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The Influence Of Motivation, Workload, And Job Stress On The Performance Of Employees At The Katibung Inpatient Community Health Center

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Abstract

Employee performance is crucial for maintaining the quality of healthcare services, particularly in addressing the challenges of work motivation, workload, and work stress. This study aims to analyze the partial and simultaneous influence of these three variables on employee performance at the Katibung Inpatient Community Health Center. The study employed a quantitative approach with a causal associative design. The population consisted of 56 employees, all of whom were sampled through a saturated sampling technique. Data were collected using questionnaires, interviews, and documentation. The instrument used a five-point Likert scale, while data analysis included validity, reliability, classical assumptions, multiple linear regression, t-test, F-test, and coefficient of determination. The results showed that work motivation and workload had a positive and significant partial effect on employee performance, while work stress was insignificant. Simultaneously, the three variables had a significant effect and explained 72.5% of the variation in employee performance. In conclusion, maintaining motivation and managing workload need to be a priority in efforts to support employee performance.

Keywords: Workload, Employee Performance, Work Motivation, Health Workers, Job Stress

INTRODUCTION

Human resources play a crucial role in determining organizational success. Effective human resource management is necessary to improve employee competence, well-being, and productivity (Rahim et al., 2023; Siagian, 2023). At the Katibung Inpatient Community Health Center, employee performance is a crucial indicator in supporting the effectiveness of healthcare services to the community (Anggraini et al., 2026).

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Initial observations indicate patient complaints regarding waiting times for services and administrative delays. Data on employee delays in 2025 also showed an increase from 25% in January to March to 37.5% in October to December. This issue requires attention as healthcare workers face high work demands. A 2023 survey by the Indonesian Medical Association showed that 60% of healthcare workers experienced burnout and 45% experienced symptoms of depression and anxiety.

Work motivation is one factor suspected to be related to employee performance. Motivation drives individuals to achieve specific goals (Kurniawan & Rizki, 2022). However, observations at the Katibung Inpatient Community Health Center revealed a gap between civil servants (PNS) and contract workers, boredom due to routine, and suboptimal rewards. However, motivation from leaders and colleagues, as well as rewards, can boost employee morale (Dewi et al., 2023; Sahmad, 2017).

Besides motivation, workload and job stress are also issues that require attention. Workload encompasses both physical and mental work responsibilities (Mahawat et al., 2021). An imbalance in patient numbers and staff availability can lead to multiple employees performing multiple tasks simultaneously, potentially reducing focus on service delivery. Excessive workloads can trigger fatigue, while too light a workload can lead to boredom (Pramono, 2025; Hermawan, 2024). Furthermore, service demands, limited facilities, complaints from patients' families, and limited rest time can potentially increase work stress (Anggraini et al., 2026; Amir et al., 2021).

Employee performance in public services is related to speed, accuracy, and the ability to complete tasks (Norjani et al., 2026). However, previous research has shown conflicting results. Jatiningsih & Nugroho (2025) found that workload had a significant negative effect on performance, while Amelia et al. (2025) found that work stress had no significant effect. Conversely, Dewi et al. (2023) found a positive and significant relationship between work motivation and employee performance. These differences in results indicate a research gap that requires further study.

This study aims to analyze the influence of work motivation, workload, and job stress on employee performance, both partially and simultaneously, at the Katibung Inpatient Community Health Center. This research is important as evaluation material to improve the performance and quality of health services. Its novelty lies in the simultaneous testing of all three variables in the context of the Katibung Inpatient Community Health Center based on problems identified through initial observations.

METHOD

This study used a quantitative approach with a causal associative design to analyze the influence of work motivation, workload, and job stress on the performance of employees at the Katibung Inpatient Community Health Center. The quantitative

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approach was used to objectively measure research variables through standardized instruments and statistical analysis (Sugiyono, 2019). The study was conducted at the Katibung Inpatient Community Health Center, Katibung District, South Lampung, from April to July 2026.

The research instrument used a questionnaire with a Likert scale ranging from 1 to 5, ranging from strongly disagree to strongly agree. Work motivation variables were measured through job satisfaction, organizational commitment, and work absence (Salianto et al., 2024). Workload was measured based on effective working hours, educational background, and the type of work assigned (Sholihah & Rizqi, 2024). Job stress was measured through task demands, role demands, interpersonal demands, organizational structure, and organizational leadership (Handoko, 2021). Meanwhile, employee performance was measured based on output quality, output time, attendance rate, efficiency, and work effectiveness (Rivai & Sagala, 2021). Data collection was carried out through interviews, questionnaires, and documentation covering employee data, organizational structure, and employee absence. A Likert scale was used to measure respondents' attitudes toward the research statements (Siregar, 2021).

Data analysis was conducted through validity testing using Pearson Product Moment correlation and reliability testing using Cronbach's Alpha to assess the accuracy and consistency of the instrument (Ghozali, 2021; Sekaran & Bougie, 2020). Furthermore, classical assumption tests included normality testing using the Kolmogorov-Smirnov test, multicollinearity testing based on Tolerance and Variance Inflation Factor (VIF) values, and heteroscedasticity testing using the Glejser test (Ghozali, 2021). Multiple linear regression analysis was used to determine the relationship between the three independent variables and employee performance (Priyatno, 2016). Hypothesis testing was conducted using the t-test to test partial effects, the F-test to test simultaneous effects, and the coefficient of determination (R^2) to measure the proportion of employee performance variation that can be explained by the regression model (Sugiyono, 2019; Ghozali, 2021).

The study population included all 56 employees of the Katibung Inpatient Community Health Center, consisting of the head of the community health center, health workers, administrative staff, and other service personnel. A population is the entire object or subject that has certain characteristics to be studied and conclusions drawn (Sugiyono, 2023). Sampling used a saturated sampling technique, namely all members of the population were used as research samples (Sugiyono, 2019). Thus, the sample size in this study was 56 employees.

The research procedure begins with theme determination and title submission, followed by proposal preparation and a proposal seminar. The next stage is data collection through interviews, questionnaire distribution to 56 employees, and

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documentation. The collected data is then processed through instrument testing, classical assumption testing, multiple linear regression analysis, and hypothesis testing to determine the effect of work motivation, workload, and job stress on employee performance. The final stage includes thesis preparation, thesis examination, and completion of the research report.

RESULTS AND DISCUSSION

Description of Respondent Characteristics

Table 1 Respondent Gender

Gender	Number of Respondents	Percentage
Man	21	37.5%
Woman	35	62.5%
Total	56	100%

Based on Table 1, it shows that the majority of respondents by gender were female, with 35 out of a total of 56 employees, representing 62.5%. The number of male respondents in the questionnaire was 21 employees, representing 37.5%.

Table 2 Respondents' Age

Age	Amount	Percentage
20 - 30 Years	16	28.57%
31 - 40 Years	28	50%
41 - 50 Years	8	14.29%
51 - 60 Years	4	7.14%
Total	**56**	**100%**

The majority of respondents were aged 31–40 years, amounting to 28 employees (50%), followed by those aged 20–30 years, amounting to 16 employees (28.57%), those aged 41–50 years, amounting to 8 employees (14.29%), and those aged 51–60 years, amounting to 4 employees (7.14%)

Table 3 Respondents' Working Period

Years of service	Amount	Percentage
< 2 Years	7	12.5%
25 years	13	23.21%
> 5 Years	36	64.29%
Total	**56**	**100%**

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Table 3 shows that the majority of respondents have a work period of more than 5 years, namely 36 employees (64.29%), followed by a work period of 2–5 years by 13 employees (23.21%), and less than 2 years by 7 employees (12.5%).

Table 4 Respondents' Employment Types

Status	Amount	Percentage
Civil Servants/PPPK	41	73.21%
Honorary/TKS/Contract	15	26.79%
Total	**56**	**100%**

Table 4 shows that the majority of respondents were permanent employees with PNS/PPPK status, amounting to 41 employees (73.21%), while non-ASN employees consisting of honorary workers, volunteer workers, and contract workers amounted to 15 employees (26.79%).

Research Data Description

Table 5 Results of Validity Test Calculation

Based on Table 5, all statement items in the variables of work motivation (X1), workload (X2), work stress (X3), and employee performance (Y) are declared valid because the calculated r value is greater than the table r value of 0.263 at a significance level of 0.05. Thus, all questionnaire items can be used in research without the need for deletion or revision.

Table 6 Reliability Test Results

Research Variables	N of Item	Cronbach's Alpha	Reliability Test	Conclusion
Work Motivation (X1)	8	0.874	> 0.60	Realizable
Workload (X2)	8	0.941	> 0.60	Realizable
Job Stress (X3)	10	0.986	> 0.60	Realizable
Employee Performance (Y)	10	0.956	> 0.60	Realizable

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Based on Table 6, it shows that the variables of work motivation, workload, work stress, and employee performance have Cronbach's Alpha values above 0.60. Thus, all variables are declared reliable and the research instrument is suitable for use.

Classical Assumption Test

Table 7 Normality Test Results
One-Sample Kolmogorov-Smirnov Test

Based on the table above, it is obtained that the Asymp.Sig. (2-tailed) value displays the number 0.092, which is greater than the significance level of 5% or 0.05 or can be written as 0.092 > 0.05, meaning that all data is said to be normally distributed so that the normality assumption is met.

Table 8 Multicollinearity Test Results

Variables	Collinearity Statistics		Information
	Tolerance	VIF	
Work Motivation (X1)	0.525	1,906	No Multicollinearity Occurs
Workload (X2)	0.190	5,271	No Multicollinearity Occurs
Job Stress (X3)	0.269	3,720	No Multicollinearity Occurs

Multicollinearity testing can be seen from the Tolerance and Variance Inflation Factor (VIF) values. Based on general criteria, multicollinearity does not occur when the Tolerance value is > 0.10 and the VIF value is < 10. Based on the tolerance and VIF values in Table 4.13, it is stated that the three independent variables are free from multicollinearity problems.

Table 9 Heteroscedasticity Test Results

Variables	*Sig. (p-value)*	Information
Work Motivation (X1)	0.702	No Heteroscedasticity

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Variables	*Sig. (p-value)*	Information
Workload (X2)	0.051	No Heteroscedasticity
Job Stress (X3)	0.232	No Heteroscedasticity

Based on Table 9, the significance value for work motivation is 0.702, workload is 0.051, and work stress is 0.232. All significance values are greater than 0.05, so the regression model does not show symptoms of heteroscedasticity.

Table 10 Results of Multiple Linear Regression Analysis Test

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	5,266	3,902		1,350	0.183
	Work motivation	0.598	0.150	0.401	3,995	0,000
	Workload	0.537	0.162	0.554	3,318	0.002
	Work Stress	-0.014	0.074	-0.028	-0.196	0.845

The multiple linear regression equation shows a constant of 5.266. The work motivation coefficient of 0.598 and workload of 0.537 are positive, while work stress of -0.014 is negative. This means that, assuming other variables remain constant, an increase in work motivation and workload is followed by an increase in employee performance, while an increase in work stress is followed by a decrease in employee performance.

Hypothesis Testing and Analysis

Table 11 Partial Test Results (t-Test)

Variables	t_{hitung}	t_{tabel}	Sig.	Information
Work motivation	3,995	2,007	0,000	Significant

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Variables	t_{hitung}	t_{tabel}	Sig.	Information
Workload	3,318	2,007	0.002	Significant
Work Stress	-0.196	2,007	0.845	Not Significant

The results of the t-test using SPSS version 27 show that work motivation has a positive and significant effect on employee performance with a t-value of 3.995 and a significance of 0.000 <0.05, so H1 is accepted. Workload also has a positive and significant effect on employee performance with a significance value of 0.002 <0.05, so H2 is accepted. Meanwhile, work stress has a t-value of -0.196 and a significance of 0.845 >0.05, so it does not have a significant effect on employee performance and H3 is rejected.

Table 12 Simultaneous Test Results (F Test)

Equality	F_{hitung}	F_{tabel}	Sig.	Information
Equation 1	45,721	2,783	,000b	Fit model

a. Dependent Variable: Employee Performance
b. Predictors: (Constant), Work Stress, Work Motivation, Workload

The F-test results show a calculated F value of 45.721, greater than the F table of 2.783, with a significance of 0.000 < 0.05. Thus, work motivation, workload, and work stress simultaneously have a significant effect on employee performance, so H4 is accepted. These results indicate that the regression model is suitable for analyzing the relationship between the three independent variables and employee performance.

Table 13 Results of the Determinant Coefficient Test (R^2)

Model	R	R Square	Adjusted R Square	Standard Error of the Estimate
1	,852a	0.725	0.709	3,216

a. Predictors: (Constant), Job Stress, Work Motivation, Workload

The results of the coefficient of determination test showed an R value of 0.852, which indicates a very strong relationship between work motivation, workload, work

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stress, and employee performance. The R Square value of 0.725 indicates that 72.5% of the variation in employee performance can be explained by these three variables, while the remaining 27.5% is explained by other factors not examined in this study.

Discussion of Test Results

1. The Influence of Work Motivation on Employee Performance

The test results that have been obtained and processed from the research show that the work motivation variable has a positive and significant influence on employee performance, this is indicated by the results of the statistical analysis recording a significant value of 0.000 far below the 0.05 limit and the t_count value of 3.995 is above the t_table value of 2.007. This confirms that the higher the motivational drive, the higher the service provided by employees.

The results of this study align with the theory proposed by Hasibuan (2020), which states that work motivation is a driving force that can inspire employees to work effectively and efficiently. The influence of work motivation on employees demonstrates that this internal drive has successfully enabled them to work with sincerity and to the best of their ability.

The high influence of work motivation on performance indicates that the desires and needs of employees at the Katibung Inpatient Community Health Center have been well facilitated (Dewi et al., 2023). The theory that is in line with this study, namely the indicators of Maslow's hierarchy of needs in (Nining et al., 2023), is the fulfillment of physical needs in the form of salary or incentives appropriate to employee duties, the need for security in the form of work facilities that guarantee safety, and the need for recognition given by the workplace.

This also aligns with the view that work motivation is understood as an internal and external drive that influences an individual's intensity, direction, and persistence in carrying out tasks (Holillah et al., 2026). The strong influence of this work motivation is likely driven by a sense of security and comfort stemming from permanent employment status and government benefits, as well as the employees' true calling to serve the community. In line with the statement (Ningtyas et al., 2026), the stronger an employee's legal status and job security, the higher the proportion of optimal performance demonstrated.

The findings of research published by Sustriawati et al. (2022) align with this study, indicating that work motivation consistently influences and is directed at improving the performance quality of healthcare workers. However, this study contradicts the research by Rizki et al. (2023), which found that work motivation has no effect on employee performance.

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Based on the respondents' answers to the questionnaire, it is known that the employees of the Katibung Inpatient Health Center produce positive work motivation and influence their performance because employees feel calm and safe with the health benefits or incentives, then the needs of employee work tasks and facilities are always met, and the Health Center is not stingy in giving awards or appreciation when achieving service targets or programs so that it is very motivating for employees. This satisfaction makes employees improve their performance by always completing work quickly and accurately.

2. The Influence of Workload on Employee Performance

An interesting fact found in the workload variable, namely the significance value shows a result of 0.002 which proves that workload has a positive and significant influence on employee performance, because the significance value is less than 0.05.

The research findings align with the theoretical basis that states that workload does not always have a negative impact. High performance due to a high workload demonstrates that employees interpret workload positively. Employees at the Katibung Inpatient Community Health Center view the numerous activities and targets as challenges that can boost their productivity. The phenomenon of excessive workload poses a significant challenge for companies because it can directly impact work quality and employee well-being (Susilawati et al., 2025). As emphasized in theory, when employees are able to complete their work well, the task is no longer perceived as a daunting burden but instead becomes a trigger for work enthusiasm.

Based on direct field observations, according to Hastituningsih (in Budiasa, 2021), this positive influence indicates that the portion of tasks assigned by the Community Health Center falls within the "Normal Workload" category. This means that the workload assigned to employees is ideal, balancing time and capacity. Giving too little work will actually reduce work enthusiasm (Netasari et al., 2024). The Katibung Inpatient Community Health Center has successfully analyzed and appropriately set work targets, work hours, and work standards for employees.

The workload factors, both external in the form of tasks, organization, and work environment, as well as internal in the form of physical and mental conditions of employees, are managed very well, resulting in positive employee performance (Budiasa, 2021). The results of this study are supported by research by Phails et al., (2022) that workload has a significant positive effect on employee performance. In contrast to the research by Rahayu et al., (2026) which found that workload does not have a significant effect on employee performance. In this study, employees did not feel the volume of services or administrative tasks carried out was too much, they felt that administrative tasks or clinical services were in accordance with their abilities and

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competencies. This is because employees are accustomed to completing a lot every day, a statement that was agreed by employees through the distributed questionnaire.

3. The Influence of Work Stress on Employee Performance

The findings on the work stress variable are inversely proportional to the two previous variables, the level of work stress does not show any influence on the dynamics of employee performance. The third hypothesis (H3) in this study is rejected, because the significance value of 0.845 is far above the significant tolerance level of 0.05. The direction of the t_count gets a negative result of -0.196. These figures indicate that employees have strong mental resilience, this effective self-defense is due to the age range and length of employee work.

Job stress is a detrimental or detrimental emotional and physical response that occurs when job demands do not match the employee's abilities, resources, and desires (Putri et al., 2024). Work stress experienced by employees includes experiencing work demands from superiors within a short timeframe, demanding roles with significant responsibilities, and limited or damaged supporting work facilities.

The findings of this study are very interesting and can be explained through existing theoretical review. Zahrah & Yuliana (2025) stated that work stress has an impact on decreasing productivity and can hinder decision-making. Field findings indicate that the stress experienced by employees has not reached a negative point that is detrimental to their physical or mental well-being.

The negative impact of work stress is strongly suspected because employees have good mental strategies for dealing with work stress. According to Nurhayati & Dongoran (2022), this impact of work pressure can occur due to supportive and effective communication among employees at the Community Health Center, well-managed target setting, and support from those closest to them. Employees experiencing work stress recognize the need to not ignore their experiences but instead seek solutions to existing problems.

According to Firman in Ernawati et al.'s (2024) research, job stress indicators, including task demands, role demands, and interpersonal dynamics between coworkers, are still within reasonable tolerance limits. Therefore, whether or not employees experience work stress, it does not affect their emotional well-being, allowing them to continue working optimally.

These work stress factors can also be managed because the Puskesmas head's leadership style is aligned with the employees' characteristics, the leader consistently provides appreciation and psychological support when employees experience significant challenges, and employees are consistently involved in making decisions and policies regarding the work unit's operations. Consequently, employees do not experience severe stress that could impact their work performance.

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The results of this study's analysis of the effect of work stress on employee performance align with research by Rilda et al. (2022), which found that work stress in healthcare workers does not impact performance because they have extensive experience and are able to remain professional and work under high pressure. Based on these research findings and references, it can be concluded that work stress does not impact the performance of Community Health Center employees.

4. The Influence of Work Motivation, Workload, and Work Stress on Employee Performance

Based on the research results, the three variables, namely work motivation, workload, and work stress together have a positive and significant influence on the performance of employees at the Katibung Inpatient Health Center. The results of data processing in the form of simultaneous or F Test showed a figure of 45.721 with a perfect significance of 0.000 which confirmed the acceptance of the fourth hypothesis (H4). The R value from the coefficient of determination test of 0.852 indicates that the relationship between the variables of work motivation, workload, and work stress is classified as very strong. Furthermore, the ability of these three variables to influence employee performance reached 72.5%, this figure was obtained from the R square. This means that more than two-thirds of the ups and downs in employee performance at the Katibung Inpatient Health Center are entirely dependent on high work motivation, targeted workload management, and good work stress control. The remaining figure of 27.5% from the R square is room for the involvement of external factors such as the leadership style of the head of the health center, the completeness of infrastructure, and the work culture at the health center.

Employees perform better when these three variables are properly managed and aligned with their capabilities. This is achieved by consistently completing patient care and monthly reports quickly, accurately, and efficiently without compromising service quality. Furthermore, they maintain discipline, such as adhering to standard operating procedures (SOPs) and requesting permission in accordance with official procedures. Theoretically, this simultaneous evidence is logical because employee performance at the Community Health Center (Puskesmas) is the result of several factors. This finding aligns with the theory presented in this study. Motivation acts as the primary driving force that creates work enthusiasm (Hasibuan, 2020), workload is a structured portion of tasks that must be completed (Budiasa, 2021), and work stress represents the psychological and emotional state of employees when faced with their work environment (Cici et al., 2025). These three elements combine to form a complete and healthy physical and mental condition for employees. The real-world situation demonstrates the interaction of these three variables: when leaders set work targets that constitute a normal and balanced workload, this must be

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accompanied by meeting employees' basic needs, which also serve as motivation. Strong work motivation provides a strong bulwark for employees' mental well-being, which then allows workloads that trigger work stress to be mitigated and viewed as a challenge (Nurhayati & Dongoran, 2022).

The findings of this study are supported by research by Astutik et al. (2022), which found that workload, job stress, and work motivation, both collectively and individually, have been shown to have a positive and significant impact on employee performance. Based on this and previous research, it is evident that employee performance will be at its peak if work motivation is maintained, workload is distributed equitably, and work stress is managed collaboratively.

CONCLUSION

This study shows that work motivation and workload partially have a positive and significant effect on the performance of employees at the Katibung Inpatient Community Health Center, while work stress does not have a significant effect on employee performance. Simultaneously, work motivation, workload, and work stress have a significant effect on employee performance, with an F value of 45.721 and a significance of 0.000. The R Square value of 0.725 indicates that the three variables are able to explain 72.5% of the variation in employee performance, while the remaining 27.5% is related to other factors outside the research model. This finding confirms the importance of work motivation and workload management in supporting employee performance, while the insignificance of work stress needs to be understood according to the context and characteristics of the respondents, not as evidence that work stress has no impact in all conditions.

Practically, the Katibung Inpatient Community Health Center is advised to maintain employee motivation through rewards, leadership support, provision of work facilities, and attention to employee welfare. The division of tasks also needs to be adjusted to competency, capacity, and working hours to ensure a proportional workload and maintain the quality of health services. Although work stress does not have a significant partial effect, monitoring work pressure and psychological support are still necessary to maintain employee well-being. This study has limitations because it was conducted at a single community health center with 56 respondents and only tested three independent variables, so the results cannot necessarily be generalized to other health facilities. Future research is recommended to involve more community health centers, use a wider sample, and examine other factors such as leadership, work environment, job satisfaction, and facility availability to gain a more comprehensive understanding of the factors related to employee performance.

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