

## The Influence of Workload, Work Environment, and Work Ethic on Service Quality at BaliMed Karangasem Hospital

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### Abstract

The quality of service in hospitals is one of the important factors that influences patient satisfaction and hospital operational efficiency. Workload, work environment, and work ethic are factors that can influence the quality of services provided by health workers. Excessive workload can cause stress and fatigue, while a supportive work environment and good work ethic can increase employee motivation and performance. This study aims to analyze the influence of workload, work environment, and work ethic on the quality of service at BaliMed Karangasem Hospital. The method used was analysis using primary data obtained through questionnaires distributed to 122 respondents, consisting of nurses and midwives. The analysis used includes univariate, bivariate, and multivariate analysis. The research results showed that the majority of respondents had a high workload (78.7%), a good work environment (75.4%), a good work ethic (86.1%), and good service quality (76.2%). In multivariate analysis, workload (AOR=7.271,  $p=0.006$ ) and work ethic (AOR=7.243,  $p=0.002$ ) were found to have a significant influence on service quality, while work environment did not have a significant influence. The results of this research suggest that hospitals pay attention to managing workloads in a more balanced manner and support increasing work ethics to improve the quality of services provided to patients. Future research is recommended to explore other factors that can influence service quality, such as management support and skills training.

**Keywords:** Workload, Work Environment, Work Ethics, Service Quality, Hospital

### Abstrak

Kualitas pelayanan di rumah sakit merupakan salah satu faktor penting yang mempengaruhi kepuasan pasien dan efisiensi operasional rumah sakit. Beban kerja, lingkungan kerja, dan etos kerja merupakan faktor yang dapat memengaruhi kualitas pelayanan yang diberikan oleh tenaga kesehatan. Beban kerja yang berlebihan dapat menyebabkan stres dan kelelahan, sementara lingkungan kerja yang mendukung dan etos kerja yang baik dapat meningkatkan motivasi dan kinerja karyawan. Penelitian ini bertujuan untuk menganalisis pengaruh beban kerja, lingkungan kerja, dan etos kerja terhadap kualitas pelayanan di Rumah Sakit BaliMed Karangasem. Metode yang digunakan adalah analisis dengan data primer yang diperoleh melalui kuesioner yang dibagikan kepada 122 responden, terdiri dari perawat dan bidan. Analisis yang digunakan mencakup analisis univariat, bivariat, dan multivariat. Hasil penelitian menunjukkan bahwa sebagian besar responden memiliki beban kerja tinggi (78.7%), lingkungan kerja yang baik (75.4%), etos kerja yang baik (86.1%), dan kualitas pelayanan yang baik (76.2%). Pada analisis multivariat, beban kerja (AOR=7.271,  $p=0.006$ ) dan etos kerja (AOR=7.243,  $p=0.002$ ) ditemukan memiliki pengaruh signifikan terhadap kualitas pelayanan, sementara lingkungan kerja tidak berpengaruh secara signifikan. Hasil penelitian ini menyarankan agar rumah sakit memperhatikan pengelolaan beban kerja yang lebih seimbang serta mendukung peningkatan etos kerja untuk meningkatkan kualitas pelayanan yang diberikan kepada pasien. Penelitian selanjutnya disarankan untuk mengeksplorasi faktor-faktor lain yang dapat memengaruhi kualitas pelayanan, seperti dukungan manajemen dan pelatihan keterampilan.

**Kata Kunci:** Beban Kerja, Lingkungan Kerja, Etos Kerja, Kualitas Pelayanan, Rumah Sakit.

## **INTRODUCTION**

Hospitals are workplaces with high pressure and highly complex tasks. As institutions focused on health services, hospitals not only function to provide medical care but also as centers for coordinating various important functions such as administration, logistics, and operations. According to Martiana & Purnawati (2020), every element in hospitals, whether medical personnel, paramedics, or administrative staff, faces heavy responsibilities. With dynamic work situations, workload often becomes one of the crucial issues that can affect hospital operational effectiveness. Workload analysis becomes a vital tool to create balance between the tasks assigned to employees and their capacity to perform them. According to Rambe et al. (2021), workload analysis is a systematic process to evaluate the amount of work that must be completed, the duration required for each task, as well as the quantity and type of resources needed to support task completion.

In hospitals, workload analysis is crucial because of the complexity of tasks involving quick decision-making, inter-departmental coordination, and management of limited resources. Without proper analysis, the workload given to healthcare workers and support staff is often mismatched with available capacity. This condition can cause imbalances that negatively impact efficiency, quality of patient care, and employee well-being. Through workload analysis, hospital

management can understand task distribution among employees and identify imbalances that need correction. This process includes identifying work volume, assessing task difficulty levels, and evaluating the skills required for each type of job. According to Mirza (2021), hospitals can ensure that workload distribution is fair and appropriate to individual or team capabilities. This analysis enables more efficient human resource management.

Workload also plays an important role in supporting employee health and well-being. Hospital work environments are stressful, making the balance between job demands and individual capacity a priority. By knowing the actual workload, hospitals can implement strategies to support employee physical and mental health. According to Syah et al. (2023), this includes adequate rest schedules, reducing excessive working hours, and providing training to improve skills and confidence in completing tasks. Workload analysis can also serve as the basis for sustainable organizational policies. Policies related to recruitment, training, and career development can be designed based on analysis results. For example, if a shortage of specialists in certain fields is found, management can create internal training programs to address the need. Thus, workload analysis not only helps solve short-term operational issues but also contributes to long-

term organizational strategic goals (Puspitawati & Riana, 2014).

When employees feel that their workload matches their abilities, they tend to have higher job satisfaction. This satisfaction influences not only individual performance but also organizational loyalty. According to Sukma & Puspitadewi (2022), employees satisfied with their work are likely to provide better patient care and contribute to a positive work culture in hospitals. Implementing workload analysis also has challenges, such as obtaining accurate and representative data. In dynamic hospital environments, capturing data reflecting overall work conditions can be difficult. Effective implementation of analysis results also requires management commitment to make necessary changes, such as reallocating resources or rescheduling shifts.

Organizations must find balance in distributing workloads according to employee capacity and skills. Well-managed workloads positively influence job satisfaction. When tasks match employee abilities, they feel valued and empowered (Syah et al., 2023). This sense of satisfaction and pride enhances engagement and organizational loyalty. Satisfied employees are more likely to work effectively, maximize contributions, and create positive workplace environments. Workload management can be achieved through several strategies. According to Puspitawati & Riana (2014), organizations should periodically

analyze workloads to ensure fair and efficient task distribution. This analysis involves assessing workload quantity, task complexity, and time required for completion.

A safe and healthy work environment is essential because such conditions allow employees to work calmly, ensuring results meet established standards. Work environment influences employee job satisfaction. According to Luthans (2006) in Ghofar (2020), when work environments are favorable, individuals complete tasks more easily. A good work environment contributes to employee job satisfaction. For healthcare providers to deliver quality services, they must perform well. Work environment is therefore a major factor influencing hospital employee performance (Wijaya & Susanty, 2017).

Work ethic refers to an individual's attitude and behavior that reflects character and can positively or negatively influence themselves and others. Work ethic plays an important role both for individuals and for organizations where they work (Rofiana, 2022). According to Amanda (2023), work ethic has a significant effect on service quality in hospitals.

BaliMed Karangasem Hospital is one healthcare facility with an important role in providing medical services to its community. Serving various types of patients with diverse health needs, BaliMed Karangasem faces unique challenges in workforce management. Patient volume fluctuations, diverse medical

services, and complex departmental tasks create unique challenges in managing workloads. In such environments, analyzing the relationship between workload and employee satisfaction is important. Workload at BaliMed Karangasem can vary depending on department and assigned tasks. For example, staff in the emergency unit or inpatient wards face greater workload pressures compared to other units due to immediate and intensive patient needs. This condition requires management to understand the extent workload affects service quality.

Imbalanced workloads can cause stress, fatigue, and decreased motivation, ultimately impacting service quality for patients. Previously, BaliMed Karangasem Hospital did not have workload analysis data, so this research focuses on examining how workload conditions affect service quality. A deeper understanding will help hospitals design more effective strategies to improve service quality.

## **RESEARCH PROBLEMS**

Workload analysis is an essential element of human resource management in healthcare, contributing to hospital operational sustainability and organizational goal achievement. By understanding employee workloads, hospital management can assess task distribution and identify imbalances needing improvement. BaliMed Karangasem Hospital has not conducted workload analysis,

making it important to implement proper analysis for better human resource management. Several workplace complaints remain, highlighting the need for evaluating work environments, as supportive conditions help employees complete tasks efficiently and improve service quality. Some reports also associate employee behaviors with individual work ethics. Previous studies suggest work ethic significantly affects service quality. Thus, evaluating workload, work environment, and work ethic is crucial to provide a comprehensive picture of BaliMed Karangasem's work conditions. This knowledge will support management in designing strategies to improve patient service quality.

## **RESEARCH OBJECTIVES**

### **General Objective**

To determine the influence of workload, work environment, and work ethic on service quality at BaliMed Karangasem Hospital.

### **Specific Objectives**

- To analyze the influence of workload (X1) on service quality.
- To analyze the influence of work environment (X2) on service quality.
- To analyze the influence of work ethic (X3) on service quality.
- To analyze the simultaneous influence of workload (X1), work environment (X2), and work ethic (X3) on service quality (Y).

## RESEARCH METHODS

This study used a descriptive and analytical quantitative approach with a cross-sectional design, where data were collected at one point in time. The research was conducted in February 2025 at BaliMed Karangasem Hospital, with a population of 122 respondents

consisting of nurses and midwives with at least six months of work experience at the hospital. Primary data were obtained through questionnaires. The questionnaires contained structured questions covering characteristics, workload, work environment, work ethic, and service quality.

## RESULTS AND DISCUSSION

### Respondent Characteristics

Variable	Total (n)	Percentage (%)
<b>Age</b>		
≤ 30 yo	61	50.0
> 30 yo	61	50.0
<b>Gender</b>		
Male	57	46.7
Female	65	53.3
<b>Occupation</b>		
Midwives	28	23.6
Nurses	94	76.4
<b>Education</b>		
D3/Diploma	91	74.6
S1/Bachelor	31	25.4

The data shows that respondents were evenly distributed by age. Most were female (53.3%). Nurses dominated the respondents (76.4%), and the majority had Diploma-level education (74.6%).

**Distribution of Workload, Work Environment, Work Ethic, and Service Quality**

<b>Variable</b>	<b>Total (n)</b>	<b>Percentage (%)</b>
<b>Workload</b>		
Low	26	21.3
High	96	78.7
<b>Work environment</b>		
Good	92	75.4
Not good	30	24.6
<b>Work ethic</b>		
Good	105	86.1
Not good	17	13.9
<b>Service quality</b>		
Good	94	76.2
Not good	28	23.8

Most respondents reported high workloads but still indicated good work environment, good work ethic, and good service quality.

**Multivariate Analysis Result**

<b>Variable</b>	<b>Wald</b>	<b>(OR) IK 95%</b>	<b>P value</b>
Low workload	5.268	7.271 (1,336-39.566)	0.006*
Good environment	3.150	2.419 (0.912-6.417)	0.080
Good ethic	9.120	7.243 (2.004-26.183)	0,002*
Constant	3.905	0.252	

This suggests that workload and work ethic are the strongest predictors of service quality at BaliMed Karangasem Hospital.

These findings slightly differ from Zulher (2020), which found all three variables significantly affect job satisfaction, and

Taroreh (2024), which showed simultaneous effects of the three variables on employee productivity. Similarly, Astawa et al. (2024) reported positive effects of workload, work environment, and work ethic on performance.

High workload can lead to stress, fatigue, decreased concentration, errors, and reduced efficiency. Excessive workload also limits patient interaction time, which impacts communication and understanding patient needs (Aiken, 2002). Supportive work environments, physically (cleanliness, equipment, comfortable rooms) and psychosocially (teamwork, managerial support), enable better service (Leigh, 2016).

## CONCLUSIONS AND RECOMMENDATIONS

### Conclusions

1. Workload significantly affects service quality. Lower workload improves service quality.
2. Work environment contributes to service quality, though not statistically significant.
3. Work ethic significantly affects service quality. Higher work ethic improves service quality.
4. Workload is the most influential factor affecting service quality.

### Recommendations

1. **For Employees:** Manage work time effectively, maintain motivation for continuous learning and professionalism, and improve communication among colleagues to create a supportive work environment.
2. **For Hospital Management:** Balance workloads (e.g., rotating units with high workloads), conduct regular training to

improve professionalism, and organize team-building activities to enhance togetherness and improve the work environment.

3. **For Future Research:** Use other theoretical approaches to explore additional factors influencing service quality. Future studies should also include direct interviews with respondents for more in-depth and subjective insights.

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