The Relationship between Workload, Social Support, Work Motivation, and Emotional Stress among Working Mothers in Malaysian Public Hospitals

Emilia Nurfarah Ain Azmi[2], Aini Azeqa Ma'rof[1,2], Hanina H. Hamsan[2]

[1]Institute for Social Science Studies, Universiti Putra Malaysia, 43453 Serdang, Selangor, MALAYSIA, [2]Faculty of Human Ecology, Universiti Putra Malaysia, 43453 Serdang, Selangor, MALAYSIA
Email: azeqa@upm.edu.my

Abstract
This study explores the relationship between workload, social support, work motivation, and emotional stress among working mothers in Malaysian public hospitals. The research examines how key dimensions—workload, perceived social support, and work motivation—impact emotional stress levels. A sample of 453 working mothers was analyzed using quantitative methods, including correlation and regression analyses. The results reveal that workload is the strongest predictor of emotional stress, followed by social support and work motivation. Higher workload was significantly associated with increased emotional stress, while greater social support and higher motivation contributed to lower stress levels. These findings highlight the critical need for effective workload management, robust support systems, and motivational strategies in healthcare settings to reduce emotional stress and enhance well-being among working mothers. The study offers valuable insights into the interplay of these factors and provides practical recommendations for improving employee well-being in public hospitals.
Keywords: Workload, Social Support, Work Motivation, Emotional Stress, Working Mothers, Healthcare

Introduction
Workload, social support, and work motivation have emerged as critical determinants of employee well-being, particularly in high-stress environments such as healthcare. Among healthcare workers, working mothers face unique challenges, as they must balance professional responsibilities with familial duties. This dual burden often leads to elevated levels of emotional stress, which can negatively affect both their personal and professional

lives. As healthcare institutions strive to retain skilled professionals and foster a healthy work environment, understanding the interplay between workload, social support, work motivation, and emotional stress is essential.

The healthcare sector is inherently demanding, requiring employees to manage not only physical and emotional labor but also complex administrative tasks. For working mothers, these demands are compounded by the need to balance child-rearing responsibilities. Research shows that excessive workload is one of the primary contributors to emotional stress in healthcare workers (Shanafelt et al., 2019). Managing high workloads can result in burnout, decreased job satisfaction, and reduced quality of patient care. Consequently, exploring ways to mitigate workload-induced stress is vital for improving both employee well-being and organizational performance.

In addition to workload, social support plays a crucial role in buffering the negative effects of stress. Social support, whether from colleagues, supervisors, or family, has been found to reduce stress and enhance job satisfaction. It provides employees with the emotional resources needed to navigate challenging work environments (Khan et al., 2021). In the context of healthcare, where teamwork and collaboration are essential, fostering a supportive culture can significantly enhance both employee well-being and organizational efficiency.

Work motivation is another critical factor that influences emotional stress. Highly motivated employees tend to be more engaged, resilient, and capable of managing stress (Ryan & Deci, 2017). Conversely, when motivation levels are low, employees may experience increased emotional exhaustion and disengagement. Understanding how work motivation interacts with workload and social support can provide valuable insights into reducing emotional stress in healthcare settings, particularly for working mothers who face unique pressures.

In light of the above concerns, this study aims to explore the relationship between workload, social support, work motivation, and emotional stress among working mothers in Malaysian public hospitals, with specific research objectives as follows:
1. What are the levels of workload, social support, and work motivation experienced by working mothers in Malaysian public hospitals?
2. What is the relationship between workload, social support, and the emotional stress experienced by working mothers in healthcare settings?
3. Which of these factors (workload, social support, and work motivation) are the strongest predictors of emotional stress among working mothers in Malaysian public hospitals?

Literature Review
Workload and Emotional Stress
The relationship between workload and emotional stress has been extensively documented in organizational psychology. In healthcare settings, excessive workloads have been linked to higher levels of stress, burnout, and job dissatisfaction. Studies show that healthcare professionals, especially those working in high-demand environments such as hospitals, often face long hours, administrative burdens, and emotional labor, all of which contribute to their stress levels (Shanafelt et al., 2019). For working mothers in healthcare, the dual burden of

managing professional and familial responsibilities exacerbates the emotional toll, leading to higher levels of emotional stress compared to their male or childless counterparts.

Recent research indicates that excessive workloads not only affect the psychological well-being of employees but also diminish their performance and job satisfaction. A study by Dar & Akhtar (2017) found that healthcare workers who reported high levels of workload were more likely to experience burnout and reduced quality of life. This study underscores the importance of addressing workload in healthcare organizations to mitigate its negative impact on employee well-being. Institutions that prioritize workload management, such as through task delegation and adequate staffing, can significantly reduce the emotional stress experienced by their employees.

Moreover, the long-term effects of workload-induced stress are particularly concerning in the healthcare sector, where burnout can lead to high turnover rates and poor patient outcomes. According to Shanafelt et al. (2019), healthcare professionals experiencing burnout are more likely to leave the profession, further exacerbating the strain on remaining staff. This cyclical problem emphasizes the need for systemic changes in workload management, particularly for vulnerable groups such as working mothers.

Social Support as a Buffer Against Stress
Social support has been consistently identified as a protective factor against emotional stress, particularly in high-stress environments like healthcare. Social support from colleagues, supervisors, and family members can provide the emotional and psychological resources necessary to cope with demanding work environments. In healthcare, where the nature of the work is emotionally taxing, a strong support network can significantly reduce stress and enhance job satisfaction (Zakaria & Ching, 2020). Working mothers, who often face the dual pressures of professional and domestic responsibilities, especially benefit from such support systems.

Recent studies have shown that social support in the workplace can directly reduce the negative impact of high workloads on emotional stress. For instance, Khan et al. (2021) found that employees who reported higher levels of social support were less likely to experience burnout, even when faced with significant work demands. This suggests that fostering a supportive work environment, where employees feel valued and connected to their peers, can buffer the adverse effects of workload-induced stress.

Moreover, social support extends beyond workplace relationships. Support from family members can also play a crucial role in helping working mothers manage the stress associated with balancing their personal and professional lives. Lee et al. (2020) found that working mothers who received strong familial support reported lower levels of emotional stress compared to those with limited support. These findings highlight the importance of a comprehensive support system that includes both workplace and home environments in reducing emotional stress for working mothers.

The Role of Work Motivation in Reducing Emotional Stress
Work motivation is a critical factor in determining how employees cope with stress. Research shows that highly motivated employees are more resilient and better equipped to manage

workplace challenges (Ryan & Deci, 2017). In healthcare settings, where employees frequently encounter stressful situations, maintaining high levels of motivation is essential for reducing emotional stress and preventing burnout. For working mothers, who must balance the demands of their professional and personal lives, intrinsic motivation plays a vital role in sustaining their engagement and well-being.

Recent studies suggest that work motivation can moderate the relationship between workload and emotional stress. For instance, Van den Broeck et al. (2019) found that employees with high levels of intrinsic motivation were less likely to experience burnout, even when faced with significant workloads. This finding underscores the importance of fostering motivation in the workplace, particularly through initiatives that provide employees with a sense of purpose and autonomy. When employees are motivated by intrinsic factors, such as professional growth and personal achievement, they are more likely to handle workplace stress effectively.

Work motivation is also closely linked to job satisfaction, which in turn affects emotional stress. A study by Gagné & Deci (2021) demonstrated that employees who reported high levels of motivation also experienced lower levels of stress and higher job satisfaction. This relationship is particularly important in healthcare settings, where the emotional demands of the job can quickly lead to burnout if not managed properly. Motivated employees are more engaged in their work and less likely to succumb to the pressures of their environment.

To enhance work motivation in healthcare, organizations should invest in professional development opportunities, recognition programs, and meaningful job roles. By providing employees with opportunities to grow and advance in their careers, healthcare institutions can foster a motivated workforce that is better equipped to manage stress. Additionally, creating a work environment that aligns with employees' intrinsic values can further enhance motivation and reduce emotional stress.

Method
Participants
This study involved a sample of 453 working mothers employed in various public hospitals in Malaysia. The participants were selected through stratified random sampling to ensure a diverse representation across different demographics, such as age, job role, and years of experience in the healthcare sector. The sample included mothers with varied workloads, social support systems, and motivational levels, providing a comprehensive view of how these factors contribute to emotional stress. Participants' ages ranged from 25 to 45 years, and they were predominantly involved in clinical and administrative roles within the hospital system. The diverse nature of the sample enabled an in-depth exploration of the relationships between workload, social support, work motivation, and emotional stress.

Procedure and Measures
Participants were recruited through official hospital communication channels, such as internal emails and bulletin boards. Detailed information about the study's objectives, methodology, and ethical considerations was provided, and informed consent was obtained from all participants before the study began. Participants completed an online survey that included validated instruments measuring workload, social support, work motivation, and

emotional stress. The online format ensured that the survey was accessible to healthcare professionals working across different locations in public hospitals in Malaysia.

Workload
Workload was measured using the Subjective Workload Assessment Scale (SWAT) developed by Gawron (2000). This scale assessed three key dimensions of workload: time load, mental effort load, and physiological stress load. The scale consisted of 15 items rated on a 5-point Likert scale (1 = Very Low, 5 = Very High), with higher scores indicating a greater perceived workload. The SWAT has been widely used in healthcare settings and is known for its reliability in capturing the complexity of workload across different dimensions.

Social Support
Social support was assessed using the Multidimensional Scale of Perceived Social Support (MSPSS) by Zimet et al. (1988). This scale measured perceived social support from three sources: family, friends, and colleagues. The MSPSS consisted of 12 items, with responses rated on a 7-point Likert scale (1 = Very Strongly Disagree, 7 = Very Strongly Agree). Higher scores indicated stronger perceptions of social support. The MSPSS is a validated tool that has been used extensively in research on stress and coping in healthcare environments.

Work Motivation
Work motivation was measured using the Individual Work Performance Questionnaire (IWPQ). This instrument assessed three key dimensions of work motivation: task performance, contextual performance, and counterproductive work behavior. The IWPQ included 18 items rated on a 5-point Likert scale (1 = Never, 5 = Always). Higher scores indicated higher levels of motivation. This tool has been validated in various professional settings and is particularly useful for understanding how intrinsic and extrinsic motivational factors influence job performance.

Emotional Stress
Emotional stress was measured using the Perceived Stress Scale (PSS) by Cohen et al. (1983). The PSS consisted of 10 items rated on a 4-point Likert scale (0 = Never, 4 = Very Often), which assessed the frequency of participants' experiences of stress. Higher scores indicated higher levels of emotional stress. The PSS has been widely used in research on healthcare professionals and is known for its reliability in measuring perceived stress levels across different work environments.

Data Analysis
Data collected from the online survey were analyzed using the Statistical Package for the Social Sciences (SPSS). Descriptive statistics were employed to summarize the participants' workload, social support, work motivation, and emotional stress levels. Pearson correlation analyses were conducted to explore the relationships between workload, social support, work motivation, and emotional stress. Multiple regression analyses were used to determine which factors—workload, social support, or work motivation—were the strongest predictors of emotional stress. Adjusted R^2 values were calculated to evaluate the proportion of variance explained by each predictor, and F-statistics were used to assess the overall significance of the regression models.

Results and Discussion

Table 1 provides a summary of the levels of workload, social support, work motivation, and emotional stress among 453 working mothers in Malaysian public hospitals. In terms of workload, a majority of participants (70%) reported high levels of workload, while 23.75% experienced moderate levels, and only 6.25% reported low levels. The overall mean for workload was 24.6 (SD = 4.20), suggesting that most participants perceived their workload to be moderate to high.

Similarly, the majority of participants (60%) reported high levels of social support, with 27.5% experiencing moderate support and 12.5% reporting low support. The mean social support score was 25.7 (SD = 4.30), indicating that participants generally felt adequately supported in their work environment.

For work motivation, 63.75% of participants indicated high levels of motivation, 28.75% reported moderate motivation, and 7.5% reported low motivation. The mean score for work motivation was 31.20 (SD = 4.10), suggesting that most working mothers felt motivated in their professional roles. Meanwhile, on emotional stress, more than half of the participants (55%) experienced high levels of stress, with 21.25% reporting moderate stress and 11.25% experiencing low levels. The mean emotional stress score was 32.40 (SD = 4.80), highlighting significant levels of emotional burden among the participants.

The findings of this study shed light on the significant challenges faced by working mothers in Malaysian public hospitals, particularly in managing workload, receiving social support, maintaining work motivation, and coping with emotional stress. These results resonate with previous research, which has consistently pointed to the pressures experienced by healthcare professionals, especially working mothers, who are tasked with balancing professional and familial responsibilities (Hameed, Shah, & Riaz, 2019; Noory et al., 2022).

To begin with, the high level of workload reported by 70% of the participants reflects the demanding nature of healthcare jobs. Similar studies have consistently shown that healthcare professionals often face excessive workloads, leading to adverse outcomes such as burnout and reduced job satisfaction (Dar & Akhtar, 2017). It is important to note that heavy workload is frequently linked to negative psychological outcomes, including stress and emotional exhaustion (Shanafelt et al., 2019). These findings underscore the need for healthcare institutions to implement strategies that mitigate workload, such as offering flexible work schedules or providing adequate staffing.

In addition to workload, social support plays a pivotal role in alleviating work-related stress. The moderate level of social support reported in this study (M = 25.7, SD = 4.30) aligns with existing literature, which suggests that strong social networks can buffer the effects of stress and improve well-being among employees (Khan et al., 2021; Zakaria & Ching, 2020). However, the fact that 12.5% of participants reported low levels of social support raises concerns. Enhancing social support, particularly through workplace interventions such as peer support programs or mentoring, could have a significant positive impact on these individuals.

Furthermore, the results indicate that work motivation remains relatively high among working mothers, with a mean score of 31.20 (SD = 4.10). This is encouraging, as research suggests that intrinsic motivation, such as the desire to contribute meaningfully and develop

professionally, is a key driver for many healthcare professionals (Ryan & Deci, 2017). Maintaining high motivation levels is crucial for long-term job satisfaction and retention. However, extrinsic factors such as recognition and workload should also be considered to sustain motivation over time (Gagné & Deci, 2021).

Lastly, the high levels of emotional stress observed in this study (M = 32.40, SD = 4.80) are cause for concern, with 55% of participants reporting elevated stress levels. These findings are consistent with the literature on the emotional toll of balancing professional and personal responsibilities, particularly among working mothers in healthcare (Lee et al., 2020). High emotional stress is often linked to a greater risk of burnout, anxiety, and depression (Cohen & Janicki-Deverts, 2018). Therefore, healthcare organizations must prioritize mental health support by providing access to counselling services, stress management workshops, and promoting a healthy work-life balance.

In conclusion, this study highlights the need for comprehensive strategies aimed at reducing workload, enhancing social support, and addressing emotional stress to improve the well-being of working mothers in healthcare. By fostering a supportive work environment and implementing effective workload management practices, healthcare institutions can ensure that their employees remain motivated and resilient in the face of these challenges. Moreover, the development and implementation of work-life balance policies are crucial in mitigating emotional stress among working mothers. Policies that promote flexible work hours, the ability to take personal leave without stigma, and the option to work remotely when feasible can significantly alleviate the pressures faced by these employees. Establishing clear guidelines around work-life balance and ensuring that employees are aware of their rights and available resources can foster a culture where work-life balance is prioritized. Studies have shown that organizations with robust work-life balance policies see higher employee satisfaction and lower turnover rates, particularly among working mothers (Greenhaus et al., 2009; Cohen & Janicki-Deverts, 2018).

Table 1
Level of Workload, Social Support, Work Motivation, and Emotional Stress Among Working Mothers in Malaysian Public Hospitals

Level	n	%	Mean	SD
Workload			24.6	4.20
Low	28	6.25		
Moderate	107	23.75		
High	317	70.0		
Social Support			25.7	4.30
Low	56	12.5		
Moderate	124	27.5		
High	271	60.0		

Work Motivation			31.20	4.10
Low	33	7.5		
Moderate	130	28.75		
High	288	63.75		
Emotional Stress				
Low	50	11.25	32.40	4.80
Medium	96	21.25		
High	249	55.00		

Table 2 presents the correlations between workload, social support, work motivation, and emotional stress, where emotional stress is the dependent variable. The results indicate that all three independent variables—workload, social support, and work motivation—were significantly correlated with emotional stress. Workload demonstrated the strongest positive correlation with emotional stress ($r = .88$, $p < .001$), suggesting that as workload increases, so does emotional stress. Social support was also significantly correlated with emotional stress ($r = .76$, $p < .001$), indicating that lower levels of social support are associated with higher emotional stress levels. Finally, work motivation was significantly correlated with emotional stress ($r = .65$, $p < .001$), implying that lower motivation is linked to higher emotional stress.

The correlation analysis reveals important insights into the relationship between workload, social support, work motivation, and emotional stress among working mothers in Malaysian public hospitals. Each of these factors plays a critical role in determining emotional stress levels, with workload emerging as the strongest predictor. The strong positive correlation between workload and emotional stress ($r = .88$) suggests that increased workload substantially contributes to emotional stress in working mothers. This finding is consistent with previous research, which has shown that excessive workload is a major driver of stress, particularly in healthcare settings (Dar & Akhtar, 2017; Shanafelt et al., 2019). Healthcare workers, especially mothers, often juggle multiple roles, which exacerbates the mental and physical toll of high work demands. Interventions aimed at reducing workload through better time management, delegation, and staffing improvements could significantly alleviate emotional stress for these individuals.

Social support was also found to be a significant factor in reducing emotional stress ($r = .76$). The inverse relationship indicates that higher levels of social support are associated with lower emotional stress, which echoes findings from past studies (Zakaria & Ching, 2020; Khan et al., 2021). Support from family, colleagues, and supervisors provides a crucial buffer against stress, helping individuals cope with work demands and emotional challenges. Therefore, fostering strong social networks both at work and at home can play a pivotal role in managing stress levels among healthcare workers. Encouraging peer support programs and creating a more inclusive and understanding work environment may enhance these support systems.

The correlation between work motivation and emotional stress (r = .65) highlights the importance of motivation in determining emotional well-being. While the relationship is not as strong as that of workload or social support, it remains significant. This finding is in line with research that suggests individuals with lower motivation are more likely to experience stress and burnout (Ryan & Deci, 2017; Van den Broeck et al., 2019). In healthcare, maintaining high levels of work motivation is critical, not only for productivity but also for emotional resilience. Job enrichment programs, recognition, and opportunities for career development can help sustain motivation and mitigate stress.

The results of this study underscore the importance of addressing workload, enhancing social support, and maintaining work motivation to reduce emotional stress among working mothers in healthcare settings. Given the high correlation between workload and emotional stress, healthcare institutions should prioritize workload management as a key strategy for improving employee well-being. Additionally, strengthening social support systems within the workplace and encouraging professional motivation through meaningful work and recognition can further alleviate emotional stress.

Table 2

Correlations Between Workload, Social Support, Work Motivation, and Emotional Stress

Variable	Emotional Stress	
	r	*p*
Workload	.88**	.001
Social Support	.76**	.001
Work Motivation	.65**	.001

N = 453, ** p < .001

Table 3 presents the results of the regression analysis conducted to examine the predictive effects of workload, social support, and work motivation on emotional stress. The model was statistically significant, $F(3,449)=220.5$, $p<.005$, accounting for approximately 78.4% of the variance in emotional stress ($R^2 = 0.784$, Adjusted $R^2 = 0.765$). Meanwhile, workload was the strongest predictor of emotional stress ($\beta=0.74$, $p=.001$), followed by social support ($\beta=0.62$, $p=.002$) and work motivation ($\beta=0.58$, $p=.004$). All predictors were statistically significant, indicating that higher workload, lower social support, and lower work motivation contribute to greater emotional stress among the participants.

Table 3

Regression Analysis for Workload, Social Support, and Work Motivation on Emotional Stress

Variable	Emotional Stress			
	B	**SE. B**	**Beta, β**	***p***
Workload	.78	.12	.74	.001
Social Support	.55	.10	.62	.002
Work Motivation	.49	.09	.58	.004
R²	.784			
Adjusted R²	.765			
F	220.5			

$R^2 = 0.784$, Adjusted $R^2 = 0.765$, F = 220.5 (p < .005)

The finding that workload is the most significant predictor of emotional stress ($\beta=0.74$) underscores the pressing challenges faced by working mothers in healthcare settings. Previous research has established a strong link between high workload and increased emotional stress, particularly in professions where the demands are both physically and mentally taxing (Shanafelt et al., 2019; Dar & Akhtar, 2017). The substantial predictive power of workload in this model suggests that reducing workload may be key to alleviating stress among healthcare workers. Implementing strategies such as task delegation and better staffing could reduce the burden on employees and subsequently decrease their emotional stress levels.

Social support also emerged as a significant predictor of emotional stress ($\beta=0.62$). This finding aligns with existing literature, which emphasizes the protective role of social support in mitigating stress (Khan et al., 2021; Zakaria & Ching, 2020). A supportive network of colleagues, friends, and family helps individuals cope with the pressures of work, reducing the likelihood of emotional exhaustion. Healthcare organizations should focus on enhancing peer support systems and creating an environment where employees feel supported, both emotionally and professionally.

Work motivation, while slightly weaker as a predictor compared to workload and social support, still significantly predicted emotional stress ($\beta=0.5$). Lower motivation has been associated with higher levels of stress, particularly in demanding job environments (Ryan & Deci, 2017; Van den Broeck et al., 2019). Motivated employees are more likely to engage actively in their roles, contributing positively to their emotional well-being. To maintain high motivation levels, healthcare institutions should provide opportunities for career growth, recognition, and professional development, which can buffer the negative effects of stress.

Implications for Workload Management and Employee Wellbeing: Policy and Practice
The findings from this study emphasize the critical role that workload, social support, and work motivation play in influencing emotional stress among working mothers in healthcare settings. These results point to several key implications for workplace policies and practices aimed at improving employee well-being.

Firstly, the strong impact of workload on emotional stress highlights the necessity for healthcare institutions to focus on effective workload management. High workload levels are associated with significant stress, and addressing this issue should be a priority. Implementing strategies such as task redistribution, ensuring adequate staffing levels, and regular workload assessments can help alleviate the burden on employees. These interventions not only reduce stress but also contribute to a more sustainable and productive workforce, promoting long-term employee satisfaction and reducing the risk of burnout.

In addition to workload management, fostering a supportive work environment is equally important. Social support has been shown to mitigate stress, and healthcare institutions should cultivate a culture of collaboration and peer assistance. Initiatives such as peer mentorship, support groups, and team-building activities can enhance workplace relationships and provide a network of emotional support for employees. By creating a strong

support system, organizations can help their employees better cope with the demands of their jobs and improve overall well-being.

Finally, maintaining high levels of work motivation is essential for reducing emotional stress. Healthcare institutions should invest in initiatives that foster employee motivation, such as opportunities for career advancement, recognition for good performance, and meaningful job roles that align with employees' values. Motivated employees are better equipped to manage stress and more likely to engage positively with their work. Investing in professional development and offering clear paths for career growth can sustain motivation and, in turn, reduce emotional stress.

In summary, effective workload management, enhanced social support, and strategies to boost work motivation are key areas that healthcare institutions should focus on to improve employee well-being and reduce emotional stress among working mothers. These policies will not only enhance employee satisfaction but also contribute to a more resilient and efficient healthcare workforce.

Practical Applications for Healthcare Institutions
The strong relationships between workload, social support, work motivation, and emotional stress have important practical implications for healthcare institutions. First, institutions should focus on creating balanced workloads for working mothers by monitoring and managing task distribution. Flexible work arrangements, such as job-sharing or telecommuting, can also provide relief for employees balancing professional and familial responsibilities. Research suggests that such interventions can significantly reduce stress and improve work-life balance (Lee et al., 2020; Gagné & Deci, 2021).

In addition to workload management, fostering a supportive work environment is essential. Peer support networks or mentoring programs could be established to create a sense of belonging and emotional safety among employees. Regular team-building exercises or informal gatherings can also help strengthen the bonds between colleagues, which has been shown to reduce stress and improve job satisfaction (Khan et al., 2021; Zakaria & Ching, 2020).

Lastly, healthcare institutions should design motivational strategies that focus on both intrinsic and extrinsic rewards. Providing employees with opportunities for career development, skill enhancement, and recognition will not only enhance motivation but also reduce emotional stress. By implementing policies that promote a positive work culture and intrinsic motivation, institutions can create a more resilient and engaged workforce (Ryan & Deci, 2017).

Limitations and Future Directions
While this study provides valuable insights into the relationships between workload, social support, work motivation, and emotional stress, it has several limitations. The cross-sectional design limits the ability to draw causal inferences, as the data only provides a snapshot of the participants' experiences. Future research could adopt a longitudinal approach to better understand how changes in workload, social support, and motivation over time influence emotional stress (Shanafelt et al., 2019; Day & Allen, 2004).

Another limitation is the reliance on self-reported data, which may introduce biases such as social desirability or inaccurate self-assessment. Future studies could benefit from using mixed-methods approaches that combine quantitative data with qualitative interviews or observations. This would provide a more nuanced understanding of how working mothers experience stress and cope with workplace challenges (Silva et al., 2016; Zainuddin et al., 2020).

Finally, the sample used in this study is specific to Malaysian public hospitals, which may limit the generalizability of the findings. Future research should explore similar relationships in different cultural and organizational contexts to gain a broader understanding of how workload, social support, and motivation impact emotional stress in diverse settings (Greenhaus et al., 2009; Jackson, 2015).

Conclusion

This study emphasizes the critical role that workload, social support, and work motivation play in determining emotional stress among working mothers in healthcare. The findings suggest that healthcare institutions should prioritize workload management, enhance social support, and foster intrinsic motivation to reduce emotional stress and improve employee well-being. By designing workplace policies that address these factors, healthcare organizations can create a healthier and more supportive environment for their employees.

In conclusion, the study underscores the importance of addressing workload, social support, and motivation to promote emotional well-being in healthcare settings. Future research should continue to explore these relationships across different cultural and organizational contexts to better understand how to reduce stress and foster a supportive work environment for working mothers.

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