



ANALYSIS OF WORKLOAD ON THE QUALITY OF HEALTH SERVICES AND ITS IMPLICATIONS ON EMPLOYEE PERFORMANCE (SURVEY STUDY AT HERMINA MANADO HOSPITAL)

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Abstarct

Employee workload is a situation where employees are faced with a volume of work that must be completed at a certain time. Excessive workload can reduce employee productivity. This can lead to a decrease in the quality of health services and employee performance. This study aims to analyze workload, quality of health services and employee performance at Hermina Manado Hospital. This study uses a quantitative approach. The sample in this study amounted to 68 respondents. The data analysis used is descriptive analysis and verification analysis using path analysis. The results of the descriptive analysis of workload, quality of health services and employee performance of respondents gave a good assessment, there were still some that needed to be improved. While the results of the verification study, the path analysis model showed that the path coefficient value between variables was positive and the indirect influence path coefficient value was greater than the direct influence ($73.6 > 45.4\%$), meaning that the health service quality variable as an intervening variable was able to mediate the workload variable with the employee performance variable.

Keywords: Workload, Employee Performance, Health Service Quality

Introduction

A hospital is a healthcare facility or service that provides comprehensive individual health services, including outpatient, inpatient, and emergency care (Farid, 2022). By ensuring the health and safety of residents, patients, the hospital environment, and human resources, hospitals strive to improve public access to healthcare by maintaining quality and service standards (Law of the Republic of Indonesia No. 44 of 2009).

According to Minister of Health Regulation No. 42 concerning Hospital Classification, hospitals must have minimum service standards, and the ratio of nursing staff to beds, Article 42 of Article 42 of 2020, paragraph 1, reads as follows: 20 percent of all beds in hospitals must be privately owned or have qualified nursing staff in accordance with the hospital's services. Naturally, every hospital has quality standards for its patients, including the principle that patients must be the top priority because they are the hospital's primary customers. To ensure patient satisfaction, it is crucial that they receive the high-quality care they expect. Consequently, many hospitals must offer additional services to enhance service quality. This means that the hospital's demands on employees to maintain service quality are also very high, so the employee burden will also increase. The limited number of employees and the division of work hours into 3 shifts, namely 8 hours for morning, 8 hours for afternoon and 8 hours for night, make employees in various units or those working in inpatient rooms or related units often encounter patients with various complaints such as character and

illness suffered by the patient (Yuni, 2023). Patients who complain a lot about their illnesses, and also many employees who concurrently work other than nursing work and excessive workloads tend to be factors in the poor quality of nursing services (Maharani, 2019).

Healthcare workers, as care providers, significantly influence performance, impacting service quality and patient satisfaction. The quality of healthcare services impacts patient satisfaction. Workload is a crucial component that must be considered to achieve good productivity within a given work environment. Employees should receive a workload commensurate with their individual skills. Work that is commensurate and meets service standards will also ensure high-quality patient care. The issue of employee workload has significant implications and therefore requires special attention from relevant institutions (Vidia, 2021).

Farid (2022) states that workload is a situation in which employees are assigned tasks that must be completed within a specific timeframe. Meanwhile, according to Linda (2019), workload is a combination of resource availability in business processes, job demands, and work ability. In short, workload is defined as a task assigned to an employee, making it their responsibility to complete it within a specified timeframe. Furthermore, research data from the American Institute of Stress indicates that by 2024, approximately 80% of managers and employees in the United States will experience severe stress due to excessive workloads. Another contributing factor is excessively long working hours, leading many to experience burnout. Generally, when employees feel unable to handle work beyond their capabilities, that becomes workload. However, if employees are able to fulfill the responsibilities assigned to them, it no longer constitutes workload (Vanchapo, 2020).

According to Farid (2022), employee performance is defined as the results produced by a specific job function or activity during a specific period, demonstrating the quality and quantity of that work. Ahmad (2024) defines employee performance as a behavior produced during a task that can be observed and evaluated. Employee performance is the contribution made by an individual to achieving organizational goals. The conclusion from the aforementioned expert opinions is that employee performance is the ability to achieve job requirements. This refers to the completion of a work target within a timely manner or within the deadline, thus aligning with the company's morals and ethics. Therefore, employee performance can contribute to the company (Rusniati, 2023).

Healthcare is a form of service that must address patient rights in a fair, equitable, adequate, affordable, high-quality, and responsive manner to patient needs and recovery. Hospitals are a form of service that provides various services required by patients to meet basic health needs, thereby achieving the goal of accelerating improvements in public health (Kotler, 2019).

Factors that influence the quality of healthcare services include reliability, responsiveness, assurance, empathy, and tangibles (physical products). Furthermore, there are two dimensions to consider in providing good service to customers: procedural and hospitality (Septiani, 2016). Hermina Manado Hospital, the location of this research, is a healthcare service provider and plays a vital role in improving the health of individuals, groups, and communities. However, to meet these needs and demands, the hospital must provide the best possible service to patients and maintain high employee performance. This study aims to analyze workload, quality of health services and employee performance at Hermina Manado Hospital.

Method

This study uses a quantitative research design with a descriptive analysis approach and verification analysis using path analysis. This study was conducted at Hermina Hospital Manado. This study began on July 3, 2025, to July 10, 2025. The sampling technique used a random sampling technique. The sample in this study amounted to 68 respondents. The instrument used by the researcher was a questionnaire consisting of 30 statements. The variables in this study were workload (X), quality of health services (Y), and employee performance (Z). Data analysis used descriptive analysis, verification analysis, correlation coefficient analysis, and determination analysis (R2). Hypothesis testing used a partial test (t-test).

Results

Descriptive Analysis

Tabel 1. Workload

Variable	Total Score	Average	Category
Workload	2.718	4.00	Good

Source: Primary Data Processing Results, 2025

It can be seen that the total score for the Workload variable is 2.718 with an average of 4.00. Therefore, from these calculations, it can be concluded that respondents' perceptions of Workload are in the good category.

Table 2. Quality of Health Services

Variable	Total Score	Average	Category
Quality of Health Services	2.873	4.23	Good

Source: Primary Data Processing Results, 2025

It can be seen that the total score for the health service quality variable is 2.873, with an average of 4.23. Therefore, the calculation results indicate that respondents' perceptions of health service quality are in the very good category.

Table 3. Employee Performance

Variable	Total Score	Average	Category
Employee Performance	2.806	4.13	Good

Source: Primary Data Processing Results, 2025

It can be seen that the total score for the Employee Performance variable is 2.806 with an average of 4.13. Therefore, from these calculations, it can be concluded that respondents' perceptions of Employee Performance are in the good category.

Verification Analysis (*Path Analysis*)

Tabel 4. Direct and Indirect Influence

Variable	Path Coefficient	Direct	Influence
			Indirect
Workload on Service Quality	0.759	0.759 x 0.759 = 0.575	
Quality of Service on Employee Performance	0.970	0.970 x 0.970 = 0.942	
Workload on Employee Performance	0.674	0.674 x 0.674 = 0.454	
Quality on Employee Performance through Service Quality			0.759 x 0.970 = 0.736

The table shows that the total contribution of workload to employee performance is 45.4%, and the indirect effect of workload on employee performance through health service quality is 73.6%. This indicates that the indirect effect is greater than the direct effect, or $73.6\% > 45.4\%$. This means that the quality of health services, as an intervening variable, is able to mediate the relationship between workload and employee performance.

Hypothesis Testing

Hypothesis Testing the Effect of Workload on Healthcare Quality

The p-value is 0.000, meaning $p\text{-value} < \alpha = 0.05$, and the calculated t-test is less than -2.65. This means that H_01 is rejected and H_{a1} is accepted. There is a significant effect between workload and healthcare quality. Therefore, the hypothesis stating that there is a significant effect between workload and healthcare quality is accepted.

Hypothesis Testing the Effect of Healthcare Quality on Employee Performance

The table shows a p-value of 0.000, meaning $p\text{-value} < \alpha = 0.05$, and the calculated t-test is greater than 2.65. This means that H_02 is rejected and H_{a2} is accepted. There is a significant effect between healthcare quality and employee performance. Therefore, the hypothesis stating that there is a significant effect between healthcare quality and employee performance is accepted.

Hypothesis Testing the Effect of Workload on Employee Performance

The p-value obtained was 0.000, meaning $p\text{-value} < \alpha = 0.05$, and the calculated t-value was less than -2.65. This means that H_03 is rejected and H_{a3} is accepted. There is a significant effect between workload and employee performance. Therefore, the hypothesis stating that there is a significant effect between workload and employee performance is accepted.

The Effect of Workload on Employee Performance Through Health Service Quality

To test the significance of health service quality as a mediating variable in the model, the Sobel test results can be examined. First, find the calculated t-value for workload obtained from the path analysis calculation in the first substructure, which is -9.457. Then, find the calculated t-value for health service quality on employee performance obtained from the path analysis calculation in the second substructure, which is 32.641. After each calculated t-value is known, the next step is to enter these values into the Sobel test calculator, resulting in the following results.

Table 5. Results of the Sobel Test of Workload on Employee Performance Mediated by the Quality of Health Services

Input:	Test statistic:	p-value:
t_a <input type="text" value="-9.457"/>	Sobel test: <input type="text" value="9.08343986"/>	p 0 <input type="text" value="0"/>
t_b <input type="text" value="32.641"/>	Aroian test: <input type="text" value="9.07950975"/>	p 0 <input type="text" value="0"/>
	Goodman test: <input type="text" value="9.08737509"/>	p 0 <input type="text" value="0"/>
<input type="button" value="Reset all"/>		<input type="button" value="Calculate"/>

Based on the calculation results, the calculated t value for the mediation effect test on this hypothesis is 9.083. If $\alpha = 0.05$ then t table = 2.65. From the calculation above, it can be concluded that the calculated t of 9.083 is greater than the t table of 2.65 with a significance level of 0.05, so it can be concluded that the Quality of health services is able to mediate the relationship between Workload and Employee Performance. Thus, hypothesis 4 can be accepted and the type of mediation of the Quality of health services is partial mediation, where both the Quality of health services and the absence of Workload still have a significant influence on Employee Performance.

Discussion

Descriptive Analysis

Workload

Respondents' assessment results for workload were categorized as good, although there are still some areas for improvement. Employee workload management in hospitals is crucial because it can increase productivity. Research by Saparwati (2020) explains that effective workload management can increase employee productivity and performance, reduce employee fatigue and stress, improve service quality and patient satisfaction, reduce errors and enhance patient safety, increase employee motivation and job satisfaction, reduce employee turnover and increase retention, optimize resources and improve efficiency, and reduce costs and enhance effectiveness. Therefore, employee workload management in hospitals is crucial for improving productivity, service quality, employee job satisfaction, and efficiency and effectiveness (Pradana, 2019).

Employee workload management within the hospital resource system is crucial for optimizing performance and ensuring well-being. Effective workload management not only increases productivity but also reduces the risks associated with excessive stress and fatigue (Indah, 2023). This is particularly relevant in athletic and corporate contexts, where workload impacts performance outcomes and resource allocation. The following section outlines the importance of employee workload management in hospitals (Hakman, 2021). The impact on performance: Proper workload management can lead to improved athletic performance by balancing training intensity and recovery, thereby reducing the risk of human error. In database management systems, effective workload management ensures optimal resource allocation, improves system performance, and meets service objectives (Friska, 2024). High workloads can lead to increased stress and decreased well-being; however, well-managed workloads can motivate employees and increase productivity (Malayu, 2017). A positive work environment and management support are crucial for transforming workload from a burden into a motivating factor. Conversely, while effective workload management is beneficial, it is important to recognize that poorly managed workloads can lead to burnout and decreased performance, highlighting the need for continuous evaluation and adjustment of workload strategies (Endang, 2019).

Quality of Health Services

Respondents' assessment of the quality of health services was categorized as good, although there are still areas for improvement. This also continues to improve service quality across all aspects. Quality healthcare services are crucial for hospitals to improve the quality and image of the institution, as well as patient satisfaction. Research by Vidia (2021) explains that quality services will increase patient trust, reduce the risk of medical errors, and help hospitals meet accreditation standards. Hospitals, as healthcare providers, must ensure that every patient receives the best possible care. High service quality includes the availability of competent medical personnel, the use of appropriate medical technology, and the implementation of effective standard operating procedures. Maintaining quality will help prevent medical complications and accelerate patient recovery (Michille & Siagian, 2019).

Medical personnel who work in an environment with high quality standards tend to have higher levels of motivation and job satisfaction. They feel valued for providing effective and efficient services. Furthermore, a system that prioritizes patient safety also helps healthcare workers avoid stress resulting from medical incidents or lawsuits (Vanchapo, 2020).

Employee Performance

Respondents' assessments of employee performance were categorized as good, although some areas still require improvement. This is crucial because employee performance impacts service quality. According to Nia's (2024) research, improving the quality and quantity of hospital services also requires a management system that can mobilize all available human resources, thus impacting performance. This is supported by Rusniati's (2023) research, which states that organizational performance is highly dependent on the quality of its human resources. The higher the quality of these human resources, the higher the organization's performance. According to Prabu (2018), organizations or companies desperately need human resources to achieve their goals. The rapid organizational upheaval from year to year requires high-performing human resources supported by the knowledge, skills, and behaviors needed to improve organizational performance. Furthermore, to improve employee performance, it is crucial to create a positive work environment, provide constructive feedback, and provide opportunities for self-development. Furthermore, it is crucial to reward achievements and ensure effective communication (Santi, Mulyani, Kosasih, & Djogo, 2024).

Verification Analysis (*Path Analysis*)

The Effect of Workload on Service Quality at Hermina Hospital Manado

Workload has a positive and significant impact on service quality. Workload is a crucial component that must be considered to achieve good productivity within a given work environment. Nurses should receive a workload commensurate with their individual skills. Nurses' workloads that are commensurate with and align with service standards will also ensure high-quality patient care. The issue of nurse workload has significant implications and therefore requires special attention from relevant institutions, particularly the nursing profession (Nazla, 2023). This means that workload impacts service quality. Tjiptono's (2018) theory emphasizes that service quality must accurately meet customer expectations and desires. Meanwhile, Lupiyoadi (2016) states that healthcare service quality encompasses the entire process, from ordering to delivering services, with the goal of creating effective collaboration with consumers.

The Effect of Healthcare Service Quality on Employee Performance at Hermina Hospital Manado

Healthcare service quality has a positive and significant impact on performance. Healthcare service quality refers to the activities or intangible benefits provided by one party to another with the aim of meeting consumer needs and preferences. Kotler's theory (2019) explains that service quality is determined by the level of activity or benefits received by consumers. According to Lupiyoadi's theory (2016), there are five main indicators for measuring service quality. First, "Tangible," meaning the service must have a tangible form that can be felt by consumers. Second, "Reliability," which is the company's ability to provide services according to standards with precision. Third, "Responsiveness," which emphasizes speed, accuracy, and skill in providing services. Fourth, "Assurance," which refers to the guarantee of comfort and safety provided to consumers. Finally, "Empathy," which is the company's ability to understand and respond to consumer needs. Therefore, employee performance significantly influences employee performance. Employee performance is the result achieved by an employee in their work according to certain criteria applicable to a particular job. According to Robbins' theory (2017), employee performance is a function of the interaction between ability and motivation.

The Direct Effect of Workload on Employee Performance at Hermina Hospital Manado

Workload directly has a positive and significant effect on employee performance. Vanchapo's (2020) research explains that workload is a crucial aspect of an organization's operations, determining the number of tasks and responsibilities employees must shoulder. Workload can also be defined as the obligations or work demands that must be completed by an individual or group within a specific timeframe, taking into account task demands, the work environment, skills, and perceptions of the work itself. Workload indicators include mental, time, and psychological burdens. Mental burden relates to employee accuracy, work speed, and decision-making. Time burden concerns how service delivery is allocated and employee performance.

Endang's (2019) research explains that consistent employee performance is crucial for a hospital's success. Good employee performance is directly proportional to positive outcomes in the development of the healthcare business. Conversely, poor performance negatively impacts service quality. Employee performance can be measured in terms of workload, quality, quantity, work hours, and collaboration to achieve the goals set by the hospital.

The Indirect Effect of Workload on Employee Performance Through the Quality of Healthcare Services at Hermina Hospital Manado

Workload indirectly has a positive and significant effect on employee performance through the quality of healthcare services. Research by Pradana (2019) explains that workload is a combination of resource availability in business processes, job demands, and work ability. In short, workload is a task assigned to employees, making it their responsibility to complete it within a certain timeframe, which impacts employee performance. As a benchmark, employee performance reflects their dedication and contribution to achieving company goals. According to Saparwato's research (2020), excessive workloads can lead to things like decreased work quality. Workloads that are too heavy and not in accordance with the capabilities of the workforce will result in decreased work or service quality because workers feel overwhelmed and exhausted, resulting in decreased concentration, self-control, and work accuracy. The impact is that the work results provided will not be in accordance with the standards set by the hospital. Patient complaints arise because customers are dissatisfied with the work results provided or the work results do not meet expectations. So the workload affects the quality of service and has an impact on the quality of service.

Conclusion

Workload and employee performance at Hermina Manado Hospital are in the good category, while the quality of healthcare services is in the very good category. Workload has a negative and significant effect on the quality of healthcare services at Hermina Manado Hospital. The quality of healthcare services has a positive and significant effect on employee performance at Hermina Manado Hospital. Workload has a negative and significant effect on employee performance at Hermina Manado Hospital. Workload has a significant indirect effect on employee performance through the quality of healthcare services at Hermina Manado Hospital. The results of the path analysis model indicate that the indirect effect is greater than the direct effect. This indicates that the quality of healthcare services, as an intervening variable, can mediate the relationship between workload and employee performance at Hermina Manado Hospital.

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