

## Workload, Work Environment, and Employee Performance: The Mediating Role of Public Service Motivation

Maida Nur Khasanah<sup>1</sup>, Farikha Amillahaq<sup>2</sup>

<sup>1,2</sup>Program Manajemen, Universitas Islam Sultan Agung Semarang  
[maidanurkhasanah6@gmail.com](mailto:maidanurkhasanah6@gmail.com)

### Abstract

*The purpose of this study is to examine the effect of workload and work environment on employee performance through Public Service Motivation as an intervening variable at RSUD dr. Gondo Suwarno Ungaran. This study employs a quantitative research method, as it examines the relationships among variables using a questionnaire. The sample consists of 90 respondents drawn from employees of RSUD dr. Gondo Suwarno Ungaran. Data were processed using Statistical Package for Social Science (SPSS) software. The data analysis techniques include descriptive analysis, instrument testing, classical assumption tests, and hypothesis testing. The results indicate that workload and work environment have a significant effect on employee performance, and Public Service Motivation has a positive and significant effect on employee performance, indicating that higher motivation in public service leads to improved employee performance. This study is expected to contribute to the development of human resource management knowledge and, practically, to serve as a reference for RSUD dr. Gondo Suwarno Ungaran in formulating employee performance improvement policies, particularly through enhancing performance appraisal systems, developing human resource competencies, and designing more targeted motivation and reward programs.*

**Keywords:** Employee Performance, Public Service Motivation, Work Environment, Workload

### 1. INTRODUCTION

Organizational success is highly dependent on the quality of its human resources; therefore, workforce governance must become a top priority in achieving strategic objectives. Human resource management is required to manage employees effectively in order to enhance productivity and employee performance. Employee performance in hospitals represents the operational success of a healthcare facility, which largely depends on the quality of individual outputs—ranging from medical to non-medical staff—in carrying out their core duties accountably in accordance with the functions and authority defined within the organizational structure. Employee performance in a hospital setting serves as a primary benchmark in assessing service quality, work effectiveness, and individual capability in supporting the achievement of institutional healthcare goals (Pramudita, 2025). Through performance measurement, hospital employees can assess their level of competence and contribution in delivering optimal services to patients.

In the context of Regional Public Hospitals (RSUD), employee performance plays a highly crucial role within the institutional ecosystem, considering that these institutions do not merely pursue organizational productivity (Goletsis, Christogeorgou, & Mylonidis, 2025). More importantly, staff effectiveness serves as the cornerstone for implementing excellent public service standards and ensuring patient safety as the highest priority in healthcare services. The work performance of employees in RSUD reflects the institution's fundamental capacity to provide comprehensive healthcare services. This requires not only accuracy and efficient resource optimization but also consistency in maintaining service quality standards to meet public expectations and medical needs (Fatmah, 2017).

Good performance reflects both individual effectiveness and a positive contribution to the sustainability and development of regional hospitals (Supana et al., 2025). This aligns with Nathania (2018), who states that employee performance is a primary organizational objective in achieving high productivity levels. Work achievement does not emerge independently but is influenced by various interrelated variables over time. Psychological factors such as organizational commitment and job satisfaction serve as internal drivers, supported by workplace conditions including leadership style, organizational culture, and standardized occupational safety and protection. In



hospital settings, these factors are highly relevant within the RSUD work environment ([Susiarty, Suparman, & Suryatni, 2019](#)).

The phenomenon of declining employee performance frequently occurs in healthcare service organizations, including hospitals, when high job demands are not balanced with adequate organizational support. A decline in employee performance can be observed through reduced productivity, delays in task completion, decreased service accuracy, and declining quality of interaction with patients and colleagues. This condition is generally influenced by factors such as decreased work motivation, excessive workload, limited competency development, uncondusive work environments, and suboptimal reward systems.

Table 1. Employee performance assessment at RSUD dr. Gondo Suwarno Ungaran (2021–2024)

Year	Achievement
2021	84.23%
2022	85.43%
2023	83.96%
2024	82.66%

The phenomenon of declining employee performance is evident at RSUD dr. Gondo Suwarno Ungaran, which is the focus of this study. Employee performance data from 2021–2024 show fluctuations with a downward trend: 84.23% (2021), increasing to 85.43% (2022), then declining to 83.96% (2023) and 82.66% (2024). These achievements have not met the hospital’s established targets, indicating that employee performance remains suboptimal and tends to decline. This decrease may be caused by various factors such as low work effectiveness, suboptimal task execution, and lack of consistency in achieving performance targets. These conditions require the hospital management to take professional measures to improve performance and ensure that all employees meet established service standards..

Employee performance serves as a benchmark for work achievement, allowing employees to evaluate their performance capabilities ([Hidayat, Perkasa, & Saluy, 2026](#)). Performance variables are dynamic and differ among individuals, depending on each staff member’s ability to manage their workload. Performance is significantly influenced by various crucial factors, including mental readiness through motivation and job satisfaction, institutional efforts in competency development, and situational factors such as work atmosphere, competitive reward systems, and collective leadership practices ([Setyawan, 2018](#)).

Employee performance is a critical aspect in achieving organizational goals, both in private and public sectors ([Bhimasta, Surya, & Pramudita, 2025](#)). Optimal employee performance directly contributes to effectiveness, efficiency, and service quality. In public service organizations, particularly hospitals, employee performance is an essential indicator because it is directly related to patient safety, public satisfaction, and institutional reputation. Therefore, understanding the factors influencing employee performance is essential for in-depth analysis.

Various factors are known to influence employee performance, including workload and work environment, which are often central concerns in human resource management. These two factors are closely related to employees’ daily working conditions. Imbalances in workload and uncondusive work environments may reduce motivation, increase stress, and ultimately negatively affect performance.

Workload is an important factor influencing employees’ ability to complete tasks and responsibilities ([Swedana, 2023](#)). Conceptually, workload refers to a set of organizational activities assigned to employees to be completed within a specific period. Task execution tests employee capabilities in two primary dimensions: the quantitative dimension, which relates to handling the volume of tasks, and the qualitative dimension, which involves intellectual and technical ability to meet established quality standards ([Assa, 2022](#)). In this study, workload is viewed as the manifestation of assignments that drain both psychological and physical energy. Successful

workload management is measured by an individual's ability to complete tasks within the agreed timeframe or according to management targets. Workload relates to both the quantity of work and the level of task complexity faced by employees.

In productivity contexts, workload appears in two complementary forms. First, quantitative workload measures productivity based on the ratio between the number of tasks and available time. Second, qualitative workload focuses on the complexity and challenge level of tasks, requiring specialized expertise, high precision, and greater accountability compared to routine duties ([Sukmawati & Hermana, 2024](#)). If employees can complete these tasks according to their capacity, workload does not become problematic. However, excessive workload that exceeds employee capacity may trigger work stress and reduce productivity.

Previous studies indicate that workload influences employee performance. [Mulyani, Nurcahyati, Ismanto, and Abidin \(2022\)](#) found that workload significantly affects employee performance at CV Iwan Wedding Organizer. [Junaidi, Sasono, Wanuri, and Emiyati \(2020\)](#) stated that excessive workload negatively impacts employee health and increases turnover intention. However, [Sitompul and Simamora \(2021\)](#) found no significant effect of workload on performance because employees were accustomed to handling heavy workloads. These differing findings indicate that the influence of workload remains contextual and requires further study.

In addition to workload, work environment is another important factor influencing employee performance. A conducive work environment can enhance motivation, comfort, productivity, and harmonious work relationships ([Santoso & Oktafien, 2024](#)). Work environment reflects the physical and non-physical conditions surrounding employees, directly or indirectly influencing their work attitudes and behavior.

[Nidaul Izzah, Novita Rini, and Poernomo \(2019\)](#) defines work environment as the totality of physical and non-physical conditions underlying employees' daily activities. These factors affect how employees accommodate and complete assigned tasks. Work environment can be classified into physical and social factors. Physical factors include ergonomic workspace layout, temperature, and cleanliness, while social factors relate to interpersonal relationships, communication processes, and leadership support. [Ardhianti and Susanty \(2020\)](#) found that work environment significantly influences employee performance, while [Sarip \(2023\)](#) found no significant effect. These inconsistencies indicate the need for further research in different organizational contexts, including hospitals.

Besides workload and work environment, motivation plays an important role in enhancing employee performance, particularly in the public sector. One relevant form of motivation is Public Service Motivation (PSM). PSM refers to an individual's internal drive to provide the best service for public interest ([Negara & Febrianti, 2019](#)). High motivation encourages employees to work diligently, responsibly, and result-oriented, contributing positively to organizational outcomes.

[Al-Abbadi and Agyekum-Mensah \(2022\)](#) explain that productivity is influenced by motivational factors such as career development opportunities, professional achievement, job characteristics, recognition, delegation of authority, and appreciation for accomplishments. Public Service Motivation emphasizes values and attitudes that transcend individual self-interest, encouraging employees to contribute not only to organizational success but also to broader social welfare.

Although many studies have examined workload and work environment in relation to employee performance, findings remain inconsistent. This indicates a research gap regarding the mechanism explaining how working conditions affect performance. The novelty of this study lies in examining Public Service Motivation as an intervening variable in the relationship between workload and work environment on employee performance within a regional hospital context. Unlike previous studies focusing on direct effects, this research highlights the mediating role of public service motivation.

Theoretically, this study expands public sector human resource management literature by integrating Public Service Motivation into the hospital employee performance model. Contextually, the study is relevant because it is conducted at RSUD dr. Gondo Suwarno Ungaran, which has



experienced performance fluctuations and decline in recent years, providing specific and applicable empirical contributions.

This study aims to improve employee performance by examining the effects of workload and work environment and analyzing the mediating role of Public Service Motivation. Theoretically, it contributes to management science by providing empirical findings related to workload, work environment, Public Service Motivation, and employee performance. Practically, it offers strategic insights for RSUD in formulating policies to enhance employee performance. Academically, it broadens researchers' knowledge and systematic thinking in human resource management research.

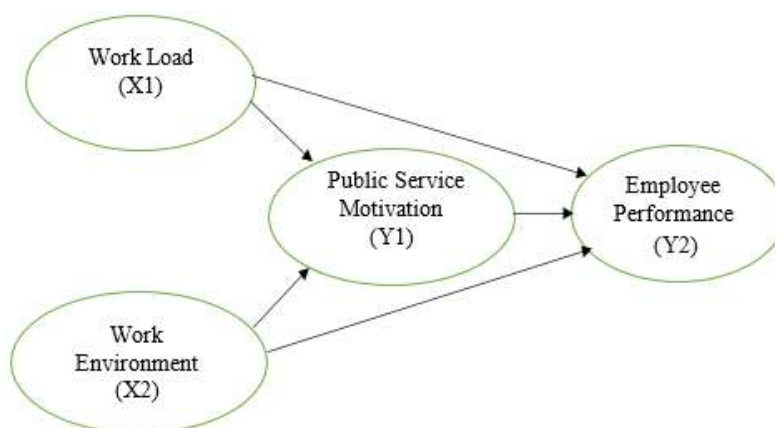


Figure 1. Research framework

## 2. LITERATURE REVIEW

### 2.1 Employee Performance

Employee performance refers to an individual's effectiveness in completing organizational tasks in accordance with the authority assigned to them. It reflects how effectively employees carry out their duties and responsibilities in supporting organizational goals. In the hospital context, employee performance directly affects service quality and patient safety, making it a key indicator of institutional success ([Burhannudin, Zainul, & Harlie, 2019](#); [Setyawan, 2018](#)).

Performance is not solely determined by technical competence but is also influenced by psychological factors and working conditions. Research shows that organizational support and adequate working conditions enhance employee performance because employees are able to complete tasks accurately and on time ([Ardhianti & Susanty, 2020](#)). Understanding the factors influencing employee performance is essential for effective human resource management in hospitals. Therefore, improving employee performance becomes a primary focus in human resource management to ensure that public services are delivered effectively, efficiently, and oriented toward community satisfaction.

### 2.2 Workload

Workload refers to the amount and complexity of tasks that employees must complete within a specific period ([Nurhandayani, 2022](#)). A workload that aligns with employees' capabilities can enhance productivity and strengthen their sense of competence, whereas excessive workload may reduce motivation and performance ([Souisa, Macpal, & Biay, 2025](#)). In addition to its direct impact on performance, workload may also influence Public Service Motivation (PSM), as a balanced workload enables employees to focus on service quality ([Lubis, Lumbanraja, Absah, & Silalahi, 2022](#)). Effective workload management is therefore essential to support optimal performance in hospital settings.

### **2.3 Work Environment**

Work environment encompasses the physical and social conditions within the workplace, including facilities, workspace layout, interpersonal relationships, and supervisory support. A conducive work environment can increase employee satisfaction, motivation, and productivity. Recent studies indicate that the quality of the work environment positively influences employee performance in the public sector, as it enhances comfort and work enthusiasm ([Lianasari & Ahmadi, 2022](#)). A supportive environment can also strengthen Public Service Motivation, as employees feel valued and supported in delivering public services.

### **2.4 Public Service Motivation**

Public Service Motivation (PSM) refers to an intrinsic drive to provide the best possible service for the public interest, emphasizing values of dedication, social concern, and responsibility toward society ([Negara & Febrianti, 2019](#)). PSM is particularly important in the public sector because it enhances commitment, focus, and job responsibility. In hospitals, PSM encourages employees to maintain optimal service delivery despite pressure or limited facilities ([Haslindah, Idrus, & Saldi, 2020](#); [Panjaitan, Komara, & Panjaitan, 2023](#)). Thus, PSM can serve as a mediating mechanism that explains how workload and work environment influence employee performance.

### **2.5 Conceptual Framework**

Based on the literature review, three primary hypotheses are proposed: In addition to directly influencing performance, workload and work environment are also assumed to affect Public Service Motivation as a mediating variable. [Lubis et al. \(2022\)](#) explain that excessive workload may reduce work enthusiasm, whereas a balanced workload increases motivation to perform better. This is consistent with [Souisa et al. \(2025\)](#), who found that an appropriate workload strengthens employees' sense of competence and enhances motivation. Furthermore, a positive work environment has been shown to increase Public Service Motivation, as demonstrated by [Nahwa \(2024\)](#), [Komara, Sukomo, and Kasman \(2019\)](#), and [Haslindah et al. \(2020\)](#), who concluded that adequate facilities and harmonious working relationships reinforce employees' motivation to deliver optimal public services:

*H<sub>1</sub>*: Workload has a positive effect on employee performance.

*H<sub>2</sub>*: Work environment has a positive effect on employee performance.

*H<sub>3</sub>*: Public Service Motivation has a positive effect on employee performance.

*H<sub>4</sub>*: Workload has a positive effect on Public Service Motivation.

*H<sub>5</sub>*: Work environment has a positive effect on Public Service Motivation

## **3. METHODOLOGY**

A quantitative approach was selected as the research framework because the analysis process relies on numerical data and statistical computation techniques. According to [Sugiyono \(2017\)](#), quantitative research utilizes research instruments and numerical analysis to test hypotheses. Primary data were obtained directly from research respondents as the main source of information ([Soesana et al., 2023](#)). Meanwhile, secondary data were collected from documents or other indirect sources, such as employee data of RSUD dr. Gondo Suwarno Ungaran ([Sugiyono, 2017](#)).

The population of this study consisted of all 529 employees of RSUD dr. Gondo Suwarno Ungaran. Referring to [Sugiyono \(2017\)](#), population is defined as a generalization area consisting of objects or subjects with specific characteristics determined by the researcher for drawing conclusions. Using the Slovin formula with a precision level of 10%, the calculation resulted in 84.06, which was rounded up to 90 respondents as the research sample.

The sampling technique applied was Simple Random Sampling, ensuring that each employee had an equal opportunity to be selected, thereby representing the diverse population, including both medical and non-medical staff. Data were collected using a five-point Likert scale questionnaire ranging from "Strongly Disagree" to "Strongly Agree." According to [Sugiyono \(2017\)](#), questionnaires are written statements provided to respondents to obtain primary data.

This study involved four variables: independent variables consisting of Workload ( $X_1$ ) and Work Environment ( $X_2$ ), an intervening variable namely Public Service Motivation ( $Y_1$ ), and a dependent variable namely Employee Performance ( $Y_2$ ). Independent variables are those that influence other variables [Sugiyono \(2017\)](#), the intervening variable mediates the relationship between independent and dependent variables, and the dependent variable is influenced by other variables:

Table 1. Operational definition of variables

No	Variable	Operational Definitions	Indicator
1.	Workload ( $X_1$ )	Workload refers to the process by which an individual completes job tasks under normal conditions within a specified period ( <a href="#">Nurhandayani, 2022</a> )	<ul style="list-style-type: none"> <li>• Physical condition</li> <li>• Mental condition</li> <li>• Time allocation (<a href="#">Iroth, Lengkong, &amp; Dotulong, 2018</a>)</li> </ul>
2.	Work Environment ( $X_2$ )	Work environment includes all physical and non-physical aspects within the workplace that influence work motivation.	<ul style="list-style-type: none"> <li>• Lighting</li> <li>• Security</li> <li>• Working conditions</li> <li>• Relationship between employees and supervisors</li> <li>• Use of color (<a href="#">Adha, Qomariah, &amp; Hafidzi, 2019</a>)</li> </ul>
3.	Public Service Motivation ( $Y_1$ )	Public Service Motivation is defined as motivation encompassing beliefs, values, and attitudes that transcend personal and organizational interests, encouraging employees to serve others and contribute to organizational and societal welfare	<ul style="list-style-type: none"> <li>• Attraction to public policymaking</li> <li>• Commitment to public interest</li> <li>• Compassion</li> <li>• Self-sacrifice</li> </ul>
4.	Employee performance ( $Y_2$ )	Employee performance refers to the results achieved by employees in carrying out assigned tasks based on competence, experience, intensity, and time utilization according to organizational standards.	<ul style="list-style-type: none"> <li>• Quality</li> <li>• Quantity</li> <li>• Initiative</li> <li>• Discipline</li> <li>• Honesty</li> <li>• Creativity</li> </ul>

The data processing procedure consisted of four main stages: descriptive analysis, instrument testing, classical assumption testing, and hypothesis testing. Descriptive analysis was conducted to describe data characteristics and respondents' answers for each research indicator. Instrument validity and reliability tests were then performed to ensure measurement accuracy and consistency. According to [Ghozali \(2018\)](#), reliability is determined using the Cronbach's Alpha coefficient with a minimum threshold of 0.60. Validity is assessed based on the significance value ( $< 0.05$ ) or when the calculated r-value exceeds the r-table value.

Classical assumption testing included four tests. First, the normality test was conducted using the Kolmogorov-Smirnov test, where a significance value greater than 0.05 indicates normally distributed residuals ([Ghozali, 2018](#)). Second, the multicollinearity test ensured that no high correlation existed among independent variables, indicated by tolerance values greater than 0.10 and VIF values less than 10. Third, the heteroscedasticity test was performed by examining scatterplot patterns; irregular distribution indicates the absence of heteroscedasticity. Fourth, hypothesis testing



used the t-test to determine the partial effect of each independent variable on the dependent variable. If  $t_{\text{calculated}} > t_{\text{table}}$ , the hypothesis is accepted.

Multiple linear regression analysis was applied to examine the effects of Workload and Work Environment on Public Service Motivation ( $Y_1$ ) and Employee Performance ( $Y_2$ ). The first regression model tested  $X_1$  and  $X_2$  on  $Y_1$ , while the second model tested  $X_1$ ,  $X_2$ , and  $Y_1$  on  $Y_2$ . The regression equations are as follows:

$$Y_1 = a + b_1X_1 + b_2X_2 + e \tag{1}$$

$$Y_2 = a + b_3X_1 + b_4X_2 + b_5Y_1 + e \tag{2}$$

Where:

- a : Constant
- b : Regression coefficient
- $X_1$  : Workload
- $X_2$  : Work Environment
- $Y_1$  : Public Service Motivation
- $Y_2$  : Employee performance
- e : error or trem

The F-test was conducted to examine the overall feasibility of the regression model. If the significance value is less than 0.05, the regression model is considered statistically significant. Additionally, the coefficient of determination (Adjusted  $R^2$ ) was used to measure the model's ability to explain the dependent variable. An Adjusted  $R^2$  value closer to 1 indicates a stronger influence of independent variables on the dependent variable.

#### 4. RESULT AND DISCUSSION

RSUD dr. Gondo Suwarno Ungaran is a regional public hospital owned by the Semarang Regency Government, providing basic to specialized healthcare services. The hospital is equipped with various supporting medical facilities, including an emergency unit (ER), outpatient and inpatient services, laboratory, pharmacy, radiology services, and professional medical personnel from various disciplines. The total number of employees is 529, consisting of medical staff, nurses, and non-medical personnel.

In this study, 90 respondents were selected as the research sample to describe the conditions and perspectives of human resources at RSUD dr. Gondo Suwarno Ungaran. The number of respondents was considered sufficient to represent the phenomenon under investigation. The following section explains respondent characteristics based on gender, age, profession, educational background, length of service, employment status, and work system.

Table 2. Respondent characteristics

Gender				
	Frequency	Percent (%)	Valid Percent (%)	Cumulative Percent (%)
Male	17	18.9	18.9	18.9
Female	73	81.1	81.1	100.0
Total	90	100.0	100.0	
Age				
	Frequency	Percent (%)	Valid Percent (%)	Cumulative Percent (%)
20–30	23	25.6	25.6	25.6
31–40	44	48.9	48.9	74.4
41–50	23	25.6	25.6	100.0



Total	90	100.0	100.0	
<b>Profession</b>				
	Frequency	Percent (%)	Valid Percent (%)	Cumulative Percent (%)
Nurse	54	60.0	60.0	60.0
Staff Nurse	31	34.4	34.4	94.4
Security	5	5.6	5.6	100.0
Total	90	100.0	100.0	
<b>Educational Level</b>				
	Frequency	Percent (%)	Valid Percent (%)	Cumulative Percent (%)
Bachelor of Nursing (S1 Ners)	46	51.1	51.1	51.1
Bachelor's degree (S1)	15	16.7	16.7	67.8
Diploma (D3)	24	26.7	26.7	94.4
Vocational High School (SMK)	5	5.6	5.6	100.0
Total	90	100.0	100.0	
<b>Length of Service (Years)</b>				
	Frequency	Percent (%)	Valid Percent (%)	Cumulative Percent (%)
≤ 5	6	6.7	6.7	6.7
5–10	45	50.0	50.0	56.7
11–15	17	18.9	18.9	75.6
16–20	18	20.0	20.0	95.6
> 20	4	4.4	4.4	100.0
Total	90	100.0	100.0	
<b>Employment Status</b>				
	Frequency	Percent (%)	Valid Percent (%)	Cumulative Percent (%)
Permanent	77	85.6	85.6	85.6
Contract	7	7.8	7.8	93.3
P3K (Government Contract Employee)	4	4.4	4.4	97.8
Civil Servant (PNS)	2	2.2	2.2	100.0
Total	90	100.0	100.0	
<b>Work System</b>				
	Frequency	Percent (%)	Valid Percent (%)	Cumulative Percent (%)
Shift	83	92.2	92.2	92.2
Non-Shift	7	7.8	7.8	100.0
Total	90	100.0	100.0	

From the 90 respondents, the majority were female (73 individuals or 81.1%), indicating a dominance of female human resources that potentially contributes to work efficiency, productivity, and service quality. Most respondents were aged 31–40 years, representing a career maturity stage characterized by sufficient work experience and high adaptability. The majority profession was nurses (54 individuals or 60%), who directly interact with patients and hold significant responsibility for hospital performance. Regarding educational background, most respondents held a Bachelor's Degree in Nursing (S1 Ners) (46 individuals or 51.1%), indicating adequate professional competence. Work experience of 5–10 years dominated (45 individuals or 50%), reflecting a strong understanding of job responsibilities. Most employees were permanent staff (77 individuals or 85.6%), indicating

institutional stability and performance sustainability. Additionally, 83 respondents (92.2%) worked in a shift system, demonstrating high commitment to maintaining continuous healthcare services.

**4.1 Validity Test Results**

Table 3. Validity test results

Variable	Indicator Code	Indicator	Validity		Result
			r-count	r-table	
Workload	<i>X1.1</i>	Physical Condition	0.855	0.207	Valid
	<i>X1.2</i>	Mental Condition	0.783	0.207	Valid
	<i>X1.3</i>	Time Allocation	0.761	0.207	Valid
Work Environment	<i>X2.1</i>	Lighting	0.631	0.207	Valid
	<i>X2.2</i>	Work Safety	0.733	0.207	Valid
	<i>X2.3</i>	Working Conditions	0.739	0.207	Valid
	<i>X2.4</i>	Relationship between Employees and Supervisors	0.704	0.207	Valid
	<i>X2.5</i>	Use of Color	0.718	0.207	Valid
Public Service Motivation	<i>Y1.1</i>	Attraction to Public Policy Making	0.688	0.207	Valid
	<i>Y1.2</i>	Commitment to Public Interest	0.713	0.207	Valid
	<i>Y1.3</i>	Compassion	0.755	0.207	Valid
	<i>Y1.4</i>	Self-Sacrifice	0.655	0.207	Valid
Employee Performance	<i>Y2.1</i>	Quality	0.730	0.207	Valid
	<i>Y2.2</i>	Quantity	0.711	0.207	Valid
	<i>Y2.3</i>	Initiative	0.731	0.207	Valid
	<i>Y2.4</i>	Discipline	0.730	0.207	Valid
	<i>Y2.5</i>	Honesty	0.770	0.207	Valid
	<i>Y2.6</i>	Creativity	0.772	0.207	Valid

The validity test results indicate that all four variables have r-calculated values greater than r-table (0.207). Therefore, all 18 research indicators are considered valid.

**4.2 Reliability Test Results**

Table 4. Reliability test results

Variable	Cronbach's Alpha	Requirement	Result
Workload	0.717	> 0.60	Reliable
Work Environment	0.744	> 0.60	Reliable
Public Service Motivation	0.659	> 0.60	Reliable
Employee Performance	0.833	> 0.60	Reliable

Reliability refers to the consistency and predictive capability of a measurement instrument. Testing was conducted using Cronbach's Alpha with a minimum threshold of 0.60. All values exceed 0.60, indicating that the instruments for all four variables are reliable

### 4.3 Classical Assumption Testing

The Kolmogorov-Smirnov normality test shows significance values of 0.200 for both Model 1 and Model 2, exceeding 0.05, indicating normally distributed data. Tolerance values for all independent variables are above 0.10 and VIF values are below 10, indicating no multicollinearity. The heteroscedasticity test shows significance values above 0.05 for all variables, confirming homoscedasticity and the absence of residual variance issues.

Table 5. Multiple linear regression test results

Model	Dependent Variables	Independent Variables	Beta Coefficient	t-value	p-value (Sig.)
1	Public Service Motivation	Workload	0.204	2.452	0.016
		Work Environment	0.588	7.057	0.000
2	Employee Performance	Workload	0.216	3.433	0.001
		Work Environment	0.615	8.062	0.000
		Public Service Motivation	0.174	2.226	0.029

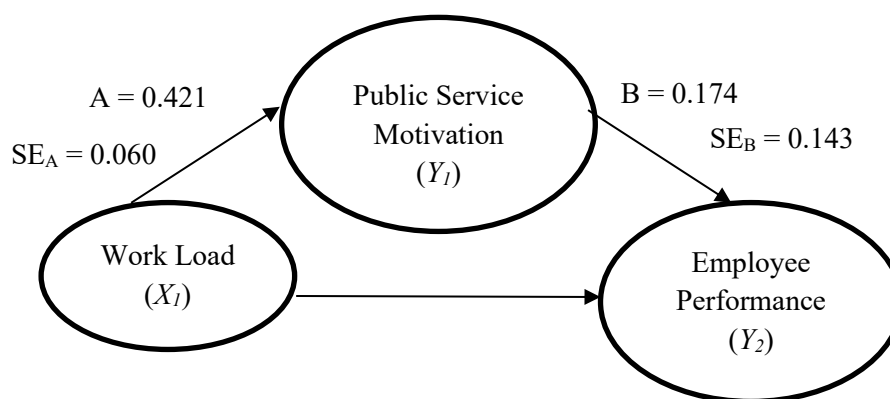
Table 6. t-test results

Model	Hypothesis	Path	$\beta$	Beta	SE	t-value	p-value	Decision
1	$H_1$	WL $\rightarrow$ PSM	0.163	0.204	0.067	2.452	0.016	Accepted
	$H_2$	WE $\rightarrow$ PSM	0.421	0.588	0.060	7.057	0.000	Accepted
2	$H_3$	WL $\rightarrow$ EP	0.303	0.216	0.088	3.433	0.001	Accepted
	$H_4$	WE $\rightarrow$ EP	0.772	0.615	0.096	8.062	0.000	Accepted
	$H_5$	PSM $\rightarrow$ EP	0.306	0.174	0.137	2.226	0.029	Accepted

Note:

- WL : Workload
- WE : Work Environment
- PSM : Public Service Motivation
- EP : Employee Performance

To examine whether Public Service Motivation mediates the relationship between Workload, Work Environment, and Employee Performance, the Sobel test was conducted:



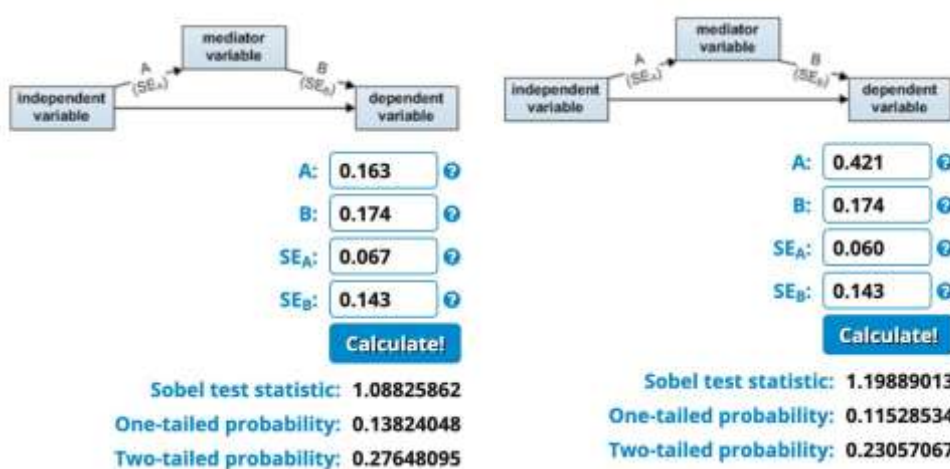
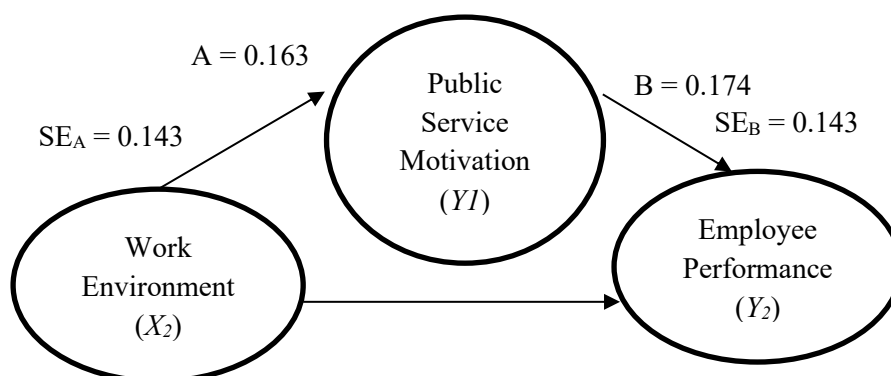


Figure 1. Sobel test results

Based on regression and Sobel test results:

1. Workload has a positive and significant effect on Public Service Motivation (coefficient = 0.204; p-value = 0.016 < 0.05; t = 2.452 > 1.987).
2. Work Environment has a positive and significant effect on Public Service Motivation (coefficient = 0.588; p-value = 0.000 < 0.05; t = 7.057 > 1.987).
3. Workload has a positive and significant effect on Employee Performance (coefficient = 0.012; p-value = 0.001 < 0.05; t = 3.433 > 1.987).
4. Work Environment has a positive and significant effect on Employee Performance (coefficient = 0.615; p-value = 0.000 < 0.05; t = 8.062 > 1.987).
5. Public Service Motivation has a positive and significant effect on Employee Performance (coefficient = 0.174; p-value = 0.029 < 0.05; t = 2.452 > 1.987).
6. Public Service Motivation does not mediate the relationship between Workload and Employee Performance (Sobel value = 1.198 < 1.666; p-value = 0.230 > 0.05).

The findings indicate that Workload and Work Environment simultaneously exert a positive influence on Public Service Motivation and Employee Performance. Interestingly, workload within reasonable limits actually enhances employees' motivation to serve the public, even though workload is often perceived as a negative factor. This phenomenon can be explained through occupational psychology and organizational culture perspectives at RSUD dr. Gondo Suwarno, where healthcare personnel are accustomed to high job pressure and responsibility. A clearly structured workload, supported by adequate facilities and fair distribution, fosters a stronger sense of competence and responsibility. In this context, workload acts as a stimulus for intrinsic motivation, encouraging employees to demonstrate professionalism, empathy, and dedication in patient care.

A conducive work environment further strengthens this effect. A safe, comfortable, and well-organized workplace atmosphere, along with harmonious interpersonal relationships, enhances employees' dedication and moral commitment to public interest. In hospitals, these factors are particularly important because healthcare roles require not only technical skills but also mental resilience, teamwork, and empathy. A supportive environment not only facilitates task execution but also strengthens intrinsic motivation, encouraging employees to deliver optimal services.

The results also show that Public Service Motivation positively influences Employee Performance. High motivation encourages employees to work with focus, discipline, and responsibility, thereby improving service quality and productivity. However, Public Service Motivation does not mediate the relationship between Workload and Employee Performance. This suggests that in the hospital context, performance effectiveness is more directly influenced by workload management and working conditions rather than through motivational pathways. In other words, employees can still maintain high performance levels as long as workload and work environment are properly managed, even if public service motivation does not significantly function as a mediator.

Overall, these findings emphasize that balanced workload and supportive work environment serve as the primary foundation for performance improvement at RSUD. Controlled job pressure and conducive workplace conditions foster intrinsic motivation, professionalism, and dedication among healthcare personnel. The case of RSUD dr. Gondo Suwarno demonstrates that when properly managed, workload can become a positive motivational driver and enhance performance, thereby maintaining optimal employee performance and hospital service quality.

## **5. CONCLUSIONS**

### **5.1 Conclusion**

This study aimed to explore the impact of Workload and Work Environment on Employee Performance, with Public Service Motivation as a mediating variable, at RSUD dr. Gondo Suwarno Ungaran. The findings reveal that both Workload and Work Environment have a positive and significant effect on Public Service Motivation. Specifically, fair workload distribution aligned with employees' capabilities and a comfortable, supportive work environment significantly enhance employee motivation. Moreover, the study shows that both Workload and Work Environment positively influence Employee Performance, highlighting that effective workload management and a conducive work environment are essential in boosting productivity, responsibility, and overall work quality. Public Service Motivation itself also significantly contributes to Employee Performance, suggesting that increased motivation to serve the public is instrumental in improving performance outcomes.

### **5.2 Research Limitations**

Despite its valuable insights, this study is not without limitations. Firstly, the data was exclusively derived from questionnaires, which may introduce biases based on respondents' perceptions. Additionally, the research involved a limited number of variables, focusing only on Workload, Work Environment, and Public Service Motivation. This narrow scope might have overlooked other influential factors affecting employee performance. Lastly, the research faced administrative constraints that potentially impacted the data collection process, leading to limited generalizability of the findings.

### **5.3 Suggestions and Directions for Future Research**

For future studies, it is recommended to expand the research model by incorporating additional relevant variables that could further enrich the understanding of employee performance in healthcare settings. Future research could explore factors such as organizational culture, leadership style, and employee well-being as potential influences on Public Service Motivation and performance. Moreover, employing a more diverse set of measurement instruments, such as interviews, observations, or longitudinal studies, could offer a more comprehensive and nuanced view of the

subject matter. These advancements would provide deeper insights and more representative findings for both academic research and practical application in healthcare management.

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