THE IMPACT OF WORKLOAD, STRESS MANAGEMENT, AND WORK-LIFE BALANCE ON EMPLOYEE PRODUCTIVITY AT ADVENT HOSPITAL MEDAN

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Abstract

This research aims to evaluate the impact of workload, stress management, and work-life balance on employee productivity at Medan Advent Hospital. The research method used is a quantitative approach with a survey involving 81 respondents. Data were collected through a questionnaire containing questions about workload, stress management, work-life balance, and employee productivity. Data analysis was conducted using multiple linear regression. The results of the study indicate that workload has a negative and significant impact on employee productivity, where an increased workload negatively affects employee productivity. Stress management and work-life balance have a positive and significant impact on employee productivity. Work-life balance has a stronger impact compared to workload and stress management. Therefore, to improve employee productivity, Advent Hospital Medan is advised to focus more on conducting stress management training and implementing work-life balance for employees while paying attention to the workload of employees to ensure it aligns with their capabilities.

Keywords: *Workload; Stress Management; Work-Life Balance; Productivity*

INTRODUCTION

Humans are a crucial component in an organization because they play an important role in supporting the achievement of organizational goals. The quality of human resources greatly determines the success of the organization, both operationally and strategically. Therefore, companies are required to optimally manage their human resources so that the established goals can be effectively achieved. Employee productivity is an important indicator of the success of an organization. The higher the level of productivity, the faster the organization can grow and achieve the targets set.

Productivity not only reflects the quantitative results of work but also shows the mental attitude and commitment to continuous improvement. In the context of the healthcare service industry, efficiency and productivity are essential to provide the best service to patients. Productive employees are able to complete tasks on time, work with high quality, and have low absenteeism rates. Therefore, it is important for hospital management to pay attention to various elements that affect employee performance.

One of the main factors influencing productivity is workload. Excessive workload, both physically and mentally, can decrease performance, especially in high-pressure work environments like hospitals. Research by Fathoni (2020) and Pantow (2021) shows that workload has a significant impact on the productivity of both healthcare and non-healthcare workers. However, previous studies have not extensively discussed the differences in the effects of workload based on job fields, which presents an important gap to explore further.

In addition to workload, stress management also plays a crucial role in maintaining employee productivity. Unmanaged work stress can reduce performance quality, mental health, and job satisfaction. Research by Christian (2024) and Sidabalok & Sayekti (2020) indicates that effective stress management positively affects productivity improvement. Unfortunately, most of these studies were carried out outside the context of hospitals or only focused on performance, not specifically on productivity, thus requiring research that is more relevant to field conditions.

The last factor that is equally important is work-life balance, which refers to the balance between job demands and personal life. This balance can enhance employee

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satisfaction and motivation, which impacts productivity improvement. However, the reality at the Advent Hospital in Medan shows there are obstacles to achieving this balance, such as inflexible work schedules and high job demands. Therefore, this research aims to explore how workload, stress management, and work-life balance collectively influence employee productivity, as well as provide strategic recommendations for the development of human resource management policies in the hospital.

Based on the results of field observations and the personal experience of the researcher during direct observation at Advent Hospital Medan, there are still several obstacles related to the factors previously explained. Workload, stress management, and work-life balance do not fully support employee productivity. This is reinforced by direct complaints from patients or visitors expressed through reviews on a certain platform regarding the poor service provided by the employees of Advent Hospital Medan. Patients or visitors have pointed out that employees show emotional instability, lack discipline in time management, and are less informative in providing services. This phenomenon is caused by the inconsistency of the workload experienced by individual employees, minimal training in work stress management, and a lack of opportunities to achieve a balance between work life and personal life.

As a result, employees' emotional stability and work spirit decline, which ultimately impacts the low quality of service to the public and hinders the organization in achieving the planned goals. Another phenomenon discovered by the researcher through interviews and direct observation in the field is the addition of working hours beyond the initial agreement. For example, employees are required to come in one hour earlier than the agreed schedule. In addition, there is a shift system for both healthcare and non-healthcare staff, such as morning, afternoon, and night shifts. This situation makes it difficult for employees to implement work-life balance, thus their productivity can be disrupted due to work-related stress that arises from difficulties in managing time individually.

Problem Formulation

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1. Does workload partially affect employee productivity at Advent Hospital Medan?

2. Does stress management partially affect employee productivity at Advent Hospital Medan?

3. Does work-life balance partially affect employee productivity at Advent Hospital Medan?

4. Do workload, stress management, and work-life balance simultaneously affect employee productivity at Advent Hospital Medan?

LITERATURE REVIEW AND HYPOTHESES

Workload

According to Mahawati (2021), "workload is something that every individual who has responsibilities towards their job will experience intensively." Meanwhile, Wardhana et al. (2023) define "workload as the total work or tasks that must be completed by an individual within a certain time frame, which is usually measured based on the number of tasks to be completed or the time spent to accomplish those tasks." Thus, workload can be understood as a set of jobs or tasks that are the responsibility of an individual or organizational unit, which must be completed within a certain time to achieve the completion of those tasks.

The indicators of workload according to Mahawati et al. (2021) in Kadarisman (2023) are as follows:

1. Work conditions

   Work conditions include employees' understanding of the tasks and responsibilities they carry. The organization needs to ensure that all employees have been briefed on the applicable Standard Operating Procedures (SOP). With a good understanding of the SOP, employees can perform their jobs more efficiently and effectively.

2. Work time usage

   Proper time management according to the SOP can help minimize employees' workload. With good time management, employees can

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complete their tasks within the specified timeframe, thereby reducing stress and increasing productivity.

3. Targets to be achieved

   Setting clear and realistic targets is very important in workload management. Each employee may have a different workload, so it is necessary to establish appropriate timing to complete certain tasks. With measurable targets in place, employees can be more focused and motivated to achieve the expected results.

Stress Management

Aprinawati et al. (2024) state that stress management is a skill that enables individuals to anticipate, prevent, manage, and recover from stress caused by threats or the inability to respond cognitively and behaviorally. Kalonio et al. (2019) define stress management as an individual's efforts to control and recognize the causes of stress and to apply certain techniques in order to manage stress more effectively. According to Wardhana et al. (2021), stress management consists of a set of techniques and programs designed to help individuals cope with stress effectively by analyzing stress triggers and taking positive actions to minimize their impact. Based on these definitions, it can be concluded that stress management is the individual's ability to recognize and address stress through prevention, control, and recovery techniques, in order to enhance emotional balance in both personal and professional life.

According to Galuh and Purnamasari (2020), the following is an explanation of the indicators of stress management:

1. Identification of stress symptoms

   The process of identifying stress symptoms involves an individual's ability to recognize and understand various physical and emotional signs that arise as a response to the pressure or burden experienced.

2. Analysis of stress symptoms

   This includes reflecting on the situations or factors that trigger stress, as well as understanding how stress affects physical and mental health.

3. Strategies to avoid stress

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This includes better time management, limiting exposure to stressful situations, and creating a more supportive work or learning environment.

4. Coping stress

Refers to various methods and strategies used by individuals to face and adapt to stressful situations. Including cognitive approaches such as changing negative thought patterns to positive ones, as well as behavioral techniques like relaxation exercises, sports, or meditation.

Work-Life Balance

Saring (2022) defines work-life balance as a form of equilibrium in a person's life, where job responsibilities can be fulfilled without neglecting personal aspects. Sariningrum (2024) adds that work-life balance is an effort to achieve harmony between job demands and personal needs. According to Lukmiati et al. (2020), work-life balance is the level of engagement and satisfaction individuals have in their work and personal roles without causing conflict. Based on these definitions, work-life balance can be understood as an individual's effort to harmoniously balance their roles in work and personal life, thus maintaining satisfaction and avoiding conflicts between the two.

According to Saring (2022), there are several indicators of work-life balance, namely:

1. Time balance.

   This indicator relates to: the amount of time an employee allocates to both work and personal life with their family, the amount of time for various office activities, and the amount of time for family or social activities that the employee participates in.

2. Involvement balance.

   This indicator refers to the amount or condition of psychological involvement and commitment of an employee in performing their work as well as activities outside of work.

3. Satisfaction balance.

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This indicator relates to the level of satisfaction an employee feels in performing their job and activities outside of work.

Productivity

According to Wijaya (2021), "Productivity is the ratio between the output achieved and the total resources used (input), which is related to a productive mental attitude including: attitudes, spirit, motivation, discipline, creativity, innovation, dynamism, and professionalism." According to Nurfitriani (2024), productivity is a mental attitude that has the spirit of self-improvement, such as enhancing skills, discipline, teamwork, knowledge, personal effort, and improving work through better management and work attitudes than before, saving costs, being punctual, and having better technological systems. Based on several definitions regarding productivity, it can be interpreted that productivity is the ratio of the results achieved (output) to the resources used (input), encompassing aspects of quality and quantity, and influenced by mental attitudes such as the spirit of self-improvement, skills, discipline, cooperation, and the better use of technology and management to achieve optimal results.

In measuring employee work productivity, several indicators are needed. According to Mahawati et al. (2021), the indicators of productivity include:

1. Work quantity

   Which is the ability of employees to complete assigned tasks as expected and meet the specified targets.

2. Quality

   Which is the quality of work that meets the specifications of product or service materials by following work techniques and standard operating procedures.

3. Punctuality

   Which is the ability of employees to finish work according to the time target by maximizing working time to achieve optimal output.

Hypotheses

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Based on the theoretical description that has been explained, the hypotheses in this research can be formulated as follows:

H_1: Workload partially has a positive and significant effect on employee productivity at Advent Hospital Medan.

H_2: Stress management partially has a positive and significant effect on employee productivity at Advent Hospital Medan.

H_3: Work-Life balance partially has a positive and significant effect on employee productivity at Advent Hospital Medan.

H_4: Workload, stress management, and work-life balance simultaneously have a positive and significant effect on employee productivity at Advent Hospital Medan.

RSEARCH METHODOLOGY

Types and Sources of Research

This research is a quantitative study that utilizes numerical data to describe the variables under investigation. Data is obtained from two sources, namely primary and secondary. Primary data is collected through direct observation at the research site, including the distribution of questionnaires and information related to the organizational structure. Meanwhile, secondary data is sourced from literature such as books, journals, and websites that support the analysis process.

Research Location and Time

ResearchThis research is conducted at Advent Hospital Medan located at Jalan Gatot Subroto No.Km 4, Sei Sikambing D, Medan Petisah District, Medan City, North Sumatra, 20118. The research period extends from December 2024 to April 2025.

Population and Sample

The population in this study comprises the employees of Advent Hospital Medan, totaling 426 individuals. The sample in this study was determined using Slovin's formula with a margin of error of 10%, resulting in a total of 81 samples.

Data Collection Techniques

The data in this study was obtained through the distribution of questionnaires to test its validity. The questions asked are closed-ended with measurements using a Likert scale. The Likert scale is a technique that measures the answer scores for each provided answer instrument. In analyzing the data collected from respondents, the author employs analysis to address the research problem formulation utilizing SPSS version 30.

Operationalization Definition of Variables

Operational definition is the aspects of research that can provide information on how to measure variables. The variables to be analyzed are workload, stress management, work-life balance, and employee productivity as dependent variables.

Table 1. Operationalization Definition of Variables

Variable	Operationalization Definition	Empirical Indicator	Scale	Questionnaire Number
Workload (X_1)	A number of jobs or tasks held by an individual or organizational unit as responsibilities in a job and must be completed within a certain timeframe to be able to accomplish those tasks.	1. Work conditions. 2. Work time usage. 3. Targets to be achieved.	*Likert*	1-2 3-4 5-6
Stress Management (X_2)	Stress management is a skill that individuals possess to be able to manage, anticipate, prevent, and control the stress they experience, as well as to know techniques for managing stress so that they will be better at coping with stress in life and work.	1. Identify of stress symptoms. 2. Analyze the symptoms of stress. 3. Strategies to avoid stress. 4. Coping stress.	*Likert*	1-2 3-4 5-6 7-8
Work-Life Balance (X_3)	Work-life balance is an effort to achieve a balance between work life and personal life, allowing individuals to engage equally in both roles without causing conflict and still feeling satisfied in both.	1. Time balance. 2. Involvement balance. 3. Satisfaction balance.	*Likert*	1-2 3-4 5-6
Employee Productivity (Y)	Productivity is the ratio of the results achieved (output) to the resources used (input), which includes aspects of quality and quantity, and is influenced by mental attitudes such as the enthusiasm for self-improvement, skills,	1. Work Quantity 2. Quality 3. Punctuality	*Likert*	1-2 3-4 5-6

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Variable	Operationalization Definition	Empirical Indicator	Scale	Questionnaire Number
	discipline, teamwork, and better use of technology and management to achieve optimal results.			

Source: Data processed by the author, (2025)

Data Analysis Techniques

- Classical Assumption Tests

    These are a series of statistical tests used in linear regression analysis to ensure that the regression model applied meets the basic requirements (classical assumptions) so that the results of the analysis are valid, unbiased, and reliable. The classical assumption tests employed in this research include normality test, multicollinearity test, and heteroscedasticity test.

- Multiple linear regression analysis

    It is a statistical method used to determine the extent of the influence of independent variables, namely: workload (X_1), stress management (X_2), and work-life balance (X_3) on the dependent variable, which is employee productivity (Y).

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

Description:
Y   : Employee Productivity
a   : Constant
b_1, b_2, b_3 : Regression coefficients
X_1 : Workload
X_2 : Stress Management
X_3 : *Work-Life Balance*
e   : *Standard error*

- Hypothesis Testing

    This is conducted to assess whether workload, stress management, and work-life balance truly impact employee productivity at Advent Hospital Medan. The hypothesis testing includes: partial significance tests (t-tests), simultaneous significance tests (F-tests), and the coefficient of determination test (R^2).

THE RESULT OF RESEARCH

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Respondent Identity

The identity describes the gender, age, length of employment, and employee status at Medan Advent Hospital for those willing to fill out the distributed questionnaire.

- There are 28 male respondents (35%) and 53 female respondents (65%). This means that the majority of respondents who were willing to fill out the distributed questionnaire are female employees.

- The respondents under 25 years old totaled 19 people (23%), those aged 25-40 years totaled 43 people (53%), and those over 40 years old totaled 19 people (23%). This indicates that most respondents willing to fill out the distributed questionnaire are primarily employees aged 25-40 years.

- Respondents who have worked for ≤ 5 years amounted to 25 people (31%), those who have worked for ≤ 10 years totalled 33 people (41%), and those who have worked for >10 years numbered 23 people (28%). This indicates that the majority of respondents willing to fill out the distributed questionnaire are employees who have worked for ≤ 10 years.

- There are 26 respondents who are not married (32%) and 55 respondents who are married (68%). This shows that most of the respondents who were willing to fill out the distributed questionnaire are predominantly employees who are married.

Descriptive Statistical Analysis

In the descriptive analysis, the frequency distribution and percentages for the variables of workload, stress management, work-life balance, and productivity are presented.

Table 2. Frequency Distribution of Responses from the Workload Variable

| No | Statement | Assessment | | | | | Total Score | Average Score | Category |
| | | STS | TS | KS | S | SS | | | |
		1	2	3	4	5			
1	Statement 1	0	1	14	26	40	348	4,30	Very High
2	Statement 2	0	0	7	39	35	352	4,35	Very High
3	Statement 3	0	0	10	36	35	349	4,31	Very High
4	Statement 4	0	0	10	29	42	356	4,40	Very High

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No	Statement	Assessment					Total Score	Average Score	Category
		STS	TS	KS	S	SS			
		1	2	3	4	5			
5	Statement 5	0	0	7	34	40	357	4,41	Very High
6	Statement 6	0	0	8	27	46	362	4,47	Very High
Overall average								4,37	Very High

Source: Primary data processed by the author, (2025)

Based on the results of the descriptive statistical analysis in table 2. the average score of the 6 statements regarding workload is 4.37. This indicates a range of 4.21 – 5.00, falling into the very high category. Among the 6 statements in the workload questionnaire, the majority of respondents answered agree and strongly agree. Therefore, it can be concluded that the Advent Hospital Medan provides a good workload for its employees.

Table 3. Frequency Distribution of Responses from the Stress Management Variable

No	Statement	Assessment					Total Score	Average Score	Category
		STS	TS	KS	S	SS			
		1	2	3	4	5			
1	Statement 1	0	1	15	30	35	342	4,22	Very High
2	Statement 2	0	1	7	33	40	355	4,38	Very High
3	Statement 3	0	1	12	36	32	342	4,22	Very High
4	Statement 4	0	1	15	34	31	338	4,17	High
5	Statement 5	0	1	12	38	30	340	4,20	High
6	Statement 6	0	1	10	30	40	352	4,35	Very High
7	Statement 7	0	1	8	31	41	355	4,38	Very High
8	Statement 8	0	0	8	23	50	366	4,52	Very High
Overall average								4,31	Very High

Source: Primary data processed by the author, (2025)

Based on the results of the descriptive statistical analysis in table 3. the average score of the 8 statements regarding stress management is 4.31. This means it falls in the range of 4.21 – 5.00, which is categorized as very high, and from the 8 statements in the stress management questionnaire, the majority of respondents answered agree and strongly agree. Therefore, it can be concluded that Medan Advent Hospital provides good stress management to its employees.

Table 4. Frequency Distribution of Responses from the Work-Life Balance Variable

No	Statement	Assessment					Total Score	Average Score	Category
		STS	TS	KS	S	SS			
		1	2	3	4	5			
1	Statement 1	0	1	10	40	30	342	4,22	Very High
2	Statement 2	0	2	16	34	29	333	4,11	High
3	Statement 3	0	2	20	33	26	326	4,02	High
4	Statement 4	0	0	20	40	21	325	4,01	High
5	Statement 5	0	2	16	35	28	332	4,10	High
6	Statement 6	0	4	18	33	26	324	4,00	High
Overall average								4,08	High

Source: Primary data processed by the author, (2025)

Based on the results of the descriptive statistical analysis in table 4. the average score from 6 statements regarding work-life balance is 4.08. This indicates a range of 3.41 – 4.20, falling into the high category, and from the 6 statements in the work-life balance questionnaire, the majority of respondents answered agree and strongly agree. Thus, it can be concluded that Advent Hospital Medan provides a good work-life balance for its employees.

Table 5. Frequency Distribution of Responses from the Productivity Employee Variable

No	Statement	Assessment					Total Score	Average Score	Category
		STS	TS	KS	S	SS			
		1	2	3	4	5			
1	Statement 1	1	2	18	33	27	326	4,02	High
2	Statement 2	0	8	21	26	26	313	3,86	High
3	Statement 3	2	4	24	34	17	303	3,74	High
4	Statement 4	0	7	20	31	23	313	3,86	High
5	Statement 5	1	13	27	21	19	287	3,54	High
6	Statement 6	2	14	28	25	12	274	3,38	Sufficiently High
Overall average								3,74	High

Source: Primary data processed by the author, (2025)

Based on the results of the descriptive statistical analysis in Table 5. the average score from 6 statements regarding productivity is 4.74. This indicates that it falls within the range of 3.41 – 4.21 and is categorized as high. From the 6 statements in

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the productivity questionnaire, the majority of respondents answered agree and strongly agree. Therefore, it can be concluded that the employees of Advent Hospital Medan demonstrate good productivity.

Results of the Normality test

This test is used to test the normality of residuals of a regression model by using the Kolmogorov Smirnov test. In the Kolmogorov Smirnov test, a dataset is said to be normal if the Asymptotic Significant value is ≥ 0.10.

Table 6. Normality Test *Kolmogorov Smirnov.*

One-Sample Kolmogorov-Smirnov Test			Unstandardized Residual
N			81
Normal Parameters[a,b]	Mean		.0000000
	Std. Deviation		3.05575638
Most Extreme Differences	Absolute		.080
	Positive		.055
	Negative		-.080
Test Statistic			.080
Asymp. Sig. (2-tailed)[c]			.200[d]
Monte Carlo Sig. (2-tailed)[e]	Sig.		.222
	90% Confidence Interval	Lower Bound	.215
		Upper Bound	.229

Source: Primary data processed by SPSS 30, (2025).

Based on the table above, the Asymp. Sig (2-tailed) value of 0.200 is greater than the significance level of 0.10, thus it can be concluded that the data are normally distributed.

Results of the Multicollinearity Test

This test is used to determine whether multicollinearity has occurred, which can be seen from the size of the variance inflation factor (VIF). If the VIF value is greater than 10, it can be indicated that a predictor variable has experienced multicollinearity.

Table 7. Multicollinearity Test.

Coefficients[a]		Collinearity Statistics	
Model		Tolerance	VIF
1	Beban Kerja	.764	1.309
	Manajemen Stres	.770	1.298
	Work-Life Balance	.978	1.022
a. Dependent Variable: Produktivitas			

Source: Primary data processed by SPSS 30, (2025).

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Based on Table 7, the VIF values for workload (1.309), stress management (1.298), and work-life balance (1.022) are all less than 10, thus it can be concluded that there is no multicollinearity.

Results of the Heteroskedasticity Test

The Glejser test is used to detect heteroskedasticity because it is more accurate than graphical analysis. This test is conducted by regressing the independent variables against the absolute residual values. The results are assessed based on the significance value: if it is greater than 10%, heteroskedasticity does not occur; if it is smaller, then heteroskedasticity exists.

Table 8. Heteroscedasticity Test with the Glejser Test

		Coefficients^a				
		Unstandardized Coefficients		Standardized Coefficients		
Model		B	Std. Error	Beta	t	Sig.
1	(Constant)	.937	3.385		.277	.783
	Beban Kerja	-.002	.115	-.002	-.014	.989
	Manajemen Stres	.040	.079	.066	.513	.609
	Work-Life Balance	.006	.086	.008	.069	.945
a. Dependent Variable: ABS_RES						

Source: Primary data processed by SPSS 30, (2025).

Based on Table 8, the Sig. Glejser values for workload (0.989), stress management (0.609), and work-life balance (0.945) are all greater than 0.10, thus it can be concluded that heteroskedasticity does not occur.

Results of Multiple Linear Regression Analysis

The analysis method used in this research is multiple linear regression analysis. The result of the regression analysis is in the form of regression coefficients for each independent variable. These coefficients are obtained by predicting the value of the dependent variable using an equation.

Table 9. Analisis Regresi Linear Berganda

		Coefficients^a				
		Unstandardized Coefficients		Standardized Coefficients		
Model		B	Std. Error	Beta	t	Sig.
1	(Constant)	5.820	5.663		1.028	.307
	Beban Kerja	-.537	.193	-.307	-2.786	.007
	Manajemen Stres	.632	.132	.527	4.801	<,001
	Work-Life Balance	.364	.144	.246	2.520	.014
a. Dependent Variable: Produktivitas						

Source: Primary data processed by SPSS 30, (2025).

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Based on Table 9, the multiple linear regression equation obtained is:

$$Y = 5{,}820 - 0{,}537X_1 + 0{,}632X_2 + 0{,}364X_3$$

The interpretation of this equation is as follows:

- A constant of 5.820 indicates that if X_1, X_2, and X_3 are all zero, the employee productivity would be 5.820.

- The workload coefficient (X_1) of -0.537 means that for every increase of 1 unit in workload, productivity will decrease by 0.537.

- The stress management coefficient (X_2) of 0.632 indicates that every increase of 1 unit in stress management will increase productivity by 0.632.

- The work-life balance coefficient (X_3) of 0.364 means that an increase of 1 unit in work-life balance will increase productivity by 0.364.

Results of Partial Significance Testing (t-test)

A statistical test used to compare the averages of two groups or samples, or to test the partial effect of independent variables on dependent variables. To perform a t-test, you compare the calculated t value against the table t value, and also check the significance value against the predetermined significance level.

Based on the t-test value and table:

a. If the t-test value is less than or equal to the table value, then the independent variable (X) has a negative impact on the dependent variable (Y).

b. If the t-test value is greater than the table value, then the independent variable (X) has a positive impact on the dependent variable (Y).

Based on the significance value from the SPSS output:

a. If the significance value is greater than 0.10, then the independent variable (X) does not have a significant impact on the dependent variable (Y).

b. If the significance value is less than or equal to 0.10, then the independent variable (X) has a significant impact on the dependent variable (Y).

Table 10. Partial Significance Testing (t-test)

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	5.820	5.663		1.028	.307
	Beban Kerja	-.537	.193	-.307	-2.786	.007
	Manajemen Stres	.632	.132	.527	4.801	<.001
	Work-Life Balance	.364	.144	.246	2.520	.014

a. Dependent Variable: Produktivitas

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Source: Primary data processed by SPSS 30, (2025).

To determine the t_{table} value, a significance level (α) of 10% and degrees of freedom (df) of n - k are used, where n is the sample size (81) and k is the number of independent variables (3), resulting in df = 78. Thus, the t_{table} value obtained is 1.292.

Based on Table 10, the results of the t-test indicate that:

1. Workload has a negative and significant effect on employee productivity, with a calculated t_{value} of -2.786 < t_{table} of 1.292 and significance of 0.007 < 0.10.
2. Stress management has a positive and significant effect, as the calculated t_{value} is 4.801 > 1.292 and significance is 0.001 < 0.10.
3. Work-life balance also has a positive and significant effect, indicated by a calculated t_{value} of 2.520 > 1.292 and significance of 0.014 < 0.10.

Results of the Simultaneous Significance Test (F-test)

A statistical test used to check if all the independent variables (the free variables) together have a significant effect on the dependent variable (the bound variable).

The decision-making criteria are:

- H_0 is accepted if the calculated F is less than the table F at α = 10%
- H_a is accepted if the calculated F is greater than or equal to the table F at α = 10%.

Table 11. Simultaneous Significance Test (F-test)

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	296.717	3	98.906	10.195	<,001[b]
	Residual	747.012	77	9.701		
	Total	1043.728	80			

a. Dependent Variable: Produktivitas
b. Predictors: (Constant), Work-Life Balance, Manajemen Stres, Beban Kerja

Source: Primary data processed by SPSS 30, (2025).

The F table formula is = (df1; df2). df1 = (k - 1), df2 = (n - k), thus df1 = (3 - 1) and df2 = (81 - 3), making the F table = (2; 78) = 2.372.

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Based on Table 6, the calculated F value is 10.195 > F table 2.372 and the significance value is 0.001 < 0.10, hence it can be concluded that workload, stress management, and work-life balance significantly influence employee productivity simultaneously.

Results of the Coefficient of Determination (R^2) Test

The Coefficient of Determination (R^2) is used to measure how much the independent variable (X) contributes to the dependent variable (Y). If the R^2 value is getting higher (closer to one), it means that variable X is doing a better job explaining variable Y. On the flip side, if R^2 is getting lower (closer to zero), it suggests that the independent variable doesn't have much of an impact on the dependent variable. This indicates that the model being used isn't strong enough to prove that there's a connection between the independent variable being studied and the dependent variable.

Table 12. Coefficient of Determination (R^2) Test

Model Summary[b]

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.533[a]	.284	.256	3.115

a. Predictors: (Constant), Work-Life Balance, Manajemen Stres, Beban Kerja

b. Dependent Variable: Produktivitas

Source: Primary data processed by SPSS 30, (2025).

Based on table 12. it can be concluded that the value of the coefficient of determination or Adjusted R-Square is 0.256 or 25.6%, indicating the impact of workload, stress management, and work-life balance on productivity. Meanwhile, the remaining 74.4% is influenced by other variables not included in this study.

DISCUSSION OF THE RESULT
The Impact of Workload on Employee Productivity

Based on the results of the t hypothesis test, the calculated t_{value} for the workload variable is -2.786 < 1.292, and the significance value is 0.007 < 0.10. The negative

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calculated t_{value} indicates that the workload variable has a negative relationship with productivity. This means that as the workload increases, productivity tends to decrease. Since the calculated t_{value} (-2.786) is smaller than the tabulated t_{value} (1.292) and the significance value of 0.007 < 0.10, it can be concluded that H0 is accepted and H1 is rejected. Therefore, these results demonstrate that workload has a significant impact on productivity. The negative effect found indicates that an increase in workload may adversely affect productivity. These research findings are consistent with the findings of Kurniasari et al. (2024), which show that workload negatively impacts employee productivity. However, these results contradict the research conducted by Fathoni (2020), which states that there is an influence of workload on employee productivity.

Several factors can explain why workload significantly but negatively affects employee productivity. First, high workloads can lead to physical and mental fatigue, thereby reducing employees' ability to work efficiently and effectively. Second, an increase in workload is often accompanied by a rise in stress levels, which can disrupt focus and motivation at work. Third, a heavy workload may cause employees to rush through tasks without paying attention to details, resulting in a decline in the quality of work output. Fourth, excessive workload can disrupt the balance between work and personal life, ultimately reducing job satisfaction and overall productivity.

The Impact of Stress Management on Employee Productivity

Based on the results of the t-test hypothesis, the calculated t_{value} for the stress management variable is 4.801, which is greater than 1.292, and the significance value is 0.001, which is less than 0.10. It can be concluded that stress management has a positive and significant impact on employee productivity, leading to the rejection of H0 and the acceptance of H2. The better the stress management implemented, the higher the employee productivity. This research finding is consistent with the results of a study conducted by Christian (2024), which indicated a positive influence of stress management on employee productivity. This emphasizes the importance of good stress management in maintaining or enhancing employee productivity. Previous studies have also shown that unmanaged work-related stress can reduce employee productivity.

Several reasons why stress management positively and significantly affects employee productivity include improved concentration and focus, as effective stress management helps employees reduce mental distractions, thereby enabling them to complete tasks optimally. Furthermore, better mental and physical health also serves as a supporting factor, where employees who can manage stress well tend to have lower absenteeism rates and higher work energy. Good stress management also enhances job satisfaction, as employees feel more comfortable and motivated in performing their duties. Additionally, effective stress management facilitates better decision-making, as employees can think more clearly without excessive pressure. Therefore, the implementation of effective stress management programs can be an important strategy for organizations to enhance employee productivity and create a healthier and more productive work environment.

The Impact of Work-Life Balance on Employee Productivity

Based on the results of the t-hypothesis test, the calculated t_{value} for the work-life balance variable is 2.520 > 1.292, and the significance value is 0.014 < 0.10. It can be concluded that work-life balance has a positive and significant effect on employee productivity, leading to the rejection of H0 and acceptance of H3. In other words, the better the work-life balance achieved by employees, the higher their productivity will be. This research finding is in accordance with the study conducted by Okorie (2024), which states that work-life balance positively and significantly affects productivity. Work-life balance plays a crucial role in maintaining employee productivity by creating a balance between job responsibilities and personal life. In daily life, employees who have sufficient time to rest, exercise, or spend time with family tend to be more focused and motivated while working. For example, an employee with a flexible work schedule can manage their tasks more effectively without sacrificing time for their health and social life.

Moreover, a good work-life balance helps reduce stress and the risk of burnout. Employees who continuously carry work outside of set hours without clear boundaries are at risk of experiencing mental fatigue, which can ultimately decrease their productivity. On the contrary, when they have sufficient leisure time to rest and engage

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in enjoyable activities, they can return to work feeling refreshed and more efficient. Support in creating a work-life balance is also a crucial factor in enhancing employee satisfaction and loyalty. Policies such as flexible working hours, mental health programs, and other supportive facilities can make employees feel more valued and comfortable in their work environment. When employees feel balanced between their work and personal lives, they tend to be more productive and contribute better to the company. Therefore, work-life balance is not only beneficial for individuals but also contributes to the success and sustainability of organizations.

The Impact of Workload, Stress Management, and Work-Life Balance on Employee Productivity

Based on the F hypothesis test, the calculated F value is 10.195, which is greater than the F table value, that is $10.195 > 2.372$, and the significance value of F is $0.001 < 0.10$. It can be concluded that simultaneously or together, workload, stress management, and work-life balance significantly affect employee productivity, and it is concluded that H0 is rejected and H4 is accepted.

Workload, stress management, and work-life balance play an important role in daily employee productivity. Excessive workload can lead to physical and mental exhaustion, thereby decreasing focus and work efficiency. For example, someone who takes the time to exercise or engage in hobbies can cope with stress better, thus remaining productive in their work. Companies that support mental health and provide stress management programs can help improve employee performance. A balanced work-life balance allows employees to balance work and personal life, which enhances enthusiasm and work motivation. Employees who have sufficient breaks or flexibility in their work tend to be more productive. For instance, flexible work policies and supporting wellness facilities can help employees stay motivated. Overall, these findings emphasize the importance of proper workload management, effective stress management, and the implementation of work-life balance in enhancing employee productivity. Companies that pay attention to these three aspects tend to have healthier, more motivated, and productive employees, which ultimately contributes to the achievement of organizational goals.

CONCLUSION AND SUGGESTIONS

Conclusion

This research shows that workload, stress management, and work-life balance have a significant influence on employee productivity at Advent Hospital Medan, both partially and simultaneously. Excessive workload has been proven to reduce productivity as it causes physical and mental fatigue, increases work pressure, and disrupts employees' personal life balance. On the contrary, good stress management can enhance concentration, maintain mental and physical health, and encourage employees to work more effectively and efficiently. A balanced work-life balance also contributes to productivity, as it allows employees to maintain energy, reduce the risk of burnout, and increase satisfaction and loyalty to the organization.

Overall, wise workload management, the implementation of appropriate stress management programs, and support for work-life balance are crucial factors in creating a healthy, motivated, and productive workforce. These three variables contribute to creating a work environment that supports the achievement of optimal performance.

Suggestion

The management of Advent Hospital Medan is advised to organize employee workloads more proportionally, through balanced task distribution and supervision of working hours to prevent excessiveness. Additionally, a structured stress management program should be implemented, such as stress control training, relaxation activities, or providing counseling facilities.

To support work-life balance, hospitals should also consider flexible working policies, increased break times, and facilities that comprehensively support employee well-being. These efforts can help maintain motivation, improve job satisfaction, and support long-term productivity.

Furthermore, subsequent research is encouraged to incorporate other variables that have not been analyzed in this study, to gain a more comprehensive understanding of the factors influencing employee productivity in the healthcare sector.

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