

The Impact of Work Shifts, Organizational Culture, And Workload on The Performance of Contract Nurses at Bhayangkara Tebing Tinggi Hospital

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Abstract

The purpose of this study was conducted to determine the effect of work shifts, organizational culture and workload on the performance of nurses at Bhayangkara Tebing Tinggi Hospital. The sample in this study were nurses at the Bhayangkara Tebing Tinggi Hospital. The sampling technique used was the Non-Probability Sampling technique using the Slovin formula, with a total of 54 people. Data collection techniques in this study used a questionnaire (questionnaire) and literature study. The data analysis technique in this study used the classical assumption test, multiple linear regression tests, hypothesis testing and statistical tests using the SPSS version 25 application. Based on the results of the research and discussion in this study it is known that work shift variables, organizational culture and workload affect nurse performance variables

Keywords: *Work Shifts, Organizational Culture, Workload, Nurse Performance*

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INTRODUCTION

Source Power man (HR) is component important for a company And is a very valuable company asset because HR determines the success of a company. Human resource management, abbreviated as HR, is a science or way of managing the relationship and role of resources (workforce) owned by individuals efficiently and effectively and can be used optimally so that the goals (goals) of the company, employees and the community are achieved to the maximum (Wijayanti, 2022) .

A hospital is a health care institution that provides medical and nursing care to patients in need. The hospital aims to provide quality and safe health services to the community. The form of human resource success is based on what they do. The form of success can be seen from performance . (Armstrong, M., & Taylor, 2020) defines performance as the work results that employees have achieved in carrying out their duties and jobs in the organization.

(Sutabri, 2020b) defines performance as the work results that have been achieved by employees in carrying out their duties and work in the organization. Performance is defined as the manifestation of talent and ability in real form. Furthermore (Sony & Rika Suriyanto Zalukhu, 2022) put forward the definition of performance as the results that have been achieved from the job function within a certain period of time. These results are such as the abilities, skills and desires achieved

. (Pulingan et al., 2025) Here are some indicators to measure employee performance: (1) Work Quality; (2) Quantity; (3) Punctuality; (4) Effectiveness; (5) Independence.

According to the results of the researcher's interview with the head of the Honorary Nurses' Unit at the Bhayangkara Tebing Tinggi Hospital, Mrs. Friska Ratnawati, and analyzing the performance appraisal documents for Honorary Nurses at the Bhayangkara Tebing Tinggi Hospital in House Sick Bhayangkara Tebing Tinggi in August to December 2024 and January 2025, information was obtained that many Honorary Nurses at Bhayangkara Tebing Tinggi Hospital made mistakes. This can be seen from the results of the performance assessment of Honorary Nurses at Bhayangkara Tebing Tinggi Hospital Honorary at Bhayangkara Tebing Tinggi Hospital. The results of the Performance assessment obtained are in Table 1 below:

Table 1. Data Performance Results of Honorary Nurses at Bhayangkara Hospital, Tebing Tinggi

No.	Month	Target(%)	Results (%)	Information
1.	August 2024	90	70	Below target, need repair in aspect accuracy time , good communication And service patient .
2.	September 2024	90	71	
3.	October 2024	90	70	
4.	November 2024	90	75	
5.	December 2024	90	74	
6.	January 2025	90	72	
Average		90	72	

Source: Data processed researcher, 2025

In accordance with results known performance that The performance results of Honorary Nurses at Bhayangkara Tebing Tinggi Hospital reached 72% of the expected 90% . These results indicate that the performance level of Honorary Nurses at Bhayangkara Tebing Tinggi Hospital honorary nurses at Bhayangkara Tebing Tinggi Hospital is still below the target set by the Hospital because the hospital guarantees the safety and lives of its patients so that it must be in accordance with the performance targets of Bhayangkara Tebing Tinggi Hospital. The lack of achievement of performance targets has caused complaints from patients and their families.

According to the results of the pre-survey conducted by the researcher, it is known that the average patient answered in agreement with the poor performance of Honorary Nurses at Bhayangkara Tebing Tinggi Hospital, this is caused by fatigue due to irregular *shift changes* , not implementing Hospital culture, the workload carried out by the number of Honorary Nurses at Bhayangkara Tebing Tinggi Hospital which is not in accordance with the number of patients who have to be faced, dissatisfaction with the performance of Honorary Nurses at Bhayangkara Tebing Tinggi Hospital and the lack of empathy of Honorary Nurses at Bhayangkara Tebing Tinggi Hospital towards patients. This is also due to the fatigue of Honorary Nurses at Bhayangkara Tebing Tinggi Hospital who get work *shifts* , especially night *shifts* . Previous research (Anggi Anggriani & Muhammad Badar, 2022) found that night *shifts* contribute to increased fatigue, stress, and sleep disturbances in Nurses, which ultimately affects their performance in providing services to patients.

Shift work is a group of workers who work according to a certain schedule and during a certain period (Yusuf, 2020) , According to (Kusumaningrum, 2021) work *shift* is a working time pattern given to workers to do something by the company and is usually divided into morning, afternoon and evening work . In general, work *shift* is a method of working dividing working hours which is done alternately within 24 hours. (Surjono, 2020) Work *shifts* consist of two indicators, namely *Shift time division* and *Work shift changes* .

The activities of Honorary Nurses at Bhayangkara Tebing Tinggi Hospital are regulated by a *shift system* . Working hours for the morning *shift* are 07.00 - 14.00 WIB (7 hours), the afternoon *shift* at 14.00 - 21.00 (7 hours) and the night *shift* at 21.00 - 07.00 WIB (11 hours). This method is indeed beneficial for Bhayangkara Tebing Tinggi Hospital, but it also has a negative impact on workers involved in the *shift work system* , because the *shift work system* can cause morning fatigue for Honorary Nurses at Bhayangkara Tebing Tinggi Hospital, where Honorary Nurses at Bhayangkara Tebing Tinggi Hospital are still found changing *Work Shifts* and some even force themselves to work up to two work *shifts* which causes decreased performance (Wahyuni, 2021) .

To create effective and efficient employee performance for the progress of the organization, it is necessary to have an organizational culture as one of the work guidelines that can be a reference for employees to carry out organizational activities. Organizational culture is an awareness that is built by employees when they work, it will have a good impact on what they do so that job satisfaction is fulfilled by itself, their performance will increase (Wahyudin, 2021) .

According to (Sutabri, 2020a) "Organizational culture is the result of the process of merging the cultural style and behavior of each individual that was previously brought into new norms and philosophies, which have energy and group pride in facing something and certain goals". Some indicators of organizational culture include Individual initiative, Responsibility, Freedom, Integrity, Management support, Control, Reward systems, Tolerance and Communication patterns.

The organizational culture in Bhayangkara Tebing Tinggi Hospital philosophically emerged from the overall explanation of the Hospital's motto "serving wholeheartedly". This motto is used as the philosophy of organizational culture which is implemented in the manifestation of the work culture of Honorary Nurses at Bhayangkara Tebing Tinggi Hospital and other paramedics in providing health services at the hospital. Bhayangkara Tebing Tinggi Hospital emphasize Honorary Nurses at Bhayangkara Tebing Tinggi Hospital to implement even though the physical and mental condition of Honorary Nurses at Bhayangkara Tebing Tinggi Hospital is not the main priority, thus creating a burden for Honorary Nurses at Bhayangkara Tebing Tinggi Hospital.

Workload is defined as a burden from outside a person's body due to work activities carried out (Hastuti, 2020) . The result of a workload that is too heavy or physical abilities that are too weak can cause an employee to suffer from work-related disorders or diseases. Workload indicators are targets to be achieved, Work Conditions and Work Standards.

Increased workload can occur if the number of Honorary Nurses at Bhayangkara Tebing Tinggi Hospital does not match the level of need for Honorary

Nurses at Bhayangkara Tebing Tinggi Hospital and for patients. Workload is all activities or activities carried out by an Honorary Nurse at Bhayangkara Tebing Tinggi Hospital. The results of the researcher's observations that the workload given to Honorary Nurses is not balanced with the abilities and competencies of the Honorary Nurses themselves where the comparison of the number of Honorary Nurses at Bhayangkara Tebing Tinggi Hospital with the number of patients is not appropriate, one Honorary Nurse at Bhayangkara Tebing Tinggi Hospital whose standard is to handle five patients, but at Bhayangkara Tebing Tinggi Hospital it is not appropriate.

So that need done analysis on Honorary Nurses in RS The Tebing Tinggi Bhayangkara who will culminate on service quality. This fact encourages researchers to be interested in conducting research to see the performance of Honorary Nurses by taking the title " The Effect of Work *Shifts* , Organizational Culture and Workload on the Performance of Honorary Nurses at Bhayangkara Tebing Tinggi Hospital at Bhayangkara Tebing Tinggi Hospital .

Study This serve information latest about performance nurse honorary at home Sick The police Cliff Tall And the factors that influence it more latest from study (Arini, 2021) Where research previous more focus on performance a special nurse nurse baby temporary study latest focus on performance nurse honorary caretaker patient from baby to parents .

METHODOLOGY

This research is a quantitative research. This research was conducted at the Bhayangkara Tebing Tinggi Hospital which located in Jalan Pahlawan No. 17 Tebing Tinggi with research period starting from March 2025 to June 2025.

Population in study This is all over Honorary Nurses at the Bhayangkara Tebing Tinggi Hospital There are 114 Honorary Nurses at the Bhayangkara Tebing Tinggi Hospital. Technique determination big sample on study This is total sampling or census. According to (Sugiyono, 2020) total sampling or census is a sampling technique using all members of the population as a sample. This technique is often used in studies that have a small population, less than 100 people or when the study wants to make generalizations with very small errors, The number of samples can use the slovin formula with 54 Honorary Nurses at the Bhayangkara Tebing Tinggi Hospital .

The nature of this study is a development of research conducted by (Arini, 2021) with the title The Influence of Work *Shifts* and Workload on the Performance of Honorary Nurses at the Bhayangkara Tebing Tinggi Hospital on *Moslems Baby Day Care* in Timoho Yogyakarta (Study on *Moslem Baby Day Care*). In this study, the researcher added Organizational Culture as an independent variable.

The data analysis method in this study uses multiple linear regression to evaluate the effect of Work Shift, Organizational Culture, and Workload on Honorary Nurse Performance. This analysis was conducted to determine the contribution of each independent variable to the dependent variable. The t-test is used to test the significance of the effect partially, while the F-test is used to measure the simultaneous effect of the three independent variables. In addition, the coefficient of determination (R^2) is calculated to determine the proportion of the variation in the dependent variable that can be explained by the independent variable.

RESULTS AND DISCUSSION

Table 2. Respondent Characteristics

No.	Variables	Quantity	Percentage (%)
1.	Type Sex		
	Man	19	35.2
	Woman	35	64.8
2.	Age		
	20-30 Years	23	42.6
	30-40 Years	27	50
	>40 Years	4	7.4

Source: Data processed researcher, 2025

Table 2 shows that out of 54 respondents, the majority were women, with a percentage of 64.8%. While male respondents had a percentage of 35.2%. In this study, it can be seen that women are more dominant as honorary nurses at the Bhayangkara Tebing Tinggi Hospital because they have a greater sense of compassion and require a high level of patience like a mother's instinct. Judging from age, it shows that most of the respondents in this study were between 30-40 years old, with the number of respondents being 50%, while those aged 20-30 years were 42.6%, and those over 40 years old were 7.4%. This shows that nurses at the Bhayangkara Hospital Level III Tebing Tinggi are on average 30-40 years old.

Table 3 Multiple Linear Regression Results

Model	Unstandardized Coefficients		Standardized Coefficients
	B	Std. Error	Beta
1 (Constant)	2.299	1,767	
Work Shift	.354	.155	.190
Organizational culture	.320	.051	.586
Workload	.316	.114	.257

a. Dependent Variable: Performance

Source: Data processed by researchers (2025)

Based on these results, the multiple linear regression equation has the formulation: $Y = a + b_1 X_1 + b_2 X_2 + b_3 X_3 + \epsilon$, so that the equation is obtained: $Y = 2.299 + 0.354X_1 + 0.320X_2 + 0.316X_3$. The regression coefficient value of the *Work Shift* variable is 0.354, which indicates that each increase in the value unit in the *Work Shift* will increase the dependent variable by 0.354, assuming the other variables remain constant. The regression coefficient value of the *Organizational Culture* variable is 0.320, which indicates that each increase in the value unit in *Organizational Culture* will increase the dependent variable by 0.320, assuming that other variables remain constant. The regression coefficient value of the *Workload* variable is 0.316, which indicates that each

increase in the value unit in Workload will increase the dependent variable by 0.316, assuming that other variables remain constant.

Table 4 Partial Test (t)

Model	Coefficients ^a				
	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	2.299	1,767		1.301	.199
Work Shift	.354	.155	.190	2.282	.027
Organizational culture	.320	.051	.586	6.210	.000
Workload	.316	.114	.257	2,774	.008

a. Dependent Variable: Performance

Source: Data processed by researchers (2025)

. value *Work Shift* is 2.282 ($t_{\text{count}} > t_{\text{table}} 2.008$), as well as the significance value of (0.027 < 0.05) indicating that the influence of *Work Shift* on the performance of Honorary Nurses is statistically significant. The t_{count} value of Organizational Culture is 6.210 ($t_{\text{count}} > t_{\text{table}} 2.008$), and the significance value is 0.000 < 0.05, so the influence of Organizational Culture on the performance of Honorary Nurses is significant. The t_{count} value of Workload is 2.774 ($t_{\text{count}} > t_{\text{table}} 2.008$), and the significance value is 0.018 < 0.05, meaning that Workload has a significant effect on the Performance of Honorary Nurses.

Table 5 Simultaneous Test Results (F)

ANOVA ^a						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	197,557	3	65,852	36.103	.000 ^b
	Residual	91.202	50	1,824		
	Total	288,759	53			

a. Dependent Variable: Performance

b. Predictors: (Constant), Workload, *Work Shift*, Organizational Culture

Source: Data processed by researchers (2025)

From table 5, the calculated F value is 36.103 ($\text{calculated } F > F_{\text{table}} 2.79$), and the significance value is 0.000 < 0.05, meaning that *Work Shift*, Organizational Culture, and Workload have a simultaneous effect on the Performance variable.

Table 6 Coefficient of Determination

Model Summary ^b			
Model	R	R Square	Adjusted R Square
1	.827 ^a	.684	.665

a. Predictors: (Constant), Workload, Work Shift , Organizational Culture

b. Dependent Variable: Performance

Source: Data processed by researchers (2025) \

Based on table 6, it can be seen that the *adjusted R square value* is 0.665 or 66%. This shows that the work *shift* , organizational culture and workload variables can explain the performance variable by 66%.

Performance is a result of a work process that is measured using a specific reference within a specified time frame so that the task or work can achieve the goals or results that have been set.

1. Influence Shift Work to Performance Nurse Honorary

System *shift* usually lasts 6-12 hours of work with *shift groups* , be it a two, three or four *shift system* in a 24-hour period. work *shift* is a work time pattern given to workers to do something by the company and is usually divided into morning, afternoon and night work. Working *shifts* with regular schedules, namely morning, afternoon and night *shifts* . Working hours are often used to determine the amount of wages paid by the company, for example per day, per hour, per week, or per month. However, there are rules regarding maximum working time limits, and the provision of rest time, as well as compensation for exceeding these provisions. The division of work schedules received by nurses at the Bhayangkara Tebing Tinggi Hospital is morning, afternoon and night *shifts* , but nurses often do irregular work *shift exchanges*, making nurses two *shifts* in one day so that their performance increases, the increased performance is in the form of an increase in the quantity (number) of nurses' work. The Bhayangkara Tebing Tinggi Hospital has consequences if it finds out that nurses are extending working hours. Employing workers beyond the specified time or implementing a two- *shift* work system. Work *shifts* are usually carried out by people who work outside normal working hours for a certain period of time. It can be explained again that a work *shift* is a group of workers who work based on a certain schedule and during a certain period.

2. Influence Culture Organization to Performance Nurse Honorary

Culture organization is melting process result style culture And behavior each the individual brought previously to in A norms And a new philosophy , which has energy as well as pride group in face something And objective certain ". Culture organization can Also it is said as a continuing habit over and over again And become mark And style life by a group individual in organization that is followed by individual next . Culture measured organization through Nurse Honorary creating innovative ideas in Jobs , Nurse Honorary notice all determination , analysis , and notice more details on things around Jobs , Nurse always focus to results Work than technique and the process used , Nurse Honorary Enough take into account influence results to employee in organization , Nurse Honorary Enough own ability cooperate in Team , Nurse Honorary as member organization Enough challenged For Work with competitive , and Nurse Honorary as member organization Enough sued For

Keep going grow And develop is a determining factor performance . This is can due to by culture organization House Sick The police Cliff Tall not enough strong so that the sense of responsibility answer in self Nurse Honorary No capable Motivate For display the most satisfying performance , achieving more goals good , and on its turn No can Motivate all over its members For increase productivity his work .

3. Influence Burden Work to Performance Nurse Honorary

Burden Work defined as a burden from outside a person's body due to work activities carried out. As a result of a workload that is too heavy or physical abilities that are too weak can cause an employee to suffer from work-related disorders or diseases. Workload must be considered by a company because workload is one of the things that can increase employee work productivity. In addition to one of the elements that must be considered for a worker to get harmony and high work productivity in addition to the additional burden element due to the work environment and work capacity. Indirect nursing activities include indirect activities, namely tidying up the patient's environment, preparing or checking emergency equipment and drugs, coordinating/consulting with other health teams such as radiology and laboratories, providing guidance in carrying out nursing actions, communicating about patient drugs with the pharmacy/pharmacy, sending/receiving patient news by telephone and reading patient status and reporting patient conditions to the doctor. This can be caused by too much burden given to nurses with a lack of nurses to care for patients, causing tension in nurses, causing stress. This can reduce performance. Nurse workload is a task or demand given to someone to achieve a predetermined target or goal. The workload of nurses at Bhayangkara Hospital includes physical and mental workload. Physical workload such as lifting patients, administering IVs, observing vital signs, administering oxygen, etc. Mental workload in the form of work complexity, preparing the mental and spiritual aspects of patients and families, especially those who will undergo surgery or are in critical condition, working in special skills in caring for patients, and having to establish good communication with patients and families.

CONCLUSION

The conclusion of this study shows that work *shifts* , organizational culture, and workload have a significant influence on the performance of honorary nurses at Bhayangkara Tebing Tinggi Hospital. The results of this study can be used as a basis for improving the performance of honorary nurses by managing work *shifts* , organizational culture, and workload more effectively. Thus, hospital management can consider managing honorary nurses' work *shifts* more effectively, developing a more positive and supportive organizational culture, and managing the workload of honorary nurses more effectively to improve their performance and provide better quality health services to patients.

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