



The Effect of Work Overload on Work Stress and Performance of Morowali District General Hospital Employees

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ABSTRACT

Human resource management is the main factor in carrying out activities. The Regional General Hospital of Morowali district is the largest in Morowali district, which has many civil servants. With the large number of employees, of course, they have very high activity in serving the community. If activity is too high, it will affect employee performance. Furthermore, performance will affect other activities, such as delays in the patient handling process and miscommunication between nurses, medical staff, and other health workers. This dramatically influences a harmonious work atmosphere and can affect employee performance. Excessive workload (work overload), such as the high responsibility that must be maintained by every employee in serving and caring for patients, is also a pressure felt by every employee. With the emergence of higher workloads, employees will feel that the work demands are burdensome, and the behavior of superiors who sometimes pressure employees will make them feel like they are experiencing work stress.

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1. INTRODUCTION

The Regional General Hospital of Morowali district is the largest in Morowali district, which has many civil servants. With the large number of employees, of course, they have very high activity in serving the community. The performance of health workers is a consequence of society's demands for excellent service or high-quality services. Through the implementation of health workers, it is hoped that they will be able to show their real professional contribution in improving the quality of health services, which will have an impact on health services in general in the organization where they work, and the final result will be on the quality of life and welfare of the community.

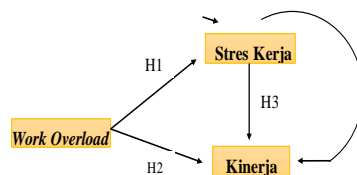
The results of observations at the Morowali District General Hospital regarding employee performance, he explained that there were still delays in treating patients, especially emergency patients. Some complaints often conveyed by the public through the suggestion box are that the medical skills when installing an IV into a patient's body usually take a long time because the patient's veins are difficult to find or have collapsed (patients are dehydrated). Furthermore, miscommunication still occurs between nurses and medical staff and staff. Other health. This dramatically influences a harmonious work atmosphere and can affect employee performance. Some information was obtained about problems related to excessive workload: the amount of work that seemed absurd (work overload) resulted in the need for an employee with excellent and maximum abilities. Limited or urgent time to complete a job also includes employees' workload. Apart from that, the high level of responsibility that each employee must maintain in serving and caring for patients is also a pressure felt by each employee.

Furthermore, there needs to be a more transparent organizational structure regarding employees' roles, authority, and responsibilities. Apart from that, miscommunication still occurs both between leaders and subordinates and between subordinates. Furthermore, some employees feel that the work demands are burdensome, and the behavior of leaders who sometimes pressure employees makes employees feel like they

are experiencing work stress.

1.1. Framework of Thought

Based on the framework above, it can be described in a hypothetical framework as follows:



Gambar 2.1 Kerangka Model Penelitian

Based on the description of the background and problems above, the author formulates the following hypothesis:

The Work Overload variable significantly affects the Job Stress of Morowali District General Hospital Employees (Hypothesis 1).

The Work Overload variable significantly affects the performance of Morowali District General Hospital employees (Hypothesis 2).

The Job Stress variable significantly affects the Performance of Morowali District General Hospital Employees (Hypothesis 3).

The work stress variable as a mediator significantly affects the Work Overload variable and the Employee Performance Variable at the Morowali District General Hospital (Hypothesis 4).

2. METHODOLOGY

This research aims to determine the effect of Work Overload on Job Stress and Employee Performance. The type of research used is causal research, and the data is obtained quantitatively. Quantitative research methods can be understood as research methods based on the philosophy used to investigate a particular population or sample. In this research, the sampling technique used was nonprobability sampling with a purposive sampling technique. Purposive sampling is a technique for sampling data sources with specific considerations. "The reason for using a purposive sampling technique is because not all samples have criteria that match the phenomenon being studied. Therefore, the author chose a purposive sampling technique, which determines specific considerations or criteria that must be met by the samples used in this research.

The second statistical analysis technique used in this research is Structural Equation Modeling (SEM) using SmartPLS. Reporting the results of data analysis will be carried out in two steps (Latan, H. & Ghozali, 2012a). The first step needs to be taken in evaluating the measurement model (measurement or outer model), followed by the second step in assessing the structural model (structural or inner model).

2.1. Evaluation of Outer (Measurement) Convergent Validity Model

Convergent validity is a measure that shows the extent to which an indicator is positively correlated with other indicators of the same construct (Santosa, 2018). Convergent validity also assesses whether the needles used for a construct are considered to be able to measure a construct significantly. Convergent validity can be measured using factor loading scores. The limits used in this research refer to (Hair Jr, J. F., Matthews, L.M., Matthews, R. L., & Sarstedt, 2017) with a loading factor score > 0.50 (Latan, H. & Ghozali, 2012a).

2.2. Discriminant Validity

Discriminant validity is a measure used to see whether there is a more significant correlation between indicators of a construct and the construct itself when compared with indicators of other constructs (Latan, H. & Ghozali, 2012a). Discriminant validity is related to the principle that measures of different constructs should not have a high correlation. Discriminant validity testing was carried out by looking at the cross-loading value. For discriminant validity to be fulfilled, the cross-loading value of the indicator on the variable must have the most significant discount compared to other variables.

2.3. Construct Reliability

Reliability testing measures the consistency of measuring tools or instruments in making measurements. In this research, the reliability test used in PLS is composite reliability. Composite reliability is used because it also considers the outer loading value of each existing indicator. A construct is reliable if its combined reliability value exceeds 0.60 (Latan, H. & Ghozali, 2012a).

3. RESULTS

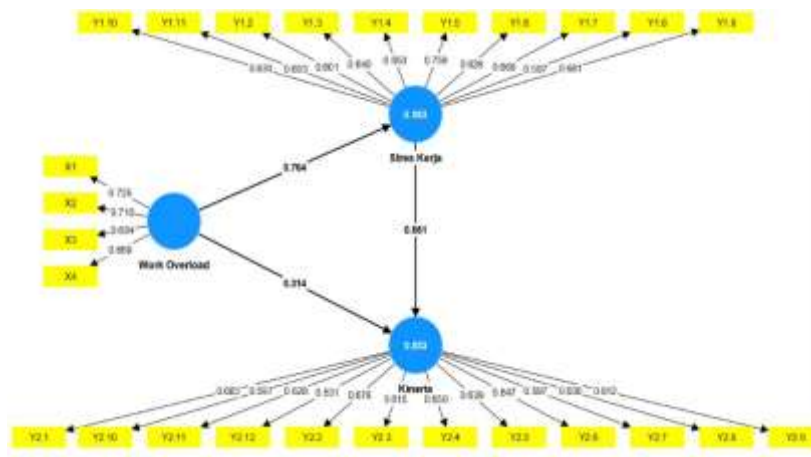


Figure 2. Outer Loading
Source: SmartPLS Data Processing Results

Table 1. Cross Loading Values

	Performance	Job Stress	Work Overload
X.1			0.725
X.2			0.71
X.3			0.684
X.4			0.669
Y1.10		0.63	
Y1.11		0.683	
Y1.12		0.601	
Y1.13		0.64	
Y1.14		0.653	
Y1.15		0.759	
Y1.16		0.626	
Y1.17		0.668	
Y1.18		0.587	
Y1.19		0.681	
Y2.1	0.683		
Y2.10	0.597		
Y2.11	0.628		
Y2.12	0.531		
Y2.2	0.678		
Y2.3	0.615		
Y2.4	0.65		
Y2.5	0.639		
Y2.6	0.647		
Y2.7	0.597		
Y2.8	0.63		
Y2.9	0.612		

Source: SmartPLS Data Processing Results

Table 1 above shows the loading factor value for each variable indicator whose weight is more significant than 0.50. This indicates that each hand used can explain each existing variable so that the variable is considered valid to proceed to the following analysis. Table 1 shows that each indicator in the Work Overload, Work Stress, and Performance variables has the most significant cross-loading value on the variable itself compared to other variable indicators. However, several indicators in the Work Overload variable are invalid because they have a cross-loading value below 0.50, namely indicators X5, X6, and X7. Furthermore, in the performance variable, the hand that falls is Y1.1. This shows that the construct can predict its construct

indicators better than indicators of other constructs. Thus, it can be concluded that each hand of a construct is highly correlated with each construct.

Table 2. Validity Test Results

Variable	Indicator	Loading Factor Value	Information
Work Overload	X.1	0,725	Valid
	X.2	0,71	Valid
	X.3	0,684	Valid
	X.4	0,669	Valid
Job Stress	Y1.2	0,601	Valid
	Y1.3	0,64	Valid
	Y1.4	0,653	Valid
	Y1.5	0,759	Valid
	Y1.6	0,626	Valid
	Y1.7	0,668	Valid
	Y1.8	0,587	Valid
	Y1.9	0,681	Valid
	Y1.10	0,63	Valid
	Y1.11	0,683	Valid
	Performance	Y2.1	0,683
Y2.2		0,678	Valid
Y2.3		0,615	Valid
Y2.4		0,65	Valid
Y2.5		0,639	Valid
Y2.6		0,647	Valid
Y2.7		0,597	Valid
Y2.8		0,63	Valid
Y2.9		0,612	Valid
Y2.10		0,597	Valid
Y2.11		0,628	Valid
Y2.12		0,531	Valid

Source: 2023 Data Processing Results

Table 3. Composite Reliability Values

Variable	Cronbach's alpha	Composite reliability (rho_a)	Composite reliability (rho_c)
Work Overload	0,859	0,859	0,885
Job Stress	0,851	0,854	0,882
Performance	0,649	0,65	0,791

Source: SmartPLS Data Processing Results

Table 3 above shows that each variable has a composite reliability value greater than 0.60. Thus, it can be said that all variables or constructs have good reliability.

3.1. Inner (Structural) Evaluation of the R-Square Determination Coefficient Model

The coefficient of determination, or often referred to as R-Square, is a value that shows the size of the variance of the dependent variable caused by all the independent variables ((Santosa, 2018). The R-Square value is one measure that is often used to assess structural models in PLS .The R-Square value has a range between 0 and 1, with a value closer to 1 indicating greater prediction accuracy.

Table 4. R-Square Value

	R Square	Adjusted R Square
Job Stress	0,583	0,58
Performance	0,853	0,851

Source: PLS Data Processing

Table 4 above shows the combined influence of the Work Overload variable on Job Stress and overall performance. The R-Square value of Job Stress is 0.583 and the Performance R-Square value is 0.853, indicating that overall, the independent variable has a high influence on the dependent variable.

3.2. Path Coefficient Estimation

Path coefficient estimation is an estimate of the path relationship in a structural model used to see the significance value of the data processing results using a bootstrapping procedure. The significance value of all estimated paths will be used to see the relationship between variables. The relationship between variables in the structural model is evaluated based on the calculated t value, and the hypothesis is accepted when the calculated t value is greater than the critical value. The critical value generally used for the two-tailed test is 1.96 (significance level = 5%). ((Hair Jr, J. F., Matthews, L.M., Matthews, R. L., & Sarstedt, 2017). Because the relationship between variables in this study already has a clear direction, the bootstrapping procedure was carried out using a one-tailed test at a significance value of 0.05 and T Statikti of 1.96. The following are the results of the bootstrapping test:

Table 5. Path Coefficient

	Original samples (O)	Sample mean (M)	Standard deviation (STDEV)	T statistics O/STDEV	P values
Job Stress -> Performance	0,661	0,665	0,059	11,289	0,000
Work Overload -> Performance	0,314	0,311	0,067	4,692	0,000
Work Overload -> Job Stress	0,764	0,768	0,034	22,638	0,000
Work Overload -> Job Stress -> Performance	0,505	0,511	0,051	9,884	0,000

Source: PLS Data Processing

The results of testing the relationship between Work Overload and Performance show a statistical t-value of 4.692, more excellent than 1.96, with a significance level of p-value of 0.000, which is smaller than 0.05. This indicates that the Work Overload variable and Performance relationship is positive and significant. Thus, it can be concluded that hypothesis 1 (H1) is accepted.

The results of testing the relationship between Work Overload and work stress show a statistical t-value of 22.638, more significant than 1.96, with a significance level of p-value of 0.000, more critical than 0.05. This indicates that the relationship between the Work Overload variables and work stress is positive and significant. Thus, it can be concluded that hypothesis 2 (H2) is accepted.

The results of testing the relationship between Job Stress and Performance show a statistical t-value of 11.289, more significant than 1.96, with a significance level of p-value of 0.000, which is smaller than 0.05. This indicates the positive and meaningful relationship between Job Stress and Performance variables. Thus, it can be concluded that hypothesis 3 (H3) is accepted.

The results of testing the relationship between Work Overload and Performance mediated by Job Stress show a statistical t value of 9.884, greater than 1.96 with a significance level of p value of 0.000, which is smaller than 0.05. This indicates that the relationship between the Work overload variable and Performance, which is mediated by Job Stress is positive and significant. Thus, it can be concluded that hypothesis 4 (H4) is accepted.

4. DISCUSSION

4.1. The Effect of Work Overload on Job Stress

According to (In J. C. Quick & L. E. Tetrick (Eds.), 2003), Work Overload usually occurs when medical employees and other health workers are faced with work demands that exceed their capacity, such as a large number of patients to treat, a very busy work schedule, or additional work that requires must be done outside of their primary responsibilities. This increase in work demands can cause stress, because medical employees feel pressured to complete the job correctly and in a short time. Furthermore, when medical and other health employees experience Work Overload, they may find it difficult to provide quality health services to patients. This can increase stress as they want to provide the best care, but are limited by limited time and resources. Work overload often means having to complete many tasks in a limited time. This can also create high levels of uncertainty and high time pressure, which in turn can increase job stress levels. The results of more in-depth empirical research can provide more concrete evidence about the relationship between Work Overload and work stress in medical and other health employees.

4.2. The Effect of Work Overload on Performance

According to (Bakker, A. B., & Demerouti, 2007), Work Overload is a form of work pressure, which

is related to the amount of work that must be done by an individual in a limited time. This can be caused by excessive work demands, tight deadlines, and limited resources compared to the number of patients available. Refers to a situation where employees feel they have too many tasks or work that must be completed in a limited time. This can include cases where an employee has a long to-do list or must juggle many responsibilities simultaneously.

Research that is in line according to (Satrini, I. D., Riana, I. G., & Subudi, 2017). This research focuses on the impact of Work Overload on nurses in hospitals and how it influences patient perceptions of medical employee performance. An increase in the number of patients that must be treated by a limited number of medical and other health employees can lead to work overload. Work Overload caused by a lack of medical and other health employees can disrupt and impact performance. In the context of Work Overload's influence on hospital employees' performance, it underlines the importance of proper staff placement and effective human resource management to maintain work quality and avoid Work Overload, which can affect performance and patient satisfaction.

So, if employees are given too many tasks and responsibilities, they may find it challenging to cope with all the work well, which harms their performance. The impact of Work Overload on the performance of hospital employees can vary. The factors above can interact and influence each other. To maintain good performance, hospital management needs to monitor employee workload and take appropriate actions to manage it.

4.3. The Effect of Job Stress on Performance

According to (Almalki, M. J., FitzGerald, G., & Clark, 2014), work stress can harm the performance of medical employees and other health workers. Stressed employees may make mistakes or need to provide adequate attention to patients. High work stress can interfere with performance. They may need help to complete tasks efficiently and on time. Job stress can reduce the concentration and focus of medical employees, which can impact appropriate clinical decisions.

It is important to note that addressing work stress in medical employees is essential to ensure quality health care. Healthcare organizations should strive to create a supportive work environment and reduce factors that cause job stress.

Similar research was put forward by (Nouri, A., Sanjaghi, M. E., & Tavassoli, 2019). This research seeks the relationship between work stress and labor productivity in the petrochemical industry. Although not in a hospital, the results of this study provide insight into how work stress can affect employee performance in various work contexts.

4.4. The Effect of Work Overload on Performance is mediated by Job Stress

According to (Tahir, S., Yusoff, R., Azam, K., Khan, A., & Kaleem, 2012). Work Overload and Job Stress Work Overload is when employees face tasks and responsibilities that exceed their capacity and resources. Work Overload often increases work stress among medical employees and other health workers. They may feel stressed, unable to cope with excessive work demands and experience mental strain. Furthermore, the Effect of Job Stress on Performance. Job stress experienced by medical employees and other health workers can harm their performance. Work stress can interfere with focus and efficiency, which affects performance. Stressed employees may need help completing tasks efficiently. Pressure can increase the risk of errors, especially in medical situations that require attention and sound decisions. And the quality of care provided by medical employees may be affected by stress. Patients may feel that they need to receive optimal care.

Mediation Work stress can mediate or mediate between Work Overload and performance. This means that Work Overload does not directly affect performance but through the effects of work stress. Work Overload increases work stress levels, affecting medical employees' performance. In this context, work stress acts as a link between Work Overload and performance.

To improve the performance of medical and other health employees, hospitals and health organizations need to consider coping strategies that include Workload Management by arranging staff placement and a balanced work schedule to reduce Work Overload. Furthermore, Stress Management Training provides training in stress management to medical employees so they can deal with work stress more effectively. Psychological Support by providing access to psychological support and counseling for medical employees who experience work stress.

Development of Work-Life Balance by encouraging medical employees to balance their personal and work lives to reduce stress.

Empirical studies and further research may be needed to measure and identify the impact of Work Overload, work stress, and the performance of medical and other health employees in more detail and to develop effective management strategies for overcoming these issues in hospitals.

5. CONCLUSION

This research concludes that Work Overload significantly affects the Job Stress of Employees at the Morowali Regency Regional General Hospital. Work Overload significantly affects the Performance of Morowali District General Hospital Employees. Job Stress significantly affects the Performance of Employees at the Morowali Regency Regional General Hospital. Work stress as a mediator significantly affects Work Overload and Employee Performance at the Morowali Regency Regional General Hospital.

6. RECOMMENDATION

It is important to remember that hospital management and health institutions need to pay attention to the problem of Work Overload and find ways to manage the workload of medical employees and other health employees to reduce work stress and maintain their well-being. This includes better schedule management, improved planning, and additional resources. It is important to note that many other factors, such as management policies, social support, and individual characteristics, can also influence the job stress of medical employees and other healthcare workers in hospitals. Therefore, further studies with appropriate research methods and specific contexts are needed to understand the deeper relationship between Work Overload and work stress in medical employees and other health employees in hospitals.

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