrounding environment so that it can help employees in supporting the achievement of the desired goals. Workload is one of the factors that supports and inhibits the success of the hospital. This statement is reinforced by the research conducted by (Aprilia, 2023) the results of the research show that the workload has an indirect effect on the nurse's performance through work motility, which is then reinforced by the research conducted by (Rasyidin & Nurlinda, 2023) the results of the research show that the workload has an indirect effect on the nurse's performance which is mediated by work motility, which is then reinforced by the research conducted by (Rezeki et al., 2022) The results of the research show that the workload has an indirect effect on the nurse's performance through work motility, which is then reinforced by the research conducted by (Rezeki et al., 2022) The results of the research show that the workload has an indirect effect on the nurse's performance through work motility, which is then reinforced by the research conducted by (Rezeki et al., 2022) work does not directly affect nurses' performance through work motivation.

H6: The work motivation of nurses is not directly impacted by their workload.

### **Work Stress Indirectly Affects Nurse Performance Through Work Motivation as an Intervention Variable**

Employees who experience work stress are those who are overburdened by the demands placed upon them. Employees who feel high work stress will easily feel various pressures or burdens, making it difficult to do their work. However, employees who feel low work stress will not make zero stress become pressure or burden. Employee work motivation is also a factor that can

affect work stress because with high work motivation will help reduce high work stress by providing lots of support and work enthusiasm. This statement is strengthened by the research conducted by (Aprilia, 2023) the results of the research show that work stress has an indirect effect on nurses' performance through work motivation, then strengthened by the research conducted by (Rasyidin & Nurlinda, 2023) the results of the research show that work stress has an indirect effect on nurses' performance which is mediated by work motivation.

H7: Work stress has an indirect effect on nurses' performance through work motivation

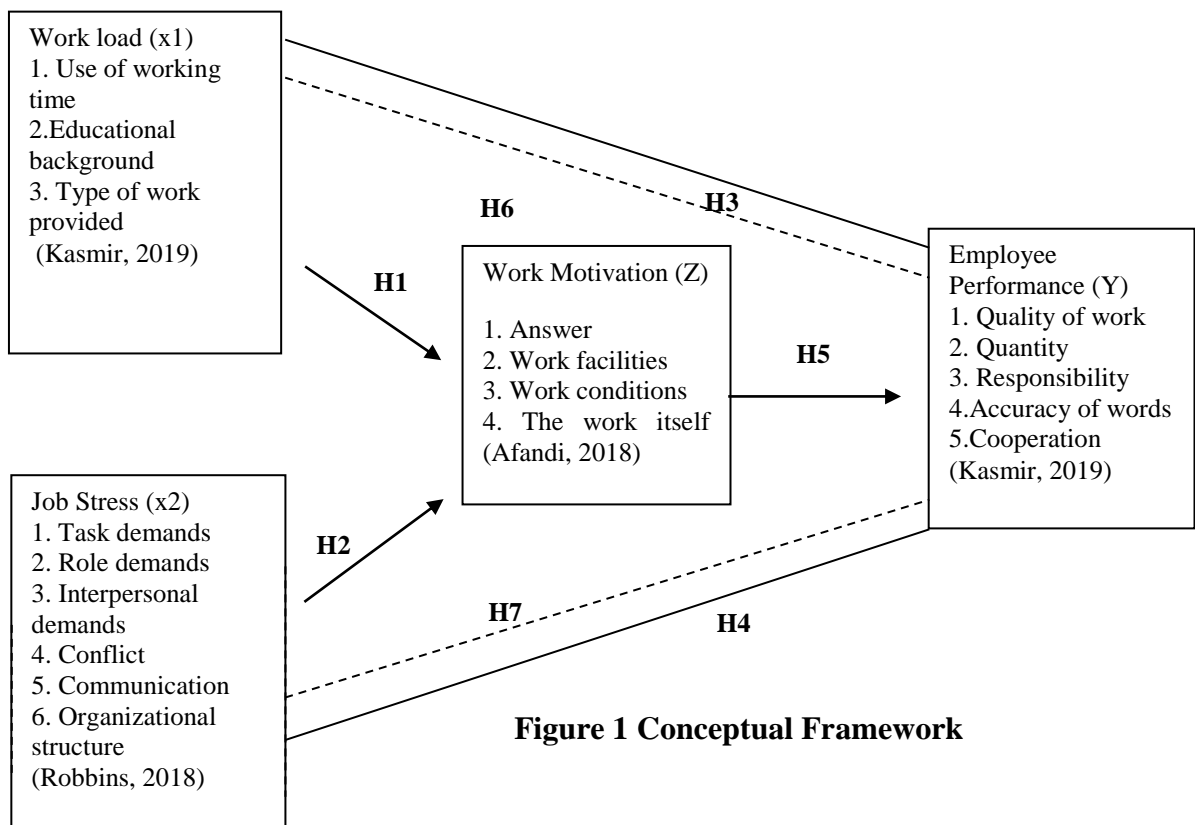


Figure 1 Conceptual Framework

## METHODOLOGY

The methods used in this study were the dextrose and verifilable quantitative methods. The dextrose and velrilfilabel quantitative methods were used to determine how XYZ Hospital Nurses responded to workload and work stress on employee performance with work motivation of various variables. Through the use of questionnaires and interviews with nurses, the analysis was used to ascertain the extent to which workload, work stress, and work motivation affected nurses' performance at XYZ Hospital. Hospital records were examined in order to gather data.

The sample for this study consisted of 114 permanent nurses. The sample in this study was determined using a saturated sampling technique. The techniques used in this study were validity test, reliability test, classical

acceptance test, delta coefficient, hipotesis t test and Sobel test using SPSS 25 software.

## RESEARCH RESULTS

### Validity Test

The validity test measures whether the questionnaire is valid. It is said to be valid if the calculation is  $\geq$  the table which is suitable for use in the hypothesis testing, while if it is found that the recalculation  $<$ table then the hypothesis is said to be invalid, which is not suitable for use. The instrument test was conducted on 30 respondents (Sugiyono, 2019). The validity test in the hypothesis testing was conducted on 30 respondents, with the results in Table 1 as follows:

**Table 1 Validity Test**

Dia	Variabel	Count			
		Highest	Lowest	Desk	Information
1	Nurse Performance	0,686	0,184	0,3	Valid
2	Work Motivation	0,715	0,332	0,3	Valid
3	Workload	0,842	0,564	0,3	Valid
4	Work Stress	0,850	0,631	0,3	Valid

Sumber: Data Primer diproses (2024)

Based on Table 1, the variable Nurse Performance (Y) uses ten instruments that are said to be valid, with the highest correlation value of 0.686 and the lowest correlation value of 0.184. The variable Work Motility (Z) uses ten instruments that are said to be valid, with the highest correlation value of 0.715 and the lowest correlation value of 0.332. The workload variable (X1) uses six instruments that are said to be valid, with the highest correlation value of 0.842 and the lowest correlation value of 0.564, while the work stress variable uses one instrument that is said to be valid with the highest correlation value of 0.850 and the lowest correlation value of 0.631. From the results of the four variables, it can be continued to the reliability testing stage.

### Reliability Test

The reliability test's objective is to determine whether the reliability instrument is a trustworthy and dependable instrument. Cronbach Alpha is used in reliability testing. If the Cronbach Alpha is greater than 0,60, the instrument used in the null variable is considered reliable. Table 2 displays the reliability test results for the null variable as follows:.

**Tabel 2 Uji Keandalan**

Variabel	Cronbach Alpha	Kondisi ( $\alpha$ )	Informasi
Workload (x1)	0,871	0,60	Reliable
Work Stress (x2)	0,926	0,60	Reliable
Work Motivation(Z)	0,833	0,60	Reliable
Nurse Work (Y)	0,701	0,60	Reliable

Sumber: Data Primer diproses (2024)

According to Table 2, every variable has a Cronbach Alpha value of at least 0,6. This suggests that every instrument used in this study for every variable is regarded as reliable.

Classical Assumption Test

1. Normality Test

The Kolmogorov-Smilarnov test was used to determine whether the distribution was normal or not. If the silencing value was greater than 0.05, the distribution was considered normal. If it was less than 0.05, the distribution was deemed non-normal. Table 3 displays the following normality test results for this study:

**Table 3 Results of the First Equation Normality Test with Kolmogorov-Smirnov**

		Unstandardized Residual
N		114
Normal Parameters <sup>a,b</sup>	Mean	.0000000
	Std. Deviation	2.41477053
Most Extreme Differences	Absolute	.058
	Positive	0.49
	Negative	-.058
Test Statistic		.058
Asymp. Sig. (2-tailed)		.200 <sup>c,d</sup>

The research has a mean value of 0.200, which indicates that it is larger than 0.05, and the data indicates that it is normally distributed. The normality test of the given equations yielded the following results:

**Table 4 Results of the Second Equation Normality Test with Kolmogorov-Smirnov**

		Unstandardized Residual
N		114
Normal Parameters <sup>a,b</sup>	Mean	.0190692
	Std. Deviation	2.43519898
Most Extreme Differences	Absolute	.059
	Positive	0.59
	Negative	-.054
Test Statistic		.059
Asymp. Sig. (2-tailed)		.200 <sup>c,d</sup>

Sumber: Data Primer diproses (2024)

Based on the data from the second equation normality test, it shows that the study has a normal distribution with a sig value of 0.200, meaning the sig value is greater than 0.05.

1. Multicollinearity Test

According to Sugiyono (2019), the multicollinearity test looks for evidence of exogenous correlation between variables found in the regression model. The Variance Inflation Factor (VIF) and Tolerance Value can be used to identify multicollinearity. Multicollinearity is absent if the Tolerance Value > 0.05 and the VIF is < 5, but it is present if the VIF > 5. The multicollinearity test results are displayed as follows in Table 5.

**Table 5 Results of Multicollinearity Test of First Equation**

Model	Colinearity Statistic		Keputusan
	Tolerance	VIF	
Beban Kerja	0,989	1,011	Bebas Multikolinearitas
Stres Kerja	0,989	1,011	Bebas Multikolinearitas

Sumber: Data Primer diproses (2024)

**Tabel 6 Hasil uji multikolinearitas persamaan kedua**

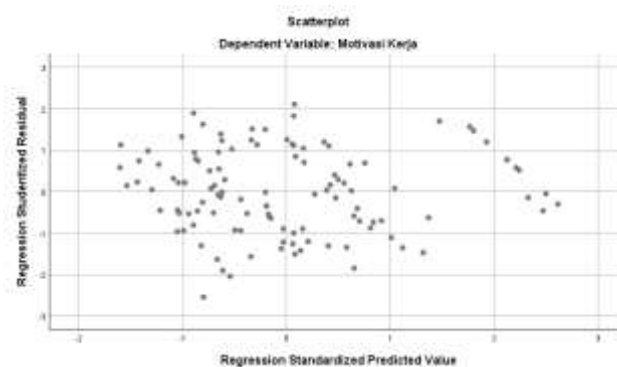
Model	Colinearity Statistic		Keputusan
	Tolerance	VIF	
Beban Kerja	0,991	1,010	Bebas Multikolinearitas
Stres Kerja	0,992	1,008	Bebas Multikolinearitas
Motivasi Kerja	0,994	1,006	Bebas Multikolinearitas

Sumber: Data Primer diproses (2024)

Based on the first and second equations, it can be seen that the VIF value is less than 5 and the tolerance value is more than 0.05, so it can be concluded that there is no multicollinearity problem in the regression model.

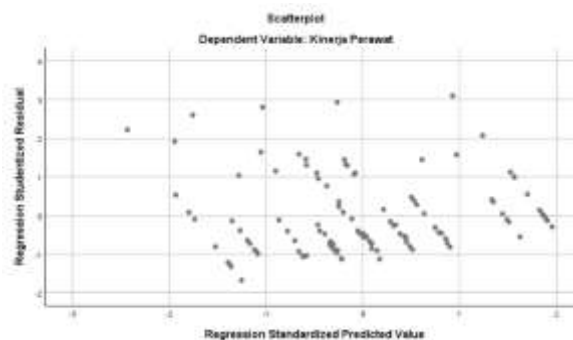
### 1. Heteroscedasticity Test

The Heteroscedasticity Test in this study looks at the SPSS output results through the scatterplot graph between the values of the dependent (endogenous) variables, namely the ZPRED and SRESID residues. The basis for the heteroscedasticity test analysis is as follows:



**Figure 2 Scatterplot Chart of the First**

Sumber: Data Primer diproses (2024)



**Figure 2 Scatterplot Chart of the Second**

Sumber: Data Primer diproses (2024)

From the two images above, you can see that the slopes in the scatterplot are wide, have an unclear pattern, and lie above and below the number 0 on the Y slope. It can be concluded that there is no heteroskedasticity in the regression model of the second equation and it is possible to use it to model any variable in the Y slope.

**First Equation Determination Coefficient**

**Table 7 Coefficients of Determination of the First Equation**

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	0.907 <sup>a</sup>	0.822	0.819	2.43643

Sumber: Data Primer diproses (2024)

The correlation between workload and job stress is 0.907, or 90.7%, indicating a high association with work motivation. The findings of the correlation analysis on the first equation were used to assess the strength of the association between workload and work stress.

The first equation yields an R2 (R Square) value of 0.822, or 82.2%. This demonstrates that the variable workload (X1) and work stress (X2) have an 82.2% influence on work motivation (Z), with the remaining 17.8% influenced by variables not included in the influence model.

**Coefficient of Determination of the Second Equation**

**Table 8 Coefficients of Determination of the Second Equation**

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	0.955 <sup>a</sup>	0.912	0.910	1.23609

Sumber: Data Primer diproses (2024)

The relationship between workload, work stress and work motivation shows a very strong correlation level of 0.955 or 95.5% which means that there is a very strong relationship with nurses' performance. The results of the double correlation analysis on the two equations were carried out to determine the strength of the relationship between workload, work stress and work motivation in the case of nurses.

The second equation yields an R2 (R Square) value of 0.912, or 91.2%. This demonstrates that the variable workload (X1), work stress (X2), and work motility (Z) influence the nurse's performance (Y) by 91.2%, with the remaining 8.8% influenced by variables not included in the variation.

**Path Analysis**

**Table 9 Path Analysis Test Results**

Pengaruh Variabel	Langsung	Tidak Langsung Melalui Z	Total
X <sub>1</sub> Terhadap Z	-0,101		
X <sub>1</sub> Terhadap Y	-0,886	-0,023	-0,909
X <sub>2</sub> terhadap Z	-0,891		
X <sub>2</sub> terhadap Y	-0,146	-0,210	-0,356
Z terhadap Y	0,236		

Sumber: Data Primer diproses (2024)

Interpretation of the results of the test path used using SPSS is as follows:

1. There is an influence of workload both directly and indirectly through work motivation. This can be seen from the magnitude of the direct effect, which is -0.886 or -88.6% and the indirect effect is -0,023. Therefore, the total effect of workload through work motivation is -0.909.
2. There is an influence of work stress both directly and indirectly through work motivation. This can be seen from the large direct effect, which is -0.146 and the indirect effect is -0.210. In addition, the total work stress through work motivation is -0.356.

**Partial t-test**

The t-test is used to determine whether the significant value is <0.05, partly because the variables of workload and work environment affect the variable of job satisfaction in a significant manner. Based on Table 5, it is known that the results of the t-test can be explained as follows:

**Table 10 Results of the first equation t-test**

		Coefficients <sup>a</sup>				
		Unstandardized Coefficients		Standardized Coefficients		
Model		B	Std. Error	Beta	t	Sig.
1	(Constant)	40.663	0.702		57.935	.000
	Beban Kerja	-.147	0.059	-.101	-2.514	.013
	Stres Kerja	-.271	0.012	-.891	-22.149	.000

a. Dependent Variable: Motivasi Kerja

Sumber: Data Primer diproses (2024)

1. The work load variable has a tcal value of -2.514, a ttable value of α0.05, and a freedom level of 114-2-1 = 111 1.658. The calculation is smaller than the table (-2.514 < -1.658) with a silgnilfilcansil of 0.013 < 0.05, indicating that Ho and Ha are rejected.
2. The working stress variable results in a tcount value of -2.514 and a tcount value of α 0.05, with a degree of freedom of 114-2-1 = 111 from 1.658. The calculation is smaller than the calculation (-22.149 < -1.658) with a significance of 0.000 < 0.05, indicating that Ho is rejected and Ha accepted. This suggests that workplace stress has a direct impact on employee.

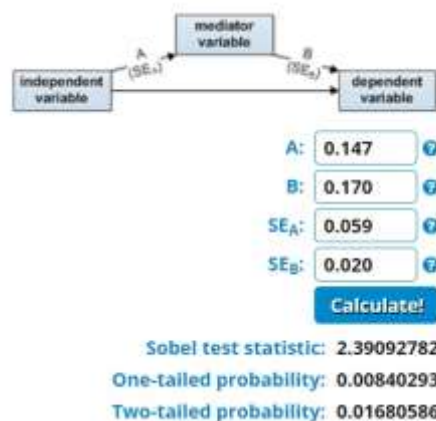
**Table 11 Results of the t-test of the second equation**

		Coefficients <sup>a</sup>				
		Unstandardized Coefficients	Std. Error	Standardized Coefficients	t	Sig.
Model		B		Beta		
1	(Constant)	20.338	.814		24.993	.000
	Beban Kerja	-.300	.010	-.886	-31.235	.000
	Setres Kerja	-.072	.014	-.146	-5.157	.000
	Motivasi Kerja	.170	.020	.236	8.344	.000

a. Dependent Variable: Kinerja Perawat  
 Sumber: Data Primer diproses (2024)

1. The workload variable has a tcal value of -31.235 and a ttable value of  $\alpha$  0.05 with a degree of independence of  $114-2-1 = 111$  from 1.658. So that tcount is smaller than ttable ( $-31.235 < -1.658$ ) with a significance level of  $0.000 < 0.05$ , it can be concluded that  $H_0$  is rejected and  $H_a$  is accepted. This means that workload has a direct impact on nurse performance.
2. The workload variable obtained a tcal value of -5.157 and a ttable value =  $\alpha$  0.05 with a level of independence of  $114-2-1 = 111$  from 1.658. So that the calculation is smaller than the table ( $-5.157 < -1.658$ ) with a significance level of  $0.000 < 0.05$ , it can be concluded that  $H_0$  is rejected and  $H_a$  is accepted. This means that workload has a direct effect on nurse performance.
3. 3. The work motivation variable obtained a tcount value of 8.344 and a ttable value =  $\alpha$  0.05 with a degree of independence of  $114-2-1 = 111$  from 1.658. So that the calculation is greater than the table ( $8.344 > 1.658$ ) with a significance level of  $0.000 < 0.05$ , it can be concluded that  $H_0$  is rejected and  $H_a$  is rejected. This means that work motivation directly affects the work of nurses.

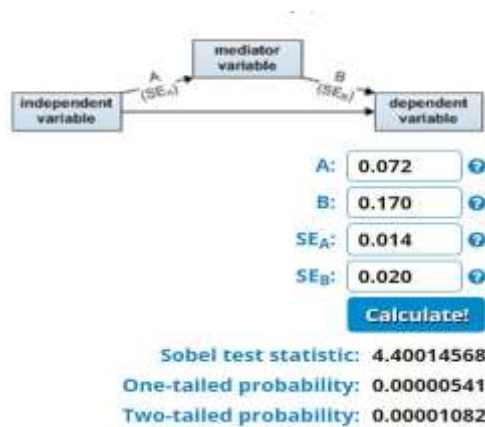
**Test Sobel**



**Figure 4 Results of the Calculation of the Sobel Test Calculator for Workload**

Sumber: Kalkulator Uji Output Sobel untuk pentingnya mediasi, (2024)

The calculated Z value is greater than Ttable ( $2.39 > 1.96$ ) proving that work motivation is able to influence the workload effect on nurse performance.



**Figure 5 Calculation Results of the Sobel Test Calculator for Working Voltage**

Sumber: *Kalkulator Uji Output Sobel untuk pentingnya mediasi*, (2024)

The calculated Z value is greater than Ftable ( $4.40 > 1.96$ ) proving that work motivation is able to mediate the influence of work stress on nurse performance.

## DISCUSSION

### H1: Workload Has a Direct Effect on Work Motivation

Workload (X1) for work motivation (Z) is 0.013 less than 0.05. So the conclusion Ho is rejected and Ha accepts it. This means that there is a direct effect between workload and work motivation. This is in accordance with research (Aprilia, 2023) and (Fadhli et al., 2023).

### H2: Work Stress Has a Direct Effect on Work Motivation

Work stress (X2) to work motivation (Z) is 0.000 less than 0.05. So the conclusion Ho is rejected and Ha accepts it. This means that there is a direct effect between work stress and work motivation. This is in accordance with research (Aprilia, 2023) and (Yustikasari & Santoso, 2024)

### H3: Workload has a direct effect on nurse performance

Workload (X1) for Nurse Performance (Y) is 0.000 less than 0.05. So the conclusion Ho is rejected and Ha accepts it. This means that there is a direct influence between workload and nurse performance. This is in accordance with research (Tenaya et al., 2023) and (Aprilia, 2023).

### H4: Work Stress Has a Direct Effect on Nurse Performance

Work stress (X2) for Nurse Performance (Y) is 0.000 less than 0.05. So the conclusion Ho is rejected and Ha accepts it. This means that there is a direct influence between workload and nurse performance. This is in accordance with research (Hakman et al., 2021) and (Yubiliani et al., 2023).

#### **H5: Work Motivation Has a Direct Effect on Nurse Performance**

Work motivation (Z) is lost until Nurse Performance (Y) is 0.000 less than 0.05. So the conclusion  $H_0$  is rejected and  $H_a$  is accepted. This means that there is a direct effect between work motivation and nurse performance. This is in accordance with research (Yustikasari & Santoso, 2024) and (Fadhli et al., 2023).

#### **H6: Workload Indirectly Affects Nurse Performance Through Work**

Motivation as an intervening variable. The Z count value was 2,390, as determined by the Sobell test (Telst Sobell). The Zcount number is bigger than the Ztable value ( $2.39 > 1.96$ ), demonstrating that work incentive can lower nurses' load. This is consistent with the studies undertaken by (Aprilia, 2023).

#### **H7: Work Stress Indirectly Affects Nurse Performance Through Work Motivation as an Intervention Variable**

The Zcount number is 4,400, as determined by the Sobell test (Sobel Test). The Zcount value is bigger than the Ztable value ( $4.40 > 1.96$ ), indicating that work motivation can alleviate nursing stress. This is consistent with the studies undertaken by (Hakman et al., 2021).

## **CONCLUSION AND RECOMMENDATION**

### **1. Conclusion**

**Based on the results of the research and the Hipotesis test that have been carried out, the following conclusions can be drawn:**

1. Nurses' responses to the variables of workload, work stress, work motivation and nurse performance are within adequate assessment criteria
2. Workload has a direct negative effect on work motivation.
3. Work stress has a direct negative effect on work motivation.
4. Workload has a direct negative effect on nurse performance.
5. Job stress has a direct negative effect on nurse performance.
6. Work motivation has a direct positive effect on staff performance.
7. Work motivation mediates the effect of workload on nurse performance.
8. Work motivation influences work stress on nurse performance.

### **2. Suggestions**

Based on the results of the research and hypothesis testing that have been carried out, the following suggestions can be made:

1. Hospital. XYZ needs to improve nurse performance by providing regular training to improve clinical and nonclinical skills, work motivation can be improved by providing space for nurses to participate in decision making, workload can be reduced by adding staff to accommodate the large patient volume, optimizing work schedules by organizing better shift rotations, and work stress can be reduced by providing access to counseling services, providing support groups where nurses can share experiences with each other and carry out a welfare program.

2. For further research, it is expected that more variables can be added that may affect employees' performance, work motivation, skills, job satisfaction, loyalty and job satisfaction, as well as variables mediated by work ability, work environment and the abilities can be influenced.

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