

## JOB SATISFACTION AS A MEDIATOR OF WORKLOAD AND WORK STRESS ON NURSE PERFORMANCE AT RSI PKU MUHAMMADIYAH TEGAL



**Putri Barlian<sup>1</sup>**

**Universitas Muhammadiyah Purwokerto, Banyumas, Indonesia**  
[barlian339@gmail.com](mailto:barlian339@gmail.com)

**Akhmad Darmawan<sup>2</sup>**

**Universitas Muhammadiyah Purwokerto, Banyumas, Indonesia**  
[akhmaddarmawan@ump.ac.id](mailto:akhmaddarmawan@ump.ac.id)

**Muchammad Agung Miftahuddin<sup>3</sup>**

**Universitas Muhammadiyah Purwokerto, Banyumas, Indonesia**  
[muchammadagungm@gmail.com](mailto:muchammadagungm@gmail.com)

**Amir<sup>4</sup>**

**Universitas Muhammadiyah Purwokerto, Banyumas, Indonesia**  
[amirriset@yahoo.com](mailto:amirriset@yahoo.com)

---

### Abstract

This study aims to examine the effect of workload and work stress on the performance of nurses at RSI PKU Muhammadiyah Tegal, with job satisfaction as a mediating variable. This study uses a quantitative approach, with primary data obtained through a questionnaire using Google Form. The study population included 231 nurses and samples were taken using a purposive sampling technique with the criteria of a minimum work period of 2 years and nurses who work in the inpatient room. The number of respondents who met the criteria was 104 nurses. Data analysis was carried out using the SEM PLS3 method. The results of this study indicate that workload and work stress have a positive effect on nurse performance. workload has also been shown to have a positive impact on job satisfaction levels. However, on the contrary, work stress does not show any effect on job satisfaction. In addition, job satisfaction can act as a mediator in the relationship between workload and work stress on nurse performance.

**Keywords:** Workload, Job Stress, Job Satisfaction, Performance

## INTRODUCTION

Every organization has goals that it wants to achieve, and human resources are the main component of the organization that plays an important role in the sustainability of the organization (Wanda et al., 2024; Sultanto et al., 2023). In a hospital organization, efforts to create a hospital with good quality in customers' eyes depend on the quality of human resources that meet the standards (Kristanti et al., 2024). The quality of service provided by a nurse is very high. Often, nurses have to deal with the behavior of patients and families who are sometimes emotional and require full attention, while being required to always smile and be friendly in various situations (Fathonah et al., 2020). In addition, nurses are also required to be responsible for physical and administrative tasks, as well as providing comprehensive nursing care, such as managing anxiety, patient complaints that have the potential to increase the level of stress they experience (Fikri et al., 2024). According to Iahude et al. (2022), hospitals need to optimize the use of all components of their human resources to increase competitiveness.

RSI PKU Muhammadiyah Tegal is part of the Muhammadiyah charity, which is known to provide health services based on Islamic principles. RSI offers a variety of medical services, including general services, specialist consultations, inpatient and outpatient care, emergency services, and other facilities. Based on the survey, nurses at RSI PKU Muhammadiyah Tegal often face high work volumes, especially in the inpatient room, which triggers great physical and mental demands. This workload is not only caused by the large number of patients, but also by the complexity of medical cases that require intensive care.

RSI PKU Muhammadiyah Tegal is committed to providing high-quality health services fairly and without discrimination. According to Kristanti et al. (2024), Nurses play an important role in providing quality health services. and they are the largest group of health workers compared to other professions. Nurses are responsible for managing various nursing care tasks, including dealing with anxiety, patient complaints, and managing patient defense mechanisms (Fikri et al., 2024).

Nurse performance greatly affects the quality of service and comfort provided to patients. The higher the nurse's performance, the better the public's assessment of the hospital, and vice versa (Fathonah et al., 2020). The level of achievement of nurses in

carrying out tasks following the responsibilities given, seen from the quality and quantity aspects (Thevanes & Harikaran, 2020). In addition, excessive workload can result in fatigue, decreased concentration levels, and increased risk of errors in medical services (Ferdian et al., 2023). According to Mahawati (2021), workload is defined as the number of tasks given to nurses, both in mental and physical aspects, which are their responsibility. This shows that if someone can complete these tasks and adapt well, then these tasks are not considered a workload. However, if the worker fails to complete or adapt to these tasks, then these tasks will become a workload (Tambunan & Rahmatia, 2024). Research conducted by (Mulyadi (2024), Yulianti & Bagis (2023), Ilyasa et al. (2023), Darmawan (2022), and Soepriyanto et al. (2023) found that workload has an influence on performance, but this is contrary to the findings studied by Andiani (2023) and Levine Cahyani (2022), where the workload does not affect performance.

Another factor that can affect nurse performance is work stress. Work stress is a physiological and emotional response that a person feels when facing a threatening or conflicting situation with circumstances, coworkers, or customers (Alayoubi et al, 2022; Amalou, 2024). If not addressed, this will later trigger negative problems for nurse performance in the future (Chen et al., 2022). High work stress can have a negative impact on the efficiency and effectiveness of nurses in carrying out their duties. This condition often causes fatigue, lack of concentration, and decreased work motivation, which ultimately affects the overall performance of nurses (Alayoubi et al., 2022). In addition, work stress also has an impact on the well-being of individual nurses. If it lasts for a long time, work stress can affect safety and physical and mental health, such as triggering anxiety, depression, sleep disorders, to increasing serious health disorders such as coronary heart disease, hypertension, and various other diseases (Putra et al., 2021). Severe work stress is an organizational challenge that impacts company performance and growth in a competitive environment (Muis et al., 2021; Fatkhurrozi, 2024). The results of the research by Mulyadi., (2024), Aisyah et al. (2024), Alayoubi et al. (2022), Adhistry et al (2023) found that work stress has an impact on performance, but this is contrary to the analysis reviewed by Muslim & Ilmi (2023), Aulia & Edi (2022), and Andiani et al (2023), where work stress does not influence performance.

In addition to work stress and workload, another factor that can affect performance is job satisfaction. Job satisfaction is a way of measuring employees' experiences or views of their work, including their feelings of pleasure or displeasure and their satisfaction while working (Johan & Satrya, 2023). Job satisfaction has a fairly strong relationship with performance; employees who are satisfied with their jobs tend to be better able to carry out the tasks outlined in their job descriptions (Lee et al., 2022). The research results Syamsudin et al., (2023), Aulya & Hamsal (2024), Putra, (2024), Darmawan et al. (2022) and Wang et al., (2022) which shows that job satisfaction has an impact on performance, but this is contrary to the analysis reviewed. Fathonah et al. (2020), Fauji et al. (2023) found that job satisfaction does not affect performance. In this analysis, job satisfaction is used as a mediator that is utilized to explain the indirect relationship between the independent variables, namely workload and work stress, to the dependent variable, namely performance.

This study aims to analyze the effect of workload and work stress on employee performance at RSI PKU Muhammadiyah Tegal, with job satisfaction as a mediator. This study is important to be conducted at RSI PKU Muhammadiyah Tegal because this hospital has a strategic role as a provider of quality health services for the local community. Given the role of nurses as the spearhead of health services, understanding the factors that influence their performance, such as workload, work stress, and job satisfaction, is important to improve the efficiency and quality of services. The findings of this analysis are expected to contribute to RSI PKU Muhammadiyah Tegal in managing employee performance to improve the quality of service to the community. In addition, this study contributes to broadening the insight of the field of human resource management, especially those related to the performance of nurses.

## **REVIEW OF LITERATURE**

### **Two-Factor Theory**

The Two-Factor Theory, proposed by Herzberg in (1959), is a theory with two independent sets that influence job satisfaction or dissatisfaction, namely motivational factors and hygiene factors. When we observe a person's behavior, we tend to consider whether the behavior is triggered by motivational factors or hygiene factors. Motivational

factors relate to the intrinsic aspects of the job, while hygiene factors relate to external conditions that can affect the work environment. A person may behave this way because of conditions that force them (Lee et al., 2022). This two-factor theory will be used in this study because it is relevant to the study. Variables such as workload, job stress, and satisfaction can act as external or internal factors that can affect individual performance.

### **The Effect of Workload On Performance**

The study conducted by Linda & Rino (2023) found evidence that workload affects performance. According to Mulyadi et al., (2024) workload is the extent to which the burden is borne by employees when carrying out their work, as well as their ability to manage tasks to meet job demands, in addition to physical demands there are also interrelated mental demands, which can affect individual performance and information processing. From the nurse's perspective, workload is how they handle more patients who need care, with work capacity, the duration of work time allocated to complete tasks adjusted to the operating hours that apply each day. From the perspective of the organization, the provision of high workloads needs to be managed properly according to employee competency so that it can improve their performance (Inegbedion et al., 2020). Research results Mulyadi (2024), Basalamah (2022), Linda & Rino (2023), Nurhasanah (2022), Syamsudin et al. (2023), Adhisty et al. (2023), Tamara (2024), Ferdian (2023), Adelia & Halin (2024) show that workload affects performance. Therefore, the first hypothesis was developed as follows:

**H1:** Workload affects performance

### **The Effect of Work Stress on Performance**

According to Muis (2021), job stress is a condition experienced by employees when there is an imbalance between their psychological (mental) and physical conditions, which can affect the work process and employee conditions. Job stress causes psychological pressure on employees, which then leads to a decrease in their performance levels (Chen et al., 2022). If job stress can be prevented or reduced, then the negative impacts can also be minimized (Havermans et al., 2018). Two-factor theory, job stress involves motivational factors and hygiene factors. Inadequate hygiene factors can cause dissatisfaction and stress, while positive motivational factors can help reduce stress and increase satisfaction (Lee et al., 2022). According to Havermans et al. (2018), through the implementation of stress

management, it is hoped that employee stress can be controlled and regulated properly, so that employees can manage stress effectively and reduce the possibility of work stress. The results of research by Mulyadi et al. (2024), Adhistry et al. (2023), Alayoubi et al. (2022), Basalamah et al. (2022), Muis., (2021), Tamara (2024), Ferdian (2023), Adelia & Halin (2024) show that there is an influence between work stress and performance. Therefore, the second hypothesis is as follows:

**H2:** Work stress affects performance

### **The Effect of Workload on Job Satisfaction**

Workload arises from the interaction between job tasks, skills possessed, and workers' perceptions of their work environment (Azhar et al., 2023). Excessive workload experienced by employees reduces their satisfaction, which ultimately has a negative impact on nurse performance. Increasing the intensity of workload directly interferes with nurse performance, and excessive workload is the main cause of decreased job satisfaction (Janib, 2022). This can cause nurses' performance, which should be optimal, to be less than optimal (Tamara, 2024). The higher the level of workload experienced by nurses, the more difficult it is to create job satisfaction for them. If this situation continues, it will have a negative impact on the achievements of the company or organization (Nurhasanah, 2022). The results of research by Nurhasanah (2022), Azhar et al. (2023), and Aulya & Hamsal (2024) show that there is an influence between workload and job satisfaction. Therefore, the third hypothesis is as follows:

**H3:** Workload Influences Job Satisfaction

### **The Influence of Job Stress on Job Satisfaction**

Job stress is a dynamic situation in which a person is faced with various possibilities, challenges, or demands related to their goals, but the outcome is uncertain (Maharani et al., 2023). Job stress causes a person to feel nervous, experience prolonged anxiety, experience increased emotional tension, disrupted thinking processes, and changes in physical condition (Azhar et al., 2023). Prevention of job stress needs to be done because it can trigger various negative impacts, such as reduced productivity levels and worsening performance due to reduced creativity. In addition, job stress can also cause nurse dissatisfaction, which ultimately affects behavioral patterns at work, such as becoming lazy or less productive

(Fauji & Damaihati, 2023). The results of research by Azhar et al. (2023), Muslim & Ilmi (2023), and Aulya & Hamsal (2024) show that there is an effect of job stress on job satisfaction. Therefore, the fourth hypothesis is as follows:

**H4:** Job stress affects job satisfaction

#### **The Influence of Job Satisfaction on Performance**

Analyzing the relationship between job satisfaction and performance in the context of organizational behavior is a very important aspect because it has a direct impact on the overall performance of the organization (Azhar et al., 2023). When nurses are satisfied with their work, nurses are more likely to provide quality services and achieve optimal performance. Conversely, low job satisfaction can lead to decreased performance (Kristanti et al., 2024). This condition indicates that high levels of job satisfaction tend to encourage increased nurse performance (Nurhasanah, 2022). The results of research by Nurhasanah (2022), Azhar et al. (2023), and Aulya & Hamsal (2024) show that there is an influence of job satisfaction on performance. Therefore, the fifth hypothesis is as follows:

**H5:** Job satisfaction affects performance

#### **Job Satisfaction Mediates the Influence of Workload on Performance**

Muslim & Ilmi (2023) revealed that high workload can reduce employee job satisfaction levels. According to Janib (2022), job satisfaction plays an important role in increasing employee efficiency and performance. A relatively high workload can also have a negative impact on their performance (Johan & Satrya, 2023). In this situation, job satisfaction can function as a link between heavy workload and low employee performance. Therefore, organizations need to take steps to improve their employees' job satisfaction. The results of research by Muslim & Ilmi (2023), Janib (2022), Azhar et al. (2023), Aulya & Hamsal (2024) show that workload affects performance mediated by job satisfaction. Therefore, the sixth hypothesis is as follows:

**H6:** Job satisfaction can mediate the effect of workload on performance.

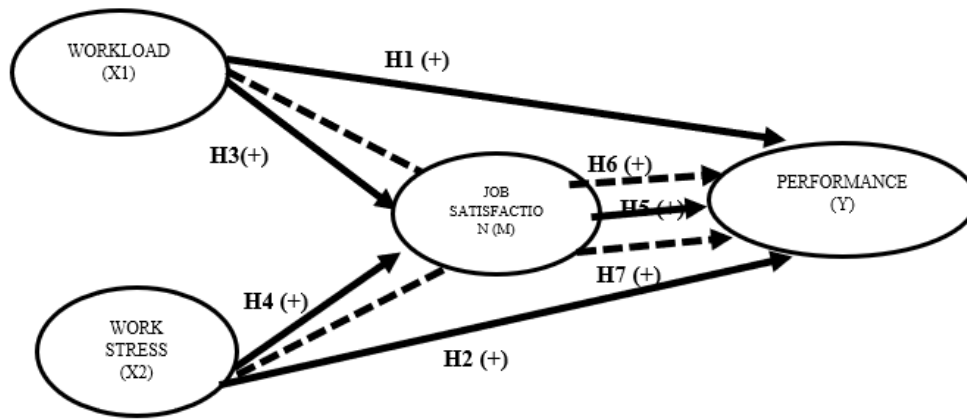
#### **Job Satisfaction Mediates the Influence of Job Stress on Performance**

Nurhasanah (2022) stated that when employees feel very satisfied with their work, this has a positive impact on their performance achievement, which benefits both employees and the organization or company. Employees who have high job satisfaction are often more

effective in managing work stress and role conflict in the workplace, which ultimately improves their performance. On the other hand, employees with low job satisfaction often have difficulty coping with stress and conflict, which results in their performance being less than optimal (Tuahuns et al., 2023). The results of research by Tuahuns et al. (2023), Muslim & Ilmi (2023), Azhar et al. (2023), and Aulya & Hamsal (2024) show that work stress affects performance mediated by job satisfaction. Therefore, the seventh hypothesis is as follows:

**H7:** Job satisfaction can mediate the effect of work stress on performance.

Referring to the hypothesis above, the following thought diagram can be illustrated:



**Figure 1.**  
**Research Model**

## RESEARCH METHOD

This study uses a quantitative method with data collection through a Likert Scale-based questionnaire, which measures responses from “strongly disagree” to “strongly agree”. The study population was 231 nurses with a sampling technique using purposive sampling, nurses with a minimum work period of 2 years, and nurses who work in the inpatient room as the criteria. Respondents who met the criteria were 104 nurses. The questionnaire was distributed directly to nurses at RSI PKU Muhammadiyah Tegal via Google Form.

Five indicators for performance (Y) are derived from (Thevanes & Harikaran, 2020) namely quality of work, namely quality of work, cooperation, responsibility, and initiative. The ten indicators for job satisfaction (Z) come from (Aruldoss et al., 2021) that responsibility, work, recognition, achievement, promotion, ability, job security, working conditions, salary, and working relationships. Meanwhile, the four indicators for workload

(X1) come from (Mulyadi et al., 2024) that is time pressure, role ambiguity, responsibility and self-esteem, and four indicators for work stress (X2) derived from (Tambunan & Rahmatia, 2024) namely organizational structure, interpersonal factors, stress due to peers and working conditions.

The Partial Least Squares (PLS) approach is used to describe latent variables, namely variables that cannot be calculated directly, with the help of several indicators (Ghozali, 2013). The analysis techniques applied include: outer model analysis techniques to test the validity and reliability of the measurements used, the criteria used are for indicator reliability, indicator loading must be higher than 0.7, then the indicator's convergent validity, the AVE value must exceed 0.5. Then, for the reliability of the internal consistency of the indicator, the composite reliability value must be more than 0.7, and for the discriminant validity of the indicator, using the Fornell-Larcker criteria (Linda & Rino, 2023). The next analysis technique is the inner model to carry out testing of the relationship between latent constructs and hypothesis testing. The criteria used are: the level of significance used is 5%. This means that the p-value must not be more than 0.05, and the t-statistic must be higher than the specified limit value.

## RESULTS AND DISCUSSION

This study was conducted on nurses who worked in the RSI PKU Muhammadiyah Tegal treatment room, involving 104 respondents as research samples. Table 1 shows the characteristics of the respondents, namely 16.3% were male and 83.7% were female because the nursing profession is considered more identical to women's work, 69.2% of nurses were between 26 and 35 years old, this is because this age is considered the ideal age range for work, especially for nurses at RSI PKU Muhammadiyah Tegal. In addition, most nurses in the hospital have a D3 nursing degree, with a proportion of 66.3%.

**Table 1.**  
**Respondent Characteristics**

<b>Respondents</b>	<b>Frequency</b>	<b>Percentage</b>
Gender		
Man	17	16.3%
Woman	87	83.7%

Age		
< 25 years	6	5.8%
26 – 35 years	72	69.2%
36 – 45 years	23	22.1%
> 45 years	3	2.9%
Marital status		
Marry	91	87.5%
Not married yet	13	12.5%
Level of education		
D3	69	66.3%
S1	35	33.7%

Source: Processed data (2024)

### Measurement Model

In this study, the measurement model analysis was conducted by examining the loading factor value. Convergent validity is declared fulfilled if the correlation between the reflective variable and the construct reaches a value of  $\geq 0.7$ . However, the external loading value ranging from 0.5 to 0.6 is still acceptable if the study is in the early stages of developing a measurement scale. In addition, AVE (Average Variance Extracted) is considered valid if its value is more than 0.5 (Chin, 2010). The measurement model can be continued to the inner model stage if it meets the criteria of validity and reliability. The indicators in this study that did not meet the loading factor value in the first round of calculations were the workload indicators (Work Load 1, 2, and 4) with loading factor values of 0.561, 0.056, and 0.355, which did not meet the predetermined criteria of  $< 0.06$ .

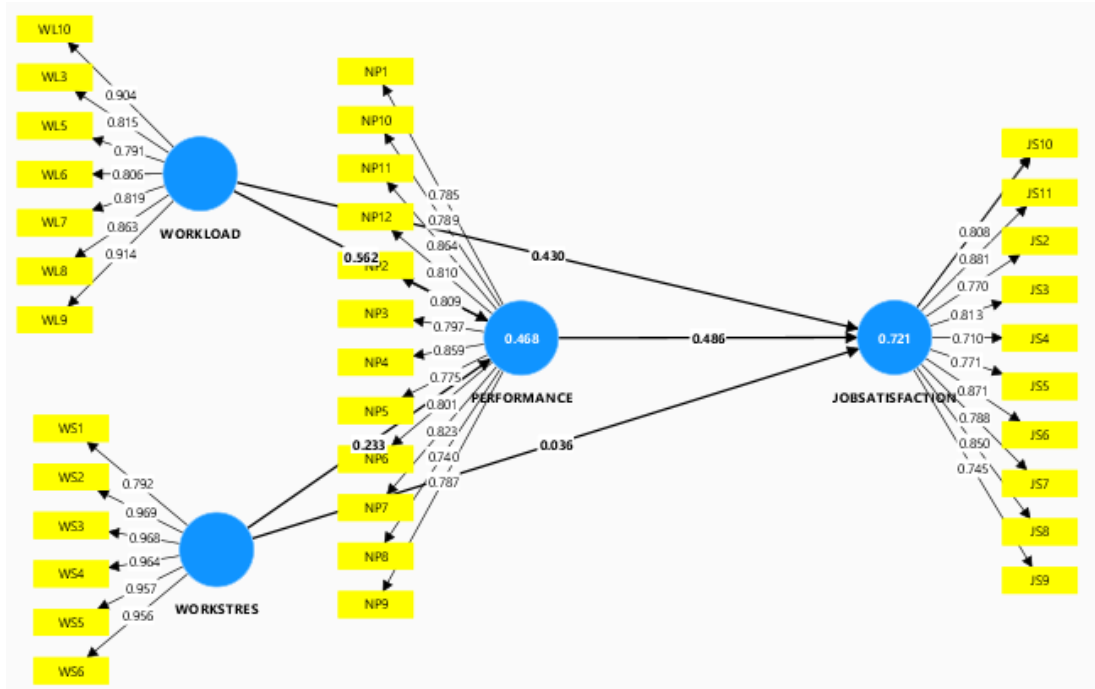
**Table 2.**  
**Analysis Model**

Variables	Indicators		Loading Factors Running 1	Loading Factors Running 2	Average of Variance Extracted (AVE) b	Composite Reliability (CR)c	Cronbach's $\alpha$ d
<b>Job Satisfaction</b>	Responsibility	<b>JS1</b>	0.810	0.808	0.641	0.951	0.943
	Work	<b>JS2</b>	0.773	0.770			
	Confession	<b>JS3</b>	0.814	0.813			
	Performance	<b>JS4</b>	0.711	0.710			
	Promotion	<b>JS5</b>	0.769	0.771			
	Ability	<b>JS6</b>	0.871	0.871			
	Job security	<b>JS7</b>	0.788	0.788			

	Working conditions	<b>JS8</b>	0.850	0.850			
	Wages	<b>JS9</b>	0.744	0.745			
	Work relationship	<b>JS10</b>	0.782	0.784			
		<b>JS11</b>	0.880	0.881			
<b>Performance</b>	Quantity of work	<b>P1</b>	0.784	0.785	0.646	0.956	0.950
		<b>P2</b>	0.809	0.809			
	Quality of work	<b>P3</b>	0.796	0.797			
		<b>P4</b>	0.858	0.859			
		<b>P5</b>	0.774	0.775			
	Cooperation	<b>P6</b>	0.801	0.801			
		<b>P7</b>	0.824	0.823			
		<b>P8</b>	0.742	0.740			
	Responsibility	<b>P9</b>	0.787	0.787			
		<b>P10</b>	0.790	0.789			
		<b>P11</b>	0.865	0.864			
		Initiative	<b>P12</b>	0.810	0.810		
<b>Workload</b>	Time pressure	<b>WL1</b>	0.561	<b>Rejected</b>	0.716	0.946	0.934
		<b>WL2</b>	0.056	<b>Rejected</b>			
		<b>WL3</b>	0.802	0.815			
		<b>WL4</b>	0.355	<b>Rejected</b>			
		<b>WL5</b>	0.799	0.791			
	Role ambiguity	<b>WL6</b>	0.787	0.806			
		<b>WL7</b>	0.783	0.819			
	Responsibility	<b>WL8</b>	0.854	0.863			
	Pride	<b>WL9</b>	0.895	0.914			
		<b>WL10</b>	0.877	0.904			
<b>Work Stres</b>	Organizational structure	<b>WS1</b>	0.792	0.792	0.877	0.977	0.971
		<b>WS2</b>	0.969	0.969			
	interpersonal factors	<b>WS3</b>	0.968	0.968			
		<b>WS4</b>	0.964	0.964			
	<b>Stress due to role</b>	<b>WS5</b>	0.957	0.957			
	<b>Working conditions</b>	<b>WS6</b>	0.956	0.956			

Source: SmartPLS Output

- Acceptable Loading Factor criteria  $\geq 0.5$
- Acceptable AVE criteria  $> 0.5$
- Acceptable Composite Reliability criteria  $> 0.6$
- Acceptable Cronbach's  $\alpha$  Reliability criteria  $> 0.7$



**Figure 2.**  
**Outer Model**

### Discussion

After the outer model test is carried out if all are fulfilled, the next step is the measurement of the hypothesis which can be seen from Table 3 which describes the results of the path coefficient relationship, and the P value. This study tested five hypotheses of direct influence and two hypotheses for indirect influence. The results of the analysis showed that six hypotheses were accepted, namely WL has a positive influence on P (H1) and JS (H3), WS has a positive influence on P (H2), JS has a positive effect on P (H5), and P can mediate the effect of WL on JS (H6) and mediate the effect between WS on P (H7). All hypotheses showing a positive effect are proven to be significant, as indicated by the magnitude of the p-value, which is lower than 0.05. However, H4 related to the effect of WS on JS is not accepted, because it has a p-value higher than 0.05.

**Table 3.**  
**Path Coefficient Test Results**

Hypothesis	Connection	Original Sample (O)	T statistics ( O/STDEV )	P Values	Results
<b>Immediate Effects</b>					
H1	WL→P	0.562	8.259	0.000	Accepted
H2	W.S.→P	0.233	3,686	0.000	Accepted
H3	WL→JS	0.430	6.149	0.000	Accepted
H4	W.S.→JS	0.036	0.668	0.504	Not accepted
H5	JS→P	0.486	5,740	0.000	Accepted
<b>Mediation Effect</b>					
H6	WL→P→JS	0.273	4.473	0.000	Accepted
H7	W.S.→P→JS	0.113	2,714	0.007	Accepted

Source: SmartPLS Output

### The Effect of Workload on Nurse Performance

The analysis findings found that workload has a positive and significant influence on performance as measured by the path coefficient value of 0.562. The p-value obtained is  $0.000 < 0.05$ . The workload variable has a positive and significant influence on the nurse performance variable. This shows that a high workload is not always bad if the workload management is in accordance with the abilities and needs, thus creating working conditions that motivate nurses to carry out their duties more efficiently and optimally. Workload can improve performance optimally or vice versa, depending on how the workload is managed. A workload that is too light can also have a negative impact on performance, because the potential possessed by nurses cannot be utilized optimally if the tasks given are too few. In line with Herzberg's two-factor theory, an effective workload not only meets basic needs but also creates conditions that motivate nurses to achieve optimal performance. This statement is in line with the analysis that has been reviewed by Adelia & Halin (2024), Ferdian (2023), Linda & Rino (2023), Basalamah et al. (2022), Sugiharto & Handayani (2024), Rezeki et al. (2022), Sundari & Ellina (2022), Ivan (2024), Syamsudin et al. (2023) namely the workload has a positive and significant impact on nurse performance. While the analysis reviewed by

Rezeki et al. (2022), Tambunan & Rahmatia (2024), Kristanti et al. (2024), and Andiani & Jayanagara (2023) said that workload has a negative effect on nurse performance.

### **The Effect of Work Stress on Nurse Performance**

The results of the analysis show that work stress has a positive and significant effect on performance, with a path coefficient of 0.233. In addition, the p-value obtained is  $0.000 < 0.05$ . This is in line with the results of research from (Adelia & Halin, 2024), which states that work stress plays an important role in improving nurse performance. Without work stress, the challenges in the job will be less. By increasing the level of work stress within a certain limit, the performance of nurses can actually be better. However, the negative effects of stress appear more often, such as difficulty sleeping, irritability, decreased motivation, increased work errors, and difficulty in making decisions. On the other hand, if nurses can manage stress well, the stress can have a positive impact, such as increasing work motivation. In line with Herzberg's two-factor theory, work stress within a certain limit can improve performance. Work stress can be a motivating factor if managed well, because it will encourage achievement, recognition, and responsibility. This finding is in line with research conducted by Adelia & Halin (2024), Fauji & Damaihati (2023), Rismayanti & Mayasari (2021), Sundari & Ellina (2022), and Rezeki et al. (2022), which shows that work stress has a positive and significant effect on nurse performance. On the contrary, Andiani & Jayanagara (2023), Ferdian (2023), Fathonah et al. (2020), Tambunan & Rahmatia (2024) in their research stated that work stress has a negative effect on nurse performance.

### **The Influence of Workload on Job Satisfaction**

The results of the analysis show that workload has a positive and significant effect on job satisfaction, with a path coefficient of 0.430 and a p-value of  $0.000 < 0.05$ . In other words, a reasonable increase in workload can increase nurse job satisfaction. Effectively managing workload has a positive and significant impact on the level of nurse job satisfaction. This happens because nurses feel more motivated and productive when assignments are adjusted to their respective abilities and capacities. This condition also makes nurses feel more satisfied with the work they do. In line with Herzberg's two-factor theory, a reasonable workload can be a trigger for motivator factors. Good workload management not only improves performance but also nurse job satisfaction. This finding is in line with previous

research by Tentama (2019), Syamsudin (2023), Nurhasanah (2022), Aulya & Hamsal (2024), which shows a positive and significant impact between workload and job satisfaction. On the other hand, a study conducted by Swasti (2024) found that workload has a negative effect on job satisfaction.

### **The Influence of Work Stress on Job Satisfaction**

The results of the study showed that work stress was not significant on job satisfaction. This context can be seen from the p-value of  $0.504 > 0.05$ . In addition, the path coefficient value of 0.036 indicates that work stress has a very weak influence on job satisfaction, so the fourth hypothesis is rejected. Work stress in nurses in this study did not find a strong or significant relationship with their level of job satisfaction. When nurses can manage work stress well, the stress does not have a significant impact on the satisfaction of nurses. In line with Herzberg's two-factor theory, which places work stress as a hygiene factor. When work stress is managed well, it will only prevent dissatisfaction without affecting job satisfaction. This is because work stress does not always directly affect the level of satisfaction of nurses, but rather depends on how individuals deal with or manage the stress. The findings of this study are in line with the findings that have been reviewed by Tuahuns et al. (2023), Maharani & Tamara (2024), namely, work stress does not influence job satisfaction. whereas according to Aulya & Hamsal (2024), job stress has an impact on job satisfaction.

### **The Influence of Job Satisfaction on Nurse Performance**

The research findings show that job satisfaction has a positive and significant effect on performance, as measured by the path coefficient of 0.486. The p-value obtained is  $0.000 < 0.05$ , indicating that the effect is significant. This means that when nurse job satisfaction increases, nurse performance will also increase. The higher the level of nurse satisfaction with the job, the greater the dedication and quality that nurses provide in carrying out their duties. This condition not only has an impact on improving nurse performance but also on the overall quality of hospital services. This is supported by Herzberg's Two-Factor theory, which states that if nurses are satisfied with the tasks they do, they will be more likely to work hard by showing dedication and increasing their productivity. The findings in this study are in line with the analysis that has been reviewed by Tuahuns et al. (2023), Kristanti et al.

(2024), Nauval & Kuntadi (2023), Darmawan et al. (2021), and Nurhasanah (2022), which shows that job satisfaction has a positive influence on nurse performance.

### **The Effect of Workload on Nurse Performance Through Job Satisfaction**

The findings of this study indicate that job satisfaction is able to mediate the workload and performance of nurses indirectly, measured using a path coefficient that has a value of 0.273 with a p-value of  $0.000 < 0.05$ . This means that if the workload of nurses increases but is managed well, this can help improve nurse performance, which ultimately has a positive impact on job satisfaction. Nurses who feel able to handle the workload effectively will tend to be more satisfied with their work because they succeed in achieving work targets optimally. This is in line with Herzberg's two-factor theory, which shows that job satisfaction as a motivating factor is a driver for improving performance and can produce optimal performance. The findings of this study are in line with previous analyses Nurhasanah, (2022), which explains that job satisfaction can act as a mediator in influencing workload on nurse performance.

### **The Effect of Work Stress on Nurse Performance Through Job Satisfaction**

The results of the study indicate that the level of job satisfaction can mediate the relationship between work stress and nurse performance indirectly, which is measured using a path coefficient of 0.113. The p-value obtained is 0.000 lower than 0.05. This indicates that well-managed work stress can improve nurse performance, which will ultimately have a positive impact on nurse job satisfaction. Stress levels within reasonable limits can motivate nurses to work optimally and feel satisfied after achieving the desired results. In line with Herzberg's two-factor theory it shows the important role of motivator factors in improving nurse performance. According to Muslim & Ilmi (2023), job satisfaction is able to mediate the relationship between these variables. Meanwhile, according to Aulya & Hamsal (2024), Tuahuns et al. (2023), job satisfaction is not able to mediate the relationship between work stress and nurse performance.

## **CONCLUSION**

The purpose of this study was to analyze the effect of workload and work stress on nurse performance, with job satisfaction as a mediating variable. The results of this study

indicate that most of the findings support the proposed hypothesis. Workload that is adjusted to the skills and needs of nurses is able to improve performance optimally, indicating a positive relationship between workload and performance. On the other hand, work stress also has a significant positive effect, where increasing work stress within reasonable limits can improve nurse performance.

The results of this study have practical implications for organizations and nurses individually. Nursing managers at RSI PKU Muhammadiyah Tegal can organize workloads and manage work stress optimally to improve nurse performance, which will ultimately benefit the organization. This step can be done by maximizing the positive aspects of workload and work stress, such as providing support programs for nurses to help them achieve work targets, and creating a more productive and harmonious environment, which can encourage improved nurse performance.

This study has several limitations, including only focusing on inpatient nurses at RSI PKU Muhammadiyah Tegal, so the results are less generalizable. Data were collected through a Google Form-based questionnaire, which has the potential to cause response bias. This study is also limited to variables of workload, job stress, job satisfaction, and performance, without considering other factors such as organizational culture, motivation, or managerial support. In addition, the number of respondents, which is only 104 nurses, limits the representation of a wider population.

## REFERENCES

- Adelia, T., & Halin, H. (2024). *Pengaruh Stress Kerja , Beban Kerja , Dan Lingkungan Kerja Terhadap Kinerja Perawat Pada Rs Ak Gani Palembang*. 10(2), 1282–1291.
- Amalou, S. I. (2024). Organizational Climate and Performance in Higher Education: A Bibliometric Analyses Using Dimensions Database . *Majapahit Journal of Islamic Finance and Management*, 4(1), 1–24. <https://doi.org/10.31538/mjifm.v4i1.55>
- Aisyah, S., Yustikasari, T., & Santoso, B. (2024). *Al-Kharaj : Jurnal Ekonomi , Keuangan & Bisnis Syariah Al-Kharaj : Jurnal Ekonomi , Keuangan & Bisnis Syariah*. 6(2), 661–671. <https://doi.org/10.47467/Alkharaj.V6i2.3831>
- Alayoubi, M. M., Arekat, Z. M., Al Shobaki, M. J., & Abu-Naser, S. S. (2022). The Impact Of Work Stress On Job Performance Among Nursing Staff In Al-Awda Hospital. *Foundations Of Management*, 14(1), 87–108. <https://doi.org/10.2478/Fman-2022-0006>
- Andiani, T. K., & Jayanagara, O. (2023). Effect Of Workload, Work Stress, Technical Skills,

- Self-Efficacy, And Social Competence On Medical Personnel Performance. *Aptisi Transactions On Technopreneurship*, 5(2), 118–127. <https://doi.org/10.34306/Att.V5i2.301>
- Aruldoss, A., Kowalski, K. B., & Parayitam, S. (2021). The Relationship Between Quality Of Work Life And Work-Life-Balance Mediating Role Of Job Stress, Job Satisfaction And Job Commitment: Evidence From India. *Journal Of Advances In Management Research*, 18(1), 36–62. <https://doi.org/10.1108/Jamr-05-2020-0082>
- Aulia, M., & Edi, K. (2022). *Pengaruh Stres Kerja, Kelelahan Kerja, Dan Motivasi Kerja Terhadap Kinerja Perawat*. 134–141.
- Aulya, D., & Hamsal. (2024). *Pengaruh Stress Kerja Dan Beban Kerja Terhadap Kinerja Karyawan Dengan Kepuasan Kerja Sebagai Variabel Intervening ( Studi Kasus Pada Karyawan Pt . Sharp Electronic Cabang Pekanbaru ) Dian Aulya Putry Universitas Islam Negeri Riau Hamsal Universitas Islam*. 18(1), 363–381.
- Basalamah, F. F., Ahri, R. A., & Arman, A. (2022). Pengaruh Kelelahan Kerja, Stress Kerja, Motivasi Kerja Dan Beban Kerja Terhadap Kinerja Perawat Di Rsud Kota Makassar. *An Idea Health Journal*, 1(02). <https://doi.org/10.53690/Ihj.V1i02.33>
- Chen, B., Wang, L., Li, B., & Liu, W. (2022). Work Stress, Mental Health, And Employee Performance. *Frontiers In Psychology*, 13(November). <https://doi.org/10.3389/Fpsyg.2022.1006580>
- Chin, W. W. (2010). *How To Write Up And Report Pls Analyses*. <https://doi.org/10.1007/978-3-540-32827-8>
- Darmawan, A., & Suhartono. (2022). Pengaruh Motivasi Dan Beban Kerja Terhadap Kinerja Karyawan Sebagai Variabel Mediasi (Studi Pada Karyawan Outsourcing Di Rsup Dr. Sardjito). *Seminar Nasional Stie Widya Wiwaha*, 61–72.
- Eni Mahawati. (2021). *Analisis Beban Kerja Dan Produktivitas Kerja*. Yayasan Kita Menulis.
- Fathonah, D., Syahrana, & Andriansyah. (2020). Pengaruh Peran Gender Dan Stres Kerja Terhadap Kinerja Perawat Di Rumah Sakit Umum Daerah Tarakan Provinsi Kalimantan Utara. *Coopetition: Jurnal Ilmiah Manajemen*, 11(2), 117–124. <https://journal.ikopin.ac.id/index.php/Coopetition/article/view/104>
- Fatkurrozi, T. (2024). Islamic Capital Market Investment Alternatives Facing the 2024 Election Year. *Danadyaksa: Post Modern Economy Journal*, 1(2), 148–163. <https://doi.org/10.69965/danadyaksa.v1i2.33>
- Fauji, A., & Damaihati, S. (2023). *Efek Lingkungan Kerja Dan Stres Kerja Terhadap Kinerja Karyawan Melalui Kepuasan Kerja Sebagai Variabel Intervening*. 1(2), 74–80. <https://doi.org/10.56721/JisdM.V1i2.206>
- Feby Arma Putra, D. K. (2024). Mengoptimalkan Kinerja: Investigasi Pengaruh Kepuasan Kerja, Kompensasi, Dan Motivasi Terhadap Kinerja Pegawai. *J-Mas (Jurnal Manajemen Dan Sains)Urna Manajemen Indonesia* *Administrasi Bisnis (Jab)*, 7(1), 1–56.
- Fikri, Z., Bellarifanda, A., Sunardi, S., ‘Ibad, M. R., & Mu’jizah, K. (2024). The Relationship Between Mental Workload And Nurse Stress Levels In Hospitals. *Healthcare In Low-Resource Settings*, 12(1). <https://doi.org/10.4081/Hls.2023.11817>
- Haidar Ferdian Ilyasa, & Naniek Ratni Juliardi A.R. (2023). Analisis Pengaruh Beban Kerja, Stres Kerja, Kelelahan Kerja, Dan Lingkungan Kerja Terhadap Kinerja Tenaga Medis.

- Insologi: Jurnal Sains Dan Teknologi*, 2(4), 791–802.  
<https://doi.org/10.55123/insologi.v2i4.2476>
- Hair, J. F., Risher, J. J., Sarstedt, M., & Ringle, C. M. (2019). The Results Of Pls-Sem Article Information. *European Business Review*, 31(1), 2–24.
- Ilahude, N. N., Yantu, I., & Biki, S. B. (2022). Pengaruh Beban Kerja Dan Stres Kerja Terhadap Kinerja Pegawai Bank Sulutgo Suwawa. *Cerdikia : Jurnal Ilmiah Indonesia*, 2(1), 1008–1017.
- Inegbedion, H., Inegbedion, E., Peter, A., & Harry, L. (2020). Perception Of Workload Balance And Employee Job Satisfaction In Work Organisations. *Heliyon*, 6(1), E03160. <https://doi.org/10.1016/j.heliyon.2020.E03160>
- Johan, R. F., & Satrya, A. (2023). *Effects Of Workload And Job Stress On Employee Performance Of Banking Employees : The Mediating Role Of Job Satisfaction*. 12(1), 545–555.
- Kristanti, R., Bastian, A., Amdanata, D. D., Pascasarjana, S., & Kuning, U. L. (2024). *Kristanti, Reni Bastian, Adolf Amdanata, Donal Devi*. 2, 51–59.
- Lee, B., Lee, C., & Kim, J. (2022). *Menganalisis Determinan Kepuasan Kerja Berdasarkan Teori Dua Faktor*. 0–25.
- Lesva Cahyani, M. (2022). Pengaruh Kepemimpinan Dan Beban Kerja Terhadap Kinerja Pegawai Dengan Motivasi Sebagai Variabel Intervening. *Journal Of Business And Economics (Jbe) Upi Yptk*, 7(1), 26–32.  
<https://doi.org/10.35134/jbeupiyptk.v7i1.143>
- Linda, A., & Rino, R. (2023). Influence Of Work-Family Conflict, Workload, And Work Pressure As Mediating Variables On The Performance Of Female Employees. *Jurnal Organisasi Dan Manajemen*, 19(2), 379–393.  
<https://doi.org/10.33830/jom.v19i2.5494.2023>
- Maharani, A., & Tamara, D. (2024). The Occupational Stress And Work-Life Balance On Turnover Intentions With Job Satisfaction As Mediating. *Sa Journal Of Human Resource Management*, 22, 1–10. <https://doi.org/10.4102/sajhrm.v22i0.2369>
- Muis, M., Nai'em, M. F., Arsin, A. A., Darwis, A. M., Thamrin, Y., & Hans, N. A. P. (2021). The Effect Of Multiple Role Conflicts And Work Stress On The Work Performance Of Female Employees. *Gaceta Sanitaria*, 35(2018), S90–S93.  
<https://doi.org/10.1016/j.gaceta.2020.12.025>
- Mulyadi, M., Sitiari, N. W., Meryawan, I. W., & Saputri, L. G. E. A. (2024). The Role Of Workload, Work Life Balance And Psychological Towards Employee Performance Through Work Stress As Mediation. *Quality - Access To Success*, 25(200), 143–152.  
<https://doi.org/10.47750/qas/25.200.15>
- Muslim, D., & Ilmi, Z. (2023). *Jurnal Ilmiah Multidisiplin Nusantara Pengaruh Beban Kerja Dan Stres Kerja Terhadap Kinerja Pegawai Yang Dimediasi Kepuasan Kerja Studi Empiris Pada Pegawai Satuan Polisi Pamong Praja Provinsi Kalimantan Timur Jurnal Ilmiah Multidisiplin Nusantara*. 1(November), 173–183.
- Nauval, A., & Kuntadi, Y. A. (2023). *Pengaruh Work From Home , Motivasi , Lingkungan Kerja Terhadap Kinerja Pegawai Dengan Kepuasan Kerja Sebagai Variabel Mediasi*. 8(3), 2023–2035. <https://doi.org/10.36312/jime.v8i2.3580/http>
- Nurhasanah, J. & Z. T. (2022). *Pengaruh Etika Kerja , Budaya Organisasi Dan Beban Kerja Terhadap Kinerja Karyawan Dengan Kepuasan Kerja Sebagai Variabel Intervening*.

- 5(1), 245–261.
- Pasek Rismayanti, L., & Ariani Mayasari, N. M. D. (2021). Pengaruh Lingkungan Kerja Dan Stres Kerja Terhadap Kinerja Perawat Pada Rsu Kertha Usada Di Tengah Pandemi Covid - 19. *Bisma: Jurnal Manajemen*, 7(2). <https://doi.org/10.23887/bjm.v7i2.31718>
- Putra, R. S., Rahmadhani, T. N., & Hidayat, S. (2021). Factors Related To The Risk Of Occupational Stress Among Nurses In The Emergency Room At Sosodoro Djatikoesoemo Bojonegoro Hospital. *Indonesian Journal Of Occupational Safety And Health*, 10(3), 299–308. <https://doi.org/10.20473/ijosh.v10i3.2021.299-308>
- Putri Adhisty, S., Fauzi, A., Simorangkir, A., Dwiyantri, F., Caroline Patricia, H., & Khumairah Madani, V. (2023a). Faktor-Faktor Yang Mempengaruhi Kinerja Karyawan: Stress Kerja, Beban Kerja Dan Lingkungan Kerja (Literature Review Msdm). *Jurnal Manajemen Pendidikan Dan Ilmu Sosial*, 4(1), 134–148. <https://doi.org/10.38035/jmpis.v4i1.1408>
- Putri Adhisty, S., Fauzi, A., Simorangkir, A., Dwiyantri, F., Caroline Patricia, H., & Khumairah Madani, V. (2023b). Faktor-Faktor Yang Mempengaruhi Kinerja Karyawan: Stress Kerja, Beban Kerja Dan Lingkungan Kerja (Literature Review Msdm). *Jurnal Manajemen Pendidikan Dan Ilmu Sosial*, 4(1). <https://doi.org/10.38035/jmpis.v4i1.1408>
- Rezeki, D. S., Pasaribu, S. E., & Bahri, S. (2022). Peran Mediasi Stres Kerja Pada Pengaruh Beban Kerja Dan Lingkungan Kerja Terhadap Kinerja Perawat Di Ruang Perawatan Pasien Covid-19 Rsud Dr. Pirngadi Medan. *Jesya*, 6(1). <https://doi.org/10.36778/jesya.v6i1.920>
- Soepriyanto, G., Meiryani, Amelia, A., & Sudrajat, J. (2023). The Effect Of Workload And Burnout On Auditor Performance During The Covid-19 Pandemic. *Journal Of Governance And Regulation*, 12(1), 8–21. <https://doi.org/10.22495/jgrv12i1art1>
- Solihatun1, Akhmad Darmawan2, F. B. (2021). Pengaruh Motivasi Dan Lingkungan Kerja Terhadap Kinerja Karyawan Dengan Kepuasan Kerja Sebagai Variabel Intervening. 15(1), 57–69.
- Sugiharto, D., & Handayani, N. (2024). Kontribusi Beban Kerja , Stres Kerja Dan Iklim Kerja Terhadap Kinerja Perawat Di Rs Bhakti Asih Brebes. 4(1), 2723–2738.
- Sundari, D., & Ellina, E. (2022). Pengaruh Beban Kerja Dan Stress Kerja Terhadap Kinerja Perawat Di Rumah Sakit Bhayangkara Setukpa Lemdiklat Polri Sukabumi. *Cerdika: Jurnal Ilmiah Indonesia*, 2(11). <https://doi.org/10.36418/cerdika.v2i11.482>
- Sultanto, J., Elvina, E., & Pristyono, P. (2023). The Effect of Workload, Job Satisfaction, and Work Discipline on Employee Performance of PT. BDMN Rantauprapat. *Indonesian Interdisciplinary Journal of Sharia Economics (IIJSE)*, 6(3), 2785-2797. <https://doi.org/10.31538/iijse.v6i3.3372>
- Swasti, A. T. U. & I. K. (2024). Pengaruh Beban Kerja Dan Lingkungan Kerja Terhadap Kinerja Karyawan Melalui Kepuasan Kerja Pada Pt . X. 8(1), 181–193. <https://doi.org/10.33087/ekonomis.v8i1.1295>
- Syamsudin, S., Suryani, R., Aisyah, N., & Sukrisno, I. (2023). Peran Kepuasan Kerja Sebagai Variabel Mediasi Pengaruh Beban Kerja Dan Lingkungan Kerja Terhadap Kinerja Karyawan Di Kawasan Cikarang Bekasi. *Ilmu Ekonomi Manajemen Dan Akuntansi*, 4(1), 318–329. <https://doi.org/10.37012/ileka.v4i1.1683>

- Tamara, A. (2024). *Pengaruh Beban Kerja Dan Stres Kerja Terhadap Kinerja Pegawai Dengan Kepuasan Kerja Sebagai Variabel Moderasi Pada Dinas Kependudukan Dan Pencatatan Sipil Kabupaten Pasaman*. 6(1), 57–66.
- Tambunan, R., & Rahmatia, R. (2024). Pengaruh Stres Kerja Dan Beban Kerja Terhadap Kinerja Perawat Di Rumah Sakit Jiwa Provinsi Sulawesi Tenggara. *Ijma (Indonesian Journal Of Management And Accounting)*, 5(1). [https://doi.org/10.21927/Ijma.2024.5\(1\).108-117](https://doi.org/10.21927/Ijma.2024.5(1).108-117)
- Tentama, F., Rahmawati, P. A., & Muhopilah, P. (2019). The Effect And Implications Of Work Stress And Workload On Job Satisfaction. *International Journal Of Scientific And Technology Research*, 8(11), 2498–2502.
- Thevanes, N., & Harikaran, S. (2020). Work-Life Balance And Organizational Performance: The Mediating Role Of Organizational Citizenship Behavior. *Asian Journal Of Social Sciences And Management Studies*, 7(4), 280–287. <https://doi.org/10.20448/Journal.500.2020.74.280.287>
- Tuahuns, V. B., Soleman, M. M., & Husen, Z. (2023). Pengaruh Stres Kerja, Dan Lingkungan Kerja Terhadap Kinerja Perawat Dengan Kepuasan Kerja Sebagai Variabel Mediasi Pada Masa Pandemi Covid-19 (Studi Pada Rsud Dr. H. Chasan Boesoirie Ternate). *Jurnal Manajemen Sinergi*, 11(1). <https://doi.org/10.33387/Jms.V11i1.6633>
- Wanda, Musa, C. I., Haeruddin, I. M., Kurniawan, A. W., & Hamka, R. A. (2024). Pengaruh Beban Kerja Dan Lingkungan Kerja Terhadap Kinerja Pegawai Di Rumah Sakit Umum Daerah Mamuju. *Jurnal Manuhara: Pusat Penelitian Ilmu Manajemen Dan Bisnis*, 2(2), 215–223.
- Wang, X., Li, C., & Chen, Y. (2022). *Relationships Between Job Satisfaction , Organizational Commitment , Burnout And Job Performance Of Healthcare Professionals In A District-Level Health Care System Of Shenzhen ,. November*, 1–10. <https://doi.org/10.3389/Fpsyg.2022.992258>
- Yogi Ivan Wicaksono, L. L. (2024). *Stres Kerja, Beban Kerja, Dan Lingkungan Kerja Terhadap Kinerja Pegawai*. 8(1), 93–104.
- Yulianti, E., & Bagus, F. (2023). *Efficacy Terhadap Kinerja Karyawan Di Rumah Sakit Islam Pengaruh Workloafing, Cyberloafing Dan Self Efficacy Terhadap Kinerja Karyawan Di Rumah Sakit*. 1(1). <https://doi.org/10.30595/Jesh.V1i1.72>