

The Effect of Workload, Professionalism, Incentives and Work Motivation on Health Worker Performance

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ABSTRACT

This study aims to analyze the influence of workload, professionalism, incentives, and work motivation on the performance of health workers at Dr. RM. Soedjarwadi Regional Mental Hospital, Central Java Province, both partially and simultaneously. This study uses a quantitative approach with a survey method. The research sample is 25% of all health workers directly involved in patient care at Dr. RM. Soedjarwadi Regional Mental Hospital, excluding medical personnel (doctors), with an incidental sampling technique. Data were collected through questionnaires and analyzed using multiple linear regression with the help of SPSS, including the classical assumption test, F test, t test, and coefficient of determination (R^2). The results of the study indicate that: (1) workload has a positive and significant effect on the performance of health workers ($B = 0.629$; sig. = 0.000); (2) professionalism has a positive and significant effect on the performance of health workers ($B = 0.311$; sig. = 0.023); (3) incentives do not have a positive and significant effect on the performance of health workers ($B = 0.043$; sig. = 0.627); (4) work motivation does not have a positive and significant effect on the performance of health workers ($B = -0.145$; sig. = 0.326); and (5) workload, professionalism, incentives, and work motivation simultaneously have a positive and significant influence on the performance of health workers ($F = 15.487$; sig. = 0.000). The Adjusted R Square value is 0.475 shows that the four variables are able to explain 47.5% of the variance in health worker performance, while the remaining 52.5% is influenced by other factors outside the model.

Keywords: workload, professionalism, incentives, work motivation, health worker performance

INTRODUCTION

In the healthcare system, healthcare workers are one of the main elements that are vital components that determine the quality and effectiveness of services to the public as external customers. Dr. RM. Soedjarwadi Regional Mental Hospital, Central Java Province, as one of the referral hospitals in the field of mental health in Central Java Province, is required to provide professional, humane, and sustainable services. Therefore, in fulfilling this, it is certainly very necessary for the performance of healthcare workers to be continuously improved and optimized.

However, in reality, the challenges and problems in the healthcare sector are increasingly complex. Increasing workloads, particularly in hospitals that serve patients with mental disorders as a priority service alongside other healthcare services, often lead to physical and mental exhaustion for healthcare workers. Unbalanced workloads can negatively impact the quality of care provided and reduce both individual and team performance. Workloads ultimately put pressure on nurses, thus affecting their performance. (Hakman, Suhadi, Yuniar, 2021). Excessive workload

has the potential to cause physical and mental fatigue, as well as decreased productivity (Zulfani, Sumarni, Widiastuti, 2025).

Workload can describe the productive use of working time within a given period (Faujannah & Ifansyah, 2025). In addition to workload issues, the professionalism of healthcare workers is also a significant contributing factor to their performance in providing healthcare services. Healthcare professionalism, encompassing work ethics, responsibility, competence, and commitment to the profession, is an essential foundation for providing safe and quality services. However, professionalism does not develop spontaneously or in a vacuum. A supportive work environment and an adequate and fair reward system can influence the enthusiasm and dedication of healthcare workers in carrying out their duties.

The professionalism of health workers at the Jongaya Community Health Center in Makassar City is a trigger for increasing or decreasing the performance of health workers who should maintain the quality of their duties and responsibilities. (Waldi, Asri, Sjarlis, 2022). Indicators of professionalism can be measured by high skills, knowledge, and experience, intelligence, a forward-looking attitude, and independence (Sarmida, Masri, Ningtyas, 2025). In education, teachers' professional abilities in creating quality learning are crucial to overall educational success (Tarigan, 2020).

Providing both financial and non-financial incentives is also a factor that cannot be ignored. Appropriate, adequate, and fair incentives will provide positive encouragement for healthcare workers to work more optimally. Healthcare workers' dissatisfaction with the incentive system often triggers decreased work motivation, which ultimately impacts healthcare worker performance. When properly managed, incentives can help achieve the company's goal of acquiring, maintaining, and retaining a productive workforce, thereby achieving company objectives (Valentiana & Atikah, 2025). Incentives are a stimulant that can encourage individuals to perform better, because they are essentially paid based on superior performance (Patimah et al., 2023). One trigger that can increase employee work motivation is incentives that are commensurate with career level (Yusnita & Rohana, 2022).

Work motivation, both internal and external, drives a person to carry out their duties and is a key factor in achieving optimal performance. In the context of healthcare, motivation is not only related to material compensation but also to recognition, a sense of security, and opportunities for career development. The ability to perform tasks is a key element in assessing a person's performance, but without the support of willpower and motivation, tasks cannot be completed (Hakman, Suhadi, Yuniar, 2021). A nurse's professional and disciplined nursing care delivery is inseparable from high work motivation, which fosters enthusiasm for work and improves performance, which will directly impact quality and client satisfaction (Basir, Andayanie, Nurgahayu, 2022). The high level of employee absenteeism can be caused by a lack of motivation among employees to come to work, which will affect employee contributions in maximizing services at the Community Health Center (Sitorus, Fikri, Yasykur, 2025).

Based on the description above, it is necessary to conduct research on the influence of workload, professionalism, incentives, and work motivation on the performance of health workers at Dr. RM. Soedjarwadi Mental Hospital, Central Java Province. This research is expected to provide a more comprehensive picture of the factors that influence health worker performance, as well as serve as a basis for developing more effective and efficient HR management policies within the hospital environment.

RESEARCH METHODS

This study uses a quantitative descriptive approach. The author focuses on the influence of workload, professionalism, incentives, and work motivation on the performance of healthcare workers. Data collection techniques include questionnaires, observation, and documentation. The author conducted this research at Dr. RM. Soedjarwadi Mental Hospital, Central Java Province, located at Jalan Ki Pandanaran KM.2, Klaten. The research period was three months. This research was conducted from January 2026 to March 2026, starting with observation, distributing questionnaires, and compiling data and conclusions.

The population in this study is all health workers, both those who work as nurses, pharmacists, health analysts, radiographers, and other health workers who provide direct services to patients, and these health workers work at Dr. RM. Soedjarwadi Mental Hospital, totaling 261 people. The existing population is 261 people, and researchers took a sample of 25% of the total population, namely 65 respondents. The sampling technique used in this study is incidental sampling, which is a sampling technique based on coincidence, namely anyone who accidentally/incidentally meets the researcher can be used as a sample, if it is considered that the person who happened to be met is suitable as a data source.

The variables used in this study consist of two variables, namely the independent variable (X) and the dependent variable (Y). The independent variables consist of Workload (X1), Professionalism (X2), Incentives (X3), and Work Motivation (X4). After the data tabulation is carried out, the data is processed using multiple linear regression analysis tools.

RESULTS AND DISCUSSION

Multiple Linear Regression

Multiple linear regression analysis was used to determine the influence of independent variables (workload, professionalism, incentives, and work motivation) simultaneously or partially on the dependent variable (health worker performance).

a. R Square

Table 1. R Square Test Results

r	R-Square	Adjusted R Square	Std. Error
.713	.508	.475	1,753

Source: secondary data, processed. 2026

Based on the table, the Adjusted R Square value is 0.475, indicating that all X variables simultaneously influence Y variable by 47.5%. The remaining 52.5% can be influenced by other variables outside the research variables.

b. F test

Table 2 F Test Results

Model	Df	F	Sig
Regression	4	15,487	.000
Residual	60		
Total	64		

Source: secondary data, processed. 2026

It is known that the sig. value is 0.000 (<0.05), which means that the variables of workload, professionalism, incentives, and work motivation simultaneously (together) have a significant effect on the performance variable of health workers.

c. Statistical Test (t-test)

The t-test is used to determine the partial influence of each independent variable on the dependent variable. Testing criteria: if the calculated t value $>$ t table or Sig. < 0.05 , then H_0 is rejected.

Table 3 t-Test Results

Variables	Coefficient (B)	t count	t table	Sig.	Decision
X1	0.629	4,384	2.0	0.000	H_0 rejected
X2	0.311	2,337	2.0	0.023	H_0 rejected
X3	0.043	0.488	2.0	0.627	H_0 accepted
X4	-0.145	-0.990	2.0	0.326	H_0 accepted

Source: secondary data, processed. 2026

The workload variable's sig value is 0.000 (<0.05), indicating that workload significantly influences the performance of healthcare workers. The professionalism variable's sig value is 0.023 (<0.05), indicating that professionalism significantly influences the performance of healthcare workers. Meanwhile, the incentive variable's sig value is 0.627 (>0.05), it can be interpreted that incentives do not have a significant effect on the performance variable of Health Workers. Furthermore, the sig value of the work motivation variable shows 0.326 (>0.05), it can be interpreted that work motivation does not have a significant effect on the performance variables of health workers.

d. Coefficient of Determination

Table 4 Coefficient Results

Model	R	R Square (R^2)	Adjusted R Square
1	0.713	0.508	0.475

Source: secondary data, processed. 2026

Based on the results of the determination coefficient test in table 4, the Adjusted R Square value was obtained at 0.475. This indicates that the variables Workload, Professionalism, Incentives, and Work Motivation are able to explain variations in Employee Performance by 47.5%, while the remaining 52.5% is influenced by other variables not included in the research model. The correlation coefficient (R) value of 0.713 indicates that the relationship between the independent variables and the dependent variable is in the strong category.

Discussion

1. The Effect of Workload on Performance

Based on the results of the statistical test (t-test) presented in Table IV.6, the workload variable (X1) obtained a significance value of 0.000 which is smaller than the significance level of $\alpha = 0.05$, with a regression coefficient value (B) of 0.629 and the calculated t value is 4.384. Thus, the first hypothesis (H1) stating that workload influences the performance of healthcare workers is accepted. These results indicate that workload has a positive and significant effect on healthcare worker performance, meaning that the higher the workload carried by healthcare workers at Dr. RM. Soedjarwadi Mental Hospital, the higher their performance will be.

The results of this study align with the findings of Hakman, Suhadi, and Yuniar (2021), who concluded that workload influences the performance of nurses caring for COVID-19 patients at Kendari City Hospital. Similarly, research conducted by Zulfani, Sumarni, and Widiastuti (2025) also found that workload has a positive and significant impact on employee performance at the Jambi Branch of Bank BTN. Faujannah and Ifansyah (2025) also obtained similar results, indicating that workload influences employee performance at the Hikun Community Health Center in Tabalong Regency, with a 65.6% effect. Phalis, Sudirman, and Rosnawati (2020) also confirmed that workload positively influences employee performance at the Pantoloan Community Health Center, and the presence of incentives as a moderating variable has been shown to strengthen this effect.

The positive influence of workload on performance in this study can be understood in the context of the characteristics of healthcare workers at Dr. RM. Soedjarwadi Mental Hospital, a Class A psychiatric hospital owned by the Central Java Provincial Government. Healthcare workers at this hospital have a strong professional commitment, so the larger workload actually encourages them to be more disciplined, organized, and productive.

Mahawati et al. (2021) define workload as the volume of work assigned to a worker, both physical and mental, for which they are responsible. When this workload remains within professionally manageable limits, it can act as a stimulus that drives performance improvement. Faujannah and Ifansyah (2025)

emphasize that workload can reflect the productive use of working time within a given period, so appropriate workload management will, in turn, positively correlate with performance achievements.

2. The Influence of Professionalism on Performance

Based on the results of the statistical test (t-test) presented in Table IV.6, the professionalism variable (X2) obtained a significance value of 0.023 which is smaller than the significance level $\alpha = 0.05$, with a regression coefficient value (B) of 0.311 and the calculated t value is 2.337. Thus, the second hypothesis (H2) which states that professionalism influences the performance of healthcare workers at Dr. RM. Soedjarwadi Mental Hospital, Central Java Province, is accepted. These results indicate that professionalism has a positive and significant effect on healthcare worker performance, meaning that the higher the level of professionalism possessed by healthcare workers, the higher their performance will be.

This finding aligns with the research findings of Walidi, Asri, and Sjarlis (2022), who concluded that healthcare professionalism has a direct, positive, and significant impact on the performance of healthcare workers at the Jongaya Community Health Center in Makassar City. Tarigan (2020) also found similar results in the educational context, indicating that professionalism had a positive and significant impact on the performance of teachers at SMP Negeri 6 Percut Sei Tuan. Sarmida, Masri, and Ningtyas (2025), in their research at Kendari City Hospital, also confirmed that professionalism and Organizational Citizenship Behavior simultaneously had a positive and significant impact on nurse performance. Nesa and Chairael (2025) also found that work professionalism, along with supervision and incentives, had a positive and significant impact on healthcare worker work discipline at the Nanggalo Siteba Community Health Center in Padang City.

The findings of this study can be explained through the understanding that professionalism is the main foundation of service quality in a mental hospital environment. Sedarmayanti (2017) defines professionalism as an attitude and behavior in carrying out work that requires certain skills, carried out consistently, responsibly, and adheres to ethical standards. Health workers at Dr. RM. Soedjarwadi Mental Hospital who have a high level of professionalism, which is reflected in the perfection of work results, sincerity, precision, not easily satisfied, and integrity in work, are proven to be able to produce better performance. This shows that professionalism is not just technical competence, but also involves commitment to the profession and work ethics that ultimately encourages an increase in the quality of mental health services provided to the community.

3. The Effect of Incentives on Performance

Based on the results of the statistical test (t-test) presented in Table IV.6, the incentive variable (X3) obtained a significance value of 0.627 which is greater than the significance level $\alpha = 0.05$, with a regression coefficient value (B) of 0.043 and the calculated t value is 0.488. Thus, the third hypothesis (H3), which states that incentives influence the performance of healthcare workers at Dr. RM. Soedjarwadi Mental Hospital, Central Java Province, is rejected. These results indicate that incentives have a negative and insignificant effect on healthcare worker performance.

The results of this study are in line with the research results of Hastopo & Wikaningtyas (2024) who concluded that the variable Incentives have no significant effect on employee performance. Researchers explain that performance is more influenced by other factors, while incentives play a greater role in increasing work motivation. These results align with previous research conducted by Anthonie, Pratama, and Suryani (2025), which found that incentives have no significant effect on healthcare worker performance. Previous research also found insignificant regression coefficients and ineffectiveness without adequate facilities, including research conducted by Setiawan and Wijaya (2022), which analyzed the effect of incentives on the performance of community health center staff.

The results of this study are inconsistent with previous research conducted by Valentiana and Atikah (2025) on employees of PT. Bintang Ekatama Visindo, which concluded that incentives have a direct positive and significant effect on employee performance at PT. Bintang Ekatama Visindo, as well as research by Yusnita and Rohana (2022) which found that incentives have an effect on employee performance at PT. XX in Batam, and research by Patimah et al. (2023) which found that incentives have a significant effect on employee performance at UPT Puskesmas throughout North Luwu Regency in 2022.

The results of the study show that incentives have a negative and insignificant effect on the performance of health workers. This shows that

The incentives received by healthcare workers have not yet become a major factor influencing performance improvement. This may be because the incentives provided are considered relatively adequate and equitable by healthcare workers, making them no longer a primary driver of performance improvement. Furthermore, healthcare worker performance may be more influenced by other factors such as workload, professionalism, work environment, or commitment to the organization.

4. The influence of work motivation on performance

Based on the results of the statistical test (t-test) presented in Table IV.6, the work motivation variable (X4) obtained a significance value of 0.326 which is greater than the significance level $\alpha = 0.05$, with a regression coefficient value (B) of -0.145 and the calculated t value is -0.990. Thus, the fourth hypothesis (H4)

which states that work motivation influences the performance of health workers at Dr. RM. Soedjarwadi Mental Hospital, Central Java Province, is rejected. Work motivation does not have a significant effect on employee performance.

The author's findings align with several previous studies. Andrean and Supardi (2024) found that performance is largely determined by SOPs and supervision. Pratama, Kusuma, and Wulandari (2023) stated in their study that high workloads neutralize the influence of motivation. Fauzia, Ramadhan, and Sari (2025) studied the determinants of health worker performance in remote areas, and found no significant relationship between motivation and performance; the dominant factors were medications, equipment, and management.

The results of this study are inconsistent with the results of previous research by Hakman, Suhadi, and Yuniar (2021) conducted on nurses of Covid-19 patients at Kendari City Hospital, which stated in their research journal that workload, work stress, and work motivation influence the performance of nurses of Covid-19 patients at Kendari City Hospital. Likewise, the research of Basir, Andayanie, and Nurgahayu (2022) found that there is an influence of work motivation on the performance of nurses in the Inpatient Ward of Haji City Hospital, Makassar, where working conditions, compensation, interpersonal communication, and supervision together contribute to motivation that drives performance, as well as the results of research conducted by Sitorus, Fikri, and Yasykur (2025) which confirmed that work motivation and workload, both partially and simultaneously, significantly influence the performance of employees of the UPTD Serpong II Health Center, South Tangerang City.

The results of the research conducted by the author state that work motivation did not significantly influence the performance of healthcare workers. This indicates that the level of work motivation possessed by healthcare workers has not significantly influenced performance. This is likely because respondents' work motivation tended to be homogeneous or relatively high across all respondents, thus not causing significant differences in performance. Furthermore, employee performance may be more influenced by other technical and professional factors. The significant influence of work motivation on the performance of healthcare workers indicates that improved performance is not solely determined by individual motivation but is also influenced by other factors such as workload, professionalism, competence, work systems, and organizational support. Therefore, high motivation does not necessarily result in better performance if these other supporting factors are not optimal.

CONCLUSION AND SUGGESTIONS

Based on the results of the study on the influence of workload, professionalism, incentives, and work motivation on the performance of healthcare workers at Dr. RM. Soedjarwadi Mental Hospital, Central Java Province, it can be concluded that workload and professionalism have a positive and significant effect on

healthcare worker performance, while incentives and work motivation do not have a significant effect partially. This finding indicates that healthcare worker performance is more influenced by technical and professional aspects than incentives and work motivation factors. However, simultaneously, the four variables have a positive and significant effect on healthcare worker performance with the ability to explain performance variance of 47.5%, while the remainder is influenced by other factors outside the research model. Theoretically, the results of this study support the theory of human resource management and Job Demands-Resources Theory which states that a well-managed workload can be a driver of productivity, and emphasize the importance of professionalism in improving performance in the healthcare sector. Managerially, hospitals need to manage proportional workloads, strengthen professional development programs through training and certification, evaluate incentive systems to be more fair and transparent, and create a work environment that supports the psychological well-being of healthcare workers. In addition, further research is recommended to expand the research object to various health facilities and add other variables such as leadership, organizational culture, job satisfaction, work environment, and competence in order to obtain a more comprehensive understanding of the factors that influence the performance of health workers.

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