

(Research Article)

The Effect of Workload and Incentives on Job Satisfaction of Nurses at Djoelham Binjai Regional Hospital

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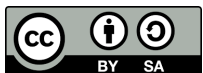
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Abstract, Human resources are the cornerstone of organizational sustainability, including hospitals where nurses serve as the frontline of healthcare services. The increasing demands at RSUD Djoelham Binjai, with a patient load disproportionate to the number of available nurses, present significant challenges to job satisfaction. This study aims to examine the effect of workload and incentives on the job satisfaction of non-civil servant nurses at RSUD Djoelham Binjai. The findings are expected to provide valuable insights for hospital management in enhancing nurses' performance through effective workload management and appropriate incentive schemes. Employing a quantitative research design with a survey approach, primary data were collected through questionnaires and interviews, while secondary data were obtained from relevant literature. A purposive sampling technique was applied, involving 59 non-civil servant nurses as respondents. Data analysis employed validity and reliability tests, multiple linear regression, F-tests, and t-tests, using SPSS 25. The results indicate that workload and incentives simultaneously exert a significant effect on job satisfaction, with an F-value of 27.355 and a significance level of 0.000 (<0.05). Partially, workload demonstrates a positive and significant effect on job satisfaction ($t = 2.701$; $\text{sig} = 0.009$), as do incentives ($t = 2.915$; $\text{sig} = 0.005$). These findings confirm that proportional workload distribution and adequate incentives can enhance nurses' job satisfaction. In conclusion, workload and incentives are critical factors in hospital human resource management, directly influencing the quality of healthcare services at RSUD Djoelham Binjai.

Keywords : Incentives, Job Satisfaction, Nurses, RSUD Djoelham Binjai, Workload.

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1. BACKGROUND

Human Resources (HR) are a vital pillar in various aspects of social and national life. Beyond their role in society and the state, human resources are also crucial within an organization or company. As one of the resources within an organization, in addition to financial and technological resources, human resources play a crucial role. very important for sustainability A organization. Source Power Humans have potential that can be utilized and maintained well by organizations as an effort to achieve success in achieving the goals that have been set. set. For maximize And look after potential Which owned by source Power humans of course required Also management resource man good in an organization. In this era of globalization, companies are required to compete and compete with effort dig potential And develop source Power Which There is to be developed in each hospital so that hospitals can improve and develop nurse performance. To achieve its goals, companies need to pay attention to existing Human Resources (HR) factors. Improving nurse performance is a key to success for any company. Therefore, performance nurse very need noticed in improvement quality House sick (Nursalam 2020). From the definition above, it can be concluded that human resource management Power man is process planning, organizing, direction, control,

procurement, development, compensation, maintenance, and integration of human resources in an organization to achieve goals effectively and efficiently. As mentioned above, one of the functions of human resource management is maintenance. Maintenance is the process of improving and maintaining the physical, mental, and loyalty conditions of employees so they feel comfortable working in term time Which long in in A organization. Wrong One Efforts that can be made to maintain employees are by providing good and high job satisfaction to employees.

Djoelham Regional Hospital is a public hospital in Binjai City located at Jl. Jendral Gatot Subroto No. 09, Satria, Binjai City District. Djoelham Regional Hospital is a public hospital owned by the Binjai City government and accredited B. As the main hospital and a fairly well-known hospital in Binjai City, Djoelham Regional Hospital Binjai has a sufficient number of nurses to provide maximum service.

Table 1 of Number of Nurses at Djoelham Binjai Regional Hospital.

No	Level Position	Amount
1	civil servant	113
2	PPPK	13
3	NON ASN	59
	Total	185

Source: Djoelham Binjai Regional Hospital, processed by the author , (2025)

Table 1.1 above shows the number of nursing staff at Djoelham Binjai Regional Hospital for ASN 113 people, PPPK 13 people and honorary 59 people, the total number of nurses at Djoelham Binjai Regional Hospital is 185 nurses, which shows a good cooperative relationship in carrying out the tasks and responsibilities given by Djoelham Binjai Regional Hospital. Within a hospital organization, nurses are a vital pillar for the hospital in carrying out all its operations. In addition to carrying out... In hospital operations, nurses play a vital role in achieving established goals, one of which is providing excellent and optimal service. This crucial role makes nurses an essential aspect that must be carefully maintained and nurtured, along with development efforts such as training and education. Providing job satisfaction to every nurse is also an obligation that must be carried out by the hospital if it wants to achieve good performance from every nurse in the hospital. Hospitals as the frontline of health services are certainly very important and needed by the community. As time progresses, everyone's awareness and knowledge of the importance of health also increases. This certainly forces the Djoelham Binjai Regional Hospital to also further improve its services to every patient who uses their services. This good service must certainly be felt well by all levels of society. One of the factors that determine whether or not hospital services are good are nurses. Nurses as one of the human resources at Djoelham Binjai Regional Hospital play a vital role in hospital services because nurses are the ones who deal intensively with patients besides doctors. Therefore, it is very important for the management of Djoelham Binjai Regional Hospital to provide job satisfaction for nurses so they can provide maximum service. As is known, nurses have a heavy workload and difficult tasks, because they require very good

physical and mental. As one of the general type hospitals , Djoelham Regional Hospital is the main choice for the people of Binjai City. This hospital is evidently very busy, offering both medical and consultation services, as well as inpatient care. This high volume of activity also demands a greater commitment from all nurses at Djoelham Regional Hospital to provide optimal patient care. As frontline workers who spend most of their time dealing directly with patients, nurses are undoubtedly an asset to a hospital. Without them, hospital services, especially inpatient care, would not operate optimally. Despite the busy service activities at Djoelham Regional Hospital, there are certainly factors suspected of influencing nurse job satisfaction. The first factor suspected of influencing nurse job satisfaction at Djoelham Regional Hospital in Binjai is related to the workload assigned to nurses. Job satisfaction can be defined as a state in which employees feel comfortable and exhibit a positive aura in their work (Gross et al., 2021). Job satisfaction is closely related to several factors, such as relationships between employees, relationships with superiors, relationships with subordinates, workload and standards assigned, and applicable company regulations.

The following is a division of shift times for nursing staff at Djoelham Binjai Regional Hospital.

Table 2 Nursing Shifts at Djoelham Binjai Regional Hospital.

No	Shift	Time
1	Morning	07:30 up to 13:30
2	Afternoon	13:30 up to 20:30
3	Evening	20:30 up to 07:30

Source: Djoelham Binjai Regional Hospital, processed by the author , (2025)

Table 2 shows the shift schedules for nurses at Djoelham Binjai Regional Hospital. According to several nurses interviewed, the numerous and intense tasks performed, but not matched by the number of nurses on each shift, often lead to nurses feeling fatigued and lacking enthusiasm for the next shift. Therefore, the researchers conducted a *pre-survey* with 20 respondents.

2. THEORETICAL STUDY

HUMAN RESOURCES

Human resources are the people who manage or are involved in an organization, collaborating both internally and externally to achieve organizational goals. Every organization is driven by human resources, and no organization is without them (Prof. Adjunct. Dr. Marniati, 2020).

Human resources within an organization are fully involved and will determine the organization's direction. This view implies that quality human resources determine the direction of improvement for the organization. Qualified human resources, or employees, can also overcome and provide opportunities for the organization in all forms of competition (Prof. Adjunct. Dr. Marniati, 2020).

WORKLOAD

Workload is defined as the difference between work capacity or ability and the demands workers must face. Given that human work is both mental and physical, each has a different level of workload. Workload is defined as the ratio of the total standard time to complete tasks and work to the total standard time (Kasmir, 2019). Workload refers to all activities involving employees, the time required to carry out tasks and work, both directly and indirectly (Johari et al., 2019).

Based on the definition above, researchers conclude that workload is the amount of work that must be completed by individuals or groups within a certain time limit according to the policies of the place where the person works. Workload can be interpreted as the amount of work assigned to an employee.

INCENTIVE

Incentives are a form of remuneration given to employees with the intention of stimulating them to achieve a certain level of performance, as well as building and maintaining employee expectations. According to Hariandjaja (2019), incentives are a form of direct payment based on or directly linked to performance and profit sharing for employees due to increased productivity or cost savings. Incentives are a means of motivation that can be limited by stimulation or encouragement given intentionally to workers so that they develop a greater enthusiasm for achieving for the organization.

Incentives are awards given to motivate nurses to achieve high work productivity, and are not provided on a timely or arbitrary basis (Nurhidayah, 2020). Incentives can be defined as additional remuneration given to certain employees whose performance exceeds standard standards. Work incentives are payments made in addition to salary by organizational leaders in recognition of employee performance and contributions to the organization. Incentives are direct compensation based on individual and group performance. From an organizational/company perspective, these incentives are intended to increase productivity. From an employee/worker perspective, these incentives are intended to compensate for the organization/company's increased efforts. The primary goal of all incentive programs is to provide responsibility and encouragement to employees in order to improve the quality and quantity of their work (Kadarisman, 2017).

JOB SATISFACTION

Job satisfaction is an individual's feelings and assessments regarding their work, including work conditions and the impact of the work on fulfilling their expectations, needs, and desires (Asmalah & Sudarso, 2019). According to Hasibuan (2019) in Siti Arofah (2020), employee job satisfaction can be achieved due to several factors, including:

1. Remuneration
2. Proper Placement According to Expertise
3. The Weight of the Work
4. Work Atmosphere and Environment
5. Equipment that Supports Work Implementation

6. Leadership Attitude

Job satisfaction is a positive emotional feeling that arises in individual employees while carrying out their work (Widodo & Riyadi, 2020). Job satisfaction is a very interesting and important aspect in companies. because job satisfaction can have a big influence both on each employee as an individual and on the company (Widodo & Riyadi, 2020).

It is concluded that job satisfaction is related to a collection of pleasant and unpleasant feelings of employees or workers in an organization or company when working and the dynamic nature of the job satisfaction felt by them.

HOSPITAL

A hospital is a health service institution that provides comprehensive health services for individuals, including inpatient, outpatient, and emergency care. According to (Law Number 44 of 2009, n.d.) concerning Hospitals. The World Health Organization (WHO) explains that hospitals have an integral role in social and medical organizations, where their functions include providing comprehensive health services to the community, both in prevention and healing efforts. Hospitals also provide services to patients who are far from their families and residential environments, in addition to functioning as a place of education for health workers and a place to conduct biosocial research.

3. RESEARCH METHODS

TYPES OF RESEARCH

This type of research is quantitative research. According to Sugiyono (2019), quantitative research can be defined as a type of research based on the philosophy of positivism, used to research a specific population or sample, data collection using research instruments, quantitative/statistical data analysis, with the aim of testing a predetermined hypothesis. The philosophy of positivism views reality/symptoms/phenomena as classifiable, relatively fixed, concrete, observable, measurable, and the relationship between symptoms is causal. This research is generally conducted on a specific representative population or sample. The research process is deductive, so that hypotheses can be formulated. The hypothesis was then tested through field data collection.

DATA TYPES AND SOURCES

1. Primary Data

Primary data is data obtained directly from the source, recorded for the first time, and directly related to the problem being researched (Sugiyono 2018). Primary data is obtained by administering a questionnaire. (list questions) and conduct direct interviews with Nurses at Djoelham Binjai Hospital.

2. Secondary Data

Secondary data sources are data needed to support research findings derived from literature, articles, and various other sources related to the research.

This data is usually obtained from libraries or previous research reports (Sugiyono 2018).

DATA ANALYSIS

1. Quantitative Data

According to Sugiyono (2018), the quantitative method is a method based on the philosophy of positivism used to research certain populations or samples, data collection using research tools, quantitative/statistical analysis and combining established hypotheses.

DATA COLLECTION TECHNIQUE

1. Questionnaire

According to Sugiyono (2018), it is a method of collecting data by providing a set of questions to be answered by respondents.

2. Interview

According to Sugiyono (2018), interviews are a data collection technique used to identify research problems and gain in-depth understanding from respondents. Information obtained through these interviews can be expressed in written or audio-visual form. The data collection technique involved conducting direct interviews with nurses at Djoelham Binjai Hospital.

LOCATION AND TIME OF RESEARCH

The research was conducted at Djhoelham Binjai Regional Hospital, located at Jl. Jenderal Gatot Subroto No. 9, Satria, Binjai City District. The study period was January–May 2025.

1. SAMPLE AND POPULATION

a) Sample

According to Sugiyono (2018), a population is a generalized area consisting of objects/subjects with certain qualities and characteristics determined by the researcher to be studied and then conclusions drawn. The population in this study was all 185 nurses at Djoelham Binjai Regional Hospital.

b) Population

The sampling method used was non-probability sampling, a sampling technique that does not provide equal opportunity for each element or member of the population to be selected as a sample (Sugiyono, 2018). Sampling was carried out using a purposive sampling technique, where the sample was taken based on characteristics or considerations determined by the researcher. The sample characteristics in this study were respondents or non-ASN nurses at Djoelham Binjai Regional Hospital, totaling 59 nurses.

RESEARCH VARIABLES

a) Independent Variable

According to Sugiyono (2018), an independent variable is a variable that influences or causes changes in or the emergence of a dependent variable. The independent variables used in this study are Workload (X1) and Incentives (X2).

b) Dependent Variable

According to Sugiyono (2018), a dependent variable is a variable that is influenced or caused by the presence of an independent variable. The dependent variable used in this study is Job Satisfaction (Y).

Likert Scale

In the data collection process, a Likert scale is used to calculate each indicator. The items relevant to the desired information are identified, and respondents are then asked to provide answers that align with their opinions. This Likert scale measurement is performed by dividing the items into groups.

Table 3 Likert Scale.

Answer	Weight
Very Agree (SS)	5
Agree (S)	4
Not enough Agree (KS)	3
No Agree (TS)	2
Very No Agree (STS)	1

4. RESULTS AND DISCUSSION

VALIDITY AND REALIBILITY TEST

1. Validity Test

According to Sugiyono (2018), a valid instrument means that the measuring instrument used to obtain the data is valid. The technique used to measure the validity of the questionnaire items is Karl Pearson's Correlation Product Moment (content validity) by correlating each questionnaire item and its total, then comparing the r table with the calculated r . In validity testing, the instrument is tested by calculating the correlation coefficient between the item score and its total score at a significance level of 95% or $\alpha = 0.05$. The instrument is said to be valid if it has a correlation significance value of $\leq$ of 95% or $\alpha = 0.05$. Decision Making Criteria: If Probability (Sig) < Alpha or r count > r table then the instrument is Valid If Probability (Sig) > Alpha or r count < r table then the instrument is Invalid.

Table 4 Validity Test.

Variables	Item	Rhitung	Rtable	Note
Workload	X1.1	.638	0.256	Valid
	X1.2	.604	0.256	Valid

Incentive	X1.3	.657	0.256	Valid
	X1.4	.765	0.256	Valid
	X1.5	.4.99	0.256	Valid
	X2.1	.783	0.256	Valid
	X2.2	.798	0.256	Valid
Job satisfaction	X2.3	.797	0.256	Valid
	X2.4	.482	0.256	Valid
	X2.5	.806	0.256	Valid
	Y1.1	.768	0.256	Valid
	Y1.2	.562	0.256	Valid
	Y1.3	.636	0.256	Valid
	Y1.4	.686	0.256	Valid
	Y1.5	.641	0.256	Valid

Based on the table above, it can be concluded that all statements from each variable are declared valid, this can be seen that the calculated R is greater than the R_{table}.

2. Reliability Test

Reliability testing is a form of data quality testing that demonstrates the stability and consistency of the instrument used to measure a variable construct. According to Sugiyono (2018), a reliable instrument is one that, when used repeatedly to measure the same object, will produce the same data. Reliability testing is used to demonstrate the extent to which the measuring tool (instrument) used is trustworthy or is conducted to determine the consistency and accuracy of measurements. The reliability test in this study used a Crohn's Alpha > 0.60, indicating that the statement is considered reliable. The following are the results of the reliability test on valid statement items.

Table 5 Reliability Test.

Variables	<i>Cronbach's Alpha</i>	<i>N Of Item</i>	Note
Workload	0.557	0.60	Reliable
Incentive	0.781	0.60	Reliable
Job satisfaction	0.614	0.60	Reliable

In the data above, it is said that all variables with a *Cronbach's Alpha value* >0.60 can be said to be reliable.

DATA ANALYSIS METHOD

1. Multiple Linear Regression Analysis

Multiple regression analysis was used to determine the influence of independent variables (workload and incentives) on the dependent variable (job satisfaction) conducted on 59 nurses at Djoelham Binjai Regional Hospital located at Jln. Sultan

Hasanuddin No. 9, Binjai City. Multiple Linear Regression Analysis in this study used the assistance of the SPSS software application.

Table 6 Multiple Linear Regression Analysis.

Model		Unstandardized		Standardized	t	Sig.
		Coefficients		Coefficients		
		B	Std. Error	Beta		
1	(Constant)	8,640	1,630		5,301	.000
	Workload	.321	.119	.365	2,701	.009
	Incentive	.265	.091	.394	2,915	.005

- Constant (a) = 8.640, this shows a constant level, where if the workload variable (X1), and incentive (X2) are 0, then Nurse Performance (Y) remains at 8.640, assuming other variables remain constant.
- The coefficient X1 = 0.321 indicates that the workload variable (X1) has a positive effect on job satisfaction. In other words, when the workload decreases or is low, nurses will feel satisfied at work.
- The coefficient X2 = 0.265 indicates that the incentive variable (X2) has a positive effect on job satisfaction. In other words, when incentives are better or more conducive, nurse performance will improve.

HYPOTHESIS TESTING

1. Coefficient of Determination

Table 6 Coefficient of Determination.

Mod	R	R	Adjusted R	Std. Error of the
el		Square	Square	Estimate
1	.703 ^a	.494	.476	1,487

The results of the coefficient of determination can be seen in table 4.9. The R Square value/determination coefficient is 0.494, or equal to 49.4%, meaning that job satisfaction can be explained by the two independent variables, namely workload and incentives. While the rest is influenced by other variables outside this regression equation or variables that are not studied such as motivation, leadership, work discipline, nurse performance and others amounting to 50.6%.

2. F Statistical Test

The F-test is used to determine whether independent variables simultaneously have a significant effect on the dependent variable. Decision-making is based on a comparison of the calculated F-value with the F-table. The significance level is set at 5% or 0.05.

Table 6 F Statistical Test.

ANOVA					
b					
	Model	Sum of Squares	df	Mean Square	F
1	Regression	120,997	2	60,499	27,355
	Residual	123,850	56	2,212	
	Total	244,847	58		

3. Test Personal T

The t-test (partial test) is conducted to individually determine the significant influence of the independent variable on the dependent variable. The decision-making criteria are as follows:

- a) P Value (sig) < 0.05 = H0 is rejected
- b) P Value (sig) > 0.05 = H0 is accepted

Tabel 8 Test Personal T.

Model		Standardiz				Sig.
		Unstandardized		ed	t	
		Coefficients		Coefficien	ts	
		B	Std. Error	Beta		
1	(Constant)	8,640	1,630		5,301	.000
	Workload	.321	.119	.365	2,701	.009
	Incentive	.265	.091	.394	2,915	.005

1. The workload variable partially has a positive and significant effect on job satisfaction at Djoelham Binjai Regional Hospital. This is evident from the regression coefficient value of 0.321 with a significance value (Sig.) of 0.009, which is smaller than 0.05. These results indicate that H1 is accepted, namely that the provision of incentives has a positive and significant effect on job satisfaction at Djoelham Binjai Regional Hospital.
2. The incentive variable partially has a positive and significant effect on Job Satisfaction at Djoelham Binjai Regional General Hospital. This is evident from the coefficient value of 0.265 and the significance value of 0.005. These results indicate that H2 is accepted, namely that workload has a positive and significant effect on job satisfaction at Djoelham Binjai Regional General Hospital.

DISCUSSION

1. The Effect of Workload on Job Satisfaction

Based on the results of the t-test conducted, the workload variable partially has a positive and significant effect on job satisfaction. However, excessive workload can

actually reduce the performance satisfaction of nurses at Djoelham Binjai Regional Hospital. Workload is one of the reasons that many nurses at Djoelham Binjai Regional Hospital feel tired when working where the number of patients is not proportional to the number of nurses and there is a question from the descriptive answer to the workload variable point 3 which says that nurses feel the number of each shift is still too small. The results of this study support the results of previous research conducted by Ramadhoni (2018), which stated that the workload of nurses can be exacerbated by unfavorable work environments, both physical and non-physical. Nurjanah (2017) argued that a heavy workload can be caused by the ratio of the number of nurses on duty to the number of patients.

2. The Effect of Incentives on Job Satisfaction

Based on the results of the t-test, the incentive variable partially had a positive and significant effect on job satisfaction. In other words, the better the incentives provided by the hospital, the higher the performance of nurses at Djoelham Binjai Regional Hospital. Better incentives will impact nurse well-being, enabling nurses to perform optimally. The incentives provided by Djoelham Binjai Regional Hospital are categorized as good, as seen from the descriptive answer to the incentive variable point 2, which states that the incentives at Djoelham Binjai Regional Hospital were provided on time and as intended. Most nurses use these incentives to meet their living needs, so in other words, Providing these incentives can improve the well-being of each nurse. Improving nurses' well-being goes hand in hand with improving their performance, as achieving well-being will encourage nurses to work optimally. The results of this study support the results of previous research conducted by Nasution (2019) entitled *The Effect of Communication and Incentives on Nurse Performance at Royal Prima Medan Hospital*, which stated that incentives have a positive and significant effect on nurse performance. The results of this study found that incentives at Royal Prima Medan Hospital have been assessed as good and help nurses achieve well-being so that nurses can deliver their best performance.

3. The Influence of Workload and Incentives on Job Satisfaction

Based on the results of the t-test, it was found that partially the workload variable has a positive and significant influence on job satisfaction, and the incentive variable also has a positive and significant influence on nurse job satisfaction at Djoelham Binjai Regional Hospital. These findings illustrate that job satisfaction is inseparable from how hospital management manages the workload and provides rewards in the form of incentives to healthcare workers. Excessively high or unbalanced workloads can often lead to physical and mental fatigue, reduce motivation, and impact the quality of service. However, when the workload is given proportionally according to the abilities, skills, and capacity of the workforce, this can actually increase satisfaction because nurses feel able to complete tasks well, without excessive pressure. A well-managed workload can also create a more harmonious work atmosphere, increase the sense of responsibility, and strengthen professionalism in serving patients. Furthermore, providing appropriate and

measurable incentives has also been shown to play a significant role in increasing job satisfaction. Incentives are seen as a tangible form of appreciation from management for nurses' contributions and dedication in carrying out their duties. Appreciation in the form of incentives not only serves as an additional income but also serves as a motivational factor that can foster a sense of appreciation, increase loyalty to the organization, and encourage nurses to work harder and perform better. With a clear, fair, and transparent incentive system, nurses will feel that their efforts and sacrifices are duly recognized, thus strengthening job satisfaction, which ultimately has implications for improving the quality of healthcare services to the community.

In other words, the combination of proper workload management and appropriate incentives has been shown to be a key factor in creating high job satisfaction. When these two factors are in balance, nurses will have greater work enthusiasm, feel comfortable in their work environment, and be motivated to provide the best possible care to patients. These findings also emphasize the importance of Djoelham Binjai Regional Hospital's management's attention to the welfare of healthcare workers, as job satisfaction not only impacts individual nurses but also directly influences the quality of hospital services, the institution's image, and the level of public trust in the healthcare services provided.

5. CONCLUSION AND SUGGESTIONS

CONCLUSION

Based on the results of the research conducted, the researcher can draw several conclusions from the research results as follows: 1)The Workload variable has a positive and significant effect on Job Satisfaction at Djoelham Binjai Regional Hospital. This is indicated by a regression coefficient value of 0.321 with a significance value (Sig.) of 0.009, which is less than 0.05. This means that the higher the workload received by nurses at Djoelham Binjai Regional Hospital, the higher the level of job satisfaction they feel.2)The incentive variable shows a positive and significant influence on job satisfaction at Djoelham Binjai Regional Hospital, with a coefficient value of 0.265 and a significance value of 0.005. This indicates that providing adequate incentives can increase job satisfaction of nurses at Djoelham Binjai Regional Hospital.3)The workload and incentive variables simultaneously have a positive and significant effect on job satisfaction. This is indicated by the F-value of 27.355 with a significance level of 0.000, which is less than 0.05. Therefore, the better the workload and incentives provided, the higher the level of job satisfaction experienced by nurses at Djoelham Binjai Regional Hospital.

SUGGESTION

Based on the research results and discussion, the researcher provides the following suggestions:

1. The management of Djoelham Binjai Regional Hospital should evaluate its shift allocation system, taking into account the number of patients treated, the severity of cases, and the availability of nursing staff. This adjustment is crucial for more equitable workload distribution, reducing the potential for burnout, and maintaining the quality of care provided to patients. Regular evaluations can also help management identify the need for additional healthcare personnel and create more flexible schedules. This way, nurses can continue to perform optimally without feeling overburdened.
2. Hospitals are expected to increase the number of incentives provided to nurses and ensure timely payment. Appropriate incentives should not only be financial rewards, but also a means to improve the motivation, loyalty, and performance of healthcare workers. Timely incentives will foster trust and job satisfaction, making nurses more enthusiastic about providing quality care to patients. Furthermore, incentives can be combined with non-financial rewards, such as training opportunities, job promotions, or performance awards, to ensure nurses' overall well-being.
3. Hospital leaders are expected to foster better two-way communication, fostering harmonious working relationships between management and healthcare workers. A work environment that is open to input will make nurses feel valued and empowered to contribute to organizational development. By incorporating subordinates' opinions into the decision-making process, management not only strengthens a sense of community but also provides direct information from the field regarding challenges and real-world needs in service delivery. This approach will ultimately improve nurse motivation, ownership, and performance, positively impacting the quality of healthcare services at Djoelham Binjai Regional Hospital.
4. Future research is expected to expand this study by adding other relevant variables, such as work motivation, organizational culture, leadership style, and so on. The addition of these variables aims to gain a broader understanding of the factors influencing nurse performance. Furthermore, a larger population could provide more accurate results and generate new findings in the field of human resource performance management in the healthcare sector.

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