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The Effect of Workload and Job Stress on Nurse Performance Through Job Satisfaction as an Intervening Variable (Study at Lindimara Christian Hospital, East Sumba)

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Abstract: This study aims to analyze the effect of workload and job stress on nurse performance, with job satisfaction as an intervening variable at Lindimara Christian Hospital, East Sumba. Nurse performance is a crucial factor in the success of healthcare services, but several performance indicators have not yet reached their targets, necessitating an examination of the influencing factors. This study employed a quantitative approach with a survey method. The study population consisted of all 51 permanent nurses at Lindimara Christian Hospital, thus using total sampling as the sampling technique. Data were collected through questionnaires and analyzed using Structural Equation Modeling–Partial Least Square (SEM-PLS) with the help of the SmartPLS 4.0 application. The results showed that workload had a negative and significant effect on nurse performance and job satisfaction. Job stress also had a negative and significant effect on nurse performance and job satisfaction. Meanwhile, job satisfaction had a positive and significant effect on nurse performance. The results of the mediation analysis showed that job satisfaction significantly mediated the effect of workload on nurse performance and the effect of job stress on nurse performance. These findings indicate that increased workload and job stress can decrease nurse performance, both directly and through decreased job satisfaction. Therefore, hospital management needs to pay attention to workload management, job stress management, and job satisfaction enhancement to support nurse performance and the quality of healthcare services.

Keywords: Workload, Job Stress, Job Satisfaction, Nurse Performance, SEM-PLS.

INTRODUCTION

The increasingly dynamic business environment demands that every organization continuously improve the quality of its human resources to achieve its goals effectively and efficiently. According to Sabiila et al. (2025), increasingly fierce competition requires organizations to improve human resource performance as a key factor in organizational success. Afserinta et al. (2025) also emphasize that human resources are a crucial asset that must be managed appropriately to enhance organizational knowledge and productivity. One indicator of organizational success is employee performance (Sofyan et al., 2024). Maulana et

al. (2025) define performance as the work results of individuals or groups in carrying out tasks according to applicable standards and procedures. While Herminingsih (2025) states that good performance can help organizations achieve their goals, increase competitiveness, and maintain operational continuity.

Employee performance is influenced by various factors, including workload and job stress (Muslim et al., 2024). According to Hermawan (2024), workload is the number of tasks that must be completed by an individual or group within a specific period. Zahro and Abadiyah (2024) emphasize the importance of workload balance to achieve optimal performance. Research by Danendra and Rahyuda (2019), Weni et al. (2023), and Malau and Kasmir (2021) demonstrates that workload negatively impacts employee performance, such that excessive workload can reduce productivity and work quality.

In addition to workload, performance is also affected by work stress. Kobis et al. (2023) explain that work stress can originate from both internal and external factors within the individual. Asih et al. (2018) define work stress as a condition that puts pressure on the individual and the work environment, thus disrupting productivity. Research by Rani and Tripti (2025), Karim (2022), and Weni et al. (2023) indicates that work stress negatively impacts employee performance. Wisudawati and Pratama (2021) explain that work stress arises from an imbalance between job demands and an individual's ability to meet those demands. However, Herminingsih (2025) and Adimulyo et al. (2022) found different results. (2022) stated that work stress had no effect on employee performance.

The difference in research results indicates the presence of a mediating variable, namely job satisfaction. Muslim et al. (2024) stated that job satisfaction can mediate the relationship between workload and employee performance, while Sabiila et al. (2025) explained that job satisfaction functions as an intervening variable that strengthens this relationship. Research by Manalu et al. (2022) and Gayatri et al. (2025) demonstrated that job satisfaction can positively and significantly mediate the relationship between workload and employee performance. Furthermore, Amanda et al. (2022) and Sofyan et al. (2024) found that job satisfaction also mediates the relationship between work stress and employee performance.

This study was conducted on nurses at Lindimara Christian Hospital, one of the oldest and first private hospitals on Sumba Island that focuses on holistic healthcare. Nurses play a crucial role in providing, monitoring, and planning patient healthcare, thus requiring optimal performance. Based on the 2025 performance evaluation data for 10 nurses out of a total of 51 nurses, most indicators have achieved the hospital's target of 80. The indicator of compliance with the use of personal protective equipment (PPE) obtained the highest average score of 83.6, while the indicator of no patient complaints and nursing care ability reached an average of 83.1. However, several indicators are still below the target, especially compliance in improving unit quality which only obtained an average of 75.1 and active participation in mandatory hospital training with an average of 77.5. These findings indicate that although the performance of most nurses is considered good, there are still several aspects that need to be improved. The results of the pre-survey also showed problems in the form of limited numbers of nurses and increased work activities that have the potential to increase workload and job stress.

Based on these conditions, this study aims to analyze the influence of workload and work stress on nurse performance, the influence of workload and work stress on job satisfaction, the influence of job satisfaction on nurse performance, and the role of job satisfaction as an intervening variable in the relationship between workload and work stress on nurse performance at Lindimara Christian Hospital, East Sumba.

Based on the above background, the objectives of this study are as follows: (1) To analyze the influence of Workload on Nurse Performance at Lindimara Christian Hospital, East Sumba. (2) To analyze the influence of Job Stress on Nurse Performance at Lindimara Christian Hospital, East Sumba. (3) To analyze the influence of Workload on Nurse Job Satisfaction at

Lindimara Christian Hospital, East Sumba. (4) To analyze the influence of Job Stress on Nurse Job Satisfaction at Lindimara Christian Hospital, East Sumba. (5) To analyze the influence of Job Satisfaction on Nurse Performance at Lindimara Christian Hospital, East Sumba. (6) To analyze the influence of Workload on Employee Performance through Nurse Job Satisfaction at Lindimara Christian Hospital, East Sumba. (7) To analyze the effect of Job Stress on Employee Performance through Nurse Job Satisfaction at Lindimara Christian Hospital, East Sumba.

Hypothesis

H1: Workload Negatively Influences Employee Performance.

H2: Job Stress Negatively Influences Employee Performance.

H3: Workload Negatively Influences Job Satisfaction.

H4: Job Stress Negatively Influences Job Satisfaction.

H5: Job Satisfaction Positively Influences Employee Performance.

H6: Job Satisfaction Mediates the Effect of Workload on Employee Performance.

H7: Job Satisfaction Mediates the Effect of Job Stress on Employee Performance.

METHOD

This study focused on nurses at Lindimara Christian Hospital, East Sumba Regency, to analyze the influence of workload and job stress on employee performance, with job satisfaction as a mediating variable. According to Sugiyono (2019), a research object is anything the researcher determines to be studied to obtain information that can then be used to draw conclusions. The study population included all 51 permanent nurses at Lindimara Christian Hospital. According to Sugiyono (2023), a population is a generalized area with certain characteristics, while a sample is a subset of that population. This study used a total sampling technique, resulting in a sample size of 51 respondents from all members of the population.

The data used were primary data obtained directly through questionnaires distributed to nurses. The questionnaires were used to measure respondents' perceptions of workload, job stress, job satisfaction, and performance. Sugiyono (2023) explains that a questionnaire is a data collection technique that involves providing respondents with a set of written questions or statements. Measurements were conducted using a five-point Likert scale, ranging from strongly disagree to strongly agree, with scores ranging from 1 to 5.

Operational definitions were used to describe each research variable in a measurable form, facilitating data collection and analysis. Data analysis was conducted using the Structural Equation Modeling–Partial Least Squares (SEM-PLS) method using the SmartPLS 4.0 application. According to Wibowo (2024), PLS-SEM can analyze relationships between variables simultaneously through two models: a measurement model (outer model) and a structural model (inner model).

For the outer model, testing was conducted through convergent validity, discriminant validity, and construct reliability. Convergent validity was assessed based on factor loading values, which ideally should be greater than 0.70, although Hair et al. (2017) in Royanda (2024) stated that values above 0.50 are still acceptable. Discriminant validity is used to ensure that each latent variable is empirically distinct from the other variables through the HTMT approach, the Fornell-Larcker Criterion, and cross-loading (Wibowo, 2024). Construct reliability is measured using Cronbach's Alpha and Composite Reliability values. According to Ghozali (2014) in Royanda (2024), a construct is considered reliable if its Composite Reliability and Cronbach's Alpha values are above 0.70.

For the inner model, evaluation is conducted using the coefficient of determination (R-square) and F-square. According to Wijayanti et al. (2024), an R-square value of 0.75 indicates a strong effect, 0.50 a moderate effect, and 0.25 a weak effect. Meanwhile, Wibowo (2024) explains that an F-square value of 0.35 indicates a large effect, 0.15 a moderate effect, and 0.02 a small effect on the model.

Hypothesis testing was conducted using the bootstrapping procedure in SmartPLS to examine the direct and indirect effects between variables. The hypothesis was accepted if the T-statistic was greater than 1.96 and the P-value was less than 0.05. This test aimed to determine the effect of workload and job stress on employee performance and the role of job satisfaction as a mediating variable.

The mediation test followed the procedures of Baron and Kenny (1998) in Ghazali and Latan (2015). The first stage tested the effect of the exogenous variable on the endogenous variable and was required to be significant with a T-statistic > 1.96 . The second stage tested the effect of the exogenous variable on the mediating variable using the same significance criteria. The third stage simultaneously tested the effect of the exogenous and mediating variables on the endogenous variable to determine whether a mediating effect existed in the research model.

RESULTS AND DISCUSSION

Research Objective Overview

Research Objective Description

This study was conducted among permanent nurses at Lindimara Christian Hospital, East Sumba Regency, with the aim of analyzing the influence of workload and job stress on employee performance, using job satisfaction as an intervening variable. The study population consisted of all 51 permanent nurses, and the entire population served as the research sample. Data were obtained through direct questionnaire distribution to respondents. The variables studied included workload and job stress as independent variables, job satisfaction as an intervening variable, and employee performance as the dependent variable.

Based on gender characteristics, the majority of respondents were female (37 respondents, or 72.55%), while 14 respondents (27.45%) were male. This indicates that the nursing workforce at Lindimara Christian Hospital is predominantly female.

In terms of age, the majority of respondents were between the ages of 30 and 39, representing 40 respondents, or 78.43%. Nine respondents, or 17.65%, were aged 40–49, while one respondent, or 1.96%, were in the 20–29 and 50–59 age groups. This data indicates that the majority of nurses are of productive age, generally possessing substantial work experience and professional skills.

Based on educational level, 41 respondents, or 80.4%, had a Diploma 3 (D3) in Nursing, while 10 respondents, or 19.6%, had a Bachelor's degree (S1) in Nursing. This indicates that the nursing staff at the hospital is dominated by diploma nursing graduates.

In terms of length of service, the majority of respondents (19 respondents, or 37.26%) had 1–5 years of service. Sixteen respondents, or 31.37%, had 6–10 years of service, while 14 respondents, or 27.45%, had 11–15 years of service. Only two respondents, or 3.92%, had more than 15 years of service. This finding indicates that the majority of nurses have relatively sufficient work experience, with the majority having less than 10 years of service.

Description of Research Variables

This study used four variables: workload and job stress as independent variables, job satisfaction as a mediating variable, and employee performance as the dependent variable. The workload variable was measured using 11 indicators, job stress through 13 indicators, job satisfaction through 8 indicators, and employee performance through 11 indicators.

The descriptive analysis results showed that the workload variable had an average score of 3.98, rounded to 4. This value indicates that the majority of respondents agreed with the workload indicators. The indicator with the highest average score was BK9 at 4.14, while the lowest average score was BK8 at 3.80. This finding indicates that nurses experience a relatively high workload in carrying out their duties.

The work stress variable received an average score of 3.88, rounded to 4, indicating that respondents tended to agree with statements describing work stress. The highest average score was found for indicator SK3 at 3.98, while the lowest score was found for indicator SK2 at 3.73. These results indicate that nurses' perceived work stress levels are quite high.

For the job satisfaction variable, the average score was 2.29, rounded to 2. This indicates that respondents tended to disagree with the job satisfaction indicators, thus reflecting a relatively low level of job satisfaction. The indicator with the highest average score was KJ3 at 2.41, while the lowest score was KJ7 at 2.16.

Meanwhile, the employee performance variable received an average score of 2.61, rounded to 3. This value indicates that respondents gave a neutral or fair assessment of the performance indicators. The indicator with the highest average score was KK5, at 2.78, while the lowest score was KK2, at 2.49. Overall, the descriptive results indicate that nurses experience a relatively high workload and job stress, while job satisfaction tends to be low, and performance falls within the moderate or fair category.

Research Data Analysis

The research data was processed using SmartPLS 4.0, with the following chart:

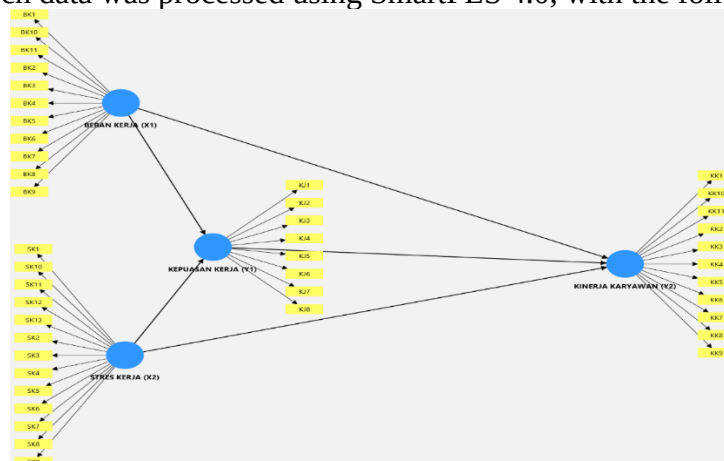


Figure 1. Latent Variable Model for the Research

In SEM-PLS processing, there are two stages in model testing: the outer model and the inner model. The outer model focuses on the validity and reliability of the indicators used to measure the latent variables, using convergent validity, discriminant validity, and construct reliability tests. The inner model focuses on the relationships between the latent variables and tests the strength and significance of these relationships using R-square and F-square tests:

Measurement Model (Outer Model)

Convergent Validity

Table 1. Outer Loading Results of the Convergent Validity Test Stage 1

Variable	Indicator	Loading Factor	Loading Factor Value	Description
	BK1	0,818	0,70	Valid
	BK2	0,608	0,70	Unvalid
	BK3	0,733	0,70	Valid

Workload	BK4	0,792	0,70	Valid
	BK5	0,768	0,70	Valid
	BK6	0,746	0,70	Valid
	BK7	0,761	0,70	Valid
	BK8	0,818	0,70	Valid
	BK9	0,763	0,70	Valid
	BK10	0,739	0,70	Valid
	BK11	0,731	0,70	Valid
Work Stress	SK1	0,751	0,70	Valid
	SK2	0,753	0,70	Valid
	SK3	0,744	0,70	Valid
	SK4	0,840	0,70	Valid
	SK5	0,794	0,70	Valid
	SK6	0,719	0,70	Valid
	SK7	0,717	0,70	Valid
	SK8	0,812	0,70	Valid
	SK9	0,814	0,70	Valid
	SK10	0,740	0,70	Valid
	SK11	0,760	0,70	Valid
	SK12	0,737	0,70	Valid
	SK13	0,684	0,70	Unvalid
Job satisfaction	KJ 1	0,740	0,70	Valid
	KJ2	0,866	0,70	Valid
	KJ3	0,806	0,70	Valid
	KJ4	0,723	0,70	Valid
	KJ5	0,751	0,70	Valid
	KJ6	0,749	0,70	Valid
	KJ7	0,733	0,70	Valid
	KJ8	0,811	0,70	Valid
Employee Performance	KK1	0,864	0,70	Valid
	KK2	0,858	0,70	Valid
	KK3	0,851	0,70	Valid
	KK4	0,822	0,70	Valid
	KK5	0,827	0,70	Valid
	KK6	0,877	0,70	Valid
	KK7	0,869	0,70	Valid
	KK8	0,834	0,70	Valid
	KK9	0,844	0,70	Valid
	KK10	0,808	0,70	Valid
	KK11	0,823	0,70	Valid

Source: processed data (2026)

Based on the results of the first data processing, the workload variable contained one invalid indicator (<0.7), namely BK2, and 10 indicators were valid (>0.7). The work stress variable contained one invalid indicator (<0.7), namely SK13, and the remaining indicators were valid (>0.7). All indicators for the job satisfaction variable were valid (>0.7), and all indicators for the employee performance variable were valid (>0.7). Therefore, indicators that did not meet the loading factor standard must be eliminated or removed from the model. To meet the required convergent validity value of more than 0.7, the next step is to conduct a second processing step. The results of the second processing stage are as follows:

Table 2. Outer Loading Results for the Phase 2 Convergent Validity Test

Variable	Indicator	Loading Factor	Loading Faktor Value	Description
Workload	BK1	0,816	0,70	Valid
	BK3	0,738	0,70	Valid

	BK4	0,786	0,70	Valid
	BK5	0,764	0,70	Valid
	BK6	0,755	0,70	Valid
	BK7	0,759	0,70	Valid
	BK8	0,819	0,70	Valid
	BK9	0,775	0,70	Valid
	BK10	0,730	0,70	Valid
	BK11	0,727	0,70	Valid
Work Stress	SK1	0,757	0,70	Valid
	SK2	0,742	0,70	Valid
	SK3	0,764	0,70	Valid
	SK4	0,833	0,70	Valid
	SK5	0,793	0,70	Valid
	SK6	0,744	0,70	Valid
	SK7	0,724	0,70	Valid
	SK8	0,822	0,70	Valid
	SK9	0,817	0,70	Valid
	SK10	0,749	0,70	Valid
	SK11	0,753	0,70	Valid
	SK12	0,749	0,70	Valid
Job Satisfaction	KJ1	0,739	0,70	Valid
	KJ2	0,866	0,70	Valid
	KJ3	0,806	0,70	Valid
	KJ4	0,723	0,70	Valid
	KJ5	0,751	0,70	Valid
	KJ6	0,749	0,70	Valid
	KJ7	0,732	0,70	Valid
	KJ8	0,811	0,70	Valid
Employee Performance	KK1	0,864	0,70	Valid
	KK2	0,858	0,70	Valid
	KK3	0,852	0,70	Valid
	KK4	0,822	0,70	Valid
	KK5	0,827	0,70	Valid
	KK6	0,877	0,70	Valid
	KK7	0,869	0,70	Valid
	KK8	0,834	0,70	Valid
	KK9	0,844	0,70	Valid
	KK10	0,808	0,70	Valid
	KK11	0,824	0,70	Valid

Source: processed data (2026)

Based on the results of the second data processing, by eliminating several invalid indicators, the indicator values above meet the criteria of greater than 0.70.

Table 2 above shows that the workload variable has the largest loading factor value in question BK8, with a value of 0.819. The work stress variable has the largest loading factor in question SK4, with a value of 0.833. The job satisfaction variable has the largest loading factor in question KJ2, with a value of 0.866. The employee performance variable has the largest loading factor in question KK6, with a value of 0.877.

Discriminant Validity

Table 3. Fornell-Larcker Criterion Discriminant Validity

	Workload	Job Satisfaction	Employee Performance	Work Stress
Workload	0.767			
Job Satisfaction	-0.523	0.774		
Employee Performance	-0.686	0.770	0.844	
Job Stress	0.070	-0.416	-0.577	0.771

Source: processed data (2026)

Table 3 shows that the AVE value for each variable is greater than its correlation value. Therefore, it can be concluded that all constructs or latent variables have good discriminant validity, with the indicator block performing better than the indicators in other blocks.

Construct Reliability Test

Cronbach's Alpha

A high Cronbach's Alpha value indicates that the variable is measured well and consistently for measurement validity in PLS analysis. Conversely, a low Cronbach's Alpha value indicates that the indicators/statements used are not sufficiently reliable and need to be improved or replaced.

Table 4. Cronbach's Alpha Value

	Cronbach's alpha	Description
Workload	0.923	Reliable
Job Satisfaction	0.904	Reliable
Employee Performance	0.959	Reliable
Job Stress	0.938	Reliable

Source: processed data (2026)

Table 4 shows that the Cronbach's alpha value for the Workload construct/variable is 0.923, Job Stress is 0.938, Job Satisfaction is 0.904, and Employee Performance is 0.959. All Cronbach's alpha values are above 0.70, indicating good reliability.

Composite Reliability

Composite Reliability is the primary tool used to measure reliability; a CR value > 0.70 meets research standards. This test is used to ensure the internal consistency of the indicators that make up the latent variable.

Table 5. Composite Reliability Values

	Composite reliability	Description
Workload	0.935	Reliable
Job Satisfaction	0.922	Reliable
Employee Performance	0.964	Reliable
Job Stress	0.946	Reliable

Source: Processed data (2026)

Table 5 shows that the composite reliability values for the Workload construct/variable are 0.935, Job Stress 0.946, Job Satisfaction 0.922, and Employee Performance 0.964. All composite reliability values are above 0.70, indicating good reliability for all variables.

Structural Model (Inner Model)

R-Square

Table 6. R-Square Values

	R-square	R-square adjusted
Job Satisfaction	0.418	0.394
Employee Performance	0.828	0.817

Source: Processed data (2026)

Table 6 shows that the R-square value for the job satisfaction variable is 0.418. This indicates that workload and job stress influence job satisfaction by 41.8%, while the remaining 58.2% is influenced by other factors not examined in this study. Furthermore, the adjusted R-square value for the employee performance variable is 0.828. This indicates that workload and job stress influence employee performance by 82.8%, while the remaining 17.2% is influenced by other factors not examined in this study.

F-Square

Table 7. F-Square Value

	Workload	Job Satisfaction	Employee Performance	Work Stress
Workload		0.422	0.902	
Job Satisfaction			0.439	
Employee Performance				
Work Stress		0.249	0.723	

The data above shows that the F-square value for workload (0.902) and work stress (0.723) have a strong influence on employee performance. The F-square value for workload (0.422) has a strong influence and work stress (0.249) has a moderate influence on job satisfaction. The F-square value for job satisfaction (0.439) has a strong influence on employee performance.

Hypothesis Testing

Direct Effect

Table 8. Path Coefficient of Direct Effect

Hypothesis	Original sample (O)	Sample mean (M)	Standard deviation (STDEV)	T statistics	P values	Description
Workload -> Job Satisfaction	-0.497	-0.511	0.103	4.805	0.000	Significant
Workload -> Employee Performance	-0.470	-0.469	0.073	6.408	0.000	Significant
Job Satisfaction -> Employee Performance	0.360	0.35	0.073	4.905	0.000	Significant

Job Stress -> Job Satisfaction	-0.381	-0.391	0.111	3.444	0.001	Significant
Job Stress -> Employee Performance	-0.395	-0.396	0.069	5.694	0.000	Significant

Source: processed data (2026)

Table 8 shows the results of the direct relationship hypothesis test:

- H1: Based on the t-statistic of $6.408 > 1.96$, the P-value is $0.000 < 0.05$, and the original sample shows a negative trend of -0.470. This means that workload directly has a negative and significant effect on employee performance.
- H2: Based on the t-statistic of $5.694 > 1.96$, the P-value is $0.000 < 0.05$, and the original sample shows a negative trend of -0.395. This means that work stress directly has a negative and significant effect on employee performance.
- H3: Based on the t-statistic of $4.805 > 1.96$, the P-value is $0.000 < 0.05$, and the original sample shows a negative trend of -0.497. This means that workload directly has a negative and significant effect on job satisfaction.
- H4: Based on the t-statistic of $3.444 > 1.96$, the P-value is $0.001 < 0.05$, and the original sample shows a negative trend of -0.381. This means that work stress directly has a negative and significant effect on job satisfaction.
- H5: Based on the t-statistic of $4.905 > 1.96$, the P-value is $0.0000 < 0.05$, and the original sample shows a positive trend of 0.360. This means that job satisfaction directly has a positive and significant effect on job satisfaction.

Indirect Effect

Table 9. Path Coefficient of Indirect Effect

Hypothesis	Original sample (O)	Sample mean (M)	Standard deviation (STDEV)	T statistics	P values	Description
Workload -> Job Satisfaction -> Employee Performance	-0.179	-0.18	0.058	3.074	0.002	Significant
Job Stress -> Job Satisfaction -> Employee Performance	-0.137	-0.139	0.054	2.530	0.011	Significant

Source: processed data (2026)

Table 9 shows the results of the indirect relationship hypothesis test:

- H6: Based on the t-statistic, the result is $3.074 > 1.96$, the P-value is $0.002 < 0.05$, and the original sample indicates a negative trend. This means that workload indirectly has a negative and significant effect on employee performance through job satisfaction.
- H7: Based on the t-statistic, the result is $2.530 > 1.96$, the P-value is $0.011 < 0.05$, and the original sample indicates a negative trend. This means that work stress indirectly has a negative and significant effect on employee performance through job satisfaction.

Mediation Test

Based on Table 9, the results of the indirect effect test (mediation) indicate that:

1. Workload → Job Satisfaction → Employee Performance: The indirect effect test results show a sample-based value of -0.179, T-statistic = 3.074, P-value = 0.0002 (significant). Workload → Employee Performance: The direct effect test results show a sample-based value of -0.497, T-statistic = 6.408, P-value = 0.000 (significant). Therefore, both direct

and indirect effect tests indicate partial mediation, meaning that job satisfaction partially mediates the relationship between workload and employee performance, but workload has a significant direct effect on employee performance.

2. Job Stress → Job Satisfaction → Employee Performance: The indirect effect test results show a sample-based value of -0.137, T-statistic = 2.530, P-value = 0.011 (significant). Job Stress → Employee Performance: The direct effect test results show a sample-based value of -0.395, T-statistic = 5.694, P-value = 0.000 (significant). Therefore, both direct and indirect effect tests indicate partial mediation, meaning job satisfaction partially mediates the relationship between job stress and employee performance, but job stress has a significant direct effect on employee performance.

Discussion of Data Analysis Results

The Effect of Workload on Employee Performance

The results of the hypothesis test indicate that workload has a negative and significant effect on nurse performance at Lindimara Christian Hospital, East Sumba. This is evidenced by a P-value of 0.000 (<0.05), a T-statistic of 6.408 (>1.96), and a Path Coefficient of -0.470. These findings support the first hypothesis (H1), which indicates that the higher the workload, the lower the nurse's performance.

These results align with research by Aisyah (2025), Safitri and Sanusi (2026), Lika et al. (2025), and Rofina et al. (2023), which found that workload has a negative and significant effect on nurse performance. Excessive workload can cause physical and mental fatigue, decrease productivity, and reduce service quality. According to Marvia et al. (2025), an increased workload will impact the quality of nurse performance, including work quantity, quality, accuracy, and speed of task completion. Furthermore, Pramujo and Suhana (2024) emphasized that good performance is determined not only by work results but also by work processes supported by appropriate workload management. Therefore, hospitals need to periodically evaluate and manage workloads to reduce fatigue and stress, as well as maintain the quality of service and nurse performance.

The Effect of Job Stress on Employee Performance

Hypothesis testing results indicate that job stress has a negative and significant effect on nurse performance at Lindimara Christian Hospital, East Sumba. This is evidenced by a P-value of 0.000 (<0.05), a T-statistic of 5.694 (>1.96), and a Path Coefficient of -0.395. These findings support the second hypothesis (H2), which indicates that higher job stress leads to lower nurse performance. High job stress can reduce productivity, service quality, and work effectiveness.

These results align with research by Rasak et al. (2025), Lika et al. (2025), and Safitri and Sanusi (2026), which found that job stress has a negative and significant effect on nurse performance. Increased job stress can reduce nurses' ability to perform their duties, decrease concentration, increase the risk of work errors, and lead to emotional exhaustion. Therefore, hospitals need to implement effective stress management through proportional workload management and psychological support to maintain optimal nurse performance.

The Effect of Workload on Job Satisfaction

Hypothesis testing results indicate that workload has a negative and significant effect on nurse job satisfaction at Lindimara Christian Hospital, East Sumba. This is evidenced by a P-value of 0.000 (<0.05), a T-statistic of 4.805 (>1.96), and a Path Coefficient of -0.497. These findings support the third hypothesis (H3), which indicates that increasing workload will decrease nurse job satisfaction. High workloads can lead to physical and mental fatigue, thereby reducing work quality.

These results align with research by Sulistiyowati et al. (2025) and Sari et al. (2025), which found that workload has a negative and significant effect on job satisfaction. Excessive workloads, time constraints, and an imbalance between job demands and available resources can decrease job satisfaction. In the context of nursing, a disproportionate number of patients compared to the number of nurses has the potential to cause fatigue, decrease motivation, and reduce job satisfaction. Therefore, effective workload management and recognition from hospital management are necessary to improve nurse job satisfaction.

The Effect of Job Stress on Job Satisfaction

Hypothesis testing results indicate that job stress has a negative and significant effect on nurse job satisfaction at Lindimara Christian Hospital, East Sumba. This is evidenced by a P-value of 0.001 (<0.05), a T-statistic of 3.444 (>1.96), and a Path Coefficient of -0.381. These findings support the fourth hypothesis (H4), which indicates that higher job stress leads to lower nurse job satisfaction.

These results align with research by Putri and Heryanda (2026), Fredriksz et al. (2025), and Yasa and Dewi (2019), which found that job stress has a negative and significant effect on job satisfaction. Job stress stemming from excessive workloads or an unsupportive work environment can decrease job satisfaction. Conversely, lower levels of job stress lead to higher job satisfaction for nurses. Therefore, managing job stress is crucial for improving employee job satisfaction.

The Influence of Job Satisfaction on Employee Performance

Hypothesis testing results indicate that job satisfaction has a positive and significant effect on nurse performance at Lindimara Christian Hospital, East Sumba. This is evidenced by a P-value of 0.000 (<0.05), a T-statistic of 4.905 (>1.96), and a Path Coefficient of 0.360. These findings support the fifth hypothesis (H5), which indicates that higher job satisfaction leads to better employee performance.

These research findings align with the findings of Ramadan and Endriastuty (2025), Sari et al. (2025), and Yasmin and Nurali (2022), which state that job satisfaction positively influences employee performance. These findings are also supported by Value Theory, which explains that job satisfaction arises when an individual's outcomes align with their expectations (Haris et al., 2023). Nurses who are satisfied with their pay, career path, and a safe and comfortable work environment tend to be more motivated, enthusiastic, and capable of delivering better performance.

The Effect of Workload on Employee Performance Through Job Satisfaction

The results of the hypothesis test indicate that workload has a negative and significant effect on employee performance through job satisfaction as a mediating variable. This is evidenced by a P-value of 0.002 (<0.05), a T-statistic of 3.074 (>1.97), and a Path Coefficient of -0.179. These findings support the sixth hypothesis (H6), which states that job satisfaction mediates the effect of workload on employee performance. Thus, excessive workload can decrease nurse job satisfaction, which in turn can lead to decreased performance.

The results of this study align with the findings of Zahro and Abadiyah (2024), Santamoko et al. (2025), and Ali et al. (2025), which state that job satisfaction plays a significant mediator in the relationship between workload and employee performance. A balanced workload can increase nurse job satisfaction and performance, while a workload that exceeds work capacity tends to decrease satisfaction, motivation, productivity, and performance quality. Therefore, maintaining a reasonable workload is a crucial factor in maintaining job satisfaction and improving nurse performance.

The Effect of Job Stress on Employee Performance Through Job Satisfaction

The results of the hypothesis test indicate that job stress has a negative and significant effect on employee performance, through job satisfaction as a mediating variable. This is evidenced by a P-value of 0.011 (<0.05), a T-statistic of 2.530 (>1.97), and a Path Coefficient of -0.137. These findings support the seventh hypothesis (H7), which states that job satisfaction mediates the effect of job stress on employee performance. This means that the higher the level of job stress experienced by nurses, the lower their perceived job satisfaction, resulting in decreased performance.

The results of this study align with the findings of Amanda et al. (2022) and Diputra and Surya (2019), which state that job satisfaction acts as a mediator in the relationship between job stress and employee performance. Job stress stemming from high workloads, work environment conditions, and health risks can impact nurse performance both directly and indirectly. Therefore, effective work stress management is important to increase job satisfaction, so that nurses can provide more optimal services and achieve better performance.

CONCLUSION

Based on the research findings, it can be concluded that workload has a negative and significant effect on nurse performance at Lindimara Christian Hospital, East Sumba. Job stress has also been shown to have a negative and significant effect on nurse performance. Furthermore, workload has a negative and significant effect on nurse job satisfaction, and job stress has a negative and significant effect on job satisfaction.

This study also shows that job satisfaction has a positive and significant effect on nurse performance. The higher the level of job satisfaction experienced by nurses, the better their performance. Further research has shown that job satisfaction mediates the effect of workload on nurse performance, such that increased workload can decrease performance through decreased job satisfaction. Job satisfaction has also been shown to mediate the effect of job stress on nurse performance, indicating that increased job stress can decrease nurse performance through decreased job satisfaction.

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