

The Effect of Workload on the Performance of Nurses at Muslimat Ponorogo Hospital: Work Engagement and Job Satisfaction as Intervening Variables

1st Veprilia Permata Dewi ^{*a}

2nd Majang Palupi ^a  <https://orcid.org/0000-0002-1282-8249>

^a Program Studi Manajemen, Fakultas Bisnis dan Ekonomika, Universitas Islam Indonesia

Abstract

This research was purposed to analyze the relation between workload and nurse performance at Muslimat Hospital Ponorogo with work engagement and job satisfaction as intermediary variables. The method used in the research is quantitative with two-stage multiple linear regression as a measuring tool. The number of samples used in the research was 50 nurses at the Muslimat Hospital Ponorogo with various criteria of gender, age, length of work and different educational backgrounds. The research results show that workload directly has a positive and significant effect on performance, workload directly has a positive and significant effect on work engagement, while workload directly has no significant effect on nurse satisfaction. The relationship between work engagement and performance directly and job satisfaction has a significant effect. Meanwhile, work engagement and job satisfaction are considered not to be able to significantly mediate workload on nurse performance.

Key words: workload, job satisfaction, performance, work engagement

* Coreespondence: vepriliapermatad15@gmail.com

1. Introduction

Human Resources (HR) is the most important asset in a company or organization. Employees in the company are resources that encourage as well as determine the development of the company itself. Snell and Bohlander (2018) suggest that HR management is a process that covers everything about the organization and everyone involved in it. HR management aims to develop human talent as employees to achieve organizational goals. The better the work results obtained by HR in company activities, the closer the company will be to the goals it wants to achieve (Snell & Bohlander, 2018). In other words, the better the management and quality of HR, the resulting performance will also be higher and more profitable for the company.

Performance is defined as how far employees do work in accordance with the objectives set by the company (Sony & Mekoth, 2016). Performance reflects the effectiveness of employees in utilizing the opportunities provided by the company by showing their skills to achieve predetermined goals or targets (Pourceimour, et al., 2021). Hajjali, et al. (2022) states that performance is something related to a person's behavior in controlled activities and is carried out to achieve certain goals, performance can also show the position of employees within the company from the results of the achievements they achieve.

Based on some of the descriptions above, it can be said that performance is defined as a form of achievement of a person as an employee in carrying out certain tasks or activities which will be the basis for determining how high the status of the employee is. However, in achieving maximum performance there are several inhibiting and driving factors that vary such as workload, work engagement and job satisfaction felt and experienced by employees (Indrasari, 2017).

The results of previous research related to the effect of work engagement on performance by Perangin-angin, et al. (2020) and Hafidzunnur's research (2021) state that the work engagement variable has a positive and significant effect on performance. In addition, work engagement is able to mediate the environmental influence of transformational leadership on performance (Jauhar & Suratman, 2022) on a micro scale business that allows for more effective work arrangements. If work engagement or employee involvement in their work is higher, the performance produced by these employees will also be higher (good) as well.



Job satisfaction is basically an individual thing. This is because job satisfaction has different degrees or levels in each individual according to the values that apply in the person himself (Indrasari, 2017). Job satisfaction according to Robbins and Judge (2017) is defined as a form of positive feeling towards the evaluation results of the work performed. An employee who is satisfied with his job will have positive feelings about the work done and exert his abilities in the job, and vice versa. If an employee is less or dissatisfied with his job, he will have negative feelings and tend to have less interest in the job.

Studies conducted on respondents who work as nurses found that the satisfaction experienced by nurses at work allows nurses to work comfortably which can support their performance (Hardianto, et al, 2021). Nurcahyani and Adnyani's (2016) study with nurse respondents also found similar findings where job satisfaction in nurses plays a very important role in the work process and the performance results of the nurses themselves. The results of the study concluded that the job satisfaction variable has a positive influence on employee performance.

Job satisfaction in the results of research conducted by Pramesti and Piartrini (2020) is directly influenced by the workload borne by employees. When the workload received by employees is higher, job satisfaction can decrease but it is not possible for employees to remain satisfied. This is due to several factors such as the company providing facilities and benefits and others that are a source of employee satisfaction. So even though the burden borne by employees is high, they are still able to feel job satisfaction at the company.

Apart from workload, work engagement also has a contribution in influencing job satisfaction. In Cahyanti and Qomariyah's research (2019) shows that work engagement contributes to job satisfaction in pharmaceutical services in hospitals. Although the contribution of work engagement has a weak relationship, the contribution made by work engagement variables to job satisfaction is included in the high category. In health services both in clinics and communities, nurses are at the forefront of services through the provision of nursing services. The role of nurses in health services is very important and necessary in health services. Therefore, it does not rule out the possibility that the workload borne by nurses is also high.

Based on research conducted by Setiawan (2020), it shows a brief description of the workload experienced by nurses. In the Emergency Department (IGD) of Undata Hospital with 33 nurses as respondents, all of them stated that the workload they bear is heavy. This is indicated by the intensity of direct nursing activities carried out up to 80% or more. Emergency room patients fall into category 5 (total) which requires action and continuous intensive care and supervision. The many types of work that nurses must do in caring for each patient, as well as the need to take quick action considering that emergency room patients are emergency patients, make nurses have to do several jobs simultaneously in a relatively short time. In addition, the relatively small number of nurses in one installation (less) also increases the workload received.

The high workload in hospital nurses which is influenced by several diverse factors makes this phenomenon interesting for researchers to study. This reason is then the reason for choosing nurses at the Muslimat Ponorogo Hospital to be studied regarding the relationship of workload variables to performance with work employment and job satisfaction as mediating variables (intervening).

2. Literature Review

Effect of Workload on Performance

Research conducted by Yamin et. al. (2019) with the title "Effect of BMI, Workload, Work Fatigue, and Complaints of Musculoskeletal Disorders on Nurse Performance in Sawerigading Hospital Palopo" was conducted with the aim of knowing the effect of body mass index and workload on fatigue and musculoskeletal disorders and their impact on nurse performance. The results of bivariate analysis showed that there was an effect of workload ($p\text{-value} = 0.000$) on performance with a coefficient of (-0.287) . Thus it can be concluded that workload variables affect the performance of inpatient nurses at Sawerigading Hospital Palopo City.

The similarity between this research and the current research is that both use workload variables to explain their relationship with employee performance. While the difference lies in several other dependent variables such as IBM, fatigue and musculoskeletal disorders while in the current study using workload variables, work engagement, job satisfaction and employee performance.

Research conducted by Yosiana et. al (2020) with the title "The Analysis of Workload and Work Environment on Nurse Performance with Job Stress as Mediation Variable" was conducted with the aim of analyzing the effect of

workload and work environment on nurse performance and studying job stress as a mediating variable on nurse performance.

The results showed that if high workload is handled by few human resources, it will only result in high workload and then increase work stress and will indirectly affect performance. A conducive work environment not only helps nurses to control stress but also enables them to improve their performance.

The equation with the current study is that both use workload variables on performance. While the difference lies in the intermediary variables used, namely work stress in previous studies and work intervening and job satisfaction in current research.

Research conducted by Pourteimour, et. al (2021) with the title "The Relationship Between Mental Workload and Job Performance Among Iranian Nurses Providing Care to COVID-19 Patients: A Cross-Sectional Study" was conducted with the aim of evaluating the relationship between mental workload and performance in nurses in Iran who provide care to patients with COVID-19, and explaining factors to predict their performance. The results showed that the mean scores on mental workload and performance variables were 67.14 ± 30.53 and 37.37 ± 7.36 , respectively. A total of 71.95% and 96.4% of the nurses had high mental workload and job performance levels, respectively. Correlation tests showed a weak positive correlation between mental workload and mean job performance scores ($r = 0.057$).

The equation with the current research is that both use workload variables on performance. While the difference lies in the dependent variable, namely workload, which is more specific to mental workload. Meanwhile, the current study uses workload variables in general.

Effect of Workload on Work Engagement

Research conducted by Husain Shah, et. al (2017) with the title "Troubling Job Demands at Work: Examining the Deleterious Impact of Workload and Emotional Demands on Work Engagement" was conducted with the aim of studying the impact of job demands including workload and emotional demands on employee work engagement. The results showed that workload marked a significant negative impact on employee work engagement.

The equation with the current study is that both use the variable workload on work engagement. While the difference lies in other variables used in explaining their relationship to work engagement, namely the variables of emotional demands, and occupational health.

Research conducted by Zhang, et. al (2020) with the title "Influence of Perceived Stress and Workload on Work Engagement in Front-Line Nurses During COVID-19 Pandemic" was conducted with the aim of clarifying the factors that influence and work engagement of nurses who are on the front line (handling COVID-19) and to provide references regarding targeted interventions. The results showed that work engagement was negatively correlated with stress and workload. Potential influencing factors included sociodemographic characteristics (marital status, rescue staff, cabin ward), stress (infection control, PPE discomfort) and workload (mental demands, performance, frustration).

The similarity with the current research is that both use workload variables on work engagement. While the difference lies in other variables used in explaining its relationship to work engagement, namely the variable work stress felt by nurses who specifically handle Covid-19 cases.

Research conducted by Indawani, et. al (2018) with the title "*Pengaruh Kompetensi, Beban Kerja dan Stres Kerja Terhadap Work Engagement dan Implikasinya pada Kinerja Dinas Pekerjaan Umum dan Penataan Ruang Aceh*" was conducted with the aim of knowing: (1) the effect of competence on employee work engagement (2) the effect of workload on work engagement, (3) the effect of work stress on employee work engagement (4) the effect of competence on organizational performance (5) on organizational performance, (6) the effect of work stress on organizational performance (7) the effect of work engagement on performance (8) the effect of competence, workload and work stress on organizational performance through employee work engagement.

The results showed that workload, work stress, work engagement and organizational performance, competence affects work engagement, workload affects work engagement, work stress affects work engagement, competence affects organizational performance, employees also have an influence on organizational performance, work stress affects organizational performance, employee work engagement has a positive and significant effect on organizational performance, there is an indirect effect of competence, workload and work stress on organizational performance.

The similarity with the current research is that both use workload variables on work engagement. While the difference lies in other variables used in explaining their relationship to work engagement, namely the variables of competition and job stress. While in this study using the variables of work engagement, workload, performance and job satisfaction.

Effect of Workload on Job Satisfaction

Research conducted by Inegbedion, et. al (2020) with the title "Perception of Workload Balance and Employee Job Satisfaction in Work Organizations" was conducted with the aim of analyzing the perception of workload balance and employee job satisfaction in work organizations. As well as trying to find out the extent to which employee perceptions and workload balance affect job satisfaction.

The results show that the comparison of workload between employees and their competencies significantly affects their perception of workload balance and job satisfaction, the strengths and abilities of employees affect their perception of workload balance and the perception of workload balance significantly affects job satisfaction. The equation with the current study is that both use workload variables on job satisfaction.

Research conducted by Salsabilla, et. al (2022) with the title "The effect of Workload and Job Stress on Job Satisfaction Mediated by Work Motivation" was conducted with the aim of examining the effect of workload and job stress on job satisfaction mediated by motivation in type B government hospitals Kanjuruhan Hospital. The results showed that high workload and low work stress can increase motivation and job satisfaction. Proper planning and calculation of nurse-patient ratio should be implemented to increase motivation and job satisfaction. This study also found that motivation mediation is a complementary mediation between workload and job satisfaction and a competitive mediation between job stress and job satisfaction.

The similarity with the current research is that both use workload variables on job satisfaction. While the difference lies in other variables used in explaining their relationship to job satisfaction, namely the variable job stress and the intermediary variable, namely motivation. Whereas in this study using the variables work engagement, workload, performance and job satisfaction.

Research conducted by Fatwa, et. al (2019) with the title "The Effect and Implications of Work Stress and Workload on Job Satisfaction" was conducted with the aim of empirically examining the effect of work stress and workload on employee job satisfaction. The results showed that work stress and workload simultaneously affect job satisfaction and obtained a significance value of p-value 0.000. And partially the work stress and workload variables each have a significant effect on job satisfaction with a p-value of 0.000.

The equation with the current research is that both use workload variables on job satisfaction. While the difference lies in other variables used in explaining their relationship to job satisfaction, namely the variable job stress. Whereas in this study using the variables work engagement, workload, performance and job satisfaction.

Effect of Work Engagement on Employee Performance

Research conducted by Carter, et. al (2016) with the title "The Effects of Employee Engagement and Self-Efficacy on Job Performance: A Longitudinal Field Study" was conducted with the aim of analyzing the extent to which employee engagement and self-efficacy affect the level of individual worker performance. The results showed that there was a contribution between self-efficacy and employee engagement positively on employee performance.

The equation of this research with the current research is that both use work involvement variables on employee performance. While the difference lies in the use of self efficacy variables in previous studies and in the current study does not use these variables.

Research conducted by Kartal (2018) with the title "Evaluating the Relationship Between Work Engagement, Work Alienation and Work Performance of Healthcare Professionals" was conducted with the aim of knowing the effect of work engagement and work alienation on performance. The results showed that the level of engagement and alienation of participants had a significant effect on performance ($P < 0.01$).

The similarity between this research and the current research is that both use work engagement variables on employee performance. While the difference lies in the use of the opposite variable, namely employee alienation in previous studies and in the current study does not use this variable.

Research conducted by Rohana Manalu, et. al (2018) with the title " *Pengaruh Work Engagement Terhadap Kinerja Pegawai BPJS Ketenagakerjaan* " was conducted with the aim of analyzing the effect of work engagement on

employee performance at the BPJS Employment Binjai Branch. The results showed that work engagement (X) had a more dominant effect on the performance of BPJS Employment Branch Binjai employees. In addition, work engagement has a positive and significant effect on employee performance at the BPJS Ketenagakerjaan Binjai Branch with $t\text{-count} > t\text{-table}$ ($2.759 > 2.030$) and a regression coefficient value of 0.389 or 38.9%.

The equation of this research with the current research is that both use work involvement variables on employee performance. While the difference lies in the use of intermediate variables. Previous research without using intervening variables while in the current study using intermediate variables.

The Effect of Job Satisfaction on Employee Performance

Research conducted by Riyanto, et. al (2021) with the title "Effect of Work Motivation and Job Satisfaction on Employee Performance: Mediating Role of Employee Engagement" was conducted with the aim of analyzing the effect of motivation and job satisfaction on performance with employee engagement as a mediating variable. The results showed that motivation has a positive effect on IT employee performance, while job satisfaction is independent. Employee engagement does not directly affect employee performance, but the effect of mediation through motivation and job satisfaction can have a significant effect on employee performance.

The equation of this research with the current research is that both use job satisfaction variables on employee performance. While the difference lies in the use of motivation variables in previous studies. Meanwhile, the current study did not use motivation variables.

Research conducted by Fai Yuen, et. al (2018) with the title "Determinants of Job Satisfaction and Performance of Seafarers" was conducted with the aim of analyzing the main determinants of job satisfaction and seafarer performance. A survey was administered to 116 seafarer officers and the data obtained was analyzed using structural equation models. The results showed that job satisfaction was highly correlated with seafarers' job performance. In addition, the amount of stress associated with working on board and the attractiveness of rewards are the main determinants of job satisfaction.

The equation of this research with the current research is that both use job satisfaction variables on employee performance. While the difference lies in the research subjects used. In previous research using subjects on sailors while the current research was conducted on nurses.

Research conducted by Heba Ramli (2018) with the title "Compensation, Job Satisfaction and Employee Performance in Health Services" was conducted with the aim of analyzing compensation, job satisfaction and employee performance of Private Hospitals in Jakarta. In addition, it is also to analyze the effect of compensation on job satisfaction and its implications for the performance of employees of Jakarta Private Hospitals. The results showed that compensation has a positive effect on job satisfaction and employee performance, and job satisfaction has positive implications for the performance of employees of Jakarta Private Hospitals.

The research equation with the current research is that both use job satisfaction variables on employee performance. While the difference lies in the other variables used. The previous study used compensation variables while the current study used work engagement, workload, performance and job satisfaction variables.

The Effect of Workload on Performance Through Work Engagement

Research conducted by David Kristanto and Tajib (2023) with the title "*Pengaruh Compesantion dan Job Satisfaction terhadap Employee Performance Dimediasi Employee Engagement pada Bank Swasta di Jakarta*" was conducted with the aim of analyzing the effect of compensation and job satisfaction on performance directly and its effect mediated by the variable employee engagement. The results showed that there is an effect of compensation on employee performance mediated by employee engagement and there is an effect of job satisfaction on employee performance mediated by employee engagement.

The research equation with the current research is that both use employee engagement variables in mediating employee performance. While the difference lies in the dependent variable used. In previous research using compensation and job satisfaction variables while current research uses workload variables, job satisfaction.

Research conducted by Arifin, et. al (2019) with the title "Analysis of Bullying Effects on Job Performance Using Employee Engagement and Job Satisfaction as Mediation" was conducted with the aim of testing the effectiveness of employee engagement and job satisfaction to reduce the negative impact of workplace bullying on job performance, in the wood management industry in Kalimantan Indonesia. The results showed that employee

engagement fully mediated the relationship between bullying and job performance, and job satisfaction partially mediated the relationship between workplace bullying and job performance.

The research equation with the current research is that both use employee engagement variables in mediating employee performance. While the difference lies in the dependent variable used. The previous study used the bullying variable as a form of mental workload, while the current study used the workload variable in general.

Research conducted by Pashiera and Budiono (2023) with the title "*Peran Work Engagement Sebagai Variabel Intervening pada Pengaruh Psychological Wellbeing dan Work Environment Terhadap Employee Performance*" was conducted with the aim of analyzing the effect of psychological well-being and work environment on employee performance mediated by work engagement. The results of data analysis in this study indicate that work engagement is significantly able to mediate the influence of psychological wellbeing and work environment on employee performance....

The equation of this research with the current research is that both use employee engagement variables (work engagement) in mediating employee performance. While the difference lies in the dependent variable used. Previous research used psychological wellbeing and work environment variables, while current research uses workload variables.

The Effect of Workload on Performance Through Job Satisfaction

Research conducted by Ifrad, et. al (2020) with the title "*Manajemen Beban Kerja, Konflik Kerja dan Stres Kerja: Pengaruhnya Terhadap Kinerja Karyawan Melalui Kepuasan Kerja Sebagai Intervening di PT Harapan Teknik Shipyard*" was conducted with the aim of examining the effect of workload management, work conflict and work stress on employee performance through job satisfaction as intervening.

The results showed that there was an effect of job satisfaction on employee performance and there was a mediating effect of job satisfaction on the relationship between work conflict management and employee performance. There is a mediating effect of job satisfaction on the relationship between work stress management and employee performance.

The research equation with the current research is that both use job satisfaction variables in mediating employee performance. While the difference lies in the dependent variable used. In previous research using conflict and work stress variables while current research uses workload variables.

Research conducted by Nurhasanah, et. al (2022) with the title "*Pengaruh Etika Kerja, Budaya Organisasi dan Beban Kerja Terhadap Kinerja Karyawan dengan Kepuasan Kerja Sebagai Variabel Intervening*" was conducted with the aim of analyzing the effect of work ethic, organizational culture and workload on employee performance, analyzing the effect of job satisfaction on employee performance and analyzing whether job satisfaction is a mediating variable between work ethic, organizational culture and workload on performance at PT. Perkebunan Nusantara IV (Persero) Dolok Sinumbah. The results showed that indirectly job satisfaction mediates the relationship between workload and performance variables.

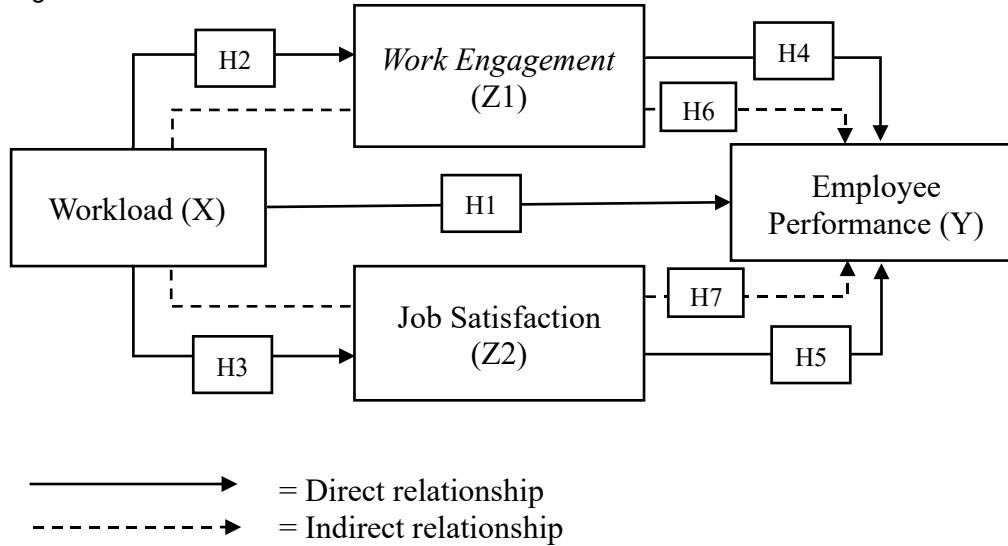
The research equation with the current research is that both use job satisfaction variables in mediating employee performance. While the difference lies in the dependent variable used. In previous research using work ethics and organizational culture variables while current research uses workload variables.

Research conducted by Suci Wuandari, et. al (2022) with the title "*Pengaruh Beban Kerja dan Stres Kerja melalui Variabel Mediasi Kepuasan Kerja terhadap Kinerja Karyawan PNM Mekaar Area Batang 2*" was conducted with the aim of testing and analyzing the effect of workload and work stress through the mediating variable of job satisfaction on the performance of PNM Mekaar employees Batang Area 2. The results showed that the workload variable had no effect on employee performance mediated by job satisfaction with a p-value of (0.082) and a path coefficient value of (0.099).

The research equation with the current research is that both use job satisfaction variables in mediating employee performance. While the difference lies in the dependent variable used. In previous research using workload and work stress variables while current research uses workload variables.

Research Model Framework

Figure 1. Research Model Framework Chart



X : Workload Variable
 Z1 : Work Engagement Variable
 Z2 : Job Satisfaction Variable
 Y : Employee Performance Variable

Hypothesis

A hypothesis is a logically conjectured relationship between two or more variables expressed in the form of a testable statement (Sekaran, 2016). Based on the formulation of the problem, the theoretical basis and concepts, and the research framework described above with workload as the independent variable, employee performance as the dependent variable, and work engagement and job satisfaction as mediating (intervening) variables. then several hypotheses can be formulated in this study, namely:

1. H1: workload has a negative and significant effect on nurse performance at Muslimat Ponorogo Hospital.
2. H2: workload has a negative and significant effect on nurses' work engagement at Muslimat Ponorogo Hospital.
3. H3: workload has a negative and significant effect on job satisfaction of nurses at Muslimat Ponorogo Hospital.
4. H4: work engagement has a positive and significant effect on nurse performance at Muslimat Ponorogo Hospital.
5. H5: job satisfaction has a positive and significant effect on nurse performance at Muslimat Ponorogo Hospital.
6. H6: work engagement plays a role in mediating the negative and significant influence between workload on nurse performance at Muslimat Ponorogo Hospital.
7. H7: Job satisfaction plays a role in mediating the negative and significant influence between workload on nurse performance at Muslimat Ponorogo Hospital.

3. Research Methods

The current research uses quantitative methods with causal studies. Quantitative research is a scientific method with data in the form of numbers and obtained using statistical calculations. Meanwhile, a causal study is a study or research where the researcher is interested in explaining the factors that cause a problem (Sekaran, 2017). This means that a causal study is research that aims to analyze the relationship between variables, which in the current study consists of workload, work engagement, job satisfaction and performance. The research data analysis process will be carried out with the help of the Statistical Package for Social Science (SPSS) application.

Data in quantitative research is obtained by distributing questionnaires to respondents who have been determined by researchers with certain considerations (Cresswell, 2009). The questionnaire itself is a list of statements and/or questions that have been written and provided in advance to be answered by respondents with alternative answers and scores on each answer that have also been prepared by the researcher beforehand (Sekaran & Bougie, 2013).

According to Sekaran & Bougie (2013) population refers to the overall event or thing to be investigated. In this study, the population consisted of 95 nurses at Muslimat Ponorogo Hospital from various poly and sections.

According to Arsyad et al, (2003) the sample is part of the population which is the actual object of a study. Meanwhile, according to Sekaran & Bougie (2013) the sample used consists of a number of members selected from the population, it can be concluded that the sample is a group or part of the population. According to Subiyanto (1993) the sample is said to be good if it contains two criteria, namely accuracy and precision.

Data collection was carried out by distributing questionnaires using a 5-level Likert scale. The analytical test tool used in this research is SPSS. The sample in this study amounted to 50 respondents with sampling techniques using population.

At the initial stage, data was classified into two types: primary data and secondary data. Primary data was obtained directly from respondents, while secondary data had been previously collected by other parties. The data collection technique used was a questionnaire, with measurement using a Likert scale. Respondents were nurses at Muslimat Ponorogo Hospital.

Furthermore, variable indicators are used to measure the variables to be studied, such as workload, work engagement, job satisfaction, and employee performance.

The research instrument test was conducted to validate and measure the reliability of the instrument used. Validity is done to determine whether the instrument is valid to measure the research topic, while reliability is done to assess whether the instrument is reliable.

The data analysis method includes descriptive analysis, classical assumption test, simple linear regression, and hypothesis testing. Descriptive analysis is used to describe the characteristics of respondents. The classical assumption test was conducted to ensure the data met the requirements for linear regression analysis. Simple linear regression is used to determine the effect of the independent variable on the dependent variable. Hypothesis testing is done with the t-Test, F-Test, and coefficient of determination (R^2) tests to determine the significance of the influence of the independent variable on the dependent variable. This research presents a comprehensive framework for collecting, analyzing, and interpreting data in the context of a study on the influence of workload, work engagement, job satisfaction, and employee performance at Muslimat Ponorogo Hospital.

4. Results and Discussion

The t statistical test is generally to show the effect of the independent variable on the dependent variable partially or separately. The significance of the test is at the level of 0.05 with the provisions, if significant t count < 0.05 then H_1 is accepted and rejects H_0 . This means that the independent variable (X) partially has a significant effect on Y and vice versa.

The results of hypothesis testing show several findings that contradict the hypotheses that have been proposed. First, related to the effect of workload (X) on nurse performance (Y), the results show that workload has a positive and significant effect on nurse performance (H_1 accepted). This means that the higher the workload, the higher the nurses' performance. However, there is a difference with the hypothesis related to the effect of workload on work engagement (Z1), where the results show a positive and significant relationship (H_2 accepted), contrary to the proposed hypothesis.

Table 1. Summary of Research Hypothesis Tests

| Variables | | Coefficient Beta | t Statistic | P Value |
|-------------------------|--------------|------------------|------------------------|---------|
| Direct Influence | | | | |
| H1 | BK > KI | 0,746 | 7,004 | 0,000 |
| H2 | BK > WE | 0,600 | 0,600 | 0,001 |
| H3 | BK > KK | -0,261 | 2,550 | 0,179 |
| H4 | WE > KI | -0,282 | -2,545 | 0,014 |
| H5 | KK > KI | 0,215 | 2,053 | 0,046 |
| Direct influence | | | Indirect Effect | |
| H6 | BK > WE > KI | 0,746 | 0,33 | |
| H7 | BK > KK > KI | 0,746 | 0,16 | |

Source: primary data processed, 2023

Then, regarding the effect of workload on job satisfaction (Z2), the test results show that there is no significant effect between workload and job satisfaction (H3 rejected). This contradicts the hypothesis that should show a negative relationship between workload and job satisfaction, where the higher the workload, the lower the job satisfaction.

Furthermore, regarding the effect of work engagement (Z1) on nurse performance (Y) and the effect of job satisfaction (Z2) on nurse performance (Y), the results show that both variables have a positive and significant influence on nurse performance (H4 and H5 accepted). This indicates that the higher the level of work engagement and job satisfaction, the higher the performance of nurses.

When considering the indirect effects through intervening variables (work engagement and job satisfaction), the results showed that work engagement and job satisfaction were not able to mediate the relationship between workload and nurse performance (H6 and H7 were rejected). This suggests that the effect of workload on nurses' performance is not through the tested intervening variables. The simultaneous test (F-test) shows that the variables of workload, work engagement, and job satisfaction together have a significant influence on nurse performance (Y).

Table 2. F-Test Results Variables (X) and (Y) against (Z2)

| Model | Sum of Squares | df | Mean Square | F | Sig. |
|--------------|----------------|----|-------------|--------|-------|
| 1 Regression | 182,395 | 3 | 60,798 | 17,973 | 0,000 |
| Residuals | 155,605 | 46 | 3,383 | | |
| Total | 338,000 | 49 | | | |

Source: primary data processed, 2023

Furthermore, the coefficient of determination (R²) test shows that the model used is able to explain as much as 74% of the variation in nurse performance (Y), while the remaining 26% can be explained by other factors outside the model.

Table 3. Test Results of the Coefficient of Determination (R²)

| Model | R | R Square | Adjusted R Square | Std. Error of the Estimate |
|-------|-------|----------|-------------------|----------------------------|
| 1 | 0,735 | 0,540 | 0,510 | 1,83922 |

Source: primary data processed, 2023

The study showed some findings that contradicted the initial hypotheses, especially in relation to the influence of workload on work engagement and job satisfaction. Nonetheless, these findings provide important insights for further understanding of the factors that influence nurses' performance at Muslimat Ponorogo Hospital.

Discussion

Effect of Workload on Nurse Performance (H1)

The results showed that workload has a positive and significant relationship with the performance of RSMP nurses. This contradicts the hypothesis built in this research, where an increase in workload should decrease nurse performance. The results of this study can be explained by the study of Barrie and McLean (2017) which states that workload can be a driving factor or motivator for employees to do work as expected by the company.

Miller's study (2019) also argues that workload can be used as a benchmark in determining the performance produced by employees. Several previous studies conducted by Rohman and Ichsan (2021) and Rahmadyah (2021) concluded that workload has a positive and significant effect on employee performance. The results of this study indicate that workload can improve employee performance.

Based on the results of the current study, it can be seen that the workload imposed on nurses at the Muslimat Ponorogo Hospital can improve the performance of the nurses because basically the duties and responsibilities of the nurses are related to patient care. Thus how much the assigned load must be carried out with the provisions set by the hospital. So that the performance of nurses increases along with the fulfillment of the standards and tasks assigned to the nurses.

Effect of Workload on Work Engagement (H2)

The effect of workload on work engagement based on the results of the study showed a positive and significant relationship. This means that when the workload is higher, the work engagement of the nurses will also increase. The results of the current study contradict the theory and the 2nd hypothesis which shows that the relationship between workload and work engagement is negative. However, in the results of this study the two variables have a positive relationship. The results of this study are also in line with research conducted by Indriawati et al, (2018) which resulted in the conclusion that workload affects employee work engagement. Research conducted by Idawati, et al (2018) concluded that workload has a positive and significant effect on work engagement, which means that workload can increase work engagement.

Work involvement is related to a person's contribution as an employee in carrying out activities in the work he does. According to Robbins and Judge (2013) work engagement is defined as the extent to which a person's work performance affects him as well as his psychology in identifying that work is something important to him (employee) and to his life. Thus it can be concluded that the workload received by nurses at the Muslimat Ponorogo Hospital can present how far the nurses' work involvement is in doing their work.

The Effect of Workload on Job Satisfaction (H3)

The effect of workload on job satisfaction in this study shows a negative and insignificant effect. This means that when the workload caused to nurses at the Muslimat Ponorogo Hospital increases, it does not necessarily mean that the satisfaction felt by the nurses has changed (increased) as well. This is because job satisfaction is individual and each person has a different level of satisfaction according to the values that apply to that individual (Wright, 2006).

Job satisfaction is a pleasant feeling felt by employees towards the work that has been completed and has been evaluated on the results of the work (Robbins & Judge, 2013). Job satisfaction can be felt from various aspects in the work environment and from the person. In other words, job satisfaction is not always related to workload. Job satisfaction involves several aspects including effort, opportunity, relationships between employees, opportunities for career development, job placement and organizational structure (Dost, 2012).

The results of the current study are in line with research conducted by Meilasari, et al, (2020) and Herminingsih and Purwanti (2020) which concluded that the workload variable has no significant effect on employee satisfaction. Thus it can be said that under certain conditions workload cannot significantly explain job satisfaction. As is the case in the current study which states that the workload felt by nurses at the Muslimat Ponorogo Hospital cannot show how satisfied the nurses are with the work they do.

Effect of Work Engagement on Nurse Performance (H4)

The effect of work engagement on performance in the current study has a negative and significant relationship. This means that when work engagement carried out by nurses increases, the performance produced by these nurses

will actually decrease. This can happen when a person's work engagement goes beyond what should be his main responsibilities and duties. So that these conditions can affect the work results (performance) of the person himself.

The significant results of work engagement work engagement on performance are also shown in Kartal's research (2018) with a p value test result of 0.01. In this study, it was concluded that the involvement and alienation of participants had a significant influence on the performance produced by these participants. Meanwhile, research conducted by Riyanti et al, (2021) states that work engagement does not affect employee performance directly but mediates performance through other factors such as motivation, and job satisfaction.

Effect of Job Satisfaction on Nurse Performance (H5)

Based on the results of the current study, it is known that job satisfaction has a positive and significant relationship with nurse performance at Muslimat Ponorogo Hospital. This means that when the job satisfaction felt by nurses increases, the performance they produce will also increase. The results of this study are in line with Fai Yuen et al, (2018) which concluded that job satisfaction is highly correlated with job performance in shipping employees (ship crew).

Job satisfaction involves several aspects including effort, opportunity, relationships between employees, opportunities for career development, job placement and organizational structure (Dost, 2012). The level of satisfaction felt by employees will be higher when aspects of the work they do match what the employee wants. The more conformity, the higher the satisfaction felt, and vice versa (San Lam & O'Higgins, 2012). Thus, when the satisfaction felt and obtained by nurses during work is felt to be good and in accordance with what they expect, the performance they produce will also be better.

The Effect of Workload on Nurse Performance Through Work Engagement (H6)

The results of the current study show that the work engagement variable cannot significantly mediate the effect of workload on nurse performance at the Muslimat Ponorogo Hospital. The work engagement variable has an indirect effect on performance of 33%, which can be interpreted that work engagement is unable to mediate workload on performance. This shows that there are still many other variables outside the model used today (besides work engagement) that are able to make a greater contribution in mediating the effect of workload on performance, for example work life balance. Such as research conducted by Nurwahyuni (2019) which states that workload has a significant effect on performance with work life balance as an intermediary variable.

The results of research conducted by Munparidi & Sayuti (2020) state that work engagement directly has no significant effect on performance. Likewise, in research Haqqi & Daud (2021) which resulted in the conclusion that work engagement does not have a significant effect on performance directly and cannot mediate employee performance through talent management.

Mediation of employee involvement is stated to be significant in research conducted by Setiawan et al, (2023). The results of the study state that work engagement is a significant mediation between quality of work life and job stress on organizational citizenship behavior. In another study by Pashiera and Budiono (2023) showed that work engagement can mediate employee performance which is influenced by psychological well-being or psychological well-being of employees in employees' work lives. However, in the same study work engagement did not become a significant mediation between work environment on performance.

Based on some of the previous research, it can be concluded that work engagement can mediate performance through certain variables, but on the other hand it is also less able to mediate employee performance which is influenced by workload. Thus it can be concluded that the work engagement variable cannot mediate the influence of nurse performance at the Muslimat Ponorogo Hospital in terms of the amount of burden they bear while carrying out their work.

The Effect of Workload on Nurse Performance Through Job Satisfaction (H7)

The results of the current study show that job satisfaction cannot significantly mediate the effect of workload on performance. The indirect effect of job satisfaction on nurse performance at Muslimat Ponorogo Hospital is 16%. This shows that there are still many other variables outside the current model (besides job satisfaction) that are able to make a greater contribution in mediating the effect of workload on performance.

Based on research conducted by Hastutiningsih (2018), it is concluded that workload has a significant influence with work stress as an intermediary variable. In other words, one of the variables that can mediate workload on

performance is the work stress variable. Another study by Apria, et al, (2021) states that the job satisfaction variable cannot mediate workload on employee performance. Similar to the current study, in this study the value of the indirect effect between job satisfaction and performance is smaller than the direct effect. Therefore, job satisfaction is considered unable to significantly mediate workload on performance.

The results of research conducted by Wulandari et al, (2022) also showed a similar thing, where in the study it was concluded that workload had no significant effect on employee performance with mediation of job satisfaction . Or in other words, job satisfaction is not able to mediate the effect of workload on employee performance. Based on some of these research results, it can be concluded that the job satisfaction felt by nurses at the Muslimat Ponorogo Hospital cannot be an intermediary in measuring the performance they produce in their work.

5. Conclusion

Based on the research results that have been described in the discussion, it can be concluded as follows:

1. Workload has a positive and significant influence on the performance produced by nurses at Muslimat Ponorogo Hospital.
2. Workload has a positive and significant influence on nurses' work engagement at Muslimat Ponorogo Hospital.
3. Workload has a positive but insignificant effect on nurses' job satisfaction at Muslimat Ponorogo Hospital.
4. Work engagement has a significant positive influence on nurse performance at Muslimat Ponorogo Hospital.
5. Job satisfaction has a positive and significant influence on nurse performance at Muslimat Ponorogo Hospital.
6. Work engagement cannot significantly mediate the effect of workload on nurse performance at Muslimat Ponorogo Hospital.
7. Workload cannot significantly mediate the effect of workload on nurse performance at Muslimat Ponorogo Hospital.

Advice

Based on the results of the research that has been presented in the discussion, the suggestions that researchers can convey to related institutions are that the Muslimat Ponorogo Hospital is expected to pay more attention to the workload imposed on nurses. Although in this study it is stated that workload is not an obstacle to the performance produced by nurses, at some point excessive workload will indirectly reduce performance. However, several points from the questionnaire results show that there are still aspects that have a negative impact on workload. Some of these points include workload that exceeds the physical abilities of the nurses, the volume of work that drains more time than it should and the delegation of tasks that are not in accordance with the abilities of the nurses.

Based on the results of research on other variables such as work engagement and job satisfaction. It is expected that the hospital will pay more attention to the level of work engagement and job satisfaction in nurses and employees in general, because job satisfaction has a significant effect directly on nurse performance. Thus, if the job satisfaction aspect is further improved, it is expected that the performance produced by the nurses will also be maximized. Things that need to be considered in work involvement, according to the results of questionnaire data, are how the discipline of nurses in the absentee level. As well as the involvement of nurses in their contribution while carrying out patient control tasks.

Bibliography

- Apria, I., W., A., Edris, M., & Sutono. (2021). Pengaruh Beban kerja dan Burnout terhadap Kinerja Pegawai dengan Kepuasan Kerja sebagai Variabel Intervening (Studi Kasus pada Pengawai Dinas Pemberdayaan Masyarakat dan Desa Kabupaten Rembang). *Jurnal Studi Manajemen Bisnis*. 01(01), 1-19.
- Arifin, H. 2020. Penerapan Metode Analisis Beban Kerja untuk Meningkatkan Produktivitas di Bagian Case Assy Up di PT. Yamaha Indonesia. *Jurnal: Teknoin*. 26(2), 83-95.
- Arsyad, Lincoln dan Soeratno. 2003. *Metodologi Penelitian Untuk Ekonomi dan Bisnis*. Yogyakarta: YPP Akademi Manajemen Perusahaan YKPN.

- Barrie, S., Peseta, T., & McLean, J. (2017). Academic life in the measured university: Pleasures, paradoxes and politics. *Higher Education Research and Development*, 36(3), 453–457.
- Bohlander, George., and Snell, Scott. 2010. *Principles of Human Resource. Management*, Mason, OH: South Western – Cengage Learning.
- Carter, W. R., Nesbit, P. L., Badham, R. J., Parker, S. K., & Sung, L. K. (2018). The effects of employee engagement and self-efficacy on job performance: a longitudinal field study. *International Journal of Human Resource Management*, 29(17), 2483–2502.
- Cresswell, J. W. (2009). *Research Design. Qualitative, Quantitative, And Mixed Methods Approaches* (3rd ed.)
- Hafidzunnur. (2021). Pengaruh Work Engagement terhadap Kinerja Karyawan SMK Negeri 2 Singosari di Masa Pandemi. *Skripsi*. Diterbitkan. Fakultas Psikologi. Universitas Islam Negeri Malik Ibrahim: Malang.
- Hajjali, I., Kessi, A. M. F., Budiandriani, B., Prihatin, E., & Sufri, M. M. (2022). Determination Of Work Motivation, Leadership Style, Employee Competence On Job Satisfaction And Employee Performance. *Journal Golden Ratio of Human Resource Management*, 2(1), 57–69.
- Haqqi, A., & Daud, I. (2021) Peran Mediasi Keterlibatan Karyawan pada Pengaruh Manajemen Bakat terhadap Kinerja PT Bank Kalbar. *Jurnal: Proceeding Seminar Bisnis Seri V*. p. 101-108.
- Hardianto, T., Suci, R., P., & Hermawati, A. (2021). Mediasi Kepuasan Kerja: Motivasi dan Employee Engagement terhadap Kinerja Perawat. *Jurnal Ilmu Manajemen*. 7 (3), P-ISSN: 2615-7284, E-ISSN: 2460-1012.
- Hart, S.G. & Staveland, L.E., 1998. *Development of NASA-TLX (task load index): results of empirical and theoretical research*. In: *Hancock, P., Meshkati, N.* (Eds.). Human Mental Workload, North-Holland, pp. 139–183.
- Hastutiningsih, A., T. (2018). Pengaruh Beban Kerja dan Lingkungan Kerja terhadap Kinerja Karyawan yang Dimediasi Stres Kerja. *Prosiding National Conference of Applied Business*. 1-8.
- Herminingsih, A., & Purwanti, D. (2020). Pengaruh Kompensasi dan Beban Kerja terhadap Kepuasan Kerja dengan Motivasi sebagai Variabel Pemoderasi. *Jurnal DIMENSI*. 9(3). ISSN: 2085-9996. 574-597.
- Indrasari, M. (2017). *Kepuasan Kerja dan Kinerja Karyawan Tinjauan dari Dimensi Iklim Organisasi Kreativitas Individu, dan Karakteristik Pekerjaan*. Sidoarjo: Indomedia Pustaka.
- Inegbedion, H., Inegbedion, E., Peter, A., & Harry, L. 2020. Perception of workload balance and employee job satisfaction in work organisations. *Cellpress: Heliyon* 6. <https://doi.org/10.1016/j.heliyon.2020.e03160>.
- Jauhar, M. F., & Suratman, A. (2022). Transformational Leadership on Performance: Mediating Role of Flexible Work Arrangements and Work Engagements (Study on the Coffee Shop Industry in Yogyakarta). *Review of Management and Entrepreneurship*, 6(1), 35–50. <https://doi.org/10.37715/rme.v6i1.2385>
- Kartal, N. (2018). Evaluating the relationship between work engagement, work alienation and work performance of healthcare professionals. *International Journal of Healthcare Management*, 11(3), 251–259.
- Meilasari, L., E., L., Parashakti, R., D., Justian, & Wahyuni, E. (2020). Pengaruh Kompensasi, Beban Kerja dan Disiplin Kerja terhadap Kepuasan Kerja Karyawan. *JIMT: Jurnal Ilmu Manajemen Terapan*. 1(6). E-ISSN : 2686-4924, P-ISSN : 2686-5246. 605-619.
- Miller, J. (2019). Where does the time go? An academic workload case study at an Australian university. *Journal of Higher Education Policy and Management*, 41(6), 633–645.
- Munparidi, & Sayuti, A. J. (2020). Pengaruh Keterlibatan Karyawan terhadap Kinerja Karyawan melalui Keouasan kerja sebagai Varibel Mediasi. *JAMB: Jurnal Aplikasi Manajemen dan Bisnis*. 1 (1), 36-46.
- Mushabe, c., Abreh, M., K., Mills, C., A. 2022. Elsevier: *Journal Social Sciences & Humanities Open* 6. <https://doi.org/10.1016/j.ssaho.2022.100279>.
- Nurcahyani, N.M., dan Adnyani, I.G.A. Dewi. (2016). Pengaruh Kompensasi dan Motivasi terhadap Kinerja Karyawan dengan Kepuasan Kerja sebagai Variabel Intervening. *E-Jurnal Manajemen Unud*, 5(1), 500-532.

- Nurhasanah, N., Jufrizen, J., & Tupti, Z. (2022). Pengaruh Etika Kerja, Budaya Organisasi Dan Beban Kerja Terhadap Kinerja Karyawan Dengan Kepuasan Kerja Sebagai Variabel Intervening. *Jesya (Jurnal Ekonomi & Ekonomi Syariah)*, 5(1), 245–261. <https://doi.org/10.36778/jesya.v5i1.618>
- Nurwahyuni, S. (2019). Pengaruh Beban Kerja terhadap Kinerja Karyawan Melalui Work Life Balance (Studi Kasus PT. Telkom Indonesia Regional V). *Jurnal Ilmu Manajemen*. 7(1). 1-9.
- Nwinyokpugi, P., 2018. Workload Management Strategies And Employees Efficiency In The Nigerian Banking Sector. *Int. J. Innov. Res. Dev.* 7 (1), 286–293.
- Pashiera, R., S. & Budiono. (2023). Peran Work Engagement sebagai Variabel Intervening pada Pengaruh Psychological Well-being dan Work Environment terhadap Employ Performance. *JIM: Jurnal Ilmu Manajemen*. 11(2). 393-405.
- Perangin-angin, M., R., Lumbanraja, P., & Absah, Y. (2020). The Effect of Quality of Work Life and Work Engagement to Employee Performance with Job Satisfaction as an Intervening Variable in PT. Mopoly Raya Medan. *International Journal of Research and Review*. 7(2), 72-78, E-ISSN: 2349-9788; P-ISSN: 2454-2237.
- Pourteimour, S., Yaghmaei, S., & Babamohamadi, H. (2021). The relationship between mental workload and job performance among Iranian nurses providing care to COVID-19 patients: A cross-sectional study. *Journal of Nursing Management*, 29(6), 1723–732. <https://doi.org/10.1111/jonm.13305>.
- Pourteimour, S., Yaghmaei, S., & Hassan, B. 2021. The relationship between mental workload and job performance among Iranian nurses providing care to COVID-19 patients: A cross-sectional study. *Wiley Journal*. DOI: 10.1111/jonm.13305.
- Pramesti, I., A., H., dan Piartirini, P., S. 2020. Peran Mediasi Stres Kerja pada Hubungan Beban Kerja dengan Kepuasan Kerja. *E-Jurnal Manajemen*. 9(7), ISSN : 2302-8912.
- Purnawati, N., L., G., P., Yuliasuti, I., A., N., & Ribek, P., K. (2023). Pengaruh Kompensasi, Keterlibatan Kerja dan Beban Kerja terhadap Kinerja Karyawan pada PT. Diversey Bali. *Jurnal Satyagraha*. 06(01). ISSN: 2620-6358.
- Rahmadyah, A., A. (2021). Pengaruh Beban Kerja terhadap Kinerja Karyawan Melalui Burnout Syndrome pada PT. Perkebunan Nusantara X Pabrik Gula Tjoekir. *Jurnal Ilmu Manajemen*. 9(1). 335-367.
- Ramli, A. H. (2019). Compensation, Job Satisfaction and Employee Performance in Health Services. *Business and Entrepreneurial Review*, 18(2), 177–186. <https://doi.org/10.25105/ber.v18i2.5335>
- Regional Statistics Office (BPS) of Deli Serdang and Serdang Bedagai Regencies). *Jurnal Bisnis Dan Manajemen Eksekutif*, 1 (1), 39–46.
- Riyanto, S., Endri, E., & Herlisha, N. (2021). Effect of work motivation and job satisfaction on employee performance: Mediating role of employee engagement. *Problems and Perspectives in Management*, 19(3), 162–174. [https://doi.org/10.21511/ppm.19\(3\).2021.14](https://doi.org/10.21511/ppm.19(3).2021.14)
- Robbins, P. S dan Judge, T. A. 2017. *Organizational Behaviour*, Edisi 13, Jilid 1, Salemba Empat. Jakarta.
- Robbins, S. & T. Judge (2013), *Organizational Behaviour*. 15th Edition. USA: Prentice Hall.
- Rohana Manalu, A., Thamrin, R., Hasan, M., & Syahputra, D. (2021). Pengaruh Work Engagement Terhadap Kinerja Pegawai BPJS Ketenagakerjaan. *Journal of Economic and Management (JECMA)*, 1(02), 42–49. <https://doi.org/10.46772/jecma.v1i02.376>
- Rohman, M., A., & Ichsan, R., M. (2021). Pengaruh Beban kerja dan Stres Kerja terhadap Kinerja karyawan PT Honda Daya Anugrah Mandiri Cabang Sukabumi. *Jurnal Mahasiswa Manajemen*. 2(1). 1-22. E-ISSN 2798-1851.
- Salsa Pashiera, R. & Budiono. 2023. Peran work engagement sebagai variabel intervening pada pengaruh psychological wellbeing dan work environment terhadap employee performance. *JIM: Jurnal Ilmu Manajemen*. 11(2). p:393-405.
- Salsabilla, A. (2022). Research in Business & Social Science The effect of workload and job stress on job satisfaction mediated by work motivation. 11(9), 97–106.

- Sekaran, U. 2017. *Metode Penelitian untuk Bisnis*. Jakarta: Salemba Empat.
- Sekaran, U., & Bougie, R. (2013). *Research Methods for Business: A skill Building Approach*. J. W. & Sons. (ed.))
- Sekaran, U., & Bougie, R. (2017). *Metode Penelitian untuk Bisnis Pendekatan Pengembangan Keahlian*. Jakarta : Salemba Empat.
- Setiawan, Y., Mas, N., & Wulandari, W. (2023). Pengaruh Quality of Work Life dan Stress Kerja terhadap Organizational Citizenship Behavior yang Dimediasi Keterlibatan Kerja (Studi pada Guru SMK Kosgoro 1 Lawang). *ARMADA: Jurnal Penelitian Multidisiplin*. 989-997. E-ISSN: 2964-2981.
- Setiyawan, A., E. 2020. Gambaran Beban Kerja Perawat di Ruang Instalasi Gawat Darurat (IGD) RSUD Undata Provinsi Sulawesi Tengah. *Preventif: Jurnal Kesehatan Masyarakat*. 11(1). ISSN (P) 2088-3536. ISSN (E) 2528-3375.
- Sony, M., & Mekoth, N. 2016. The relationship between emotional intelligence, frontline employee adaptability, job satisfaction and job performance. *Elsevier: Journal of Retailing anda Consumer Services*. p.20-30.
- Subiyanto, I. (1993). *Metodologi Penelitian (Manajemen dan Akuntansi) (Ketiga)*. Yogyakarta: Unit Penerbit dan Percetakan Akademi Manajemen Perusahaan (UPP AMP) YKPN.
- Wulandari, I. S., & Kurniawan, B. (2022). Pengaruh Beban Kerja dan Stres Kerja melalui Variabel Mediasi Kepuasan Kerja terhadap Kinerja Karyawan PNM Mekaar Area Batang 2 Fakultas Ekonomi dan Bisnis, Universitas PGRI Semarang. *Jurnal Ilmiah Manajemen, Bisnis Dan Ekonomi Kreatif*, 1(2), 10–23. <https://journal2.upgris.ac.id/index.php/jibeka/article/download/18/10>
- Yamin, R., Wahyu, A., Ishak, H., Salmah, U., & Patittingi, F. 2019. Effect of BMI, workload, work fatigue, and complaintsof musculoskeletal disorders on nurse performance in Sawerigading Hospital Palopo. Elsevier: Enfermerica Clinica. *Research Journals of Management and Business Studies*, 5 (7), 172–177.
- Yosiana, Hermawati, A., & Mas'ud, M.H. 2020. The Analysis of Workload and Work Environment on Nurse Performance with Job Stress as Mediation Variable. *Journal of Socioeconomics and Development* 3(1), 37 – 46. DOI: 10.31328/jsed.v3i1.1326.
- Yuen, K. F., Loh, H. S., Zhou, Q., & Wong, Y. D. (2018). Determinants of job satisfaction and performance of seafarers. *Transportation Research Part A: Policy and Practice*, 1–12. <https://doi.org/10.1016/j.tra.2018.02.006>.
- Zhang, M., zhang, P., Liu, Y., Wang, H., Hu, K., & Du, M. (2021). Influence of perceived stress and workload on work engagement in front-line nurses during COVID-19 pandemic. *Journal of Clinical Nursing*, 30(11–12), 1584–1595. <https://doi.org/10.1111/jocn.15707>.