

The Influence of Workload, Reward and Punishment, and Work Environment on Employee Performance at RSUD dr. H. Koesnadi Bondowoso through Work Motivation as an Intervening Variable

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ABSTRACT

This study analyzes the influence of workload, reward and punishment, and work environment on employee performance at RSUD dr. H. Koesnadi Bondowoso, with work motivation as an intervening variable. Using a quantitative approach and path analysis, the study examines direct and indirect effects among variables. The population comprises non-medical employees, with a sample determined using the Slovin formula and selected via stratified random sampling. The results indicate that workload, reward and punishment, and work environment significantly affect employee performance. These factors also influence work motivation, which in turn positively impacts performance. Motivation serves as a partial mediator, highlighting its critical role in linking workload, reward and punishment, and work environment to employee performance. The study emphasizes the importance of optimizing workload allocation, implementing fair reward and punishment systems, and fostering a conducive work environment. Enhancing employee motivation is essential for maximizing the impact of these factors on performance. The findings offer valuable insights for management at RSUD dr. H. Koesnadi Bondowoso and contribute to human resource management knowledge in the healthcare sector. Addressing these elements holistically can significantly improve employee performance and support the development of effective policies for organizational efficiency and employee well-being

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1. INTRODUCTION

Human Resource Management (HRM) is a critical element in ensuring organizational success by optimizing personnel capabilities. According to Gaol (2014: 44), HRM is the process of optimizing personnel to achieve effective organizational goals, whether individual, community, organizational, national, or international in scope. Sakban et al. (2019: 12) define HRM as the company's efforts to achieve its objectives through recruitment, development, and motivation of its employees. Sutrisno (2019: 68) highlights that HRM involves planning, organizing, mobilizing, and supervising human resource acquisition. From these definitions, it can be concluded that HRM is a crucial process focused on managing human resources to achieve both organizational and individual goals.

The performance of employees is one of the main factors that influence organizational success. Employee performance is affected by various elements, including workload, reward and punishment, and the work environment. Ineffective performance of non-medical staff at RSUD dr. H. Koesnadi Bondowoso has become a significant issue, as evidenced by the gap between the target and actual performance realization. The hospital's general section has

shown suboptimal performance, with work targets not being met according to expected standards. This gap underscores the need for further investigation into the factors affecting employee performance.

Workload is a crucial determinant of employee performance. An excessive workload can lead to employee fatigue, reduced productivity, and diminished job satisfaction. Conversely, a balanced workload ensures employees can complete tasks efficiently and effectively. Therefore, examining the relationship between workload and employee motivation, as well as its direct and indirect impact on performance, is essential.

Reward and punishment are also influential factors in shaping employee behavior and performance. Rewards can motivate employees to achieve better results, while punishments serve as a deterrent to undesirable behavior. A fair and transparent reward and punishment system has been linked to higher levels of employee motivation, which subsequently enhances performance.

Another key factor is the work environment, which includes physical, social, and organizational aspects. A positive work environment fosters employee well-being and engagement, while a negative environment can cause stress, dissatisfaction, and decreased performance. Ensuring a conducive work environment can significantly improve employee motivation and, consequently, performance.

Motivation plays a pivotal role as an intervening variable in the relationship between workload, reward and punishment, and work environment on employee performance. Motivated employees are more likely to achieve higher performance levels. By understanding the role of motivation, organizations can better design strategies to improve employee performance.

Based on the background of the problem, this study aims to examine the influence of workload, reward and punishment, and work environment on work motivation and employee performance at RSUD dr. H. Koesnadi Bondowoso. Specifically, it investigates whether workload, reward and punishment, and the work environment affect work motivation and employee performance directly and indirectly. The study further explores how work motivation acts as an intervening variable in these relationships, focusing on the extent to which workload, reward and punishment, and the work environment influence employee performance through work motivation. By addressing these issues, the study seeks to provide a comprehensive understanding of the factors that drive employee performance in a healthcare setting.

2. METHODS

This study was conducted at RSUD dr. H. Koesnadi Bondowoso, focusing on the performance of non-medical employees from January to November 2024. The population of this study consists of 400 non-medical employees, and a sample of 120 respondents was selected using non-probability sampling with purposive sampling techniques. Respondents were chosen based on criteria including employment status as civil servants (ASN/PNS), a minimum education level of D3 (Associate Degree), and at least five years of work experience. This study employs explanatory research methods to test the hypotheses regarding the relationships between workload, reward and punishment, work environment, motivation, and employee performance.

The research variables are categorized as exogenous (workload, reward and punishment, work environment), intervening (work motivation), and endogenous (employee performance). Operational definitions were established to ensure clear measurement of each variable. Data for this study were collected from primary and secondary sources. Primary data was obtained through structured questionnaires distributed to 120 non-medical employees, while secondary data came from organizational reports, documentation, literature, and relevant research studies.

The data collection techniques included questionnaires, interviews, observations, and literature reviews. Questionnaires were used to collect data on workload, reward and punishment, work environment, motivation, and performance. Interviews were conducted to gain qualitative insights from employees and managers, while observations were made to understand employee behavior, work environment, and task completion processes. Literature reviews supported the research with relevant theories and prior studies. Data processing involved editing, coding, scoring, and tabulation. Editing ensured the data's completeness and accuracy, coding converted qualitative data into quantitative form, scoring used a Likert scale from 1 (strongly disagree) to 5 (strongly agree), and tabulation organized the data for analysis.

Data analysis was performed using descriptive analysis, validity and reliability testing, classical assumption tests, and path analysis. Descriptive analysis summarized the data through measures of central tendency and frequency distribution. Validity was tested using Corrected Item-Total Correlation, while reliability was measured using Cronbach's Alpha, with a reliability threshold of 0.7. Classical assumption tests ensured that the regression model met the requirements for normality, multicollinearity, heteroscedasticity, and autocorrelation. Finally, path analysis was conducted using SPSS software to examine the direct and indirect effects of workload, reward and punishment, and work environment on employee performance, with motivation as a mediating variable. By employing these research methods, the study provides a comprehensive analysis of the factors that influence employee performance at RSUD dr. H. Koesnadi Bondowoso, ensuring data accuracy, reliability, and validity for robust conclusions.

3. RESULTS AND DISCUSSION

The Effect of Workload on Work Motivation

Workload is a significant factor that influences employee motivation within an organization. A balanced workload provides employees with clear expectations and a manageable set of tasks, enabling them to perform efficiently. However, excessive workload often results in stress, fatigue, and a decrease in motivation, ultimately leading to lower productivity and job dissatisfaction. This study identifies a negative relationship between workload and work motivation, suggesting that as workload increases, employees' drive to perform diminishes. Organizations must recognize the importance of balancing workloads to maintain high levels of employee engagement and morale. Equitable task distribution is essential, as it prevents burnout and ensures that employees remain focused on their objectives. Additionally, providing adequate support, such as training and resources, can alleviate the negative effects of demanding workloads. Encouraging open communication between managers and employees about workload concerns further fosters a supportive environment. By addressing these challenges, organizations can create a workplace culture that values well-being and productivity, ultimately enhancing motivation and achieving sustainable success.

The Effect of Reward and Punishment on Work Motivation

Reward and punishment systems are critical tools in motivating employees and shaping their behavior. Positive rewards, including bonuses, promotions, and public recognition, serve to reinforce desirable actions and encourage employees to exceed performance expectations. Conversely, structured and fair punishments ensure adherence to organizational rules and discourage non-compliance. This study demonstrates that both rewards and punishments significantly enhance work motivation when applied transparently and consistently. Employees who feel acknowledged for their contributions are more likely to remain motivated and engaged. Similarly, clear and constructive feedback associated with punishments can guide employees toward improvement. Organizations must strive to balance these mechanisms, ensuring that rewards are meaningful and penalties are proportional to infractions. Additionally, linking rewards to measurable

outcomes helps foster a sense of fairness and accountability. By maintaining a transparent and equitable reward-punishment system, companies can cultivate a motivated workforce that is aligned with organizational goals, promoting a culture of excellence and continuous improvement.

The Effect of Work Environment on Work Motivation

The work environment plays a pivotal role in influencing employee motivation. A positive and supportive environment not only enhances morale but also drives employees to perform at their best. This study highlights that factors such as ergonomic workspaces, effective communication, and inclusive workplace culture significantly impact work motivation. Employees who feel comfortable and valued in their environment are more likely to engage actively with their tasks and contribute meaningfully to organizational goals. Organizations can achieve this by investing in the physical and psychological aspects of the work environment. Providing well-maintained facilities, promoting teamwork, and fostering respect among employees create a sense of belonging and shared purpose. Additionally, leadership support and opportunities for growth further enhance motivation levels. Regular feedback and open channels of communication empower employees to voice their concerns and suggest improvements. By prioritizing a conducive work environment, organizations can boost motivation, enhance job satisfaction, and ensure long-term commitment from their workforce.

The Effect of Workload on Employee Performance

Workload directly affects employee performance, as excessive demands can hinder efficiency and compromise the quality of work. This study establishes a significant relationship between balanced workloads and enhanced performance metrics. When employees are tasked with manageable workloads, they can focus on delivering high-quality results without feeling overwhelmed. However, excessive workload often leads to errors, delays, and decreased overall output. To address this, organizations must implement strategies such as equitable task distribution, clear prioritization, and resource allocation. Providing employees with tools, training, and support to manage their tasks effectively can mitigate the negative impacts of heavy workloads. Encouraging open communication between managers and employees about workload challenges ensures that potential issues are addressed proactively. By creating an environment that values realistic expectations and supports employees in achieving their objectives, organizations can enhance performance while maintaining workforce morale and well-being.

The Effect of Reward and Punishment on Employee Performance

Reward and punishment mechanisms are integral to driving employee performance and aligning behavior with organizational objectives. This study underscores the effectiveness of these tools in encouraging adherence to standards and fostering excellence. Rewards, such as financial incentives, promotions, and recognition programs, motivate employees to exceed expectations and achieve high performance. Punishments, when applied fairly and constructively, serve as corrective measures to address non-compliance and reinforce discipline. Transparent implementation of these mechanisms ensures that employees perceive the system as equitable, fostering trust and motivation. Linking rewards to specific performance metrics and providing constructive feedback for punishments enhances their effectiveness. Organizations must strike a balance between rewarding achievements and addressing shortcomings, ensuring that both actions drive continuous improvement. By fostering a culture of accountability and recognition, companies can cultivate a high-performing workforce committed to organizational success.

The Effect of Work Environment on Employee Performance

The work environment significantly influences employee performance, serving as a foundation for productivity and innovation. This study identifies a strong correlation between supportive work environments and improved performance metrics. Factors such as safety, accessibility to resources, and collaborative culture directly impact employees' ability

to perform effectively. A positive work environment encourages creativity, teamwork, and commitment, fostering a sense of ownership among employees. Organizations can enhance performance by investing in ergonomic workspaces, ensuring workplace safety, and providing tools and technologies that facilitate efficient workflows. Additionally, promoting open communication and mutual respect among team members strengthens interpersonal relationships, further boosting productivity. By prioritizing a conducive work environment, companies can empower employees to reach their full potential, contributing to sustained organizational success.

The Effect of Work Motivation on Employee Performance

Work motivation is a critical driver of employee performance, influencing their ability to achieve organizational goals effectively. This study establishes a direct and positive relationship between motivation and performance, highlighting that motivated employees consistently deliver superior results. Motivation serves as an intrinsic force that drives employees to put in their best efforts, overcome challenges, and remain focused on objectives. Organizations can enhance motivation by aligning individual aspirations with corporate goals, offering opportunities for career development, and recognizing achievements. Providing a supportive environment that addresses both intrinsic and extrinsic motivators ensures that employees remain engaged and committed. Tailored incentive programs and clear communication of expectations further strengthen motivation levels. By fostering a motivated workforce, organizations can achieve higher productivity, improved quality of work, and long-term success.

The Effect of Workload on Employee Performance through Work Motivation

Workload indirectly influences employee performance by affecting their motivation levels. This study reveals that manageable workloads enhance motivation, which in turn positively impacts performance. Conversely, excessive workload reduces motivation, leading to lower productivity and engagement. Organizations must focus on balancing workloads to sustain high motivation levels among employees. Implementing strategies such as task prioritization, resource allocation, and regular feedback can address workload-related challenges. Encouraging employees to participate in workload planning ensures that their capacities are considered, fostering a sense of fairness and ownership. By maintaining a balance between workload and motivation, companies can indirectly boost performance, achieving sustainable outcomes.

The Effect of Reward and Punishment on Employee Performance through Work Motivation

Reward and punishment systems influence employee performance indirectly by shaping their motivation. This study highlights that rewards, such as recognition and incentives, inspire employees to strive for excellence, while constructive punishments address areas of improvement. Motivation acts as a mediator, amplifying the impact of these mechanisms on performance. Transparent and equitable implementation of rewards and punishments ensures trust and engagement among employees. Linking these mechanisms to clear performance metrics further enhances their effectiveness. By fostering a motivated workforce through balanced reward and punishment systems, organizations can achieve sustained performance improvements and align employee efforts with organizational goals.

The Effect of Work Environment on Employee Performance through Work Motivation

The work environment indirectly influences employee performance by affecting motivation. This study emphasizes that a supportive and inclusive workplace fosters high motivation levels, which translate into improved performance outcomes. Factors such as ergonomic design, leadership support, and effective communication channels contribute significantly to this dynamic. By investing in the physical and social aspects of the work environment, organizations can create conditions that motivate employees intrinsically. Opportunities for professional growth and recognition further strengthen this relationship.

Ultimately, a well-maintained work environment enhances both motivation and performance, ensuring long-term organizational success

4. CONCLUSION

This research investigated the influence of workload, reward and punishment systems, and the work environment on employee motivation and performance, using non-medical staff at RSUD dr. H. Koesnadi Bondowoso as the study's focus. The findings revealed significant relationships across all variables analyzed. Workload emerged as a dual-edged factor: while proportional task allocation enhanced motivation, excessive workloads led to stress and diminished performance. Reward and punishment mechanisms proved instrumental in shaping motivation, with fair and transparent systems driving employee engagement and fostering a culture of accountability. Similarly, the work environment played a critical role, with a positive and supportive setting boosting motivation and performance. The study also highlighted the mediating role of motivation in linking workload, reward systems, and work environment to performance outcomes. Although motivation amplified the impact of these factors, direct effects remained more dominant. This suggests that intrinsic and extrinsic motivators must work in tandem to maximize employee potential. In practical terms, the research underscores the importance of balanced workload management, robust reward systems, and a conducive work environment. These elements, when aligned with well-structured motivational strategies, form a holistic approach to improving employee performance. The findings provide actionable insights for organizational leaders aiming to enhance productivity and staff well-being, ensuring sustainable success in healthcare settings.

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