

THE IMPACT OF WORK STRESS AND WORK MOTIVATION ON JOB SATISFACTION AND ITS IMPLICATIONS ON NURSES' PERFORMANCE

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Abstract

The quality of healthcare services is one of the key factors in the success of health systems across countries. The professionalism of nurses in hospitals plays a crucial role in the delivery of healthcare services. Hospitals are often high-pressure work environments that require nurses to operate in dynamic and uncertain conditions. In such challenging settings, numerous factors affect nurse performance, one of which is job stress. Job stress refers to a pattern of emotional conditions that arise in response to demands from within or outside the organization. This study aims to analyze the influence of job stress and work motivation on job satisfaction, and their implications for nurse performance. The sampling method used in this study is probability sampling. The total population at Sumber Waras Hospital consists of 241 nurses, including 42 outpatient nurses, 69 inpatient nurses, 22 dialysis nurses, 33 operating room nurses, 55 intensive care nurses, and 20 emergency nurses. Therefore, the sample used in this study comprises 69 inpatient nurses. The results of the study indicate that job stress has a significant effect on job satisfaction, meaning that higher levels of job stress tend to decrease job satisfaction. Work motivation significantly affects job satisfaction, indicating that higher motivation among inpatient nurses increases their job satisfaction. Furthermore, job satisfaction has a significant influence on nurse performance, showing that nurses who are satisfied with their jobs tend to perform better.

Keywords: *Job Stress, Work Motivation, Job Satisfaction, Nurse Performance*

INTRODUCTION

The quality of healthcare services is one of the key factors in the success of health systems across various countries. The professionalism of nurses in hospitals plays a crucial role in healthcare delivery. Optimal nurse performance directly impacts the quality of care provided to patients, as well as clinical outcomes and patient satisfaction (Aiken et al., 2012). Hospitals are often high-pressure work environments that require nurses to work under dynamic and unpredictable conditions. In such challenging settings, many factors can influence nurses' performance, one of which is work-related stress. Work stress is an emotional condition pattern that occurs in response to demands from within or outside the organization. In other words, work stress is related to employees' negative feelings about their job (Cahyono, 2015).

According to the International Labour Organization (ILO), around 60-80% of healthcare workers, including nurses, experience high levels of stress due to heavy workloads, long working hours, and emotional strain in interactions with patients and their families. A study conducted in China by Liu et al. (2015) found that nurses experienced high levels of stress associated with emotional exhaustion and decreased performance. This stress was caused by heavy workloads, high-pressure interactions with patients and families, and a lack of managerial support. In Indonesia, a survey conducted by the Indonesian National Nurses Association (PPNI) in 2020 showed that more than 70% of nurses experienced high levels of stress. This stress affected the quality of care provided to patients and had a direct impact on nurse performance (PPNI, 2020). The Jakarta Health Department reported that stress levels among hospital nurses in Jakarta are higher compared to other regions. Excessive workloads and a shortage of medical staff are the main causes of stress among nurses in Jakarta (Jakarta Health Department, 2022).

Work stress among nurses is often caused by factors such as high workload, long working hours, high-pressure interactions with patients and families, and lack of social and organizational support. High levels of stress can lead to emotional and physical exhaustion, also known as burnout, which in turn can reduce service quality. Nurses experiencing high stress often feel unmotivated and dissatisfied with their jobs, which can lead to decreased

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performance (Liu et al., 2015). Globally, work motivation has become a key focus in efforts to improve performance quality across various sectors. High motivation among healthcare workers, including nurses, is strongly associated with improved quality of healthcare services and patient satisfaction (Al Maqbali, 2015). In parts of Asia such as India and the Philippines, many nurses work under high-pressure conditions with low levels of motivation due to inadequate pay and poor working conditions (Wong et al., 2017). According to a study by the Indonesian Ministry of Health (2019), most nurses in Indonesia reported low levels of motivation, due to factors such as lack of recognition and unclear career paths. Another study by Sudarsono (2020) also showed that low job satisfaction significantly affects nurse motivation, which in turn impacts absenteeism and high turnover rates in hospitals.

Motivation can be influenced by internal factors (e.g., the need to contribute to others or to achieve personal goals) as well as external factors (e.g., rewards, support from superiors, and appreciation for their work). Several studies have shown that work motivation serves as a mediating variable linking external factors such as stress and job satisfaction with individual performance (Bakker & Demerouti, 2007).

In Asian countries such as India and the Philippines, low levels of job satisfaction often affect both motivation and performance. In the Philippines, surveys have shown that nurses feel frustrated due to low wages and unfair reward systems (Liu et al., 2015). In Indonesia, based on the 2018 Basic Health Research (Riskesdas) data, many nurses reported dissatisfaction with their working conditions, contributing to low motivation levels and eventually leading to decreased performance (Riskesdas, 2018). Job satisfaction is an important factor in determining nurse performance. Job satisfaction refers to how happy or unhappy nurses feel about their work, which can be influenced by various factors such as work environment, salary, recognition, and career development opportunities. Nurses who are satisfied with their jobs tend to be more committed, more motivated, and perform better (Laschinger & Leiter, 2006). On the other hand, nurses who are dissatisfied may become disengaged from their tasks, reducing their efficiency and the quality of care they provide.

Nurse performance at the global level is a critically important issue in the healthcare sector because the quality of care provided by nurses has a direct impact on patient safety. Nurse performance is often hindered by factors such as excessive workload, high stress, and unsupportive work environments. A study by Aiken et al. (2012) showed that hospitals with high-performing nursing staff had higher patient satisfaction rates and lower mortality rates. Duffield et al. (2011) revealed that proper workload management and adequate incentives are two key factors that can improve nurse performance in many countries. A shortage of nurses and increased work pressure can lead to burnout and a decline in service quality. Khan et al. (2017) in their study found that nurses in many Asian countries often work under extremely challenging conditions with little support from the government or the institutions where they work, negatively affecting their performance. According to the Indonesian Ministry of Health (2019), Indonesia faces significant issues related to the distribution of nurses, with many regions—especially outside Java—lacking trained nurses. This leads to increased workloads that affect their performance.

Table 1.1 Individual Performance Indicators

No.	Rating	Percentage
1	Very Poor	0%
2	Poor	0%
3	Fair	28%
4	Good	72%
5	Very Good	0%

According to the 2023 Individual Performance Indicator (IPT) data of inpatient nurses, 0% were rated as very poor, 0% as poor, 28% as fair, 72% as good, and 0% as very good. Based on this data, the researcher conducted direct interviews with several nurses and carried out a preliminary survey.

Table 1.2 Preliminary Survey Results

No.	Variable	Percentage
1	Workstress	76%
2	Dissatisfaction	70%
3	Low Motivation	60%

Based on the preliminary survey conducted among inpatient nurses at Sumber Waras Hospital, the researcher found that out of 30 nurses, 76% reported experiencing work-related stress, 70% felt dissatisfied, and 60% lacked motivation. Due to this phenomenon, the researcher intends to further investigate the influence of stress, job satisfaction, and work motivation on the performance of inpatient nurses at Sumber Waras Hospital.

RESEARCH OBJECTIVES

The objectives of this study are as follows, To determine the effect of work-related stress on the job satisfaction of inpatient nurses at Sumber Waras Hospital, To examine the effect of work motivation on the job satisfaction of inpatient nurses at Sumber Waras Hospital, To analyze the effect of job satisfaction on the performance of inpatient nurses at Sumber Waras Hospital.

THEORETICAL REVIEW

In this study, work stress is defined as a condition that arises from the interaction between individuals and their work, which may lead to physical or mental illness due to changes that force individuals to deviate from normal functioning. This deviation may manifest physically, psychologically, or behaviorally in organizational members, whether controllable or not. The indicators of work stress include:

- **Workload:** excessive workload.
- **Pressure and leadership attitude:** unfair pressure and attitudes from superiors.
- **Working time and equipment:** limited working hours and inadequate work equipment.
- **Workplace conflict:** poor relationships between leaders and work groups.
- **Compensation:** insufficient wages or compensation.
- **Personal issues:** problems involving children, spouses, in-laws, and other personal matters.

Motivation is defined as a driving factor or force that encourages a person to act and work diligently in accordance with their duties and responsibilities to achieve predetermined goals. The indicators of motivation include:

- Human needs
- Basic needs (economic)
- Need for safety (psychological)
- Social needs
- Compensation
- Wages/salary
- Rewards
- Communication
- Training
- Leadership

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- Rewards
- Communication
- Training
- Leadership

Performance is the result of work that an individual or group can achieve within an organization, aligned with expected outcomes, in order to fulfill organizational objectives within a specified period of time. The indicators of performance include:

- **Quality:** the extent to which the required amount of work is completed or achieved.
- **Quantity:** the level of excellence or standard of the results produced.
- **Timeliness:** the degree to which the work is completed within the planned timeframe.

Conceptual Framework

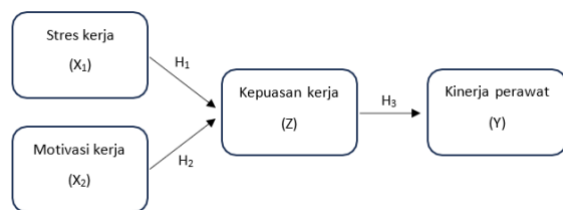


Figure 1. Conceptual Framework

Research Hypotheses

Based on the conceptual framework and research paradigm presented on the previous page, the researcher formulated the following hypotheses:

- **H1:** The work stress variable has a significant effect on the job satisfaction variable.
- **H2:** The work motivation variable has a significant effect on the job satisfaction variable.
- **H3:** The job satisfaction variable has a significant effect on the job performance of nurses.

Research Methodology

Sampling was carried out using the probability sampling method, which, according to Sugiyono (2016:82), is a sampling technique that provides equal opportunities for every element (member) of the population to be selected as a sample member. Meanwhile, the specific sampling technique used was simple random sampling. Simple random sampling is a method of selecting sample members from the population randomly without considering the strata within the population (Sugiyono, 2016:82). The total population at Sumber Waras Hospital consists of 241 nurses, including 42 outpatient nurses, 69 inpatient nurses, 22 dialysis nurses, 33 operating room nurses, 55 intensive care nurses, and 20 emergency room nurses. Therefore, the sample used for this study consists of 69 inpatient nurses.

RESEARCH RESULTS AND DISCUSSION

Inner Model Test

Table 4.8 Inner Model Test

	R-square	R-square adjusted
Y	0.540	0.533
Z	0.458	0.441

Table 4.8 presents the R-Square (R^2) and Adjusted R-Square values for two variables: Y (nurse performance) and Z (job satisfaction). This means that for the **nurse performance** variable, the R^2 value is 0.540, indicating that 54% of the variability in the nurse performance variable can be explained by the independent variables. The R^2 value for the **job satisfaction** variable is 0.458, which means 45.8% of the variability in the job satisfaction variable can be explained by the independent variables. The Adjusted R^2 value for the **nurse performance** variable is 0.533, slightly lower than R^2 (0.540), which indicates that after adjusting for the number of predictors, about 53.3% of the variability in Y can still be explained by the model. For the **job satisfaction** variable, the Adjusted R^2 value is 0.441, meaning that after adjustment, approximately 44.1% of the variability in Z can still be explained by the model.

Hypothesis Testing

Table 4.9 Hypothesis Testing

	<i>T-statistic</i>	<i>P value</i>
$X_1 \rightarrow Z$	2.150	0.032
$X_2 \rightarrow Z$	5.727	0.000
$Z \rightarrow Y$	10.299	0.000

From the table above, the relationship between variable X_1 (work stress) and Z (job satisfaction) has a significant effect, as seen from the t-statistic value of 2.150 and the p-value of 0.032. For the variable X_2 (work motivation) on Z (job satisfaction), it has a significant effect with a t-statistic of 5.727 and a p-value of 0.000. Furthermore, for the variable Z (job satisfaction) on Y (nurse performance), it has a significant effect with a t-statistic of 10.299 and a p-value of 0.000. Based on the statistical test results shown in Table 4.2, it can be observed that of the 68 respondents, 2 (2.9%) are male and 66 (97.1%) are female. In terms of age, the largest age group is 21-30 years, with 50 people (73.5%), followed by 31-40 years with 13 people (19.1%), and those over 40 years of age with

5 people (7.4%). Based on the educational distribution, the majority of respondents have a diploma (D3), totaling 41 people (60.3%), and a bachelor's degree (S1), totaling 27 people (39.7%).

Table 4.5 shows that the outer loading values for all variables are greater than 0.5 (ranging from 0.4 to 0.7), which indicates that the indicators contribute well to their respective latent constructs. In **Table 4.6**, the indicators show higher values compared to other constructs, thus confirming that discriminant validity is met. The reliability of the constructs shown in **Table 4.7** indicates that the Cronbach's Alpha values for all variables are greater than 0.6, and the Composite Reliability values are greater than 0.7, confirming that reliability is met.

For the R-Square (R^2) and Adjusted R-Square measurements on the mediating variable (job satisfaction) and the dependent variable (nurse performance), **Table 4.8** shows that 54% of the variability in the nurse performance variable can be explained by the independent variables, and 45.8% of the variability in the job satisfaction variable can be explained by the independent variables.

In **Table 4.9**, it is shown that the work stress variable has a t-statistic value of 2.150 (>1.69) and a p-value of 0.032 (<0.05), indicating that the work stress variable has a significant effect on job satisfaction, and hypothesis H1 is accepted.

In **Table 4.9**, it is shown that the work motivation variable has a t-statistic value of 5.727 (>1.69) and a p-value of 0.000 (<0.05), indicating that the work motivation variable has a significant effect on job satisfaction, and hypothesis H2 is accepted.

In **Table 4.9**, it is shown that the job satisfaction variable has a t-statistic value of 10.299 (>1.69) and a p-value of 0.000 (<0.05), indicating that job satisfaction has a significant effect on nurse performance, and hypothesis H3 is accepted.

Discussion of Research Results

Based on the statistical test results shown in Table 4.2, it can be seen that of the 68 respondents, 2 (2.9%) are male and 66 (97.1%) are female. In terms of age, the largest age group is 21-30 years, with 50 people (73.5%), followed by 31-40 years with 13 people (19.1%), and those over 40 years of age with 5 people (7.4%). Based on the educational distribution, the majority of respondents have a diploma (D3) level of education, totaling 41 people (60.3%), while 27 people (39.7%) hold a bachelor's degree (S1).

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For the R-Square (R^2) and Adjusted R-Square measurements for the mediating variable (job satisfaction) and the dependent variable (nurse performance), Table 4.8 shows that 54% of the variability in the nurse performance variable can be explained by the independent variables, and 45.8% of the variability in the job satisfaction variable can be explained by the independent variables.

1. The Effect of Work Stress on Job Satisfaction (H1)

In Table 4.9, it is shown that the work stress variable has a t-statistic value of 2.150 (>1.69) and a p-value of 0.032 (<0.05), indicating that work stress has a significant effect on job satisfaction, and hypothesis H1 is accepted. This is consistent with the research conducted by Sandiartah & Suwandana (2020), which found that work stress significantly affects job satisfaction. Another study by Saraswati & Sintaasih (2021) also showed similar results, indicating that work stress significantly influences job satisfaction.

2. The Effect of Work Motivation on Job Satisfaction (H2)

In Table 4.9, it is shown that the work motivation variable has a t-statistic value of 5.727 (>1.69) and a p-value of 0.000 (<0.05), indicating that work motivation significantly affects job satisfaction, and hypothesis H2 is accepted. This is in line with the research by Rivaldo & Ratnasari (2020), which found that motivation directly and significantly affects job satisfaction. However, a study by Nadapdap et al. (2022) indicated that motivation does not influence job satisfaction. Another study by Puri & Wisnu (2020) also concluded that work motivation significantly affects job satisfaction.

3. The Effect of Job Satisfaction on Nurse Performance (H3)

In Table 4.9, it is shown that the job satisfaction variable has a t-statistic value of 10.299 (>1.69) and a p-value of 0.000 (<0.05), indicating that job satisfaction significantly affects nurse performance, and hypothesis H3 is accepted. This is consistent with the research conducted by Anversari (2022), which found that job satisfaction significantly influences performance. Another study by Sandiartah & Suwandana (2020) also showed that job

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satisfaction affects employee performance. Research by Harahap & Tirtayasa (2020) also concluded that there is a significant effect of job satisfaction on performance.

CONCLUSION

Based on the analysis and discussion of the influence of work stress and work motivation on job satisfaction and its implications for nurse performance, which was derived from the results of a questionnaire survey of 68 inpatient nurses, the following conclusions can be drawn:

- a. Work stress significantly affects job satisfaction, meaning that the higher the work stress, the lower the level of job satisfaction. This indicates that excessive work pressure can lead to a decrease in comfort and satisfaction in one's work.
- b. Work motivation significantly affects job satisfaction, meaning that the higher the motivation of inpatient nurses, the higher the level of job satisfaction. High motivation can create positive or pleasant feelings toward the work.
- c. Job satisfaction significantly affects nurse performance. This shows that nurses who are satisfied with their jobs tend to have better performance. Therefore, job satisfaction becomes one of the factors that supports productivity and the quality of care provided by nurses.

SUGGESTIONS

Based on the conclusions of this study, the researcher offers several suggestions for relevant parties as follows:

a. For the Hospital

It is recommended that the hospital provide a stress management program for nurses. Additionally, the hospital should reduce excessive workloads to alleviate stress. The hospital should also improve work facilities to create a more comfortable working environment that supports the mental well-being of nurses. Moreover, the hospital is encouraged to offer career development opportunities and training to enhance nurses' competencies. Establishing a positive work culture is important, such as recognizing achievements through financial and non-financial incentives, and providing nurses with the freedom to participate in decision-making regarding their tasks.

b. For Inpatient Nurses

It is hoped that inpatient nurses will learn stress management techniques and seek social support when facing job-related pressures. Nurses should also set long-term career goals and focus on personal development, such as attending training or seminars to broaden their knowledge and improve their skills.

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