

The Influence of Workload, Motivation, Commitment and Compliance on the Performance of Health Workers at Surakarta Islamic Hospital

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ABSTRACT.

This study aims to examine and analyze the influence of Workload, Motivation, Commitment, and Compliance on the performance of healthcare workers at Surakarta Islamic Hospital. The data analysis techniques utilized include Classical Assumption Tests (normality test, multicollinearity test, heteroscedasticity test) and Statistical Tests (multiple linear regression analysis, collinearity test, hypothesis testing, and the coefficient of determination), processed using SPSS software. Based on the results of the hypothesis testing, it can be concluded that Workload, Motivation, Commitment, and Compliance have a positive and significant effect on the performance of healthcare workers at Surakarta Islamic Hospital.

Keywords: workload, motivation, commitment, compliance, healthcare worker performance

INTRODUCTION

In carrying out its business activities, a healthcare service company and hospital industry certainly requires various resources, such as capital, materials, and machinery. In addition, hospital services also require human resources, namely employees. Employees are a vital resource for a company, as they possess the talent, energy, and creativity that the company desperately needs to achieve its goals. Conversely, human resources also have

various needs that they wish to fulfill. The desire to fulfill these needs is seen as a driving force or motivator for someone to do something, including doing work or working.

Human resources play a crucial role in their interactions with capital, materials, methods, and machines. The complexity of these factors can determine the quality of human resources. Careful attention and comprehensive management of every related aspect are required to achieve optimal organizational performance.

A question that often arises when a hospital, focusing on customer service, seeks to strengthen its competitiveness by streamlining the company's operations: Is the current staffing level suboptimal, or is it undergoing restructuring and re-engaging, lacking or not meeting the company's needs? How can this be determined and measured? Many methods can be used to answer these questions, but the most accurate is workload analysis.

The workload analysis method used will utilize a quantitative approach with a time study technique. By analyzing the time a job holder should spend performing their job duties as expected versus the effective time available, a company's workload (in percentage) will be determined. The company's excess or shortage of human resources will be determined by comparing the optimal number of employees needed with the company's current human resources.

Every non-manufacturing company, such as a hospital, aims to achieve maximum profitability. This profit can be achieved, among other things, through strong management. Furthermore, the quality of its human resources is crucial to the company's success. A company with reliable human resources will ensure high employee performance and maximize output. The important role of human resources requires organizations to pay serious and comprehensive attention to human resources, particularly employees, in order to improve their quality. Humans are the driving force behind the organization's operations and the achievement of its goals, and these goals are highly dependent on the performance of their employees. (Pujilestari, 2021).

Work motivation significantly impacts an employee's psychological well-being. Motivation fosters self-confidence and a sense of accomplishment, which in turn fosters enthusiasm for work. Motivation can arise from within an employee or from others. High levels of internal motivation will improve employee performance and job satisfaction.

Furthermore, motivation can arise from others, from coworkers, from superiors, or even from subordinates. The higher an employee's motivation, the higher their performance and satisfaction.

Study results(Christina & Maren, 2022)concluded that human resource performance is influenced by commitment. Organizational commitment is the relative strength of an employee's identification with the organization. This is characterized by three things: 1) Acceptance of the organization's values and goals, 2) Readiness and willingness to make serious efforts on behalf of the organization, and 3) Desire to maintain membership in the organization.

Surakarta Islamic Hospital is located in Sukoharjo Regency, Central Java. It was founded on November 27, 1970, by the Surakarta Islamic Hospital Foundation.

To improve the quality of hospital services, Surakarta Islamic Hospital currently offers a knee center, sports injury and orthopedic trauma services, dental care, and an obstetrics and gynecology center. Maintaining patient loyalty is crucial for Surakarta Islamic Hospital.(Githiri, 2018)Loyalty is the enjoyment and satisfaction with a brand that drives customers to make transactions and promote the brand's products to those they know (word of mouth). Therefore, customers have a significant impact on a company. Surakarta Islamic Hospital consistently ensures patient comfort by providing superior and adequate service. This is a key factor for Surakarta Islamic Hospital in building customer and patient loyalty.

The future development of Surakarta Islamic Hospital which is building its image and marketing steps towards customers who are also patients and their families is very dependent on the earnest work activities of all employees, both those in the operational field and those in the back office, because without the support of all parties, the hospital will run in place or even go backwards. The hospital must provide a good working atmosphere by providing a good working environment, providing sufficient guidance, improving harmonious relationships between employees, encouraging free communication between fellow employees, so that good cooperation can be established (Team Work). This good / close cooperation is what can build a strong and good hospital, both in terms of operations and human resources, because inseparable from that all the benefits we get are benefits for all of us.

To achieve high work performance, the human factor is a very important variable because the success or failure of a business is largely determined by the behavior of the people who carry out the work, considering the importance of the influence of understanding the workload, motivation, and commitment to compliance with work instructions which have implications for the effectiveness of employee control. In other words, these variables are key elements in determining the effectiveness of employee control.

RESEARCH METHODS

This study uses a quantitative approach with a causal associative research category. The quantitative approach used in this study is by using a survey method. In survey research, information is collected from respondents using a questionnaire. This study aims to determine the influence of the variables to be studied, namely the influence of understanding of workload, motivation, commitment and compliance with work instructions that have implications for the performance of case study employees at the Surakarta Islamic Hospital. This study was conducted at the Surakarta Islamic Hospital located at Jl. A. Yani Mendungan Pabelan Kartasura Sukoharjo 57162, Indonesia. The study was conducted for 3 months. The population is all employees who work at the Surakarta Islamic Hospital, totaling 58 people. The number of samples taken was 58 people or respondents. The sampling technique used in this study was the census technique. The variables used in this study consist of 2 variables, namely the independent variable (X) and the dependent variable (Y). The independent variables consist of workload (X1), motivation (X2), commitment (X3), compliance (X4) and the dependent variable is health worker performance (Y). The regression equation model used is as follows:

$$Y = a + b_1X_1 + b_2X_2 + b_3X_3 + b_4X_4 + e$$

(Ghozali, 2015: 86)

Information :

Y : Variable Health Worker Performance

X1 : Workload Variable

X2 : Motivation Variables

X3 : Commitment Variable

X4 : Compliance Variable
 a : constant
 b1, b2, b3, b4 : correlation coefficient
 e :error termnuisance error

RESULTS AND DISCUSSION

Table 1 Multiple Linear Regression Results

No	Variables	Unstandardized B	Information
1	(Constant)	4,980	Positive
2	Motivation	0.163	Positive
3	Compliance	0.151	Positive
4	Workload	0.211	Positive
5	Work Commitment	0.258	Positive

Source: Primary data processed in 2025

Based on the table above, it can be seen that the regression equation formed is:

$$Y = 4.980 + 0.163 X_1 + 0.151 X_2 + 0.211 X_3 + 0.258 X_4$$

From this equation it can be explained that:

a. Constant (a)

The constant value of 4.980 indicates that the variables of Motivation, Compliance, Workload and Work Commitment if the value is 0 then the employee performance at Surakarta Islamic Hospital has a performance level of 4.980.

b. Motivation Coefficient (b1)

The Motivation coefficient or Motivation variable (β_1) is 0.163, with a positive value. This means that for every one-fold increase in Motivation, employee performance at Surakarta Islamic Hospital will increase by 0.163, assuming other variables remain constant.

c. Compliance Coefficient (b2)

The Compliance coefficient or Compliance variable (β_2) is 0.151, with a positive value. This means that for every one-fold increase in Compliance, employee performance

at Surakarta Islamic Hospital will increase by 0.151, assuming other variables remain constant.

d. Workload Coefficient (β_3)

The Workload value or Workload variable (β_3) is 0.211 with a positive value. This means that for every 1x increase in Workload, employee performance at Surakarta Islamic Hospital will increase by 0.211, assuming other variables remain constant.

e. Work Commitment Coefficient (β_4)

The Internal Control value or Internal Control variable (β_3) is 0.211 with a positive value. This means that for every one-fold increase in Internal Control, employee performance at Surakarta Islamic Hospital will increase by 0.211, assuming other variables remain constant.

Model Feasibility Test/F Test

Table 2. Model Testing Results

Model	F _{count}	F _{table}	Sig.	Standard	Information
Regression	31,670	2.48	0,000	0.05	Eligible Model

Source: Primary data processed in 2024

From the results of the model feasibility test, $F_{hitung} > F_{tabel}$ was obtained at 31.670 > 2.48 with a significance of 0.000, meaning that this analysis is significant with a significance level of less than 0.05, so H_0 is rejected and H_a is accepted. In other words, there is an influence between Motivation, Compliance, Workload, and Commitments simultaneously and significantly on employee performance at Surakarta Islamic Hospital and meets the feasibility test for the model.

Hypothesis Testing

Table 3 Hypothesis Testing Results

Hypothesis	T _{count}	t _{table}	Sig.	Standard	Information
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H1	2,974	>1,987	0.044	0.05	Ha Accepted
H2	2,953	>1,987	0.002	0.05	Ha Accepted
H3	2,204	>1,987	0.030	0.05	Ha Accepted
H4	2,991	>1,987	0.004	0.05	Ha Accepted

Source: Primary data processed in 2025

Based on the results of the t-test in the table above, it can be explained in the following form:

a. The Influence of Motivation on Employee Performance

The Motivation variable has a calculated t value > t table ($2.974 > 1.987$) and a significance of $0.044 < 0.05$, so H_0 is rejected and H_a accepted. It can be concluded that there is a positive and significant influence of motivation on employee performance at Surakarta Islamic Hospital.

b. The Influence of Work Compliance on Employee Performance

The Work Compliance variable has a calculated t value > t table ($2.953 > 1.987$) and a significance of $0.002 < 0.05$, so H_0 is rejected and H_a accepted. It can be concluded that there is a positive and significant influence of Work Compliance on employee performance at Surakarta Islamic Hospital.

c. The Effect of Workload on Employee Performance

The Workload variable has a calculated t value > t table ($2.204 > 1.987$) and a significance of $0.030 < 0.05$, so H_0 is rejected and H_a accepted. It can be concluded that there is a positive and significant influence of Workload on employee performance at Surakarta Islamic Hospital.

d. The Influence of Work Commitment on Employee Performance

The work commitment variable has a calculated t value > t table ($2.991 > 1.987$) and a significance of $0.004 < 0.05$, so H_0 is rejected and H_a accepted. It can be concluded that there is a positive and significant influence of work commitment on employee performance at Surakarta Islamic Hospital.

Coefficient of Determination Test (R²)

Table 4 Results of the Determination Coefficient

<i>Model</i>	<i>R</i>	<i>R Square</i>	<i>Adjusted R Square</i>	<i>Std. Error of the Estimate</i>
1	0.766	0.587	0.569	1.48875

Source: Primary data processed in 2025

Based on the calculation results, the adjusted R square value was obtained at 0.569. This means that the variables of Motivation, Compliance, Workload and Work Commitment contributed 56.9% to employee performance, while the remaining 43.1% was explained by other variables not proposed in this study, such as work discipline, education, and others.

DISCUSSION

1. The Influence of Motivation on Employee Performance at Surakarta Islamic Hospital.

Based on the tests presented in Table IV.10, the calculated t value is $> t$ table ($2.974 > 1.987$) and the significance is $0.044 < 0.05$, so can be concluded that motivation had a positive and significant influence on employee performance at the Surakarta Islamic Hospital.

This research is in line with the results of research conducted by Hasibuan (2020) Through positive motivation, employee work enthusiasm will increase because basically every individual is happy to receive something that is positive or beneficial.

Motivation is a crucial factor that drives employees to exert their full potential, energy, and commitment in carrying out their work. Employees with high work motivation tend to demonstrate greater enthusiasm, perseverance, and responsibility in providing healthcare services. Strong motivation encourages employees to work towards targets, adhere to service standards, and strive to achieve optimal work results. Furthermore, motivation plays a role in increasing productivity, efficiency, and performance quality, as employees are encouraged to complete tasks on time, reduce errors, and take initiative in addressing problems that arise during their work.

Motivation in the context of employee performance refers to internal and external forces that influence employees' willingness, enthusiasm, and consistency in carrying out their duties and responsibilities. In this study, employee work motivation at Surakarta Islamic Hospital is reflected in several important aspects, such as the need for achievement, recognition for work results, a sense of responsibility, and support and appreciation from management. Employees with high work motivation tend to demonstrate greater dedication, good work discipline, and a willingness to provide optimal health services to the community.

MotivationWhichStrong motivation has a positive impact on employee effectiveness and efficiency, as employees are encouraged to complete tasks on time, adhere to service procedures, and minimize errors in their work. In the Surakarta Islamic Hospital environment, work motivation also plays an important role in improving the quality of health services, both for medical and non-medical personnel, as motivated employees are more responsive to patient needs, have high empathy, and are able to work collaboratively within the health care team.

Morecarry onWork motivation influences employee job satisfaction. Employees who feel their psychological and professional needs are met, such as through recognition, role clarity, and opportunities for self-development, will demonstrate higher levels of job satisfaction. This ultimately increases employee loyalty and strengthens their commitment to the organization. A case study at Surakarta Islamic Hospital shows that management efforts to increase work motivation, such as providing incentives, performance recognition, and creating a conducive work environment, have contributed significantly to improved employee performance.

AsexampleThe implementation of a reward system and performance coaching at Surakarta Islamic Hospital encourages employees to work more optimally, as reflected in increased service speed, administrative accuracy, and patient satisfaction with the services provided. Empirical data shows that increased employee work motivation is directly proportional to improvements in individual performance and the overall quality of healthcare services.

In conclusion, motivation is a crucial factor that not only influences individual

employee performance but also plays a strategic role in improving the quality of healthcare services and patient satisfaction at Surakarta Islamic Hospital. Well-managed motivation will be a key driver in achieving goals.organizationand the success of public services in the health sector.

2. The Influence of Compliance on Employee Performance at Surakarta Islamic Hospital.

Based onThe test presented in Table IV.10 shows that the Compliance Variable has a calculated t value > t table ($2.953 > 1.987$) and a significance of $0.002 < 0.05$, so it can be concluded that Compliance has a positive and significant influence on employee performance at the Surakarta Islamic Hospital.

This research is in line with the results of research conducted byMathis et al. (2021:280)suggests that written policies and procedures and an effective human resource management system can improve employee compliance with work instructions through consistent training, rewards, and supervision.. Similar findings were also put forward byWIjayanti et al., (2022:450)and Luthans (2024:310) who prove that employee compliance with work instructions is a form of organizational behavior in which individuals adjust their actions according to the rules, procedures and expectations of the organization as part of the organization's internal norms and control functions.. Work compliance encourages employees to carry out their duties in an orderly, disciplined, and compliant manner, thereby minimizing work errors, increasing efficiency, and supporting the optimal achievement of organizational goals.

Work compliance has a positive and significant impact on employee performance at Surakarta Islamic Hospital. Work compliance refers to the level of employee adherence to regulations, standard operating procedures (SOPs), and applicable work regulations. Employees with a high level of compliance tend to carry out their duties in an orderly, disciplined, and procedural manner, thereby minimizing errors and increasing service efficiency and effectiveness.

Analysis resultsregressionResearch shows that the higher employee compliance, the higher their performance. Compliance with healthcare standard operating procedures (SOPs) and work regulations promotes safe, timely, and high-quality services.

Furthermore, compliance also contributes to increased patient trust and satisfaction, as services are provided consistently and according to established standards.

Thus, work compliance is an important factor in improving performance employees and quality of health services at Surakarta Islamic Hospital.

3. The Influence of Workload on Employee Performance at Surakarta Islamic Hospital.

Based on The test presented in Table IV.10 shows that the Workload Variable has a calculated t value $> t$ table ($2.204 > 1.987$) and a significance of $0.030 < 0.05$, so it can be concluded that Workload has a positive and significant effect on employee performance at Surakarta Islamic Hospital.

This research is in line with the results of research conducted by Mahawati et al. (2021) stated that the workload has a positive effect on employee performance. Similar findings were also presented by Kadarisman (2023); Bernard, Herdiana, and Sary (2022), who all proved that workload has a positive effect on employee performance.

Workload is a crucial factor in the performance of employee duties at Surakarta Islamic Hospital. A workload commensurate with employee abilities and capacities helps ensure that all service activities run effectively and efficiently. Proportional workload allocation allows employees to complete tasks on time, maintain service quality, and avoid work fatigue, which can compromise performance.

Workload has an influence on employee performance in hospitals. Islam Surakarta. A well-managed workload can increase employee productivity, as assigned tasks and responsibilities are balanced with competencies and available work time. Conversely, an excessive workload can potentially lead to physical and mental fatigue, reduced concentration, and increased the risk of errors in healthcare. This can lead to decreased work efficiency and the quality of public services.

Besides affecting performance, workload is also related to employee motivation and job satisfaction. Employees who receive a fair and realistic workload tend to feel more comfortable, motivated, and able to work optimally. At Surakarta Islamic Hospital, appropriate workload management, such as clear division of tasks and matching the number of employees to the volume of services, has been proven to help improve work effectiveness and achieve healthcare service targets.

Thus, workload is an important variable that needs to be managed appropriately because it influences employee performance at Surakarta Islamic Hospital. Workload management is...Goodnot only improving individual performance, but also supporting the sustainability and achievement of overall organizational goals.

4. The Influence of Work Commitment on Employee Performance at Surakarta Islamic Hospital.

Based on the tests presented in Table IV.10, it shows that the Work Commitment Variable has a calculated t value $> t$ table ($2.991 > 1.987$).And significance of $0.004 < 0.05$, it can be concluded that work commitment has a positive and significant effect on employee performance at Surakarta Islamic Hospital.

This research aligns with the results of research conducted by Masyarah et al. (2023), which stated that work commitment has a positive and significant effect on employee performance. Similar findings were also presented by Robbins and Judge (2022); Azizah, R., & Ramadhani, A. (2024), who both concluded that work commitment influences employee performance. Employees with a high level of work commitment tend to demonstrate responsibility, loyalty, and sincerity in carrying out their duties, thus impacting optimal performance improvement.

Work commitment has a positive influence on employee performance at Surakarta Islamic Hospital. Work commitment reflects employees' sincerity and responsibility in carrying out their duties. Employees with a high work commitment tend to be more disciplined, focused, and consistent in achieving their set work targets.

The results of the regression analysis indicate that increased work commitment is followed by improved employee performance. Employees with high work commitment demonstrate better productivity, timely task completion, and optimal service quality. This directly impacts work effectiveness and the achievement of healthcare service goals at Surakarta Islamic Hospital. Therefore, work commitment is a crucial factor in positively improving employee performance.

CONCLUSION AND SUGGESTIONS

Based on the results of the study, the researcher concluded that Motivation, Work

Compliance, Workload and Work Commitment have a positive and significant effect on the Performance of Surakarta Islamic Hospital employees. Based on the calculation results, the adjusted R square value was obtained at 0.569. This means that the variables Motivation, Compliance, Workload and Work Commitment contribute to Employee performance by 56.9% while the remaining 43.1% is explained by other variables not proposed in this study such as: work discipline, education and others. The results of this study indicate that a high level of work motivation among Surakarta Islamic Hospital employees is directly related to increased organizational performance. This finding strengthens the theory that work motivation not only drives individual productivity, but also contributes to the achievement of goals and the success of the organization as a whole.

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