

The Influence of Workload, Job Satisfaction, and Work Environment on the Work Productivity of Nurses at PKU Muhammadiyah Aghisna Kroya Hospital

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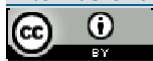
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ABSTRACT

This study aims to analyze the influence of workload, job satisfaction, and work environment on nurses' work productivity at PKU Muhammadiyah Aghisna Kroya General Hospital. This study used a quantitative approach with a survey method by distributing questionnaires to the entire nurse population of 120 respondents. Data analysis techniques included validity and reliability tests, classical assumptions, multiple linear regression, and F and t tests. The results of the analysis showed that workload had a positive and significant effect on nurses' work productivity, while job satisfaction and work environment did not show a significant effect. This indicates that a well-managed workload can increase productivity, but perceived satisfaction and work environment are not enough to directly drive performance. These findings strengthen the perspective of Social System Theory (SST) that nurses' work productivity is influenced by complex interactions between individuals and their environment. This study provides important implications for hospital management in designing strategies to increase productivity through effective workload management.

INTRODUCTION

Health is a key indicator of successful development in a country. The 2005–2025 RPJPK (National Medium-Term Development Plan) states that developing the health sector requires a healthy society, a clean environment, access to good and equitable health services, and a strong health system (Ministry of Health, 2020). Human resources are an important part of running health services. According to Hidayat et al., (2022) Human resources are an asset to every organization, encompassing individuals who dedicate their talents, skills, knowledge, and commitment to achieving goals. Good human resources are crucial because they enable people to think, innovate, and adapt. Therefore, the success or failure of an organization depends on how it manages and develops its employees.

According to Nopitasari et al., (2025) Human resources (HR) are individuals who work productively and drive an organization, whether in an institution or a company. Because they are considered important assets, their skills must be trained and developed. Hospitals provide comprehensive healthcare services, serving inpatients, outpatients, and emergencies (Kurniasari et al., 2024). Hospital accreditation is an acknowledgement that services meet standards, after being assessed and declared to comply with applicable provisions (Budi, et al., 2024). Hospital categorization is a way of dividing hospitals into several classes based on how complete their services, equipment, and medical personnel are (Triyono et al., 2025).

PKU Muhammadiyah Aghisna Kroya General Hospital is one of the important health facilities serving the community in Kroya, Cilacap Regency, Central Java. Strategically located at Jl. Yos Sudarso No. 1, Karangmangu, Kroya District, Cilacap Regency, Central Java 53282, this hospital was formerly known as Aghisna Medika Kroya Hospital before being officially acquired by the Muhammadiyah Association in June 2023. Under Muhammadiyah management, PKU Muhammadiyah Aghisna Kroya General Hospital is committed to continuously improving the quality of services, expanding the reach of services, and becoming a health service center based on Islamic values, supported by a significant increase in patient visits since the acquisition. Based on an interview with the Head of Information Resources (SDI), Personnel Ujiyanti (2025), it was found that there was a backlog of patients and waiting times were considered less than optimal. Therefore, it is hoped that all employees can have maximum work productivity.

Yamang et al., (2025) assumes that work productivity means the ability to utilize resources optimally to achieve maximum results. If a hospital is unproductive, its services may be suboptimal. As a result, patients will be disappointed and choose to seek treatment elsewhere (Afiah et al., 2024a). Based on an interview with the Head of Human Resources and Personnel (2025), it was reported that there is still a significant decline in nurse productivity. This condition can impact the organization's Sustainable Growth Rate (SGR), as workforce productivity is a key factor in maintaining sustainable growth in the healthcare sector.

The first factor affecting work productivity is workload. Workload can impact employee productivity and well-being. However, if the workload feels too heavy, performance can decline (Ilmi et al., 2024). If the workload is too heavy, performance can decline. For example, if many employees have to work overtime, or if there are not enough staff in some departments, they have to work extra hours, especially when serving patients. Furthermore, overtime pay doesn't match the hard work. All of this results in less than optimal work output (Trisnawaty et al., 2020).

Based on an interview with the Head of Human Resources and Personnel (2025), it was stated that the workload experienced by nurses at PKU Muhammadiyah Hospital included the fact that nurses have a large task and must minimize errors in their work so that all work can be completed. This study is supported by Hendrayani (2021), Dakunde et al., (2024), Novitas et al., (2023), workload has a significant positive effect on work productivity, whereas Saputra et al., (2022) and Baskoro et al., (2021), workload does not impact work productivity.

The second factor that influences productivity is job satisfaction. Amalia et al., (2024) Job satisfaction is an employee's feelings about their work, especially if the salary they receive does not meet their expectations. It also includes relationships with coworkers, and the appropriateness of their wages and benefits, both physically and mentally (Zaelani et al., 2024). Based on interviews with the Head of the Information Resources (SDI) Division, Personnel (2025), complaints from nurses regarding high workloads were identified. This condition has the potential to reduce nurses' effectiveness in providing services to patients, which can ultimately impact the overall quality of healthcare services. This study is supported by Marani et al., (2025) and Puspitasari et al., (2024), job satisfaction has a significant positive impact on work productivity. Meanwhile, Haekal, F. (2016), job satisfaction has no effect on work productivity.

According to Echor et al., (2022) defines the work environment as the environment in which people work, taking into account the conditions and characteristics of their work. The work environment includes all the equipment and materials encountered, as well as where individuals work, how they work, and the resulting impacts (Yolanda, 2024). Based on an interview with the Head of the Human Resources Information (SDI) Personnel Division (2025), it was stated that the work environment is still less conducive, such as the limited availability of work facilities. This study is supported by Aruperes et al., (2022) and Mardikaningsih et al., (2022), the work environment has a positive effect on work productivity. Meanwhile, Saleh, AR, & Utomo, H. (2018), the work environment has no effect on work productivity.

The novelty of this study is the addition of an independent variable, namely the work environment, which has not been done by other researchers Afiah et al., (2024b), Zaelani et al., (2024) and Puspitasari et al., (2024) Given this phenomenon, it is important to re-examine the extent of these variables' influence on work productivity. Therefore, this study is entitled "The Effect of Workload, Job Satisfaction, and Work Environment on the Work Productivity of Nurses at PKU Muhammadiyah Aghisna Kroya Hospital."

LITERATURE REVIEW

Social System Theory

Social Systems Theory is an approach in organizational behavior that views organizations as open systems consisting of interacting and mutually influencing social elements. Katz and Kahn (1978) stated that organizations are not merely formal structures, but rather complex social systems in which individuals, groups, and the external environment play a role in maintaining the organization's balance and sustainability.

As an open system, an organization receives input from the external environment – such as human resources, information, and technology – which is then processed internally into outputs, such as products, services, and employee behavior. This process is dynamic and requires feedback mechanisms to ensure the system can adapt to change and continue to function optimally (Katz & Kahn, 1978).

In the context of healthcare organizations such as hospitals, the interaction between workload, job satisfaction, and the work environment is an integral part of the social system that influences the final outcome, namely nurse productivity. When workloads are excessive without the support of a conducive work environment or adequate levels of satisfaction, this can disrupt system stability and reduce productivity (Robbins & Judge, 2017).

This theory also emphasizes the importance of adaptation and internal balance, requiring organizations to continually adjust to external conditions and the needs of individuals within the organization. A mismatch between employee expectations and actual organizational conditions can create systemic tension that leads to decreased individual and collective performance (Luthans, 2011).

Thus, based on social systems theory, nurses' work productivity is influenced by complex interactions between individuals and their environment. Therefore, a holistic, systems-based managerial approach is essential in efforts to improve work effectiveness in hospital settings.

Work Productivity

Employee work productivity, which emphasizes that when employees receive adequate support from the organization, both emotionally and materially, this increases overall productivity and results in better work (K et al., 2024). When productivity elements function well, work productivity tends to increase, positively impacting overall organizational performance. Conversely, if there are obstacles or a lack of support, productivity can decline, resulting in suboptimal work results and reduced employee job satisfaction. (DPP Sari et al., 2022). Factors that influence work productivity include workload, workplace atmosphere, and incentives. All of these are necessary for employees to perform better and for the hospital to achieve its goals. (Dian Kurniasari et al., 2024). The indicators that influence productivity are as follows: Self-Ability, Work Spirit, Improved Results, Self-Development, Quality and Efficiency (Dakunde & Yusuf, 2024).

Workload

If the workload is managed well and not excessive, work results can be maximized, in SST theory shows organizations and individuals as part of an interacting system: a high workload creates pressure on the system that triggers stress and reduces productivity, unless mitigation is carried out at the system level such as social support, compensation, redistribution of tasks (Husmiati., 2018). If the nurse's work schedule is arranged with a good rotation system, the workload becomes lighter. Nurses can have enough rest time, work more productively, and provide better service to patients (Darmasari, 2022). Ismartaya et al., (2023) Workload is influenced by various factors. Externally, it includes physical tasks, how the organization is structured, and the work environment. Internally, it is influenced by the employee's gender, age, health, motivation, and job satisfaction. Workload is typically measured by three factors: how physically demanding the work is, how much mental effort is involved, and how tight the timeframe is (Dakunde et al., 2024).

Job satisfaction

Job satisfaction arises when someone feels happy with their work, for example, from praise, recognition, a comfortable environment, and fair treatment. Employees who enjoy their work tend to complete tasks well, although salary is also important (Haris, 2023). Amalia et al., (2024) Job satisfaction is how employees evaluate their jobs, usually based on the difference between the salary or compensation they receive and what they expect from the job. Job satisfaction in an organization is determined by several factors; some of the most important are: Working conditions. A comfortable workplace is usually quiet, well-lit, at the right temperature, with good air circulation, and a clean and spacious room (Gomathy, 2022). Job satisfaction is influenced by many things, such as salary, promotion opportunities, type of work, superiors, coworkers, security, company rules, communication, responsibility, recognition, achievement, and opportunities for growth (Puspitasari et al., 2024).

Work environment

According to Echor et al., (2022) defines a work environment as the environment in which people work, taking into account the circumstances and characteristics of their work. Employees who feel comfortable and have access to adequate resources tend to be more focused and efficient in completing tasks. Conversely, an unsupportive environment, such as a negative atmosphere and lack of communication, can hinder performance and reduce productivity (Sasono et al., 2024). A positive work environment, such as supportive coworkers, comprehensive facilities, a healthy work culture, and encouraging leadership, can make employees more motivated and productive. However, the challenge lies in combining all of this with an honest, fair, and open performance appraisal system. (Gulo et al., 2025). Solwan et al., (2024) environmental indicators: air temperature, coloring, lighting, and noise.

The Effect of Workload on Work Productivity

A well-managed workload can maximize work productivity, while SST theory suggests that perceived support from the organization will strengthen employees' ability to cope with the workload, thus contributing positively to their performance and work results (Afiah et al., 2024b).

However, the results of this study were rejected by Falin, FM, & Suwarsi, S. (2025), Fhauzan, RF, & Ali, H. (2024), (Ilmi et al., 2024), and the workload had a significant negative effect on work productivity, meaning that a balanced workload could actually increase productivity to get less than optimal results, which was caused by the nurse's poor ability to manage time and resources well, so that the work atmosphere would become more conducive, then increase satisfaction and commitment to their duties but not significantly. So, it was concluded that:

H1: Workload has a significant effect on work productivity.

The Influence of Job Satisfaction on Work Productivity

When employees feel supported and appreciated by their workplace, they typically become satisfied. This satisfaction makes them enthusiastic, creative, and collaborative, ultimately increasing productivity (Cahya, 2024). Satisfied employees tend to be more engaged, more creative, and more willing to collaborate, all of which contribute to increased productivity. The same study by (Wahyuni & Pratiwi, 2024) And (Puspitasari & Wijayanto, 2024) where job satisfaction has a significant positive effect on work productivity.

H2: Job satisfaction has a significant effect on work productivity.

Work Environment on Work Productivity

A positive and supportive environment, according to SST theory, can increase work productivity, because when they feel emotionally supported and receive the necessary resources, they tend to be more motivated and committed to achieving optimal results (Kamal et al., 2023). Workplace conditions, both physical and mental, significantly influence productivity. A comfortable atmosphere and complete facilities make employees more enthusiastic and focused on their work. Therefore, a conducive work environment is vital for motivating employee productivity. A previous study by Aruperes et al., (2022) and Mardikaningsih et al., (2022), the work environment has a significant positive effect on work productivity.

H3: The work environment has a significant influence on work productivity.

METHODOLOGY

This study uses a quantitative method, sampling using a saturated sampling technique, all people in the population are used as samples (Sugiyono, 2018). The sampling technique uses purposive sampling, which is based on certain criteria desired by the researcher (Sugiyono, 2018). The sample criteria used for the respondents were nurses. The study population consisted of 224 employees, consisting of 124 medical and medical support services and 120 nursing services.

The population that will be sampled in this study is the nursing service sector, totaling 120 nurses. Nurses were chosen as a sample because they are the medical personnel who most often interact directly with patients and have working hours. In addition, nurses are a professional group with a significant number in the hospital, allowing researchers to obtain an adequate sample size for statistical analysis. Sampling used a questionnaire distributed directly to PKU Muhammadiyah Aghisna Medika Kroya Hospital. Sample measurement uses a Likert Scale. The tests that will be carried out are descriptive statistical tests, validity tests, reliability tests, classical assumption tests, multiple linear regression tests, determination tests, F tests, t tests.

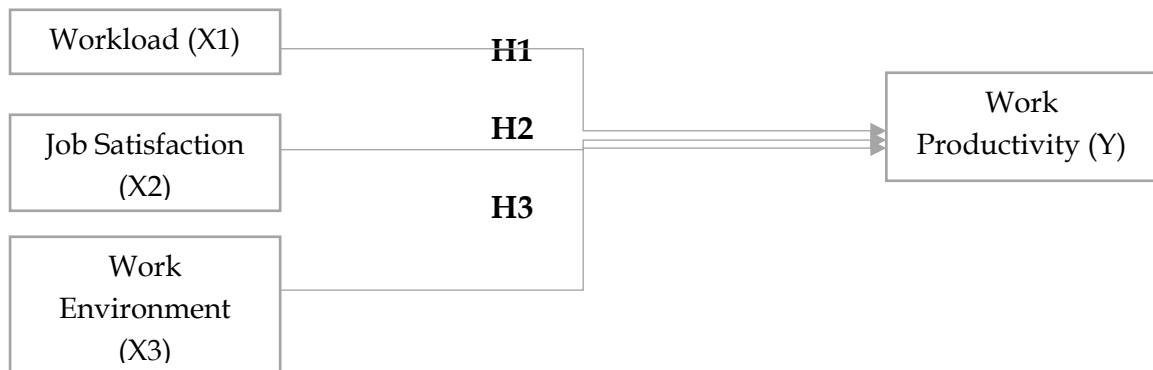


Figure 1. Conceptual Framework

RESEARCH RESULT

This study employed a quantitative method with a saturated sampling technique, meaning the entire population was sampled. The sample size was 120 nurses at Aghisna Kroya Hospital. Data were analyzed using statistical tests (descriptive, validity, reliability, classical assumption tests, multiple linear regression tests, and F and t tests). The aim was to examine the influence of independent variables on the dependent variable, both partially and simultaneously. For comparison, the Slovin formula was used to determine the sample size with a 5% margin of error, resulting in 120,279 participants, rounded up to 120 respondents.

Respondent Description

Table 1. Respondent Description

No.	Category	Characteristics	Frequency	Presentation
	Gender	Man	45	37.5%
		Woman	75	62.5%
	Age	17 – 25	22	18.3%
		26 – 34	69	57.5%
		35 – 43	25	20.8%
		44 – 52	4	3.3%
	Education	D3/D4	65	54.2%
		S1	17	14.2%
		Nursing Profession	38	31.7%
	Status	Not married yet	48	40%

		Marry	72	60%
	Length of working	<5 Years	78	65.0%
		5 - 10 Years	34	28.3%
		11 - 20 Years	8	6.7%

Based on the characteristics of the respondents, the majority of nurses were female, reflecting the dominance of women in the nursing profession, which is synonymous with caring and providing healthcare services. In terms of age, most were between 26 and 34 years old, which is a productive and active age group in the workforce. The most common education attained was D3/D4, indicating that vocational education remains the primary choice for nurses in completing formal education. Most respondents were married, in line with their age, which is generally entering the family phase. Meanwhile, the most dominant length of service was less than 5 years, indicating that many of them were new workers or were in the early stages of career development in hospitals.

Descriptive Statistical Test

Based on the SPSS output table above, the number of respondents (N) is 120, the lowest mean value for each variable is 4.01, the standard deviation is 0.415, which has a good mean meaning, so it can be concluded that:

1. Work Productivity has a mean value of 4.07 which means the mean agrees so that the implication is that the productivity that is already running must be maintained.
2. Workload has a mean value of 4.01 which means agree. The implication is that the existing workload in the workplace is in accordance with the nurses' abilities so it must be maintained.
3. Job Satisfaction has a mean value of 4.07 which means mean agree. The implication is that job satisfaction that has occurred in the workplace must be maintained.

The work environment has a mean value of 4.03, meaning the mean is agree. The implication is that the existing work environment in the workplace must be maintained.

Validity Test

The test function determines whether each questionnaire item can be used. The reference r-value in the table is 0.1793. After testing, all questions for each variable have a calculated r-value > r-value in the table, meaning all questions in the questionnaire are considered valid and suitable for use. If all questionnaire statements are declared valid, it can be used for the next testing step, namely the reliability test.

Reliability Test

This test was conducted on all respondents by comparing the Cronbach's Alpha value to its standard limit, which is 0.60. If the value is >0.60, the item is considered reliable. In this study, all variables had Cronbach's Alpha values >0.60. Therefore, all were considered reliable and could proceed to the next test.

Normality Test

This test aims to determine whether the data is normally distributed. The result is a Sig (2-tailed) value of $0.126 > 0.05$. This means the data is considered normal and can proceed to the next test.

Multicollinearity Test

This test aims to determine whether the independent variables are strongly correlated in the regression model. If so, the regression results will be inaccurate. The Tolerance test results for Workload, Job Satisfaction, and Work Environment were >0.10 , and the VIF values for Workload, Job Satisfaction, and Work Environment were <10 . This indicates there is no multicollinearity problem, and the analysis can proceed to the next test.

Heteroscedasticity Test

This test aims to check whether the residual data has a fixed or fluctuating distribution. The results showed that the significance values for Workload, Job Satisfaction, and Work Environment were >0.05 , indicating there were no heteroscedasticity issues in the model. Therefore, based on this analysis, we can proceed to the next stage, namely the multiple linear regression test.

Multiple Linear Regression Test

Table 2. Multiple Linear Regression Analysis

Coefficients^a					
Model	Unstandardized Coefficients		Standardized Coefficients		Sig.
	B	Std. Error	Beta	t	
1 (Constant)	23,147	2,505		9,242	.000
WORKLOAD	.260	.071	.382	3,660	.000
JOB SATISFACTION	.072	.063	.116	1,140	.257
WORK ENVIRONMENT	.108	.058	.183	1,864	.066

a. Dependent Variable: WORK PRODUCTIVITY

From the table above, multiple linear regression analysis was used to determine the influence of the independent variables (workload, job satisfaction, and work environment) on the dependent variable (work productivity). Based on the results of the multiple linear regression analysis above, the following multiple regression equation model was obtained:

$$Y = \alpha + \beta_1 BK + \beta_2 KK + \beta_3 LK + e$$

$$Y = 23.147 + 0.260BK + 0.072KK + 0.108LK$$

1. A constant value of 23.147 means that if the independent variable is zero, then the dependent variable is 23.147. In this study, if the influence of workload, job satisfaction, and work environment is 0 (zero), then the work productivity level is 23.147%.
2. The regression coefficient value of $\beta_1 BK$ is 0.260, meaning that if the workload value on work productivity increases by 0.1 units, the workload will increase by 0.260 units, assuming that other independent variables remain constant.
3. The regression coefficient value of $\beta_2 KK$ is 0.072, meaning that if the value of job satisfaction on work productivity increases by 0.1 units, then job

satisfaction increases by 0.072 units assuming that other independent variables remain constant.

The regression coefficient value of β_{3LK} is 0.108, meaning that if the value of the work environment on work productivity increases by 0.1 units, then the work environment increases by 0.108 units, assuming that other independent variables remain constant.

Coefficient of Determination Test

This function is used to determine the extent of the influence of independent variables on the dependent variable, one by one, while other variables are considered constant. From the "Coefficients" table in SPSS, the limit value is 0.1 to determine whether the effect is significant or not. This is in accordance with what was written by Schumm WR et al., (2013), which states that $p < 0.10$ is considered a significant trend. Therefore, this model can explain the direction of significance by workload, job satisfaction, and work environment on work productivity, which results:

Table 3. Coefficient of Determination Test

Independent Variable	T count	T table	P > t	Conclusion
Workload (X1)	3,660	1,987	0.000	H1 accepted
Job Satisfaction (X2)	1,140	1,980	0.257	H2 is rejected
Work Environment (X3)	1,864		0.066	H3 is rejected
Level of Significance				
** 10% (0.1)				
*5%(0.05)				

1. Workload on work productivity. The t-table value is $1.987 > t\text{-count } 3.660$. The sig value is $0.000 < 0.05$, meaning that workload has a significant effect on work productivity. H1 is accepted.
2. Job satisfaction on work productivity. The t-table value is $1.980 > t\text{-count } 1.140$. The sig value is $0.257 > 0.05$, meaning that job satisfaction has no impact on work productivity. H2 is rejected.
3. Work environment on work productivity. The t-table value is $1.980 > t\text{-count } 1.864$. The sig value is $0.066 > 0.05$, meaning the work environment has no impact on work productivity. H3 is rejected.

DISCUSSION

The Effect of Workload on Work Productivity

Based on the results of the hypothesis test, workload has a significant impact on the productivity of employees at PKU Muhammadiyah Aghisna Kroya General Hospital. The results of the descriptive statistical test indicate that the workload in the workplace is in accordance with the nurses' abilities in serving patients. From the perspective of Social System Theory (Katz & Kahn, 1978), organizations are viewed as open systems consisting of interconnected social elements, including individuals and their work environment. Workload is one of

the inputs in this system that will affect the output in the form of work productivity. If the workload is too heavy and unbalanced with the nurses' abilities, it can disrupt the system's balance, cause stress, and reduce productivity. Conversely, an appropriate workload will support efficient work processes, maintain the stability of the organization's social system, and increase nurses' work productivity.

If the workload is well designed, employees will be more enthusiastic, more focused, and their work results will be more optimal at Aghisna Kroya Hospital (Rianti et al., 2025). The results of this study are in line with Hendrayani (2021), Dakunde et al., (2024), Novitatas et al., (2023), Ahmad et al., (2025), Wijayanthi et al., (2024), AndSiregar et al., (2025) said that workload has a significant impact on work productivity.

The Influence of Job Satisfaction on Work Productivity

From the results of the hypothesis test, job satisfaction does not impact the productivity of nurses at PKU Muhammadiyah Aghisna Hospital. The descriptive test shows that existing job satisfaction has been met according to their expectations. According to the Social System Theory of Katz and Kahn (1978), an organization is an open social system consisting of interacting elements, including individuals and the work environment. Job satisfaction plays a vital role in maintaining the balance of the system; when employees are satisfied, they tend to be more motivated and contribute optimally, thus increasing productivity. Conversely, dissatisfaction can disrupt the stability of the system and reduce performance. Thus, job satisfaction directly affects productivity within the framework of the organizational social system.

This suggests that although nurses are satisfied with their work, other factors such as workload, time pressure, or organizational support may be more dominant in influencing their performance. The study's results align with Haekal, F. (2016), who found that job satisfaction had no significant effect on work productivity.

CONCLUSIONS AND RECOMMENDATIONS

Based on the analysis, it can be concluded that workload has a significant positive effect on work productivity. Job satisfaction and the work environment have no effect on productivity. This means that even if nurses are satisfied or in a comfortable environment, this satisfaction or comfort does not automatically translate into increased productivity without concrete and ongoing organizational support that enables them to optimize their performance.

Based on the research results, it is recommended that PKU Muhammadiyah Aghisna Kroya General Hospital optimally manage nurses' workload through fair work schedules, a job rotation system, additional staff in crowded units, and time management training, as workload has been shown to significantly impact productivity. Although job satisfaction does not have a significant effect, the hospital still needs to improve this aspect by rewarding performance, providing career development opportunities, and creating open communication between nurses and superiors. Similarly, although the work environment is not statistically significant, improving work facilities, increasing room comfort, and

efforts to build a positive work atmosphere are still important to support nurses' overall performance. These actions also have the potential to create a more positive work environment and support overall performance improvement.

ADVANCED RESEARCH

This study has limitations because it found that only workload significantly impacted productivity, while job satisfaction and work environment did not. Therefore, further research is needed to explore more complex relationships between variables, examining possible indirect influences and the role of mediating or moderating variables, which could provide a more comprehensive understanding of the factors influencing nurse productivity.

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