

The Effect Of Workload And Work-Life Balance On Work Motivation Of Inpatient Nurses At Haji Hospital, South Sulawesi Province In 2024

Claudia Emma Sulistya Kalpeing¹, Andi Indahwaty AS², Fridawaty Rivai³, Syahrir Andi Pasinringi⁴, Irwandy⁵, Nur Arifah⁶

¹Master of Hospital Administration Study Program, Faculty of Public Health, Hasanuddin University, Makassar, Indonesia

²Hasanuddin University Hospital, Makassar, Indonesia

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ABSTRACT

Background: Nurses' performance that has not reached the standards of the Indonesian National Nurses Association (PPNI) is one indicator of problems with work motivation. Low work motivation can be influenced by an imbalance between work and personal life demands (work-life balance), as well as the high workload experienced by nurses. At the Haji Regional Hospital in South Sulawesi Province, this issue is important because a good work-life balance can improve the welfare and productivity of nurses. Conversely, excessive workload has the potential to reduce motivation, disrupt performance, and impact the quality of nursing services.

Objectives: To analyze workload, *work life balance* affects the work motivation of nurses at the Haji Regional Hospital, South Sulawesi Province.

Method: This study used a quantitative approach with a cross-sectional design in the Inpatient Installation of RSUD Haji, South Sulawesi Province using exhausted sampling on 104 nurses, data were collected through questionnaires and analyzed using the chi-square test and path analysis to measure the magnitude of direct and indirect effects.

Results: The results of this study indicate that workload and work-life balance affect work motivation. The direct effect of workload on work motivation is higher than the indirect effect through work-life balance.

Conclusion: Workload has a major effect on work motivation, stress management training, psychological support and adjusting the nurse's workload to the patients being treated are needed.

Keywords: *workload, work life balance, work motivation*

1. INTRODUCTION

Workaholics considered unbalanced due to difficulty adjusting and managing time for life personal. In contrast, work-life balance allows individuals to engage in various aspects of life, increasing well-being, motivation, and productivity. Nurses are a health service profession that provides health services and is the spearhead of services in hospitals, working 24 hours a day, divided into work shifts (1). Improving the quality of nursing services is very important for the image of the hospital, but the high workload and responsibility of nurses can reduce their motivation (2).

According to Chandra & Syardiansah, motivation is an initial desire that can provide encouragement from within a person to use all their abilities for a goal (3). Balbed and Sintaasih (2019) also stated that motivation is a desire with all efforts to work enthusiastically, encouraging someone to work together, work efficiently and integrate in order to achieve job satisfaction, and motivation is the best tool to achieve the best results (4). Employee work motivation plays an important role in the success of a company, but each individual has different driving factors, both internal such as work ethic and expectations, and external such as work environment and salary. Therefore, this study will examine the relationship between work-life balance and workload on work motivation.

Employees' personal lives have a major impact on work motivation, so it is important to achieve a balance between work and personal life or what is called work-life balance. Work-life balance refers to the extent to which individuals can carry out their roles in work and family in a balanced manner, feel satisfied with both, and do not experience conflict between professional and personal responsibilities.. The results of the research show that work-life balance has a positive and significant influence on work motivation at PT Mayora Indah (5). Apart from that, another factor that influences work motivation is workload (6). Workload is the amount of work that must be completed within a certain time, and if not met, it

can reduce employee performance (7). Increased workload tends to reduce work motivation, while lower workload can increase employee satisfaction and productivity (8). Previous research shows that workload has an effect on work motivation, although some studies have found that the effect is not significant (9). Therefore, workload balance needs to be considered so as not to create an uncomfortable work environment and reduce employee motivation (10).

RSUD Haji, South Sulawesi Province, as a class B teaching hospital with 728 employees, has a high level of patient visits. Optimal nurse performance is the key to improving the quality of health services, where work motivation plays an important role in encouraging nurses to achieve good work standards. The evaluation of the performance of inpatient nurses at RSUD Haji, South Sulawesi Province showed an average achievement of 83% in 2019, 82.8% in 2020, 82.43% in 2021, and 83% in 2022, still below the 2010 PPNI standard which set a target of 100%. Based on the description above, it is important to conduct research to determine the workload and work-life balance that affect the work motivation of nurses at the Haji Regional Hospital, South Sulawesi Province.

2. PARTICIPANTS AND METHODS

This study uses a quantitative approach with a cross-sectional design to examine the relationship between workload, work-life balance and work motivation of nurses at the Inpatient Installation of the Haji Hospital, South Sulawesi Province. This design allows for correlation analysis between independent and dependent variables at one time through interviews, questionnaires, and observations. The study was conducted from August to October 2024 at the Inpatient Installation of the Haji Hospital, South Sulawesi Province, located at Jl. Daeng Ngeppe No. 14, Balang Baru, Makassar. The study population consisted of 104 nurses working at the hospital, and the exhausted sampling technique was used so that the entire population became the study sample. Data collection was carried out using a questionnaire containing 32 Likert-scale questions, which had been tested for validity and reliability. The data obtained were analyzed using univariate techniques to see the distribution of data, bivariate with the chi-square test to test the relationship between variables, and multivariate using path analysis to understand more complex relationship patterns between the variables studied.

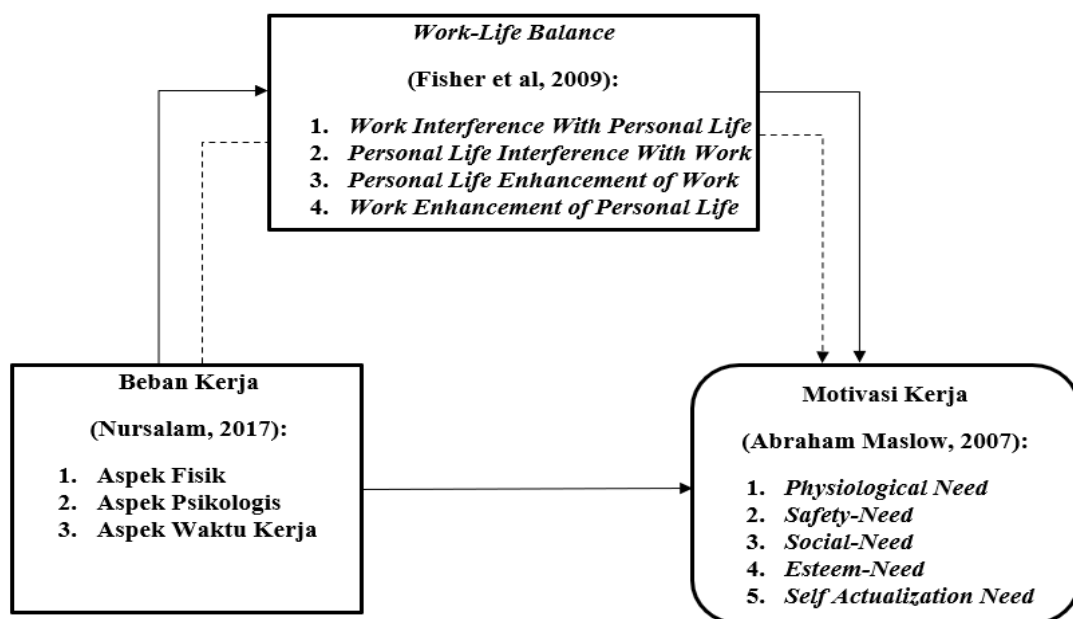


Figure 1. Research Concept

3. FINDINGS

1. Univariate Analysis

The distribution of respondent characteristics at the Haji Regional Hospital in South Sulawesi Province shows that the majority are of young productive age (21-40 years) with a female dominance (91.3%). Most respondents have worked for 1-2 years (56.7%), indicating that the workforce is relatively new. The majority of the last education was a Bachelor's degree (56.7%), with the majority being ASN employees (77.9%). Respondents are spread across various service installations, with Ar-Raodah 2 as the largest (18.3%). A total of 63.46% of respondents felt they had a high work-life balance, and 55.8% reported a high workload. Work motivation is also relatively high (63.46%), but there are still 36.54% who feel less motivated, indicating challenges in maintaining work enthusiasm.

Table 1. Frequency Distribution of Answers to Workload Variables at the Haji Regional Hospital, South Sulawesi Province in 2024

Dimensions	Tall (%)	Low (%)
Physique	65.4	34.6
Psychological	76.0	24.0
Working time	68.3	31.7

The distribution of workload at the Haji Regional Hospital of South Sulawesi Province in 2024 showed that the majority of respondents felt a high physical (65.4%), psychological (76.0%), and working time (68.3%) workload, while a small number experienced a lower workload.

The workload at the Haji Regional Hospital in South Sulawesi Province is largest in the high category, namely 58 people (55.8%), while the low category is 46 people (44.2%). The distribution of workload at the Haji Hospital of South Sulawesi Province in 2024 showed that the Ar Raodah 3 room (68.8%) and Al Kautsar (60.0%). Overall, 58 respondents (55.8%) experienced a high workload, while 46 respondents (44.2%) had a low workload.

Table 2. Frequency Distribution of Answers to the Work-Life Balance Variable at the Haji Regional Hospital, South Sulawesi Province in 2024

Dimensions	Tall (%)	Low (%)
<i>Work Interference With Personal Life</i>	71.2	28.8
<i>Personal Life Interference With Work</i>	68.3	31.7
<i>Personal Life Enhancement With Work</i>	70.2	29.8
<i>Work Enhancement Of Personal Life</i>	79.8	20.2

The distribution of work-life balance at the Haji Regional Hospital in South Sulawesi Province in 2024 showed that the majority of respondents felt that work interfered with their personal life (71.2%) and vice versa (68.3%). However, many also felt support from their personal life towards their work (70.2%) and work towards their personal life (79.8%).

Of the 104 (100%) respondents, the work-life balance at the Haji Regional Hospital in South Sulawesi Province was mostly in the high category, which was 66 people (63.46%), while the low category was 38 people (36.54%). Then continued with the calculation of the work-life balance variable per room and the following data was obtained: Work-life balance distribution at Haji Regional Hospital Province South Sulawesi in 2024 showed that out of a total of 104 respondents, 66 people (63.46%) had a high work-life balance, while 38 people (36.54%) had a low level. High work-life balance was mostly found in the Ar Raodah 2 (68.42%) and Ad Dhuha (70.59%) rooms, while low work-life balance was more common in the Ar Raodah 1 (35.71%) and Ad Dhuha 2 (29.41%) rooms.

Table 3. Frequency Distribution of Answers to Work Motivation Variables at the Haji Regional Hospital, South Sulawesi Province in 2024

Dimensions	Tall (%)	Low (%)
<i>Physiological Need</i>	77.9	22.1
<i>Safety Need</i>	72.1	27.9
<i>Social Need</i>	74.0	26.0
<i>Esteem Need</i>	67.3	32.7
<i>Self-Actualization Need</i>	81.7	18.3

The distribution of work motivation at the Haji Regional Hospital of South Sulawesi Province in 2024 showed that the majority of respondents had high motivation in all aspects of needs, especially in self-actualization (81.7%) and physiological

(77.9%), while a small portion had low motivation, with the highest percentage in self-esteem needs (32.7%).

Work motivation at Haji HospitalSouth Sulawesi Province in the high category is 66 (63.46%) people while the highest in the low category is 38 people (36.54%). The distribution of work motivation at the Haji Hospital of South Sulawesi Province in 2024 shows that the number of respondents with high motivation varies in each installation room, with the highest number in Ar Raodah 2 (73.68%) and the lowest in Ar Raodah 2 (26.32%). Overall, 66 respondents (63.46%) have high work motivation, while 38 respondents (36.54%) have low motivation.

4. BIVARIATE ANALYSIS

a. The Influence of Work-Life Balance on Work Motivation

The results of the analysis of the influence of work-life balance on work motivation can be seen in the following table.

Table 4. The Influence of Work-Life Balance on Work Motivation at the Haji Regional Hospital, South Sulawesi Province in 2024

Work-Life Balance	Work motivation				p-value
	Tall		Low		
	F	%	F	%	
Tall	50	75.8	16	24.2	0.001
Low	16	42.1	22	57.9	
Total	66	63.5	38	36.5	

The table above shows the influence of work-life balance on work motivation at RSUD HajiProvinceSouth Sulawesi in 2024. In the group of respondents with high work-life balance, 50 people (75.8%) had high work motivation, while 16 people (24.2%) had low motivation. Conversely, in the group with low work-life balance, only 16 people (42.1%) had high work motivation, while 22 people (57.9%) had low motivation. The total number of respondents was 104 people, with 66 people (63.5%) having high work motivation and 38 people (36.5%) having low motivation. The results of the hypothesis test showed a p-value of 0.001, which is smaller than the significance level of 0.05. This shows that there is a significant influence between work-life balance and work motivation.

b. The Effect of Workload on Work Motivation

The results of the analysis of the influence of workload on work motivation can be seen in the following table.

Table 5. The Influence of Workload on Work Motivation at the Haji Regional Hospital, South Sulawesi Province in 2024

Workload	Work motivation				p-value
	Tall		Low		
	F	%	F	%	
Tall	27	46.6	31	53.4	0,000
Low	39	84.8	7	15.2	
Total	66	63.5	38	36.5	

The table shows the influence of workload on work motivation at Haji Regional Hospital.ProvinceSouth Sulawesi in 2024. In the group of respondents with high workload, there were 27 people (46.6%) who had high work motivation, while 31 people (53.4%) had low motivation. Conversely, in the group with low workload, there were 39 people (84.8%) who had high motivation, while 7 people (15.2%) had low motivation. The results of the hypothesis test showed a p-value of 0.000, which is smaller than the significance level of 0.05. This shows that there is a significant influence between workload and work motivation.

c. Effect of Workload on Work-life balance

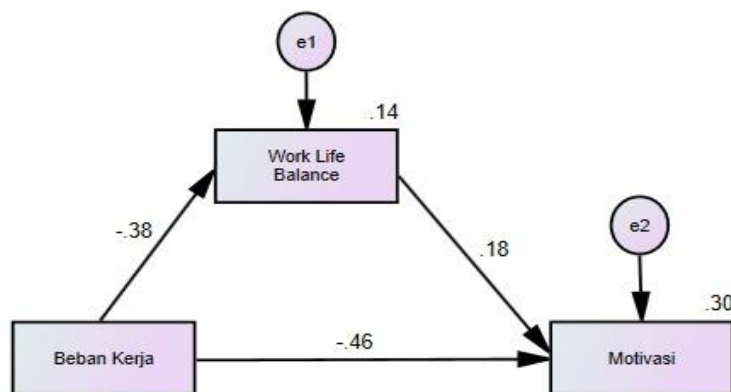
The results of the analysis of the influence of workload on work-life balance can be seen in the following table.

Table 6. The Influence of Workload on *Work-life balance* at *Haji Hospital, South Sulawesi Province* in 2024

Workload	Work-life Balance				p-value
	Tall		Low		
	F	%	F	%	
Tall	32	55.2	26	44.8	0.077
Low	34	73.9	12	26.1	
Total	66	63.5	38	36.5	

The table above shows the influence of workload on work-life balance at RSUD HajiProvince South Sulawesi in 2024. In the group of respondents with high workload, there were 32 people (55.2%) who had high work-life balance and 26 people (44.8%) with low work-life balance. On the other hand, in the group with low workload, there were 34 people (73.9%) who had high work-life balance, while 12 people (26.1%) had low work-life balance. The results of the hypothesis test showed a p-value of 0.077, which is greater than the significance level of 0.05. This shows an insignificant effect between workload and work-life balance.

d. Multivariate Analysis



The results of the multivariate analysis with the Path test in this study are explained as follows.

Picture1. Path Analysis

Table 7. Results of Path Analysis between Work-Life Balance, Workload and Work Motivation of Nurses at Haji Hospital, South Sulawesi Province in 2024

Variables	Coefficient	P Value	Information
<i>Work-Life Balance</i> → Work motivation	0.18	0.042	<i>Direct</i>
Workload → Work motivation	-0.46	0,000	<i>Direct</i>
Workload → Work-Life Balance	-0.38	0,000	<i>Direct</i>

The results of the path analysis in Table 7 show that work-life balance has a direct effect on work motivation with a positive value with a coefficient of 0.18 and a p-value of 0.042 ($p < 0.05$), which means that its influence is significant. Meanwhile, workload on work motivation has a negative value with a coefficient of -0.46 and a p value of 0.000 ($p < 0.05$), indicating

that every one-unit increase in the workload variable will be followed by a decrease of 0.46 units in the work motivation variable. In addition, workload on work-life balance has a negative value of -0.38 and a p value of 0.000 ($p < 0.05$), indicating that every one-unit increase in the workload variable will be followed by a decrease of 0.38 units in the work-life balance variable. Thus, it can be concluded that workload not only has a direct impact on work motivation, but also affects work-life balance, which in turn can have an indirect impact on work motivation.

In addition to using more than one independent variable, this study also uses an intervening variable. An intervening variable is a mediating variable whose function is to mediate the relationship between the independent variable and the dependent variable. The results of the analysis are arranged in a table as follows:

Table 8. Results of the Analysis of the Indirect Effect of Workload, Work-Life Balance and Work Motivation of Nurses at Haji Hospital, South Sulawesi Province in 2024

Variables	Coefficient	Information
Workload → Work-Life Balance → Work motivation	-0.07	<i>Indirect</i>

The path coefficient value of workload on work motivation through work-life balance is negative at -0.07 and is not significant, because the indirect effect is smaller when compared to the direct effect. Every one unit increase in the workload variable indirectly contributes to a decrease of 0.07 units in work motivation through a decrease in the work-life balance variable..

e. Discussion

a. The Influence of Work – Life Balance on Work Motivation

Nurses in inpatient wards face high work pressure, irregular working hours, and heavy physical and emotional burdens, which can lead to stress, fatigue, and burnout. Research by Lavoie-Trembley et al. (2010) showed that burnout is directly related to low work motivation (11). The results of the hypothesis test in this study showed a p-value of 0.001 ($p < 0.05$), which indicates a significant influence between work-life balance and work motivation. This is reinforced by research by Wijaya (2020), which found that employees who can balance work and personal life tend to be more motivated and productive.

The demand-control-support model explains that work stress can be reduced if employees have control over their work and receive sufficient social support. A study by Zareen et al. (2023) also emphasized that feeling valued by the organization, through effective work-life balance policies, can increase work motivation (12). In addition, research by Panjaitan (2022) revealed that work flexibility and employee welfare policies contribute to motivation and job satisfaction, which ultimately increases employee engagement and productivity (13).

b. The Effect of Workload on Work Motivation

This study shows that there is a significant influence between workload and work motivation, with a p-value of 0.000 which is smaller than the significance level of 0.05. High workload can cause stress and fatigue, which have a negative impact on work motivation (5). The Yerkes-Dodson theory explains that low stress can improve performance, but if it is too high, it actually decreases productivity. Factors such as the level of task complexity, completion time, and organizational support also affect work motivation (14). Research by Ahmad (2021) shows that employees who feel their workload is disproportionate experience fatigue and burnout, which is further exacerbated by the lack of recognition and compensation (15).

High workload is defined as excessive work demands that are not balanced by adequate resources. The job demands-resources model according to Bakker and Demerouti (2007) emphasizes that high work demands can trigger stress and fatigue if not balanced by adequate support, facilities or policies. The impact is that individuals lose energy, focus and decrease work motivation because they feel burdened by the volume of tasks, long working hours and pressure to complete work on time (16). At RSUD Haji, inpatient nurses can handle 10 patients per shift or more, which includes the task of repairing IV lines, changing IVs, giving medication, accompanying patients who need help, administrative tasks, so that nurses feel that there is not enough time to complete their work, resulting in fatigue and decreased work motivation.

c. The Effect of Workload on Work - Life Balance

High workload can have an impact on a person's work-life balance, because individuals who are burdened with work tend to neglect their personal lives. Wijaya's research (2020) shows that excessive workload creates tension between professional demands and personal needs, causing stress and fatigue (5). The stress management theory by Lazarus and Folkman (1984) explains that individuals who are faced with a high workload often feel overwhelmed in managing both domains of their lives, namely work and personal life (17). According to Maslach et al (2001) this excessive workload can trigger stress and

burnout, constant stress interferes with the nurse's ability to enjoy activities outside of work so that the balance of life is disturbed (18), nurses at the Haji Hospital have high work pressure making nurses feel emotionally tired, so they lack motivation to carry out activities outside of work. A study at the Haji Hospital in South Sulawesi Province also showed that 73.9% of nurses with low workloads had a high work-life balance.

Research by Lu et al (2017) showed that nurses in hospitals with high workloads such as long working hours, insufficient rest time, excessive number of patients contributed to work stress and disruption of work-life balance, especially if the work shifts were not well structured. Others revealed that work intensity, work flexibility, and support from superiors played a role in work-life balance (19). Policies such as flexible working hours and managerial support can help employees manage work responsibilities without sacrificing their personal lives (20). Therefore, organizations need to implement policies that support work-life balance so that productivity remains high without sacrificing employee well-being.

d. The Influence of Workload on Work Motivation Through Work – Life Balance

The results of the statistical analysis show that there is an indirect effect of workload on work motivation through work-life balance. It is known that the path coefficient value of workload on work motivation through work-life balance is negative at -0.07. The estimated coefficient value of -0.07 indicates that the indirect effect between workload and work motivation through work-life balance shows lower results when compared to the direct effect between workload and work motivation.

High workload causes longer working hours, fatigue and difficulty in managing the balance between work and personal life (21). Nurses who have a low work-life balance often experience physical and mental fatigue, as well as difficulty in fulfilling their personal and social responsibilities (22). According to Bakker & Demerouti (2007) an imbalance between work and personal life can cause stress, boredom, job dissatisfaction which will ultimately reduce work motivation.

Research by Putri & Setiawan (2021) in government hospitals shows that excessive workload is directly related to work stress and decreased work motivation without going through changes in work-life balance (23). Based on the results of this study, high workload has a direct effect on decreasing nurses' work motivation, but work-life balance is not a significant intermediary factor in this relationship. This shows that efforts to improve work-life balance alone are not enough to increase work motivation, if the nurses' workload remains high, management needs to think about other strategies that need to be carried out, for example by evaluating and managing the workload effectively so that nurses' motivation remains high which can affect the quality of service and nurse performance.

The results of this study have several managerial implications for hospitals in improving nurses' welfare and performance. First, management needs to develop a work-life balance policy by adjusting work schedules, providing flexibility in time, and providing supporting facilities such as comfortable break rooms, daycare, and counseling services to reduce stress. Second, effective workload management can be done through more equitable division of tasks, increasing the number of staff, and using technology such as digital medical record systems to reduce administrative burdens. Third, training and professional development are essential in improving nurses' skills, especially in stress management, time management, and interpersonal skills. Finally, increasing organizational support through rewards, open communication, and welfare programs can create a more positive work environment, thereby improving nurses' motivation and performance.

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