

The Influence of Job Stress, Job Satisfaction, and Work Motivation on Employee Performance at Muhammad Zein Regional Hospital, East Belitung

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Abstract

This research is motivated by the importance of improving the performance of Muhammad Zein Regional Hospital, East Belitung employees, which is influenced by job stress, job satisfaction, and work motivation. The purpose of this study is to analyze the influence of job stress, job satisfaction, and work motivation on the performance of Muhammad Zein Belitung Timur Regional Hospital employees, especially in the administration and skilled nurse divisions. This research is a quantitative study that uses census techniques in determining respondents. Data distribution uses questionnaires directly to administrative employees and skilled nurses. The data obtained are processed using SmartPLS 4. The results of this study indicate that job stress has a positive but insignificant effect on employee performance, job satisfaction has a positive but insignificant effect on employee performance, and work motivation has a positive and significant effect on employee performance. The implications of this study indicate that improving employee performance can be achieved through increasing motivation and job satisfaction. Management needs to create a supportive work environment, provide appropriate rewards, and manage work stress so as not to hinder employee productivity.

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

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INTRODUCTION

Employee performance is one of the main indicators of organizational success in both the government and private sectors. An organization will find it difficult to grow if its human resources do not have the internal desire to advance the organization (Sapta et al., 2021). Employee performance is an important component in achieving organizational goals. Organizations not only focus on generating profits but must also pay attention to human resources (Aditya et al., 2023). Employee performance research remains relevant because it determines the quality of health services, operational efficiency, and patient satisfaction in hospitals (Ardiati and Yulianti 2025). Employees

with good performance are able to complete both medical and non-medical tasks professionally, on time, and with improved service quality for patients (Kirana and Nugraheni, 2023).

The definition of a hospital itself according to Law No. 44 of 2009, is a health institution that provides comprehensive individual health services including emergency, outpatient, and inpatient care (Ellita, 2009). Hospitals must work together well to provide the best health services to the community, because they have many human resources, including administration and skilled nurses. Based on interview results, a phenomenon at Muhammad Zein Regional Hospital, East Belitung, shows that several employees perceive their work as a burden. This condition is influenced by several complex factors and differs from each individual. This leads employees to make frequent errors and provide suboptimal service, which may trigger complaints from service recipients.

Based on the current phenomenon, several factors influence employee performance. Previous studies have shown that employee performance can be influenced by job stress (Kobis et al., 2023), job satisfaction (Riyanto et al., 2021), and work motivation (Yang et al., 2021). However, implementing these factors often faces difficulties in certain settings, which impacts their effectiveness in improving employee performance.

Several previous studies have shown significant results between variables, but other studies have also found insignificant results. This discrepancy in findings indicates a research gap that requires further study to gain a deeper understanding. The authors summarize the results of previous studies on the effects of job stress, job satisfaction, and work motivation on employee performance to provide a more in-depth overview of these differences. The researchers created a summary to illustrate these variations in results, which is presented in the summary of previous research findings in Table 1 as follows:

Table 1. Research Gap

GAP	Researchers (Year)	RESULT
The influence of job stress, work motivation, job satisfaction on employee performance	Kobis et al, (2023) ; Napitu and Tarigan (2022)	Job stress has a positive and significant influence on employee performance.
	Chen et al., (2022)	Job stress does not have a significant influence on employee performance
	Memon et al., (2023) ; Saptia et al, (2021)	Job satisfaction has a positive and significant influence on employee performance.
	Riyanto et al, (2021)	Job satisfaction does not have a direct influence on employee performance

Ardiati and Yulianti (2025); Rivaldo (2021)	Work motivation has a significant influence on employee performance
Tania (2023)	Work motivation has a negative and insignificant influence on employee performance.

Based on the analysis, many studies show that job stress, work satisfaction, and work motivation have a positive and significant influence on employee performance, although some studies report negative or insignificant effects. Therefore, further research is needed to investigate the relationship among these factors.

Employee Performance

Employee performance is an important component in achieving organizational goals (Aditya et al., 2023). Employee performance includes the achievement of certain targets and contributions to overall organizational goals. Organizations must ensure that employee performance remains optimal and relevant to the demands of the times along with technological advances, societal dynamics, and increasing service needs expected by consumers (Giovanni & Ali 2024). Optimal employee performance reflects the individual's ability to complete tasks and serves as an indicator of the organization's effectiveness in managing human resources (Maryadi, 2023).

Job Stress

Job stress occurs in real work situations and is perceived differently by each individual, Job stress can arise from interactions at work, including task demands, coworker relationships, and supervisor attitudes (Kobis et al., 2023). Job stress is a natural psychological response triggered by external factors, not only visible pressures but also deeper underlying causes (Yang et al., 2021). Job stress is not a new phenomenon; global economic changes can be one of its causes (Shukla & Srivastava, 2016).

Job satisfaction

Job satisfaction is a positive attitude displayed by employees and encourages them to maintain work morale (Luthans & Youssef 2007; Susanto et al., 2022). Job satisfaction includes aspects such as leadership, work conditions, compensation, social interactions among employees, and career development (Mukhtar, 2019) Those who achieve good work results tend to be highly satisfied with their jobs (Ningsih & Prastiwi, 2021). Job satisfaction is an important aspect that organizations must pay attention to because it can increase employee productivity (Memon et al., 2023).

Work motivation

Work motivation is a drive felt by employees that shapes their desire and ability to work well. Effective motivation encourages employees to carry out activities that support organizational goals (Netaniel Giovanni & Ali, 2024). Work motivation can be divided into two categories, namely intrinsic and extrinsic motivation. According to Aditya et al, (2023) intrinsic motivation is motivation that comes from within the employee, such as employees who have a desire to learn new things while extrinsic motivation is motivation that comes from external sources such as salary, awards, and others. Motivated employees will have a strong desire to succeed in doing their work.

Unmotivated employees tend to be indifferent to their performance and put in minimal effort (Giovanni & Ali, 2024).

Based on the phenomena and background that have been explained, the formulation of the problem in this study is: (1) does job stress affect the performance of employees at Muhammad Zein Regional Hospital, East Belitung? (2) does job satisfaction affect the performance of employees at Muhammad Zein Regional Hospital, East Belitung? (3) does work motivation affect the performance of employees at Muhammad Zein Regional Hospital, East Belitung? (4) do job stress, job satisfaction, and work motivation simultaneously affect the performance of employees at Muhammad Zein Regional Hospital, East Belitung.

It is hoped that this research will serve as evaluation material and a basis for policy development to reduce work stress, increase job satisfaction, and enhance employee motivation, thereby enhancing hospital performance and service quality. The research hypothesis is based on a literature review of the issues discussed, namely: H1: job stress has a positive and significant effect on employee performance. H2: job satisfaction has a positive and significant effect on employee performance. H3: work motivation has a positive and significant effect on employee performance. H4: job stress, job satisfaction, and work motivation affect employee performance.

METHODOLOGY

The purpose of this study is to test hypotheses on variables and evaluate how each variable relates to the others. This study used a quantitative research design, involving all administrative staff and skilled nurses at Muhammad Zein Regional Hospital, East Belitung, with a total of 50 respondents. Due to the relatively small population, a census method was used by involving the entire population (Sugiyono 2020). The sample characteristics considered were age, gender, length of service, and last education. The collected data were processed using SmartPLS version 4. This analysis technique was chosen because of its ability to test the direct relationships between variables simultaneously.

This method ensures that all employees in the population are included in the study, so that the data obtained can provide a relevant picture and support the research objectives. The questionnaire was designed using a 1 to 5 Likert scale, where 1 indicates strongly disagree and 5 indicates strongly agree. This questionnaire measures four main variables in the study, namely job stress, job satisfaction, work motivation, and employee performance. Job stress was measured using nine items based on Jamal & Baba (1992); Shukla & Srivastava (2016), such as "I have a lot of work and worry there is little time to complete it". Job satisfaction was measured using six items based on Crow et al. (2012), such as "overall I am satisfied with my job". Work motivation was measured using six items based on Ganesan & Weitz (1996); Sujan (1986), such as "I really care about my job". Employee performance was measured using five items based on Chen (2020) and Deng (2023), such as "I complete the tasks assigned to me".

RESULTS AND DISCUSSION

Respondent Characteristics

Table 2 below presents the characteristics of the research respondents, including gender, age, highest level of education, employment status, marital status, and length of service in the organization.

Table 2. Results of the Respondent Characteristics Test

Category	Information	Amount	Percentage
Gender	Man	16	32%
	Woman	34	68%
Age	20-30 years	40	80%
	31-40 years	8	16%
	41-50 years	2	4%
Last education	Diploma (D1/D2/D3/D4)	12	24%
	S-1	33	66%
	High school/equivalent	5	10%
Employment status	Permanent employee	40	80%
	Non permanent employee	10	20%
Marital status	Not married yet	33	66%
	Widow/widower	1	2%
	Married	16	32%
Number of years of service in the organization	< 1 year	1	2%
	1-10 years	45	90%
	11-20 years	4	8%

Source: processed from primary data, 2025.

Respondent characteristics show that the majority of respondents are female (68%) and male (32%). This indicates that the female workforce is more dominant in this study. Judging from age, the majority of respondents are between 20 and 30 years old (40 people or 80%). This indicates that most employees are in their productive age, full of energy, and very adaptive to changes in their work environment. In terms of education level, the majority of respondents have a bachelor's degree (33 people) (66%), followed by diploma holders (12 individuals or 24%) and high-school graduates (5 individuals or 10%). A high level of education indicates that most employees have a sufficient educational background to carry out their work professionally. Based on employment status, most respondents are permanent employees (40 people) (80%), which indicates a level of stability and loyalty to the organization. In terms of marital status, 33 respondents (66%) are not married, showing that unmarried individuals constitute the largest group. The majority of respondents had a working period of 1–10 years (90%), indicating that most respondents fall within the 1–10-year tenure category.

Validity & Reliability Test

Table 3 presents the results of the validity and reliability tests of the research instruments used to ensure that each indicator and variable in this study is appropriate and consistent in measuring its construct.

Table 3. Validity & Reliability Test Results

Variables	Indicator	r-count	r-table	Cronbach's Alpha
Job Stress (X1)	X1_1	0.772	0.2329	0.923
	X1_2	0.764	0.2329	
	X1_3	0.838	0.2329	
	X1_4	0.811	0.2329	
	X1_5	0.779	0.2329	
	X1_7	0.783	0.2329	
	X1_8	0.878	0.2329	
	X1_9	0.819	0.2329	
	Job Satisfaction (X2)	X2_2	0.811	
X2_3		0.868	0.2329	
X2_5		0.758	0.2329	
Work Motivation (X3)	X3_4	0.838	0.2329	0.815
	X3_5	0.809	0.2329	
	X3_6	0.908	0.2329	
Employee Performance (Y)	Y_1	0.723	0.2329	0.841
	Y_2	0.776	0.2329	
	Y_3	0.825	0.2329	
	Y_4	0.841	0.2329	
	Y_5	0.741	0.2329	

Source: processed primary data, 2025.

Based on Table 3, an indicator is declared valid if the calculated r value is greater than the table r of 0.2329 (2-tail; n = 45; $\alpha = 0.05$). Based on the test results, it is known that all indicators in the job stress variable (X1) have calculated r values ranging from 0.772 to 0.878, the job satisfaction variable (X2) between 0.758 and 0.868, the work motivation variable (X3) between 0.809 and 0.908, and the employee performance variable (Y) between 0.723 and 0.841. Because all calculated r values are > 0.2329 , all indicators were declared valid. The results of the reliability test showed that all variables had a Cronbach's alpha value greater than 0.60, namely job stress (0.923), job satisfaction (0.743), work motivation (0.815), and employee performance (0.841). Thus, all research instruments were categorized as reliable, indicating consistent measurement across all constructs.

Model fit test

Table 4 below presents the results of the model fit test which aims to determine the extent of the suitability between the proposed research model and the empirical data obtained from the processing results.

Table 4. Results of the model fit test

Parameter	Parameter Values	Information
SRMR	0.090	Fit
d_ULS	1.533	Fit
d_G	1.256	Fit
Chi-Square	275.181 > 0.05	Not fit
NFI	0.633	Fit

Source: processed from primary data, 2025.

Based on the results of the model fit test in Table 4, the SRMR value of 0.090 is below the 0.10 limit, indicating that the model has met the criteria. The d_ULS value of 1.533 and d_G value of 1.256 fall within acceptable fit thresholds in SEM-PLS. The Chi-Square test produces a value of 275.181 with a p-value greater than 0.05, indicating that the model does not meet the chi-square fit criterion. The NFI value of 0.633 is below the recommended cut-off of 0.90, indicating that the model does not meet the NFI fit criterion.

R-square test

To determine the magnitude of the influence of the independent variables on the dependent variable, Table 5 presents the R-square test results.

Table 5. Results of the r-square test

Dependent Variable	R-square	R-square adjusted
Employee Performance	0.455	0.420

Source: processed from primary data, 2025.

Based on the results of the r-square test in Table 5, the R-square value obtained was 0.455 and the adjusted R-square was 0.420, which means that the independent variables explain 45.5% of the variance in employee performance, while the remaining 54.5% is influenced by other factors outside the research model.

The measurement model test (outer model) is the initial stage used to assess the validity and reliability of the research instruments. Validity indicates the extent to which an instrument measures what it is intended to measure. The validity test in this study was conducted using data from 50 respondents. The outer model analysis is shown in Figure 1.

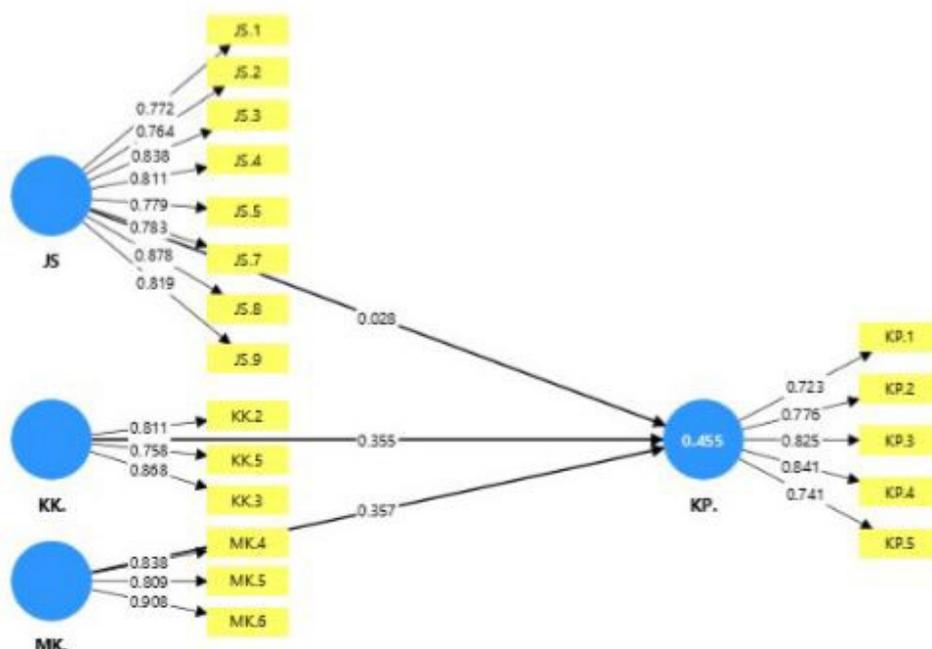


Figure 1. External model analysis

Source ; outer model analysis

A loading factor above 0.70 indicates a valid indicator, and an R-square value of 0.455 shows that 45.5% of employee performance is explained by the three variables.

Hypothesis testing was conducted using bootstrapping analysis in SmartPLS version 4 with 50 respondents, and the results are presented in Table 6.

Table 6. Results of the Hypothesis test

	Variables	Original sample	Standard deviation	T statistics	P values
1	Job stress → Employee performance	0.028	0.135	0.207	0.836
2	Work satisfaction → Employee performance	0.355	0.189	1.875	0.061
3	Work motivation → Employee performance	0.357	0.160	2.232	0.026

Source: processed from primary data, 2025.

Based on Table 6, the direct hypothesis testing explains that Hypothesis H1: job stress does not have a significant effect on employee performance. Original sample value is 0.028, the T-statistic is 0.207, and the p-value is 0.836. Because the T-statistic < 1.960 and the p-value > 0.05, H1 is not supported, indicating that job stress does not significantly affect employee performance. Hypothesis H2: job satisfaction has no significant effect on employee performance. Original sample value is 0.355, the T-statistic is 1.875, and the p-value is 0.061. Because the T-statistic < 1.960 and the p-value > 0.05, H2 is not supported, indicating that job satisfaction does not significantly affect employee performance. Hypothesis H3: work motivation has a significant effect on employee performance. The original sample value obtained is 0.357, with a T-statistic of 2.232 and a p-value of 0.026. Because the T-statistic > 1.960 and the p-value < 0.05, H3 is supported, indicating that work motivation significantly affects employee performance.

Discussion

The influence of job stress on employee performance

Hypothesis test 1 shows that job stress does not have a significant effect on employee performance. This indicates that job stress does not significantly increase employee performance. This condition occurs because the level of job stress is still within the employees' tolerance limits, and the presence of organizational support and a good work environment helps reduce its negative impact on employee performance. Rahmadanti and Karya (2024) also showed that job stress does not significantly affect employee performance because most employees are able to adapt to work pressure and even use it as motivation to improve their performance. Roedyati and Gettik Andri Purwanti (2025) stated that job stress will only have a negative impact when job demands are not balanced with adequate organizational resources and support. Thus, although employees experience work pressure, their performance can still be maintained if they receive adequate organizational support and possess effective coping skills. The job stress variable has the highest mean value of 4.860 for the statement 'There are many people in the office and I feel tired managing organizational demands,' and the lowest mean value of 3.280 for the statement 'My work makes me feel flustered'.

The influence of work satisfaction on employee performance

Hypothesis test results show that work satisfaction does not have a significant effect on employee performance (H2 is not supported). This shows that work satisfaction does not significantly improve employee performance. This condition may occur because feeling satisfied with one's job does not always lead to increased work productivity. Employees who feel comfortable at work may remain in a 'safe zone' and therefore lack motivation to perform optimally. This is consistent with Roedyati and Gettik Andri Purwanti (2025), who found that work satisfaction does not significantly influence employee performance due to employees' high comfort levels, which reduce the drive to improve work performance. In addition, the results study Rahmadanti and Karya (2024) show that Work satisfaction does not always have a direct impact on performance because its effects are often mediated by motivation and organizational commitment. The work satisfaction variable has the highest mean value of 4.180 for the statement 'I spend my time working actively' and the lowest mean value of 4.080 for the statement 'I behave proactively in my work'.

The influence of work motivation on employee performance

Hypothesis test results show that work motivation has a significant effect on employee performance (H3 is supported). This shows that higher work motivation leads to better employee performance. Employees with strong motivation tend to be more proactive, responsible, and committed to producing the best work results for the organization. These findings are consistent with Rahmadanti and Karya (2024) who stated that work motivation has a positive and significant effect on employee performance because motivation become driver main somebody in finish task in a way effective and efficient. The work motivation variable has the highest mean value of 4.140 for the statement "I remain in this job not only because of money" and the lowest mean value of 3.960 for the statement 'Even if I were rich, I would still work in this field because of the challenge.

CONCLUSION

In this study, researchers conducted an analysis of how job stress, job satisfaction, and work motivation can improve the performance of employees at Muhammad Zein Regional General Hospital, East Belitung. The results of the analysis showed several important conclusions, including: (1) job stress does not have a direct impact on employee performance, which indicates that the level of work stress experienced by employees is relatively small; (2) job satisfaction does not have a significant direct impact on employee performance, indicating no direct relationship between job satisfaction and employee performance; (3) work motivation has a positive and significant impact on employee performance, indicating that higher motivation leads to better performance. This study shows that improving work motivation is the most effective way to enhance employee performance. To maintain and improve performance, management must provide appropriate rewards, career development opportunities, and a supportive work environment to strengthen employee motivation.

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