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## The Relationship between Nurses' Workload, Hospitality Culture, and Service Quality: Insights from Regional General Hospital, Sumedang District

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### Abstract

The hospital plays a critical role in delivering high-quality services by adopting a comprehensive approach that encompasses physical, psychological, and social aspects of patient care, all of which are closely tied to human resources. While a high workload can negatively affect service quality, a robust culture of hospitality among nurses can significantly enhance it. The Regional General Hospital Sumedang Regency, recognized as the busiest hospital in the region, has received reviews indicating suboptimal service quality, which may be linked to the nurses' workload and their level of hospitality. This study aims to investigate the effects of workload (X1) and hospitality culture (X2) on service quality (Y) at Regional General Hospital Sumedang Regency, both individually and collectively. Employing a descriptive-verification research methodology, the study sampled 83 nurses using simple random sampling. The analysis utilized descriptive statistics and multiple linear regressions to interpret the data. The findings reveal that nurses experience a high workload, demonstrate a very high level of hospitality culture, and provide service quality rated as very good. Hypothesis testing indicates that workload does not significantly affect service quality, whereas hospitality culture has a positive effect. Furthermore, both factors combined influence service quality. Based on these findings, it is recommended that Regional General Hospital Sumedang Regency reassess nurse workloads and improve room layouts, rest and sanitation facilities, and training on effective communication and patient involvement. These measures can help reduce fatigue, boost confidence, and foster better patient engagement, ultimately leading to enhanced service quality.

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### Introduction

Hospitals play a crucial role in delivering comprehensive care to communities. High-quality care in a hospital setting extends beyond physical treatment, incorporating a holistic approach that addresses patients' physical, psychological, and social well-being. This includes accurate diagnoses, effective medical interventions, and continuous management of a patient's condition. Additionally, excellent care emphasizes clear communication with patients and actively involves them in the decision-making process, fostering a supportive and empathetic environment. Hospitals also prioritize disease prevention, efficient therapeutic strategies, and robust rehabilitation programs to ensure optimal patient recovery and long-term health outcomes <sup>[1]</sup>.

The provision of quality hospital services is directly influenced by the capabilities and effectiveness of its human resources. Hospital staff, particularly healthcare professionals, play a critical role in determining the overall quality of service delivery <sup>[2]</sup>. Well-trained and competent personnel, supported by efficient management, can significantly enhance patient experiences and outcomes <sup>[3]</sup>. However, hospital HR faces notable challenges, especially related to heavy workloads due to the complexity of healthcare services and the continuous, round-the-clock demands of patient care. Factors such as patients requiring intensive medical attention, substantial administrative responsibilities, and frequently changing healthcare policies contribute to increased

work pressure on nurses and other medical staff [4].

These challenges are further compounded by workforce shortages in some cases, placing additional strain on existing personnel, which can negatively impact both staff well-being and the quality of care provided.

High workloads can significantly hinder healthcare staff's ability to deliver quality care. Nurses experiencing excessive workloads may struggle to maintain optimal attention to patients, delay responses to urgent medical needs, and experience difficulty sustaining positive interpersonal interactions [5, 6]. Conversely, when workloads are well-managed, nurses can dedicate more focused attention to patients, reduce their stress levels, and improve their ability to concentrate on the qualitative aspects of care. Proper workload management not only enhances the quality of care but also fosters a more responsive and efficient healthcare environment, contributing to higher patient satisfaction and better staff well-being [7, 8]. Numerous studies support the notion that healthcare workers facing high workloads are less capable of providing optimal care [5, 9, 10].

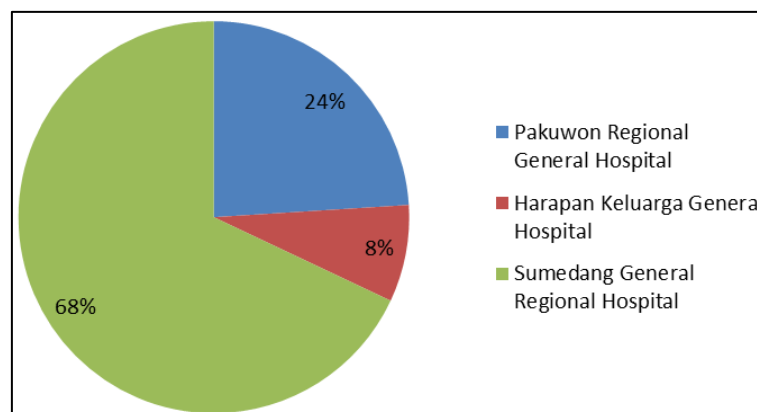
In providing healthcare services, cultivating a culture of hospitality is essential for enhancing patient safety, satisfaction, and well-being, while also reducing healthcare costs and alleviating patient anxiety [11]. A supportive and responsive care environment that respects patient needs and expectations is key to fostering high levels of patient satisfaction [6]. When hospitals prioritize these factors, they not only improve their public image but also strengthen the relationships between patients and healthcare providers. Achieving optimal patient satisfaction is vital, and it requires the hospital to continuously monitor and improve the various factors that influence this satisfaction. This ongoing focus on patient-centered care helps hospitals meet superior service standards and ensures that patient needs remain the core of healthcare delivery [9].

Hospitality plays a crucial role in providing hospital services by creating an environment that fosters patient healing and well-being. It is an integral part of organizational culture [10,

12], where a warm, friendly, and caring atmosphere can help reduce patient anxiety, enhance satisfaction, and even accelerate the recovery process [13]. A culture of hospitality strengthens the relationships between healthcare staff and patients, improving communication and fostering feelings of trust and support. When hospitals prioritize hospitality, they can elevate the quality of care, create positive patient experiences, and enhance their public image. Research has shown that a hospitality culture positively impacts various dimensions of hospital services, including employee behavior, job satisfaction, service quality, and patient satisfaction. These outcomes are closely tied to the presence of a hospitality-focused environment, which significantly contributes to the overall quality of care provided [14, 15].

The culture of hospitality practiced by healthcare workers positively impacts service quality by fostering an environment that emphasizes attention, empathy, and personal involvement [16]. When healthcare staff exhibit caring and responsive behaviors, patients feel valued and understood, which enhances their overall experience. These warm and compassionate interactions help build strong relationships between patients and healthcare providers [17]. This approach not only boosts patient satisfaction but also supports a holistic approach to care. By promoting a culture of hospitality, healthcare workers significantly improve the interpersonal and human aspects of healthcare delivery [13] enhancing both the quality of services and the well-being of patients.

District Hospital Sumedang is a public hospital managed by the Regional Government of Sumedang Regency, West Java, Indonesia, and is situated in the capital of Sumedang district. It stands out as one of the three hospitals in the region, two of which are private. According to the Sumedang District Health Service, Regional Hospital Sumedang has the highest patient volume, serving 22,347 of the 33,115 patients in the region. In comparison, Pakuwon Regional General Hospital served 8,070 patients, and Harapan Keluarga General Hospital treated 2,698 patients [18].



**Fig 1:** Jumlah pasien keluar (hidup+mati) Sumber: Dinas Kesehatan Kab. Sumedang

At District Hospital Sumedang (Regional General Hospital), key services include outpatient care, emergency room (IGD), and inpatient care. The hospital has demonstrated strong performance in increasing access and quality of care, surpassing its targets for hospital accreditation according to national standards, as outlined in the Government Performance Accountability Report (LKIP) for Q3 2023. While the Community Satisfaction Index (IKM) survey indicated that 95.91% of patients were satisfied with the

services, 4.09% expressed dissatisfaction. Areas that received negative feedback include facility quality, service speed, patient financing, alignment of service outcomes with standards, and ease of service procedures [19].

Furthermore, as public knowledge regarding the use of science and technology rises, along with the accessibility of social media, any issues that arise can quickly gain widespread attention. This is particularly concerning for District Hospital Sumedang (Regional General Hospital),

which has received a low rating of 3.2 out of 5 on Google Maps, based on feedback from 551 users. This rating highlights potential weaknesses in service quality, emphasizing the need for the hospital to address these concerns to improve its reputation and patient trust. Additionally, the assessment on Google Maps indicates that the hospitality culture at District Hospital Sumedang (Regional General Hospital) is not fully optimized. Patients have expressed discomfort due to treatment perceived as unfriendly. Friendliness is a vital component of hospitality culture, as it helps create a welcoming environment, strengthens interpersonal relationships, and ultimately enhances patient satisfaction and overall experience [20]. Addressing these issues is essential for improving the hospital's service quality and patient perceptions.

This issue is related to the inadequate number of nursing human resources at District Hospital Sumedang (Regional General Hospital), which falls below the standard in relation to the Bed Occupancy Rate (BOR) and the number of available beds. As a result, nurses face increased workloads. Having an adequate number of human resources (HR) is essential for enhancing service quality. With sufficient personnel, hospitals can respond more effectively to patient needs, positively influencing service response times,

maintenance availability, and operational sustainability [21]. Furthermore, adequate HR enables nurses and medical staff to provide more intensive and personalized attention to patients, better manage fatigue, and focus on the qualitative aspects of care, thereby creating a more satisfying care experience for patients.

The method for calculating the need for nursing staff at Sumedang District General Hospital employs the Gillies formula (1994). According to Gillies, the formula for determining the nursing staff requirement in a care unit is as follows:

$$N = \frac{(A \times B)}{C}$$

Where:

N = the number of nursing staff required

A = the average number of patients per shift

B = the average time (in hours) needed to provide care for one patient per shift

C = the average number of hours a nurse works per shift

This formula helps hospitals assess their nursing needs based on patient care demands, ensuring adequate staffing levels for optimal service delivery.

**Table 1:** Number of Additional Inpatient Nurses Requirements at RSU Sumedang in 2023

No.	Rooms	BOR	No of Beds	Existing	Standard	Needs
1	Aster	80%	16	20	21	2
2	Orchid	66.94%	32	20	26	6
3	Carnation	62.80%	21	19	18	2
4	Dahlia	84.58%	32	24	30	7
5	Jasmine	34.40%	27	11	11	1
6	Cape Flowers	61.71%	41	26	31	7
7	Kananga 1	48.41%	12	8	7	0
8	Kananga 2	89.22%	12	14	13	
9	Sakura	80.17%	23	17	22	6
10	Cempaka	90.11%	23	16	25	9
11	Upper Tulip	57.07%	36	21	25	4
12	WK	67.53%	10	11	10	0
13	Emergency	108 Patients/day		34	41	7
14	Outpatient	510 Patients/day		35	39	4
15	Intensive Care Unit	29.86 %	14	35	35	0
16	Natal Intensive Care Unit	64.11	26	23	28	5
17	Jasmine	62.35%	28	20	25	5
18	CENO	73.56%		31	35	4
19	Central Surgical Installation			40	49	9
20	Haemodialysis	57 PS/day		16	17	1
Total Needs						79

Despite the inadequate availability of human resources (HR) at District Hospital Sumedang (Regional General Hospital), maximizing efforts from the medical team to provide hospitality remains essential for reducing patient complaints [20]. Even with limited personnel, healthcare staff can deliver extra attention and effective communication, fostering a positive care experience. By embracing a culture of caring hospitality, even in resource-limited environments, hospitals can offer responsive and compassionate services, cultivating mutual trust and understanding with patients. This research identifies several key issues: the hospitality culture has not been fully optimized, as evidenced by negative patient reviews, despite the Community Satisfaction Index (IKM) survey indicating that service quality is categorized as B. Furthermore, the workload on hospital staff is considerable

due to the high patient volume at this hospital compared to others in the area. This concentration of patients underscores the need for research aimed at enhancing the hospitality culture, effectively distributing workloads, and improving the overall quality of service provided at District Hospital Sumedang.

### Research Method

The research employs a quantitative methodology, utilizing both descriptive and verification approaches. The study's population comprises 470 nurses employed at the Sumedang Regency Regional Hospital, from which a sample of 83 nurses was selected for analysis. Data utilized in this research includes both primary and secondary sources. Primary data were gathered through a structured questionnaire

administered to the respondents, while secondary data were obtained from relevant articles, books, and journals, as well as supporting documentation from the Sumedang District Hospital. Data collection was executed through the administration of the questionnaire, designed to capture the necessary information regarding nurses' workloads, hospitality culture, and service quality. Data analysis was performed using descriptive statistics and verification analysis techniques, specifically employing multiple linear regression methods to assess the relationships among the variables under investigation.

## Results and Discussion

In this research, respondents were categorized into three specific demographic groups: gender, age, and years of service. The obtained and processed data is displayed in Table 1. Based on the data presented in Table 1, the characteristics of respondents are categorized by gender, age, and years of service. The analysis reveals that a significant majority of the respondents were female, comprising 62 individuals, or 74.70% of the total sample. In contrast, male respondents accounted for 21 individuals, representing 25.30%. This gender disparity suggests that the nursing workforce at the Sumedang Regency Regional Hospital is predominantly female, which is consistent with broader trends observed in the nursing profession where women typically constitute a larger proportion of the workforce. When examining the age distribution of the respondents, the data shows that the largest segments were those under 30 years old and those between 30 and 40 years old, with each group consisting of 29 individuals, or 34.94%. This indicates a relatively young nursing workforce, which may contribute to higher energy levels and adaptability in providing patient care. However, it is noteworthy that 25 individuals, or 30.12%, were over 40 years old. This diversity in age suggests a mix of both younger and more experienced nurses, which could facilitate a balance between innovative practices and seasoned expertise in clinical settings.

Regarding years of service, the majority of respondents, 51 individuals (61.45%), reported having more than 6 years of experience in the nursing field. This high percentage of experienced nurses is promising, as it can lead to improved patient outcomes through the application of accumulated knowledge and skills. Conversely, only 6 individuals (7.23%) indicated having 4 to 6 years of service, highlighting a smaller segment of mid-career nurses. This distribution may reflect effective retention strategies at the hospital, ensuring that experienced nurses remain in the workforce, which is vital for maintaining a high standard of care and mentoring less experienced staff.

**Table 2:** Characteristics of Respondents Based on Gender

Gender	Frekuensi	Persentase
Male	21	25.30%
Female	62	74.70%
Total	<b>83</b>	<b>100%</b>
Age Range		
<30 years old	29	34.94%
30-40 years old	29	34.94%
>40 years old	25	30.12%
Total	<b>83</b>	<b>100%</b>
Years of Service		
<1 s/d 2 years	19	22.89%
>2 s/d 4 years	7	8.43%
>4 s/d 6 years	6	7.23%
>6 years	51	61.45%
Jumlah	<b>83</b>	<b>100%</b>

Overall, the demographic characteristics of the nursing staff at the Sumedang Regency Regional Hospital suggest a robust and experienced workforce predominantly comprised of women, with a favorable age distribution that blends youth with experience. This combination is likely to enhance the quality of care provided to patients and contribute positively to the hospital's service delivery outcomes.

**Table 3:** Coefficient Values Calculations for Multiple Linear Regression Equations

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	
	B	Std. Error	Beta			
1	(Constant)	5.458	3.608		1.513	.134
	Workload (X1)	.015	.045	.028	.328	.744
	Hospitality Culture (X2)	.526	.068	.665	7.796	.000

a. Dependent Variable: Service Quality (Y)

Based on the output above, constant values and regression coefficients can be obtained so that a multiple linear regression equation can be formed as follows:

$$Y = 5.458 + 0.015 X_1 + 0.526 X_2 + 0.548$$

The equation can be interpreted into the following definitions:

a = 5.458, meaning that if the workload and hospitality

culture are zero (0), then the quality of service will be worth 5,458 units. b1 = 0.015, meaning that if the workload increases by one unit or gets better and the other variables are constant, then the quality of service will also increase with an increase of 0.015 units. b2 = 0.526, meaning that if hospitality culture increases by one unit or gets better and other variables are constant, then service quality will also increase with an increase of 0.526 units.

**Table 4:** Pearson Product Moment Correlation Coefficient Value

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.672 <sup>a</sup>	.452	.438	4.09037

a. Predictors: (Constant), Hospitality Culture (X2), Workload (X1)  
b. Dependent Variable: Service Quality (Y)

After calculating the R value, which is at 0.672, the coefficient of determination can be calculated using the following formula:

$$\begin{aligned} KD &= R^2 \times 100\% \\ &= (0,672)^2 \times 100\% \\ &= 45,2\% \end{aligned}$$

Thus, the coefficient of determination value obtained is 45.2%, which shows that the influence of workload and hospitality culture is 45.2% on service quality. Meanwhile, the remaining 54.8% was influenced by other factors not observed in this study.

The analysis of nurses at the Sumedang District Hospital indicated that a high workload—characterized by physical and mental demands, time constraints, frustration levels, situational stress, and spatial requirements—did not significantly affect the quality of services provided. This finding suggests that, despite the considerable pressures they face, nurses are capable of maintaining high standards of care, reflecting their professionalism and commitment to patient welfare. The resilience demonstrated by nursing staff under these conditions underscores their dedication to fulfilling their responsibilities, which is critical in ensuring patient needs are prioritized. Moreover, this situation highlights the necessity for healthcare institutions to provide adequate resources, training, and a supportive work environment, as these factors are essential in enhancing nurses' ability to deliver quality care, even amidst the challenges associated with high workloads.

The workload experienced by nurses at Sumedang District Hospital encompasses various dimensions, including physical and mental challenges, time constraints, and spatial requirements, all of which can contribute to situational stress and elevated frustration levels. Despite these challenges, the assessment of service quality—evaluated through the dimensions of tangibles (physical aspects), reliability, responsiveness, assurance, and empathy—reveals that nurses are still able to uphold commendable service standards. This is evident from the results of the descriptive analysis, which demonstrate that, even in the face of demanding workloads, nursing staff effectively deliver quality care. Their ability to maintain high service standards highlights not only their commitment to patient welfare but also their professionalism and resilience in managing the pressures inherent in their roles. This finding underscores the importance of supporting nurses through appropriate resources and interventions to sustain service quality in a challenging work environment.

These findings suggest that the quality of service at Sumedang Regency Regional Hospital is influenced more by factors beyond nurses' workload. It is imperative for hospital management to direct their efforts toward enhancing other critical areas, such as continuous training, mental well-being, and fostering a supportive work environment, to empower nurses to sustain high service quality despite existing challenges. While efforts to alleviate workload are essential, management must also prioritize improvements in support systems and the development of nursing competencies to ensure that services remain optimal and that patients receive comprehensive care<sup>[22, 23]</sup>. Additionally, these results diverge from several prior studies that have indicated a negative correlation between workload and performance, where increased workload typically results in diminished service quality. This contradiction highlights the need for further

investigation into the specific factors that contribute to the resilience of nurses in maintaining service standards despite high workloads<sup>[5, 9, 24, 25, 26]</sup>.

The analysis indicates that the hospitality culture fostered by nurses at Sumedang District Hospital plays a crucial role in enhancing the quality of services delivered. This culture of hospitality is assessed through several key dimensions, including nurses' active engagement with patients (being involved), their capacity to dedicate time to patient interactions (being able to spend a little time), and the establishment of mutual respect (being respected). The findings demonstrate a direct correlation between these hospitality aspects and improved service quality. Specifically, nurses who actively participate in patient interactions are better positioned to provide personalized care, which fosters a deeper connection with patients. Furthermore, the time invested in understanding patients' needs, coupled with a respectful approach, significantly strengthens the trust and rapport between nurses and patients. This relational dynamic not only enhances patient satisfaction but also promotes a positive healthcare experience, ultimately contributing to the overall effectiveness of the hospital's service delivery.

The analysis further indicated that the hospitality culture among nurses at Sumedang District Hospital is categorized as high or very good, which correlates positively with the assessment of service quality, also rated as very good. This alignment suggests that nurses who embody a culture of hospitality are instrumental in fostering a supportive and comforting environment for patients. Such an environment significantly enhances patient satisfaction and cultivates positive perceptions of the care received. A culture characterized by genuine attention, adequate time allocation, and mutual respect not only makes patients feel valued and heard but also alleviates anxiety and potentially accelerates the healing process. This underscores the critical role of hospitality in healthcare settings, as it directly influences both the emotional and physical well-being of patients, thereby contributing to a more effective and compassionate healthcare experience.

These findings underscore the critical importance of integrating a hospitality culture within nursing practice to enhance service quality in hospitals. Sumedang District Hospital can leverage these insights by continuing to develop training programs that emphasize interpersonal skills, effective communication, and empathy among nurses. Strengthening a culture of hospitality not only promotes patient well-being but also boosts nurse morale<sup>[27]</sup> and helps mitigate burnout<sup>[28]</sup>. By prioritizing the elements of hospitality, hospitals can ensure that the services provided meet not only medical standards but also deliver a highly satisfying experience for patients and their families. Furthermore, the results of this research align with several previous studies, reinforcing the notion that a robust hospitality culture significantly contributes to service quality<sup>[12, 20, 29]</sup>. This integrative approach not only addresses clinical outcomes but also enhances the overall healthcare experience, paving the way for improved patient satisfaction and loyalty.

The results of the simultaneous analysis at Sumedang Regency Regional Hospital indicate that both the workload of nurses and the hospitality culture collectively have a significant impact on service quality. While the partial analysis reveals that the nurse workload does not

significantly influence service quality when assessed in isolation, the simultaneous findings underscore the synergy between hospitality culture and nurse workload as a critical determinant of service quality. This suggests that the positive attributes of hospitality culture can mitigate or even transform the potentially adverse effects of high workloads on service quality. Consequently, nurses are still able to deliver high-quality services despite facing demanding workloads. This interplay highlights the necessity of fostering a robust hospitality culture within healthcare settings to enhance overall service delivery and patient satisfaction.

A culture of hospitality, characterized by nurses' active involvement, the ability to dedicate time to patients, and mutual respect, plays a crucial role in providing emotional support and enhancing interpersonal skills among nurses. This is particularly important in high-pressure environments, such as Sumedang District Hospital, where a strong hospitality culture enables nurses to effectively manage stress and workload-related pressures. By fostering closer relationships with patients and being more attuned to their needs, nurses can navigate the challenges posed by high workloads while maintaining service quality<sup>[20]</sup>. The finding that both hospitality culture and workload significantly influence service quality underscores essential implications for hospital management. Specifically, this suggests that enhancing hospitality culture can serve as a balancing mechanism that mitigates the effects of high workloads on service delivery. Furthermore, these results align with previous research indicating that a high workload, when coupled with a strong hospitality culture, positively impacts service quality<sup>[5, 9, 24, 25, 26, 30]</sup>.

### Conclusion

The workload of nurses at Sumedang District Hospital is categorized as very high, with significant challenges evident in frustration, physical demands, and mental stress, scoring means of 3.41, 3.36, and 3.32, respectively. While situational stress and time burden also reflect high levels at 3.23 and 2.71, they are less pronounced than the aforementioned factors. In contrast, the spatial needs dimension has the lowest mean score of 2.16, indicating a need for improvements in facilities, such as rest areas and ease of movement within the hospital. This suggests opportunities for management to enhance the working environment for nurses. The hospitality culture among nurses at Sumedang Regency Hospital is rated very high, with the "being respected" dimension scoring the highest mean of 3.80. This indicates that nurses prioritize the dignity of patients through polite communication, respect for their interests, and safeguarding their privacy. The dimensions of "being able to spend a little time" and "being involved" also demonstrate strong results, with means of 3.77 and 3.61, respectively. These scores reflect nurses' commitment to providing friendly, personal attention and actively engaging patients in their care decisions, highlighting a robust culture of respect and involvement within the hospital.

The service quality at Sumedang District Hospital is rated as very good, with the "tangible" dimension scoring the highest at 3.76, indicating excellent cleanliness and comfort in treatment rooms. Other dimensions include "reliability" at 3.46, "assurance" at 3.35, and "responsiveness" at 3.30, all reflecting strong service delivery. However, the "empathy" dimension scores lower at 3.20, highlighting a need for

improvement in addressing patients' emotional needs. Notably, the workload of nurses, characterized by high physical, mental, time, and spatial demands, does not significantly affect service quality, which remains robust across all key dimensions. This suggests that factors beyond workload are more influential in determining service quality. Therefore, hospital management should focus on continuous training, enhancing mental well-being, and creating a supportive work environment to maintain high service standards. Additionally, the hospitality culture among nurses—emphasizing active involvement, time dedication to patients, and mutual respect—greatly enhances service quality. This culture, categorized as high or excellent, fosters a supportive environment for patients and boosts nurse morale. The simultaneous analysis confirms that while nurse workloads are substantial, a strong hospitality culture mitigates their negative impact, ensuring high-quality patient care. Thus, integrating hospitality principles into nursing practice is crucial for improving patient satisfaction and overall healthcare outcomes.

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