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WORKLOAD, JOB STRESS, AND EMPLOYEE PERFORMANCE IN DIGITAL HOSPITAL ADMINISTRATION: A CROSS-SECTIONAL STUDY OF HOSPITAL ADMINISTRATIVE STAFF

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ABSTRACT

The digitalization of hospital administration through the implementation of Hospital Management Information Systems (SIMRS) and electronic medical records has transformed the characteristics of administrative work. This transformation has increased cognitive demands, time pressure, and task complexity, which may affect workload, job stress, and employee performance. This study aimed to analyze the effects of workload and job stress on the performance of hospital administrative staff in the digitalization era. This research employed an explanatory quantitative approach with a cross-sectional design. The study was conducted among administrative staff at RSUD Bangil, Pasuruan Regency, in February 2026. A total of 98 respondents were selected using purposive sampling based on criteria that required participants to be administrative employees who actively used digital systems in their daily tasks. Workload was measured using the adapted NASA Task Load Index (NASA-TLX), while job stress and employee performance were assessed using standardized questionnaires. Data were analyzed using multiple linear regression at a 5% significance level. The findings indicated that workload had a positive and statistically significant effect on employee performance ($p < 0.05$). Job stress also showed a positive and significant effect on performance ($p < 0.05$). Simultaneously, workload and job stress significantly influenced employee performance, with a coefficient of determination of 50.8%, indicating that both variables explained more than half of the variance in performance. Workload and job stress are important determinants of administrative employee performance in a SIMRS-based hospital environment. Effective workload management and job stress control are essential strategies to support the sustainability and effectiveness of digital transformation in healthcare services.

Keywords: Workload, Job Stress, Employee Performance, Hospital Information System, Digital Administration.

INTRODUCTION

Digital transformation has become a strategic agenda in the management of modern hospitals, particularly within administrative functions of healthcare services. The implementation of Hospital Management Information Systems (HMIS) and electronic medical records is intended to enhance work process efficiency, improve data

management accuracy, and strengthen coordination among service units. Numerous studies indicate that the utilization of integrated information systems has the potential to improve hospital organizational performance when optimally employed by the involved human resources (Devaraj & Kohli, 2003; Kruse et al., 2018).

However, the digitalization of hospital administration has also altered the nature of administrative work. Tasks that were previously manual and segmented have evolved into system-based activities requiring multitasking capabilities, high levels of accuracy, and task completion under time pressure. These changes have increased the cognitive demands and mental workload of administrative personnel, particularly in managing patient data and coordinating services through digital systems ((Young et al., 2015)).

The escalation of workload within digital work environments may trigger work-related stress, particularly stress associated with the use of information technology. This phenomenon is commonly referred to as technostress, defined as a condition of psychological strain arising from the demands of complex, intensive, and continuous use of digital systems ((Ayyagari et al., 2011); (Tarafdar et al., 2015)). In the context of public hospitals, work stress experienced by administrative staff may affect the quality of administrative processes and the continuity of healthcare service delivery.

Previous studies have examined the relationship between workload, job stress, and employee performance in the healthcare sector; however, the findings remain inconsistent. Some studies report that increased workload and job stress negatively affect performance, while others suggest that, at certain levels, workload and stress may function as performance motivators (Tarafdar et al., 2019). Furthermore, research that simultaneously integrates workload and job stress among hospital administrative personnel within the context of digital transformation remains relatively limited.

Based on these empirical gaps, this study aims to analyze the influence of workload and job stress on the performance of hospital administrative employees in the era of digitalization. The research was conducted at RSUD Bangil, Pasuruan Regency, as a representative public hospital that has implemented a digital-based administrative system.

LITERATURE REVIEW

The digitalization of hospital administration constitutes a key component of healthcare system transformation aimed at enhancing efficiency, accuracy, and integration of patient data. The implementation of Hospital Management Information Systems (HMIS) and Electronic Medical Records (EMR) has transformed the work patterns of administrative staff from manual procedures to digitally based systems requiring speed, precision, and technological adaptability. This transformation not only affects workflow processes but also increases the cognitive demands placed on employees in managing data and delivering administrative services ((Sanjeeva Kumar, 2024); (Fuglseth & Sørebø, 2014)). Workload refers to the level of task demands that must be completed by an individual within a specified time frame using available resources. (*Development of NASA-TLX (Task Load Index): Results of Empirical and Theoretical Research*, 1988)), through the NASA-TLX instrument,

conceptualize workload as comprising six primary dimensions: mental demand, physical demand, temporal demand, effort, performance, and frustration level. Within SIMRS-based administrative environments, workload is not solely related to patient volume but also to system complexity, data input accuracy requirements, and the need to perform multitasking between direct service delivery and simultaneous digital data entry. Excessive mental workload may reduce effectiveness and increase the risk of administrative errors (Saleem et al., 2021). Job stress is defined as an individual's psychological response to job demands perceived as exceeding their adaptive capacity (Lazarus & Folkman, 1984). The Job Demands–Resources (JD–R) model explains that stress emerges when high job demands are not balanced by adequate organizational resources (Bakker & Demerouti, 2007) In the context of digitalization, job stress evolves into technostress, defined as strain resulting from intensive technology use. Technostress encompasses dimensions such as techno-overload, techno-complexity, techno-insecurity, and techno-uncertainty, which may deplete employees' psychological energy (Tarafdar et al., 2010).

Empirical studies indicate that technology-related stress negatively affects effectiveness and job performance among healthcare employees (Yener et al., 2021); (Saleem & Malik, 2023)). Employee performance refers to the work outcomes achieved by individuals in accordance with organizational responsibilities, measured through indicators such as work quality, quantity, timeliness, accuracy, and procedural compliance ((Kruse et al., 2018); (Ayyagari et al., 2011)). In digital-based administrative systems, performance is strongly influenced by task–technology fit. A mismatch between system features and job requirements may increase adaptation pressures and reduce performance (Devaraj & Kohli, 2003). Based on this theoretical review, the digitalization of hospital administration may increase employee workload and job stress, which in turn may affect administrative performance. However, studies that simultaneously examine the effects of workload and job stress on the performance of regional public hospital administrative staff operating under SIMRS-based systems remain limited. The research question of this study is: Is there an effect of workload and job stress on the performance of administrative employees in the era of SIMRS digitalization at RSUD Bangil, Pasuruan Regency? The objective of this study is: To assess the influence of workload and job stress on the performance of administrative employees at RSUD Bangil, Pasuruan Regency, within the context of hospital administrative digitalization.

RESEARCH METHODOLOGY

This study employed a quantitative approach with an explanatory research design aimed at analyzing the causal relationship between workload and job stress on the performance of hospital administrative employees. A cross-sectional approach was applied, as all variables were measured at a single point in time to capture the current condition of administrative staff in adapting to the SIMRS-based digital system.

The population of this study consisted of all administrative employees at RSUD Bangil, Pasuruan Regency, who are involved in the use

of the hospital's digital administrative system. The sample comprised 98 respondents who met the inclusion criteria: actively employed, utilizing digital systems (SIMRS, e-BPJS, or electronic medical records), having a minimum of one year of work experience, and willing to complete the questionnaire fully. A purposive sampling technique was employed to ensure that respondents possessed characteristics relevant to the objectives of the study.

Data were collected using a structured questionnaire with a 5-point Likert scale (1 = strongly disagree to 5 = strongly agree). The workload variable (X_1) was measured using a modified version of the NASA-TLX instrument adapted to the hospital administrative context, consisting of 12 items. The job stress variable (X_2) was measured using an adapted Job Stress Scale integrated with technostress dimensions (techno-overload, techno-complexity, techno-invasion, techno-insecurity, techno-uncertainty, and techno-dependence), comprising 22 items. Employee performance (Y) was measured through 10 items covering work quality, quantity, timeliness, accuracy, and procedural compliance. Validity testing was conducted using the Pearson Product–Moment correlation, and reliability was assessed using Cronbach's Alpha with a minimum threshold of ≥ 0.70.

This study received ethical clearance from the Health Research Ethics Committee prior to data collection. All respondents were provided with an explanation regarding the objectives and benefits of the study and signed informed consent forms. The confidentiality of respondents' identities was strictly maintained, and the data were used solely for academic purposes.

Data analysis was performed using statistical software. The analytical procedures included descriptive analysis to describe respondent characteristics and variable distributions, classical assumption tests (normality, heteroscedasticity, and multicollinearity), and multiple linear regression analysis to examine the effects of workload and job stress on employee performance. The t-test was used to assess partial effects, the F-test to examine simultaneous effects, and the coefficient of determination (R^2) to determine the model's explanatory power in accounting for variations in employee performance. The level of significance was set at 0.05.

RESEARCH RESULTS

The results of the descriptive analysis indicate that the workload and job stress of administrative employees fall within the moderate to high categories, while employee performance is categorized as moderate.

Tabel 1. Characteristics of Respondents

Karakteristik	Kategori	N	%
Jenis Kelamin	Laki-laki	32	30,77
	Perempuan	72	69,23
Usia	< 25 tahun	28	26,92
	25–35 tahun	66	63,46
	36–45 tahun	10	9,62

Pendidikan Terakhir	SMA/SMK	28	26,92
	D3	22	21,15
	S1	54	51,92
Lama Bekerja	< 1 tahun	6	5,77
	1–3 tahun	58	55,77
	4–6 tahun	24	23,08
	> 6 tahun	16	15,38

The study respondents consisted of 104 administrative employees at RSUD Bangil, Pasuruan Regency. The majority of respondents were female (69.23%), with the largest age group ranging from 25–35 years (63.46%). Most respondents held a bachelor's degree (51.92%) and had a length of service between 1–3 years (55.77%), indicating that the sample was predominantly composed of employees in their productive age and early career stages who are actively engaged in the use of digital-based administrative systems.

Tabel 2. Results of the Multiple Linear Regression Analysis on the Effect of Workload and Job Stress on Employee Performance

Variabel	B**(Unstandardized)**	SE	β**(Standardized)**	t	p	95% CI
Konstanta	6,168	0,258	-	23,884	< 0,001	[5,662; 6,674]
Beban Kerja (X_1)	−0,684	0,059	−0,682	−11,528	< 0,001	[−0,800; −0,568]
Stres Kerja (X_2)	−0,476	0,059	−0,479	−8,106	< 0,001	[−0,592; −0,360]

Tabel 3. Model Feasibility Summary

N	**R^2**	**Adjusted R^2**	**F**	**p (F)**
98	0,668	0,661	95,705	< 0,001

The results of the multiple linear regression analysis indicate that workload (X_1) and job stress (X_2) have a significant effect on employee performance (Y). Partially, workload (X_1) has a negative and significant effect on employee performance, with values of B = −0.684, SE = 0.059, β = −0.682, t = −11.528, p < 0.001, and a 95% CI [−0.800; −0.568]. These findings indicate that an increase in workload significantly reduces employee performance. Furthermore, job stress (X_2) also has a negative and significant effect on employee performance, with values of B = −0.476, SE = 0.059, β = −0.479, t = −8.106, p < 0.001, and a 95% CI [−0.592; −0.360]. This suggests that higher levels of job stress are associated with lower employee performance.

Simultaneously, the regression model yields significant results, with F (2,95) = 95.705, p < 0.001, indicating that workload and job stress collectively have a significant effect on employee performance. The coefficient of determination

(R^2) value of 0.668 indicates that 66.8% of the variance in employee performance can be explained by workload and job stress, while the remaining 33.2% is influenced by other factors outside the research model. The Adjusted R^2 value of 0.661 further confirms that the model has strong and stable explanatory power.

Tabel 4. Descriptive Test Results

Research Variables	N	Minimum	Maximum	Mean	SD
Beban Kerja (X1)	98	1	5	3,21	0,775
Stres Kerja (X2)	98	1	5	2,73	0,783
Kinerja Pegawai (Y)	98	1	5	2,66	0,778

Based on the results of the descriptive statistical analysis of 98 respondents, the workload variable (X_1) has a mean score of 3.21 (SD = 0.775), indicating a moderate level of workload. The job stress variable (X_2) has a mean score of 2.73 (SD = 0.783), reflecting a moderate level of job stress. Meanwhile, the employee performance variable (Y) has a mean score of 2.66 (SD = 0.778), indicating that employee performance falls within the moderate category. Overall, the descriptive findings suggest that moderate levels of workload and job stress are associated with a moderate level of employee performance.

Tabel 5. Validity of the Workload Variable (X_1)

Indikator	r hitung (Pearson)	r tabel (0,05)	Keterangan
X1.1	0,919	0,198	Valid
X1.2	0,823	0,198	Valid
X1.3	0,814	0,198	Valid
X1.4	0,837	0,198	Valid
X1.5	0,819	0,198	Valid
X1.6	0,843	0,198	Valid
X1.7	0,782	0,198	Valid
X1.8	0,823	0,198	Valid
X1.9	0,752	0,198	Valid
X1.10	0,809	0,198	Valid
X1.11	0,835	0,198	Valid
X1.12	0,798	0,198	Valid

Tabel 6. Validity of the Job Stress Variable (X_2)

Indikator	r hitung (Pearson)	r tabel (0,05)	Keterangan
X2.1	0,899	0,198	Valid
X2.2	0,922	0,198	Valid
X2.3	0,803	0,198	Valid
X2.4	0,922	0,198	Valid
X2.5	0,856	0,198	Valid
X2.6	0,871	0,198	Valid
X2.7	0,826	0,198	Valid
X2.8	0,807	0,198	Valid
X2.9	0,845	0,198	Valid
X2.10	0,83	0,198	Valid
X2.11	0,836	0,198	Valid
X2.12	0,839	0,198	Valid
X2.13	0,822	0,198	Valid
X2.14	0,828	0,198	Valid
X2.15	0,84	0,198	Valid
X2.16	0,831	0,198	Valid
X2.17	0,805	0,198	Valid
X2.18	0,833	0,198	Valid
X2.19	0,818	0,198	Valid
X2.20	0,932	0,198	Valid
X2.21	0,989	0,198	Valid
X2.22	0,9	0,198	Valid

Tabel 7. Validity of the Employee Performance Variable (Y)

Indikator	r hitung (Pearson)	r tabel (0,05)	Keterangan
Y.1	0,912	0,198	Valid
Y.2	0,899	0,198	Valid
Y.3	0,854	0,198	Valid
Y.4	0,918	0,198	Valid
Y.5	0,842	0,198	Valid
Y.6	0,825	0,198	Valid
Y.7	0,836	0,198	Valid
Y.8	0,825	0,198	Valid
Y.9	0,806	0,198	Valid
Y.10	0,854	0,198	Valid

Tabel 8. Reliability Test Results

Variabel Penelitian	Cronbach's Alpha	Jumlah Item	Keterangan
Variabel X1 (Beban Kerja)	0,979	12	Sangat Reliabel

Variabel X2 (Stress Kerja)	0,990	22	Sangat Reliabel
Variabel Y (Kinerja Pegawai)	0,982	10	Sangat Reliabel

The results of the reliability test using Cronbach's Alpha indicate that all research variables demonstrate excellent reliability. The X_1 variable (Workload) obtained a Cronbach's Alpha value of 0.979 across 12 items, the X_2 variable (Job Stress) obtained a value of 0.990 across 22 items, and the Y variable (Employee Performance) obtained a value of 0.982 across 10 items. All values exceed the minimum threshold of 0.70, leading to the conclusion that the research instruments are highly reliable and suitable for further analysis.

DISCUSSION

The Effect of Workload on Administrative Employee Performance

The findings indicate that workload has a positive and significant effect on the performance of administrative employees. This result suggests that increased job demands within a SIMRS-based administrative context do not necessarily lead to negative performance outcomes. Theoretically, Workload Theory (Hart & Staveland, 1988) explains that workload comprises mental, temporal, and effort dimensions, which may enhance focus and work engagement when they remain within an individual's adaptive capacity. Structured workload accompanied by clear operational standards may improve productivity through heightened concentration and work discipline.

This finding is consistent with the concept of *eustress* in organizational psychology, which posits that moderate levels of job pressure can enhance motivation and performance (Selye, 1976). In the context of hospital digitalization, the implementation of SIMRS and electronic medical records increases cognitive complexity; however, it simultaneously clarifies workflows, accelerates data access, and reduces procedural ambiguity. These conditions may explain why increased workload is positively correlated with performance.

Nevertheless, this result contrasts with several studies reporting that high workload negatively affects performance due to cognitive overload (Young et al., 2015). This discrepancy may be attributed to organizational context and employees' level of digital readiness. In environments characterized by relatively stable systems and adequate organizational support, additional workload may function as a productive stimulus rather than a performance barrier.

The researchers' synthesis suggests that workload in digital hospital administration serves as a performance driver when maintained within optimal limits and supported by clearly structured systems. Thus, the determining factor is not merely the magnitude of workload, but how it is structured and managed.

The Effect of Job Stress on Administrative Employee Performance

The findings demonstrate that job stress has a positive and significant effect on administrative employee performance. Conceptually, this result can be explained by the Yerkes–Dodson Law, which posits an inverted-U relationship between stress and performance, whereby moderate stress levels enhance alertness and work effectiveness, while stress that is too low or excessively high diminishes performance.

Within the framework of the Job Demands–Resources (JD–R) Theory (Bakker & Demerouti, 2007), job pressure accompanied by adequate organizational resources may foster engagement and improved performance. In SIMRS-based administrative settings, time pressure, accuracy demands, and digital system monitoring may enhance employees' sense of responsibility and meticulousness. This condition explains why stress at certain levels functions as *functional stress* that promotes productivity.

This finding differs from Tarafdar et al. (2011), who argue that technostress tends to reduce performance due to psychological exhaustion. The difference may be attributed to the respondents' stress levels being within a moderate range rather than at excessive distress levels. Therefore, the job pressure observed in this study had not reached a level that impaired employees' working capacity.

The researchers conclude that job stress in digital hospital administration may function as an adaptive mechanism that enhances alertness and precision. However, stress management remains essential to prevent its progression into burnout, which could negatively affect performance in the long term.

The Simultaneous Effect of Workload and Job Stress on Performance

The simultaneous test results indicate that workload and job stress collectively have a significant effect on employee performance, contributing 50.8% to the explained variance. This finding demonstrates that both variables are important determinants in explaining performance variation in SIMRS-based hospital administration.

From a theoretical perspective, the socio-technical systems approach (Carayon et al., 2006) explains that the interaction between job demands and individual psychological responses determines performance outcomes in digital systems. Increased workload may trigger job stress; however, when supported by clear operational systems and adequate digital competence, their combination may produce optimal performance.

Nevertheless, 49.2% of performance variation remains explained by other factors outside the research model. This aligns with performance theory (Campbell, 1990), which emphasizes that performance is influenced by ability, motivation, organizational support, and work environment. Therefore, administrative employee performance in digital transformation contexts is multidimensional in nature.

The researchers' synthesis underscores that in the era of hospital digitalization, workload and job stress do not necessarily function as inhibiting factors but may instead serve as performance drivers when maintained at adaptive levels and supported by appropriate managerial strategies. Consequently, digital transformation initiatives must be accompanied by management strategies that ensure

balance between job demands and employees' psychological capacity.

CONCLUSION

This study concludes that workload and job stress are important factors influencing the performance of hospital administrative employees in the era of digitalization. Within the context of SIMRS-based administration, increased job demands and operational pressures do not automatically reduce performance; rather, they may function as productive stimuli when maintained at adaptive levels and supported by well-structured work systems. The digitalization of healthcare services affects not only the technical aspects of information systems but also the psychological dynamics and work behavior of employees. Therefore, managing workload and job pressure becomes an integral component in maintaining administrative performance effectiveness.

RECOMMENDATIONS

Hospital management should implement balanced workload and stress management strategies through the proper distribution of tasks, enhancement of digital training programs, and provision of responsive technical support to ensure that job pressure remains at a functional level. Furthermore, future research is recommended to develop more comprehensive models incorporating additional variables such as organizational support, leadership, and digital competence in order to obtain a broader understanding of the determinants of employee performance within digital-based healthcare service systems.

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