The Influence of Work Stress and Work Environment on Employee Performance with Work Motivation as a Variable Intervening in Nurses of Ibnu Sina Hospital Makassar, Indonesia

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Abstract. This research aims to determine the influence of work stress and work environment on employee performance, with work motivation as an intervening variable at Ibnu Sina Hospital in Makassar. This research is essential due to the research gap in previous studies. This study used a probability sampling technique with a random sampling method. The data collection technique employed questionnaires distributed to respondents with answers using a 5-point Likert scale. The sample in this study consisted of 104 respondents. Data analysis was conducted using the SEM-PLS method with SmartPLS 4 software. The empirical test results of this research indicate that there is a positive and significant influence of work stress on work motivation, a positive and significant influence of work environment on work motivation, a positive but not significant influence of work stress on employee performance, a positive and significant influence of work environment on employee performance, a positive and significant influence of work motivation on employee performance, a positive influence of work stress on employee performance through work motivation, and a positive and significant influence of work environment on employee performance through work motivation. Work stress does not decrease motivation at work but increases motivation at work. Nurses at Ibnu Sina Hospital feel encouraged and challenged by their job demands. A good work environment at Ibnu Sina Hospital comforts nurses in their work, thus affecting nurse performance.

Keywords: Employee Performance, Work Stress, Work Environment, Work Motivation.

INTRODUCTION

Human resources are the backbone of institutions and organisations, requiring intricate management. The relationship between human resource management and institutions/organisations is undeniable [1, 2]. Incorrect decisions regarding HR matters can significantly affect employee performance, ultimately impeding the achievement of institutional objectives [3]. Therefore, various factors must be taken into account to optimise employee performance. The quality of human resources directly influences the success of an organisation or institution. By improving employee performance, institutions can expect positive outcomes in institutional performance [4, 5].

Job performance is a crucial element in determining the success of an organisation [6]. It is defined as an employee's ability to perform job duties contributing to the organisation's growth [7]. Traditionally, scholars view job performance as a critical factor in producing organisational outcomes. For instance, in a hospital environment, job performance may involve creating, implementing, and assessing patient care plans [8]. On the other hand, contextual performance refers to tasks that go beyond the specified roles of employees [9]. An illustration of contextual performance in a

hospital setting is offering additional support to patients and their families beyond the standard requirements of the job. In the nursing field, it is widely acknowledged that nurses engage in contextual tasks and performance to ensure the delivery of high-quality patient care.

In this instance, nurses comprise the largest group within the hospital setting, providing round-the-clock care, thus giving them a more prominent role than other healthcare teams [10, 11]. The level of service is intricately linked to the performance of nurses, as improved nurse performance leads to better quality nursing care. Numerous studies have been carried out on nurse performance, highlighting that there are still multiple client grievances regarding subpar services. According to [12], there is a 50% disparity between nurses with good performance and those without.

Nurses experience significant pressure in their profession [13]. This is reinforced by [14], who asserts that nurses consistently play a vital role in preventing infections, controlling infections, implementing isolation measures, containing outbreaks, and promoting public health. Mentally, nurses must remain vigilant, calculate medications accurately, and address essential inquiries from patients and their families. Emotionally, they feel the impact when they empathise with and assist individuals while also carrying the weight of working in an environment filled with pain and sorrow. The work environment for nurses is often characterised by limited resources, inadequate staff support, and organisational changes, all of which contribute to increased energy expenditure [15, 16]. On the other hand, nurses develop closer relationships with patients than other healthcare professionals and are indispensable for the efficient functioning of any hospital.

The stress experienced by nurses due to the magnitude of their tasks is a significant concern in the workplace [13]. Since nurses play a crucial role in healthcare delivery and are particularly susceptible to stress, hospitals must plan strategically to address their nurses' well-being. Strategic planning is a vital management tool that enables hospitals to enhance their operational efficiency. Moreover, it is instrumental in maintaining organisational employee performance [17].

The Job Demand Resource Model (JD-R model) assumes that employees face several job-related factors that can be divided into two main categories: job demands and resources [18]. Demands involve aspects of work that necessitate continuous physical and psychological exertion, leading to physiological and psychological costs. Conversely, job resources aid in accomplishing work-related objectives by fostering personal growth and reducing physiological and psychological expenses. This study integrates two distinct research traditions: job stress and work environment research and job motivation research [19].

The first factor influencing employee performance is work stress, a psychological issue individuals encounter. Stress results from pressure and workloads beyond one's capacity, decreasing task productivity [20]. Healthcare workers, especially hospital nurses, commonly experience work stress. While all hospital employees are at risk of stress, nurses face a higher stress level [21]. Since nurses are responsible for patient health, experiencing stress can impact their performance, resulting in suboptimal patient care [22].

The second factor that can influence employee performance is the work environment. It includes external factors impacting the company's growth and development [23]. While the company may not have direct control over the environment, it must be able to adapt to it. Creating a conducive work environment and providing motivating working conditions are essential for enhancing employee performance [4]. This environment comprises physical and non-physical aspects integral to employee development [24]. As outlined by [25], the work environment dimensions encompass physical and non-physical elements. Researchers have conducted previous work motivation studies [24, 26, 27, 28].

Motivation plays a significant role in influencing employee performance. Derived from the Latin word "move," which means to push or move, motivation is a critical aspect of human resource management, especially regarding subordinates [29]. It explores how the strength and potential of individuals guide them to collaborate effectively and achieve their goals successfully [30]. The author [25] defines motivation as the willingness to exert high effort towards organisational goals, driven by the desire to fulfil individual needs. Previous studies on work motivation have been conducted by various researchers [4, 6, 31].

This study is expected to depict the performance conditions of nurses at Ibn Sina Hospital in Makassar. It aims to analyse the influence of work stress and work environment on employee performance, with work motivation as the intervening

variable among nurses at Ibn Sina Hospital in Makassar.

Theoretical basis

Work Stress. Work stress refers to the state in which an individual perceives the dynamics among colleagues in their workplace as a threat to their psychological, cognitive, and physiological well-being. This can ultimately lead to physical and mental exhaustion [32]. The primary source of work stress stems from the direct impact of various factors within the work environment on individuals. Work stress manifests itself through role ambiguity, excessive workloads, conflicts in responsibilities, and time constraints, all of which contribute to decreased job satisfaction [33]. It is important to note that work stress is closely intertwined with feelings of fatigue and pressure experienced in the workplace [34].

Moreover, work stress has been linked to fatigue, symptoms of depression and anxiety, physical ailments, and a decline in work productivity or increased absenteeism due to illness [35]. According to [36], work stress is when employees encounter health disturbances and stress directly associated with their workloads exceeding manageable levels. Considering the perspectives above, work stress arises from the individual's perception of job demands and the disparity between their expectations and the outcomes they receive.

Work Environment. Work Environment constitutes a part of the organisational environment, designed for several organisational tasks that create a conducive atmosphere for employees [37]. The work environment encompasses the work atmosphere, culture, and dynamic styles. It includes the resources and facilities available to employees within the organisation. Employees have a fair assessment of the work environment. To maintain an appropriate work environment, companies should regularly inspect and review quality standards in operational settings [38]. The author [39] defines the work environment as everything surrounding workers that can influence their performance in their assigned tasks. The work environment plays a vital role in supporting employee performance. It is characterised as the physical and emotional aspects of the workplace that foster employee commitment, productivity, and satisfaction [40]. Employees carry out their activities in the work environment, which can positively

and negatively impact their ability to achieve desired outcomes [28].

Work Motivation. Work motivation is linked to job satisfaction, turnover rates, absenteeism, intention to leave, performance, and commitment. It involves encouraging, guiding, and maintaining employee behaviours related to work. Employee motivation channels individual needs towards behaviours that fulfil the individual and lead to satisfaction [41]. Work motivation encompasses reinforcing, guiding, and sustaining behaviours in the organisational context, the driving force behind people's decision to work hard and their willingness to exert high levels of effort for organisational objectives [29]. Motivation boosts performance in innovation desired by employees and positively impacts performance [42]. Motivation is a crucial concept often linked with empowerment, defined as an internal drive triggered by psycho-biological stimuli based on the value that activates and directs human behaviour in response to oneself, others, and the environment [43]. Intrinsic motivation refers to an individual's drive to complete tasks not for rewards but for their interest or enjoyment in engaging in specific activities [44].

Employee Performance. Employee performance refers to the level of tasks an employee completes to accomplish the organisation's goals. The author [45] states that performance is connected to the job itself, including the tasks that need to be performed and the methods to achieve them. Furthermore, authors [46] have clarified that performance is an individual's capability to participate in activities that enhance the organisation's fundamental abilities. Based on the statements above, it is evident that a specific evaluation of an individual's skills is necessary to assess their performance. Performance can be evaluated by observing an employee's actions in their work. Work performance is a fundamental concept in industrial and organisational psychology, and it can be defined as the outcome of an employee's work in meeting the requirements of their job [47].

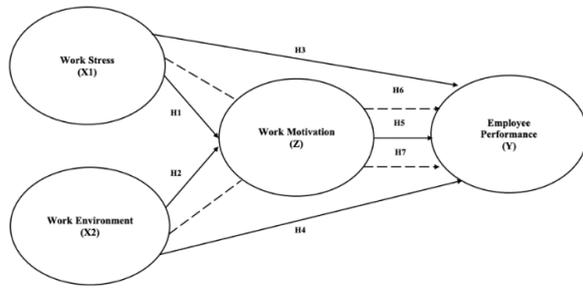We constructed the framework shown in Figure 1 according to the previous concept.

Figure 1 – Conceptual Framework

Hypotheses:

H1: Work Stress negatively influences Work Motivation.

H2: Work Environment positively influences Work Motivation.

H3: Work Stress negatively influences Employee Performance.

H4: Work Environment positively influences Employee Performance.

H5: Work Motivation positively influences Employee Performance.

H6: Work Stress influences Employee Performance through Work Motivation.

H7: Work Environment Influences Employee Performance through Work Motivation.

METHODS

This research is a quantitative study utilising a causal research design. The data collection involved distributing questionnaires to nurses at Ibnu Sina Hospital in Makassar. The study population consisted of 142 nurses from the same hospital, with a sample size of 104 respondents determined through calculator sampling. Probability sampling, precisely the Stratified Random Sampling method, was used in this research. A Likert scale 5-point questionnaire was employed, and data analysis was conducted using Partial Least Square (PLS) with SmartPLS 4.0 software. The study in PLS-SEM included outer model evaluation (data validity and internal consistency) and inner model evaluation (regression coefficients, t-values, R-Square, and F-Square).

RESULTS AND DISCUSSION

Table 1 shows 104 respondents, with the majority falling within the age range of 31-40 years, totalling 66 respondents or 63%. In the age group of

20-30 years, there were 32 respondents, making up 31% of the total.

Table 1 – Respondent Description Results

Respondent Profile		Frequency	%
Gender	Male	17	16
	Female	87	84
Age	20-30	32	31
	30-40	66	63
	>40	6	6
Years of Service	1-5 years	11	11
	6-10 years	58	56
	11-15 years	28	27
	>15 years	7	7
Level of Education	Diploma	53	51
	Bachelor	50	48
	Master	1	1

On the other hand, respondents over 40 years old numbered 6, constituting 6% of the total. In terms of gender, females were more prevalent, with 87 respondents or 84% of the total being female. Meanwhile, male respondents accounted for 17, representing 16% of the total. Moving on to the length of employment at Ibnu Sina Hospital, 1-5 years had 11 respondents or 11% of the total, 6-10 years had 58 respondents or 56%, 11-15 years had 28 respondents or 27%, and over 15 years had seven respondents or 7%. Lastly, in terms of education level, a Diploma had 53 respondents or 51%, a Bachelor had 50 respondents or 48%, and a Master had one respondent or 1% of the total.
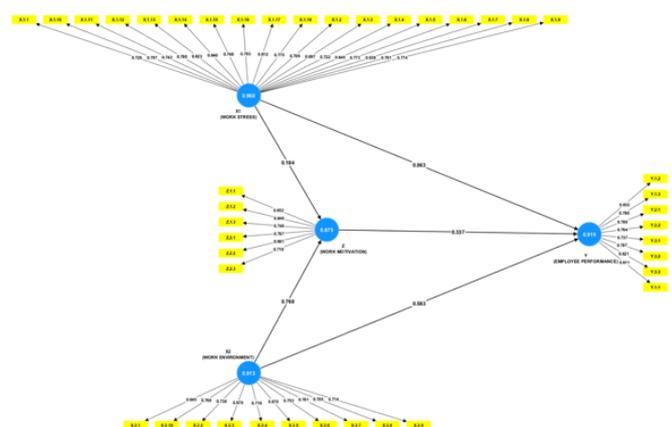

Figure 2 – Measurement Model

According to Table 1, using PLS-SEM in data processing yields two measurements: the outer and inner models. The research model is employed to assess the validity and reliability of the instruments. Each indicator exhibits factor loading

values surpassing 0.6, and the average variance extracted (AVE) values exceed 0.5, indicating excellent convergent validity. Reliability testing utilises Composite Reliability (CR) and Cronbach's Alpha (CA) values. The test results reveal that each variable possesses CR and CA values exceeding 0.7, signifying a high level of consistency for these indicators. An indicator is deemed valid if its loading factor value is ≥0.6.

Based on the test results, each variable has CR and CA values greater than 0.7, indicating that these indicators have a high level of consistency.

Table 2 – Convergent validity and internal consistency

Variable	Item	LF	AVE	CR	CA
EP	EP1	0,611	0,588	919	0,898
	EP2	0,832			
	EP3	0,780			
	EP4	0,780			
	EP5	0,764			
	EP6	0,737			
	EP7	0,787			
	EP8	0,821			
WS	WS1	0,726	0,570	0,960	0,955
	WS2	0,709			
	WS3	0,697			
	WS4	0,722			
	WS5	0,645			
	WS6	0,773			
	WS7	0,639			
	WS8	0,761			
	WS9	0,774			
	WS10	0,797			
	WS11	0,743			
	WS12	0,780			
	WS13	0,823			
	WS14	0,840			
	WS15	0,748			
	WS16	0,793			
	WS17	0,812			
	WS18	0,775			
WE	WE1	0,645	0,512	0,913	0,894
	WE2	0,736			
	WE3	0,679			
	WE4	0,716			
	WE5	0,670			
	WE6	0,753			
	WE7	0,761			
	WE8	0,705			
	WE9	0,714			
	WE10	0,768			

Variable	Item	LF	AVE	CR	CA
WM	WM1	0,652	0,541	0,875	0,828
	WM2	0,849			
	WM3	0,748			
	WM4	0,767			
	WM5	0,661			
	WM6	0,718			

Table 3 – Discriminant Validity Result

	WS	WE	EP	WM
WS	0,755			
WE	0,795	0,716		
EP	0,795	0,941	0,767	
WM	0,795	0,914	0,920	0,735

The discriminant validity test reveals that the correlations between constructs are below 0.9, demonstrating that all variables satisfy the criteria outlined in Table 3.

Table 4 – Goodness of Fit Model

No.	Endogen Variable	Adjusted R^2	Description	Q^2	Description
1.	Work Motivation	0,907	Strong	0,883	Good
2.	Employee Performance	0,845	Strong	0,834	Good

According to Table 4, we can draw the following conclusions:

1. The work motivation variable has an adjusted R-squared value of 0.907 or 90.7%, considered vital. This means that the work stress variable can explain 90.7% of the variability in work motivation. Simply put, work stress contributes to 90.7% of work motivation, while the remaining 9.3% is influenced by other variables not covered in this study. Additionally, the Q-squared value for work motivation is 0.883, indicating good predictive validity for this variable.

2. The employee performance variable has an adjusted R-squared value of 0.845 or 84.5%, which is also considered vital. This suggests that 84.5% of the variability in employee performance can be explained by the combined effects of work stress, work environment, and work motivation variables. Other variables beyond the scope of this study influence the remaining 15.5%. Furthermore, the Q-squared value for employee

performance is 0.834, indicating good predictive validity for this variable.

The inner model consists of coefficient values representing the paths of relationships between constructs, namely the influence of WS (Work Stress) and WE (Work Environment) on WM (Work Motivation) and EP (Employee Performance) and WS and WE on EP through WM.

Hypothesis Testing. This study employs PLS as a data processing tool because of its benefits, such

as the capacity to analyse path diagrams concurrently, validate theories, recognise connections between variables, spot outliers in data, and showcase the reliability of research instruments. Additionally, hypothesis testing can be carried out using either probability or p-values compared to a significance level (α) of 5% or (α) of 0.05. The outcomes of hypothesis testing are detailed in Table 5, provided below.

Table 5 – Hypothesis Testing Results

Independent Variable	Intervening Variable	Dependent Variable	Path coefficient	Indirect coefficient	P Value	Description
Work stress		Work Motivation	0,184		0,050	Rejected
Work environment		Work Motivation	0,768		0,000	Accepted
Work stress		Employee Performance	0,063		0,352	Rejected
Work environment		Employee Performance	0,583		0,000	Accepted
Work motivation		Employee Performance	0,337		0,004	Accepted
Work stress	Work Motivation	Employee Performance		0,062	0,144	Rejected
Work environment	Work Motivation	Employee Performance		0,259	0,004	Accepted

Based on the findings presented in Table 5, the data analysis reveals notable positive impacts of work stress on work motivation and significant positive impacts of work environment on work motivation. Moreover, the positive impact of work stress on employee performance is not statistically significant, whereas the effect of work environment on employee performance is statistically significant. Additionally, work motivation has a significant positive effect on employee performance. Furthermore, there is no significant impact of work stress on employee performance through work motivation, but there is a significant impact of work environment on employee performance through work motivation.

The findings of this study indicate that work stress has a positive and significant influence on work motivation among nurses at Ibnu Sina Hospital in Makassar. Therefore, higher levels of work stress tend to increase work motivation. Regarding the findings of this study, the type of stress identified is eustress, which can enhance employees' motivation in their work and enjoyment of challenges. Furthermore, nurses at Ibnu Sina Hospital can

learn to respond to stress and opposing demands with positive emotions and behaviours, likely to evolve into positive drive, creativity, and courage. The stress management conducted by Ibnu Sina Hospital enables the effective management of these stress symptoms. These research findings are also supported by studies conducted by [48, 49, 50], which found that employees with higher stress levels have greater work motivation and innovation based on job demands and resources to be motivated to perform tasks and duties.

The work environment positively and significantly impacts work motivation among nurses at Ibnu Sina Hospital in Makassar. Therefore, a better work environment can enhance work motivation. Consistent with these research findings, the work environment at Ibnu Sina Hospital in Makassar is excellent because it offers career path expectations and opportunities for nurses, motivating them to improve their nursing competencies. Ibnu Sina Hospital provides nurses with comprehensive career path information, enhancing their motivation and enabling them to perform well. These research findings are consistent with [26], (2022), which found that the work environment

significantly influences employee work motivation. A good relationship with colleagues allows employees to work better, as recognition from colleagues in the workplace serves as motivation. Studies conducted by [28, 40] also found that the work environment can affect work motivation. Therefore, healthcare facility management must continually create a pleasant work environment that influences healthcare service motivation, career decisions, relationships with colleagues, and future professional growth and advancement of healthcare providers.

Work stress has a positive but non-significant effect on employee performance among nurses at Ibnu Sina Hospital in Makassar. Therefore, higher levels of work stress tend to increase employee performance. Regarding the findings above, the type of stress identified is eustress, which can enhance employees' work performance and enjoyment of challenges. This condition provides opportunities and challenges in the workplace. The stress management conducted by Ibnu Sina Hospital enables the effective management of this stress. The stress experienced can be controlled through various methods such as exercising, positive thinking, and enhancing nursing competencies. These research findings are also supported by studies conducted by [19, 51], which found that stress influences employees to organise collaboration and work tasks by reducing the adverse effects of stress. In a study conducted by [52], it is stated that work stress experienced by employees must still be addressed by providing high workloads. Still, the time given by the company must also be balanced to avoid causing employees to feel pressured. The increasing workload allows employees to deploy their skills and abilities.

The work environment positively and significantly impacts employee performance among nurses at Ibnu Sina Hospital in Makassar. Thus, a better work environment enhances employee performance. According to these research findings, the work environment at Ibnu Sina Hospital is already perfect due to the positive relationships among nurses, well-planned work schedules, provision of job-related information, and clear career advancement expectations. Consequently, nurses are capable and responsible for their assigned tasks. This indicates that a good work environment can improve performance. These research findings are consistent with a study conducted by [53], which found a positive relationship between the workplace environment and employees' ability to achieve (employee performance). Studies

conducted by [54, 55] also found a relationship between the work environment and employee performance. Therefore, organisations need to ensure that these effective training practices yield positive results in the workplace, ideally enhancing the internal physical environment and organisational culture.

Work motivation positively and significantly impacts employee performance among nurses at Ibnu Sina Hospital in Makassar. Therefore, higher levels of work motivation enhance employee performance. These results indicate that nurses at Ibnu Sina Hospital strive to provide good nursing care, especially regarding primary patient care, such as giving beds, medication, and appropriate nutrition to patients. Primary nursing care includes assessment, diagnosis, planning, implementation, and evaluation. Consistent with these research findings, nursing care at Ibnu Sina Hospital in Makassar is excellent and is a driving force to improve nursing competencies continuously. These research findings are consistent with studies conducted by [2, 29], which found that intrinsic motivation is the primary psychological driver behind decisions that can enhance employee creativity and effectiveness in performing tasks. Managers can develop jobs for employees, enabling them to experience achievement, recognition, stimulating work, responsibility, and progress, rather than asking them to perform additional tasks, which is crucial for creating harmony among employees and maintaining their motivation to achieve success in performance and innovation.

Work stress has a positive but non-significant effect on employee performance through work motivation among nurses at Ibnu Sina Hospital in Makassar. Therefore, higher levels of work stress affecting work motivation tend to increase employee performance. Based on the above influence results, this research indicates that nurses feel stressed because they feel insufficiently prepared to address the emotional needs of patients' families when patients are in poor conditions. Yet, the nurses strive to practice primary nursing care to treat patients appropriately. These actions are carried out with high integrity and supported by the incentives they receive accordingly, making nurses more enthusiastic and hardworking. These research findings are consistent with studies conducted by [49, 56], which found that work motivation can mediate work stress and employee performance.

In contrast, work motivation can strengthen the relationship between work stress and employee performance. This means that if employees experience stress at work, providing the necessary motivation tailored to their needs can enhance the performance of employees experiencing work stress. In line with this, authors [57] found that low stress levels can lead to boredom at work, decreased motivation, absenteeism, and apathy, resulting in low performance.

The work environment positively and significantly impacts employee performance through work motivation among nurses at Ibnu Sina Hospital in Makassar; therefore, the better the work environment influencing work motivation, the more likely it is to increase employee performance. Based on the above influence results, this research indicates that nurses at Ibnu Sina Hospital in Makassar feel that a good work environment is demonstrated by clear career advancement prospects at the hospital, supported by received incentives accordingly, which makes the nurses more enthusiastic and hardworking in providing services to patients based on their abilities and skills. These research findings are consistent with studies conducted by [58], who found that dimensions such as satisfying workspaces, ensuring cleanliness in the workspace, providing adequate space between colleagues, ensuring a peaceful work environment with good sound insulation, and physically decorating workspaces to be comfortable and visually appealing can affect work motivation, which ultimately influences employee performance. Other studies conducted by [59, 60] also found that the non-physical work environment significantly affects employee performance, so the better the work environment, the higher the motivation of employees, ultimately impacting employee performance [61].

Generally, hospitals strive for their nurses to excel in their duties, completing tasks efficiently to achieve their objectives. Hence, hospitals must address the work stress experienced by nurses. By effectively managing work stress, hospitals can reduce its negative impact, leading to happier nurses. Additionally, hospitals should take into account nurses' workloads. A manageable workload ensures comfort and enhances nurses' effectiveness in caring for patients. Furthermore, hospitals can boost employee motivation by offering incentives that align with nurses' workload nurses workloads.

CONCLUSIONS

The findings of this research highlight the significant impact of work stress and work environment on work motivation and employee performance. It was observed that work stress positively influences work motivation, while the work environment also plays a crucial role in enhancing work motivation. Additionally, the study revealed a positive but insignificant influence of work stress on employee performance, whereas the work environment significantly affects employee performance. Moreover, work motivation was found to positively and significantly influence employee performance. Interestingly, work stress was found to influence employee performance indirectly through work motivation. Similarly, the work environment positively and significantly affected employee performance through work motivation. These findings suggest that work stress does not decrease work motivation but increases it.

Thanks to the encouraging work environment at Ibnu Sina Hospital, nurses feel motivated and challenged in their job demands. The hospital provides a comfortable work environment for nurses, ultimately impacting their performance. It is worth noting that intrinsic and extrinsic work motivations heavily depend on the condition of the work environment, including facilities, infrastructure, and the synergy among nurses and other employees, such as doctors and non-medical staff.

However, limitations were encountered during this research. The data collection method solely relied on questionnaires, which may introduce subjectivity to the data results. Therefore, future researchers should explore qualitative methods or incorporate different variables that could affect the performance of nurses at Ibn Sina Hospital in Makassar. Future studies should also consider compensation, leadership, and work experience variables.

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