
**THE INFLUENCE OF WORK ENVIRONMENT AND WORKLOAD ON
NURSES' PERFORMANCE IN INPATIENT CARE UNITS**

Bianti Putri Sekarani^{1*}

Universitas Sangga Buana YPKP, Bandung, Indonesia

Bianti59@gmail.com

Farida Yuliaty²

Universitas Sangga Buana YPKP, Bandung, Indonesia

farida.yuliaty@usbykp.ac.id

Etty Sofia Mariati Asnar³

Universitas Sangga Buana YPKP, Bandung, Indonesia

ettyasnar@gmail.com

Ayu Laili Rahmiyati⁴

Universitas Sangga Buana YPKP, Bandung, Indonesia

ayunasihin2@gmail.com

Vip Paramarta⁵

Universitas Sangga Buana YPKP, Bandung, Indonesia

vip@usbykp.ac.id

Abstract

Improving the quality of hospital services is closely linked to nurses' performance, as nurses play a critical role in patient care and organizational effectiveness. This study aimed to examine the effects of the work environment and workload on nurses' performance in the inpatient unit of Royal Prima Jambi Hospital, both partially and simultaneously. A quantitative approach was employed with 48 nurses as respondents. Data were collected using structured questionnaires and analyzed through multiple linear regression. The results showed that both the work environment (X1) and workload (X2) had positive and significant effects on nurses' performance (Y). The coefficient of determination (R^2) was 0.721, indicating that the work environment and workload jointly explained 72.1% of the variation in nurses' performance, while the remaining 27.9% was explained by other factors outside the model. These findings demonstrate that a supportive work environment and effective workload management are essential for improving nurses' performance and maintaining quality patient care. Therefore, hospital management should strengthen workplace conditions and implement appropriate workload allocation strategies to optimize nursing performance and overall healthcare service quality.

Keywords: Work Environment, Workload, Nurse Performance, Inpatient Unit, Hospital Management

INTRODUCTION

Hospitals are healthcare institutions that provide comprehensive medical services through the collaboration of medical, paramedical, and non-medical personnel. These services include patient care, diagnostic and therapeutic support, medical rehabilitation, and nursing services (Ayunda, 2021). As a key component of hospital human resources, nurses play an essential role in maintaining the effectiveness and sustainability of healthcare services. Therefore, hospital management needs to provide adequate support and working conditions to enable nurses to perform their responsibilities optimally.

Nursing services, as regulated by the Indonesian Ministry of Health Decree No. HK.01/07/MENKES/425/2020 on Nursing Professional Standards, are professional healthcare services provided to individuals, families, groups, and communities. Nurses' performance can be influenced by various factors, particularly the work environment and workload. A supportive work environment enables nurses to perform their duties more effectively (Alfida & Widodo, 2022). Meanwhile, workload refers to the amount and demands of tasks that employees must complete in relation to their available capacity, which can affect their effectiveness and efficiency (Budiasa, 2021).

Royal Prima Jambi Hospital is a Type C private hospital in Jambi City with a capacity of 124 inpatient beds. Internal performance records show a decline in nurses' performance, from an average of 88.68% (Good) in 2023 to 85.96% (Fair) in 2025. This decline may be related to inadequate communication during patient care and the increasing number of patients, which can contribute to physical and psychological fatigue. In 2025, the nurse-to-inpatient ratio reached 1:8, exceeding the hospital's Minimum Service Standard of 1:5. This situation may increase workload, create shift imbalances, and contribute to nurse fatigue, potentially reducing work performance.

Preliminary observations also identified several work-environment problems, including frequent air-conditioning malfunctions, delays in switching to backup generators during power outages that disrupted access to the Hospital Management Information System (HMIS), and ineffective coordination among nurses across wards and shifts. These conditions indicate that both the work environment and workload may contribute to variations in nursing performance.

Previous studies have generally demonstrated significant relationships between work environment, workload, and nurses' performance. Alfida and Widodo (2022), for example, found that workload and work environment positively and significantly affected nurses' performance, both individually and simultaneously. Similar findings were reported by Zhelika et al. (2023), Suherman et al. (2023), and Wanda et al. (2020). However, Yustikasari and Santoso (2024) reported a contrasting finding, showing that workload had a negative effect on nurses' performance. This inconsistency indicates that the effects of work environment and workload may vary across healthcare institutions and organizational contexts, highlighting the need for further empirical investigation.

Based on this background and the identified research gap, this study aims to examine the effects of work environment and workload on nurses' performance in the inpatient unit of Royal Prima Jambi Hospital, both partially and simultaneously. The study contributes updated empirical evidence from a Type C private hospital in Jambi Province, a context that

remains relatively underexplored. The findings are expected to provide practical implications for hospital management in developing nursing human resource policies, particularly regarding the improvement of work environments and the equitable distribution of workloads to enhance nurses' performance and the quality of healthcare services.

REVIEW OF LITERATURE

Literature Review and Hypothesis Development

Work Environment

The work environment refers to the physical and non-physical conditions surrounding employees that can influence their job satisfaction and performance (Enny, 2020; Darmadi, 2020). It includes workplace facilities and conditions such as lighting, temperature, ventilation, noise, cleanliness, safety, workspace layout, and interpersonal relationships among employees and supervisors (Arianto, 2020). Generally, the work environment consists of physical and non-physical dimensions.

Workload

Workload represents the tasks and responsibilities that employees are required to complete within a specific period (Silalahi & Siregar, 2020). Mahawati et al. (2021) classify factors affecting workload into internal factors, such as age, health, motivation, perception, and job satisfaction, and external factors, including physical and mental job demands, work organization, and the work environment. In this study, workload is assessed through working conditions, utilization of working hours, and achievement of work targets.

Nurses' Performance

Nurses' performance reflects the execution of professional duties, responsibilities, and authorities to achieve individual, professional, and organizational objectives (Suwanto et al., 2020). Performance can be evaluated based on several dimensions, including work quality, work quantity, timeliness, cost efficiency, supervision, and interpersonal relationships (Hermawan, 2024). High nursing performance is essential for maintaining effective patient care and improving the quality of hospital services.

Hypothesis Development

A supportive work environment characterized by adequate facilities, cleanliness, safety, comfort, and positive interpersonal relationships can encourage motivation and productivity, thereby improving nurses' performance. Previous studies by Suherman et al. (2023), Ghofar and Azzuhri (2019), and Yuhasrizal (2020) found that the work environment has a positive effect on nurses' performance. Therefore, the first hypothesis is formulated as follows:

H1: *The work environment has a positive and significant effect on nurses' performance.*

An appropriate workload allows nurses to manage their responsibilities effectively and utilize their competencies optimally. When workload is proportional to employees' capabilities, it can create positive work stimulation (*eustress*) and encourage better performance. Studies by Zhelika et al. (2023) and Alfida and Widodo (2022) demonstrated a positive relationship between workload and employee performance. Thus, the second hypothesis is proposed:

H2: *Workload has a positive and significant effect on nurses' performance.*

The work environment and workload are interrelated factors that can jointly influence nurses' ability to perform their duties. A conducive work environment can help nurses manage job demands, while an appropriate workload enables them to utilize organizational resources effectively. Empirical evidence from Alfida and Widodo (2022) and Wanda et al. (2020) indicates that these two factors simultaneously have a positive and significant effect on employee performance. Accordingly, the third hypothesis is formulated:

H3: *The work environment and workload simultaneously have a positive and significant effect on nurses' performance.*

RESEARCH METHOD

This study used a quantitative approach with a correlational research design to examine the relationships among the research variables and test the proposed hypotheses (Sugiyono, 2022). The study was conducted in the Inpatient Unit of Royal Prima Jambi Hospital in January 2026. The population comprised all 48 inpatient nurses, and a saturated sampling (census) technique was used, meaning that the entire population participated in the study.

Data were collected using a structured questionnaire with a five-point Likert scale, ranging from 1 (*Strongly Disagree*) to 5 (*Strongly Agree*). The study included work environment (X_1) and workload (X_2) as independent variables and nurses' performance (Y) as the dependent variable. Work environment indicators were adapted from Darmadi (2020) and Arianto (2020), workload indicators from Mahawati et al. (2021), and nurses' performance indicators from Hermawan (2024). The ordinal questionnaire data were transformed into interval data using the Method of Successive Intervals (MSI) before conducting parametric analysis.

Data analysis was performed using multiple linear regression with SPSS version 22. The research instrument was first assessed through validity testing using Pearson Product-Moment correlation and reliability testing using Cronbach's Alpha. Classical assumption tests included the Kolmogorov–Smirnov normality test, multicollinearity test using Tolerance and VIF, and heteroscedasticity test using scatterplot analysis. Hypotheses were tested using the t-test for partial effects and the F-test for simultaneous effects, while the coefficient of determination (R^2) was used to assess the model's explanatory power.

The multiple linear regression model was formulated as follows:

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

Where Y represents nurses' performance, a is the regression constant, b_1 and b_2 are the regression coefficients for the respective independent variables, X_1 denotes the work environment, X_2 represents workload, and e refers to the error term.

RESULTS AND DISCUSSION

Respondent Characteristics

The study included 48 nurses. Most respondents were under 30 years old (79.17%), female (93.75%), and held either a Diploma III in Nursing (52.08%) or a Bachelor's Degree in Nursing/Professional Nurse qualification (47.92%). Regarding work experience, the largest proportion had worked for one year or less (45.83%). The predominance of young

nurses with relatively short tenure indicates a substantial recruitment of early-career nurses, which may reflect the hospital's continued service development and capacity expansion.

Description of Research Variables

The respondents' perceptions of the research variables were assessed using a five-point Likert scale (1–5). As shown in Table 1, the mean scores for the work environment, workload, and nurses' performance were all within the **very high** category (4.21–5.00). This indicates that nurses generally perceived their work environment as supportive, their workload as manageable, and their performance as favorable. Overall, these findings suggest that the inpatient unit has relatively positive working conditions that may support optimal nursing performance.

Table 1.
Descriptive Statistics of Research Variables

Variable	Mean	Std. Dev.	Min–Max Score	Category
Work Environment (X_1)	4.43	0.39	4.02–4.65	Very High
Workload (X_2)	4.36	0.43	4.31–4.42	Very High
Nurses' Performance (Y)	4.40	0.40	4.15–4.56	Very High

Source: Processed Primary Data (2026).

Variable Indicator Analysis

For the work environment, the indicators receiving the highest ratings were a conducive workplace atmosphere and adequate supporting facilities, both with a mean of 4.65. Meanwhile, room air circulation obtained the lowest mean score of 4.02. This indicates that nurses generally viewed their work environment favorably, although improvements in ventilation could further increase workplace comfort. For workload, supervision and managerial support achieved the highest mean score of 4.42, indicating positive perceptions of managerial practices. In contrast, the suitability of patient assignments per nurse recorded the lowest score (4.31). Although the overall workload was perceived positively, this finding suggests that patient distribution remains an aspect requiring attention.

For nurses' performance, empathy toward patients received the highest mean score of 4.56, demonstrating nurses' strong commitment to compassionate patient care. The lowest-rated indicator was adherence to Standard Operating Procedures (SOPs), with a mean of 4.15. Although still relatively high, this result indicates the need to strengthen consistency in SOP implementation and compliance with clinical standards.

Validity and Reliability Tests

The validity analysis demonstrated that all questionnaire items measuring the work environment (X_1), workload (X_2), and nurses' performance (Y) met the required validity criteria. The calculated r -values for all items exceeded the critical r -table value of 0.2845, with significance levels below 0.001. Therefore, all items were considered valid and suitable for further analysis. The reliability analysis showed that each research variable had a Cronbach's Alpha value above 0.60. These results indicate that the research instruments demonstrated adequate internal consistency and reliability, allowing the questionnaire to be used confidently for subsequent statistical analysis.

Table 2.
Reliability Test Results

Variable	Cronbach's Alpha	Number of Items	Interpretation
Work Environment (X ₁)	0.819	10	Reliable
Workload (X ₂)	0.895	7	Reliable
Nurses' Performance (Y)	0.922	11	Reliable

Source: Processed Primary Data (2026).

Classical Assumption Tests

Before conducting hypothesis testing, classical assumption tests were performed to assess whether the data met the requirements of the multiple linear regression model. The normality test using the Kolmogorov–Smirnov method produced an Asymp. Sig. (2-tailed) value of 0.077, which is greater than 0.05. Thus, the residuals were normally distributed and the normality assumption was fulfilled. The multicollinearity test showed a Tolerance value of 0.404 (> 0.10) and a VIF value of 2.475 (< 10). These results confirm that there was no indication of multicollinearity between the independent variables, allowing each variable to contribute independently to the regression model.

The heteroscedasticity test, assessed using a scatterplot, showed that the residual points were randomly distributed around the zero line without forming a specific pattern. This indicates that the regression model did not experience heteroscedasticity and that the residual variance was relatively constant. Overall, the classical assumption tests indicate that the multiple linear regression model satisfied the required assumptions and was therefore suitable for subsequent hypothesis testing.

Multiple Linear Regression Analysis and Hypothesis Testing

Table 3.
Results of the t-Test (Partial Test)

Variable	B	Std. Error	Beta	t-value	Sig.
Constant	5.337	4.037	–	1.322	0.193
Work Environment (X ₁)	0.527	0.140	0.466	3.765	< 0.001
Workload (X ₂)	0.644	0.183	0.436	3.524	< 0.001

Source: SPSS Version 22 Output, Processed Primary Data (2026).

Based on the regression coefficients presented in Table 3, the multiple linear regression equation can be formulated as follows:

$$[Y = 5.337 + 0.527X_1 + 0.644X_2 + e]$$

where Y represents nurses' performance, X_1 denotes the work environment, X_2 represents workload, and e denotes the error term. The positive regression coefficients for both independent variables indicate that improvements in the work environment and effective workload management are associated with higher levels of nurses' performance.

The work environment variable (X_1) has a regression coefficient of 0.527, with a t -value of 3.765 and a significance value of < 0.001 , which is below the 0.05 threshold. This result demonstrates that the work environment has a positive and statistically significant effect on nurses' performance. Therefore, H1 is accepted, indicating that a more supportive and conducive work environment contributes to improved nursing performance.

Similarly, workload (X_2) has a regression coefficient of 0.644, with a t -value of 3.524 and a significance value of < 0.001 . Since the significance value is below 0.05, workload is shown to have a positive and statistically significant effect on nurses' performance. Accordingly, H2 is accepted, suggesting that appropriate workload allocation and effective workload management can contribute to better nursing performance. Comparatively, the regression coefficient for workload ($\beta = 0.644$) is higher than that of the work environment ($\beta = 0.527$). This indicates that workload has a slightly stronger contribution to nurses' performance than the work environment. Nevertheless, both variables demonstrate significant positive effects and therefore represent important factors in improving the performance of nurses in the inpatient unit of Royal Prima Jambi Hospital.

Table 4.
Results of the F-Test (ANOVA) and Coefficient of Determination

Model	F-value	Sig.	R Square	Adjusted R Square
Regression	58.276	< 0.001	0.721	0.709

Source: SPSS Version 22 Output, Processed Primary Data (2026).

Interpretation

The F-test results demonstrate that the regression model is statistically significant, as indicated by an F-value of 58.276 and a significance level below 0.001. This result confirms that the work environment and workload jointly exert a significant effect on nurses' performance. The coefficient of determination (R^2) of 0.721 further indicates that 72.1% of the variance in nurses' performance can be explained by the two independent variables included in the model, whereas the remaining 27.9% is attributable to other factors outside the scope of this study. Meanwhile, the Adjusted R^2 value of 0.709 indicates that the model retains a strong explanatory capacity after accounting for the number of predictors. Therefore, H3 is accepted, confirming that the work environment and workload simultaneously have a positive and statistically significant effect on nurses' performance.

Discussion

The positive and significant relationship between the work environment and nurses' performance reinforces the perspective that both physical and non-physical workplace conditions contribute to employees' perceptions and effectiveness at work. The descriptive findings indicate that several non-physical aspects received particularly favorable evaluations, including a conducive working atmosphere (mean = 4.65), supervisor support (mean = 4.62), and harmonious relationships among coworkers (mean = 4.62). These conditions may encourage job satisfaction, organizational commitment, and greater willingness to perform nursing responsibilities effectively. The findings are consistent with previous research by Ghofar and Azzuhri (2019), Wanda et al. (2020), and Suherman et al.

(2023), which similarly identified a positive association between the work environment and nurses' performance. Nevertheless, room air circulation received the lowest mean score (4.02), suggesting that ventilation remains an aspect requiring attention to improve comfort and support optimal working conditions.

The positive and significant influence of workload on nurses' performance can be understood through the Inverted U-shaped relationship between workload and performance, commonly associated with the Yerkes-Dodson Law. This perspective suggests that performance tends to improve as workload increases up to an optimal point, after which excessive demands may reduce performance. The relatively high workload perception score (mean = 4.36) indicates that respondents generally viewed their workload as sufficiently challenging to maintain concentration, engagement, and productivity. Under appropriate conditions, workload can therefore function as positive stimulation (*eustress*) rather than becoming a source of excessive stress. This finding is consistent with Zhelika et al. (2023), Alfida and Widodo (2022), and Suherman et al. (2023). However, the finding should be considered alongside the nurse-to-patient ratio of 1:8, which exceeds the hospital's minimum standard ratio of 1:5. Consequently, continuous workload monitoring remains necessary to prevent the existing workload from developing into an overload condition.

The simultaneous effect of the work environment and workload, reflected in the R^2 value of 72.1%, demonstrates the strong explanatory capacity of the research model. A supportive work environment can help nurses manage job demands more effectively, while an appropriately distributed workload allows them to utilize available workplace resources optimally. The combination of these conditions can create a mutually supportive process that contributes to better nursing performance. Nevertheless, the unexplained 27.9% of variance indicates that other factors may also influence nurses' performance, including motivation, leadership, compensation, training, professional development, and individual competencies. These factors may therefore be considered in future research.

From a managerial perspective, the findings suggest that Royal Prima Jambi Hospital should implement an integrated approach to improving nursing performance. Physical workplace improvements, particularly ventilation and supporting facilities, should be accompanied by efforts to strengthen the non-physical environment through effective communication, team-building, mentoring, and supportive supervision. In addition, workload allocation should be evaluated systematically to ensure that staffing levels correspond with actual patient-care demands. The use of workload-based staffing approaches, such as the Workload Indicators of Staffing Need (WISN) method, may provide a more objective basis for determining appropriate nursing staffing requirements.

The demographic characteristics of respondents also provide relevant context for interpreting these findings. Most respondents were young nurses, with 79.17% aged below 30 years, while 45.83% had one year or less of work experience. Nurses in the early stages of their careers may benefit substantially from supportive physical and social working conditions as they develop clinical competence and professional confidence. Supervisor support, positive coworker relationships, and effective supervision can facilitate informal learning and adaptation to clinical responsibilities. Similarly, a manageable workload can

provide opportunities for less-experienced nurses to develop their skills without being exposed to excessive work pressure. Thus, maintaining a supportive work environment and appropriate workload distribution can contribute not only to current performance but also to the development of a sustainable nursing workforce.

Compared with several previous studies, the explanatory power of the present model is relatively strong, with an R^2 of 72.1%. Alfida and Widodo (2022), for example, reported an R^2 of 58.5% in their study at RSAU Dr. Esnawan Antariksa Hospital, while studies by Wanda et al. (2020) and Suherman et al. (2023) also reported lower explanatory contributions. The higher R^2 observed in the present study suggests that, within the organizational context of Royal Prima Jambi Hospital, the work environment and workload constitute important determinants of nurses' performance. Accordingly, management should prioritize improvements in workplace conditions and workload distribution as strategic components of nursing human resource management.

CONCLUSION

Based on the results of the analysis and discussion, it can be concluded that the work environment has a positive and statistically significant effect on nurses' performance in the Inpatient Unit of Royal Prima Jambi Hospital. This is evidenced by a regression coefficient of 0.527, a t -value of 3.765, and a significance level of $p < 0.001$. Similarly, workload has a positive and significant effect on nurses' performance, as indicated by a regression coefficient of 0.644, a t -value of 3.524, and a significance level of $p < 0.001$. Furthermore, the work environment and workload simultaneously have a positive and significant effect on nurses' performance, with an F -value of 58.276 and $p < 0.001$. The coefficient of determination (R^2) of 0.721 indicates that these two variables jointly explain 72.1% of the variation in nurses' performance, while the remaining 27.9% is explained by other factors outside the research model.

From a theoretical perspective, the findings reinforce the importance of considering multiple organizational factors when explaining nurses' performance. The relatively high explanatory contribution of the work environment and workload demonstrates that these factors play an important role in shaping nursing performance within the hospital context. The findings also support the Inverted U-Shaped Curve Theory (Yerkes–Dodson Law), which suggests that an appropriate or moderate workload can function as a positive stimulus (*eustress*) that encourages focus, engagement, and productivity rather than impairing employee performance.

From a practical perspective, several implications can be proposed for the management of Royal Prima Jambi Hospital. First, improvements to the ventilation and air circulation systems in inpatient wards should be prioritized because air circulation received the lowest assessment among the work environment indicators. Second, the hospital should consider implementing the Workload Indicators of Staffing Need (WISN) approach to determine nursing staffing requirements based on actual workload and service demands. Third, continuous efforts to strengthen nurses' competencies and compliance with Standard Operating Procedures (SOPs) should be implemented to ensure consistency, safety, and quality in nursing services.

This study has several limitations that should be considered when interpreting its findings. The research was conducted at only one hospital and examined only two independent variables, namely work environment and workload. Consequently, the findings may have limited generalizability to other healthcare institutions with different organizational characteristics. Future research is therefore recommended to incorporate additional variables, such as work motivation, leadership, compensation, organizational commitment, and training, which may further explain variations in nurses' performance. Future studies may also employ more advanced analytical approaches, such as Structural Equation Modeling (SEM), and involve multiple hospitals to obtain broader, more robust, and generalizable evidence.

REFERENCES

- Alfida, R., & Widodo, S. (2022). Pengaruh beban kerja dan lingkungan kerja terhadap kinerja perawat ruang isolasi RSAU Dr. Esnawan Antariksa Halim Perdanakusuma Jakarta Timur. *Jurnal Ilmiah Manajemen Surya Pasca Scientia*, 11(1), 1–15.
- Arianto, N., & Kurniawan, H. (2020). Pengaruh motivasi dan lingkungan kerja terhadap kinerja karyawan. *Jurnal Ilmiah Manajemen Sumber Daya Manusia*, 3(3), 312–321.
- Ayunda, A. F. (2021). *Analisis kualitas pelayanan ruang Instalasi Gawat Darurat (IGD) di Rumah Sakit Umum Daerah Duri Kabupaten Bengkalis* [Skripsi, Universitas Islam Riau].
- Budiasa, I. K. (2021). *Beban kerja dan kinerja sumber daya manusia*. CV. Pena Persada.
- Darmadi. (2020). Pengaruh lingkungan kerja terhadap kinerja karyawan. *JIMF*.
- Enny, M. (2020). *Manajemen sumber daya manusia*. UBHARA Manajemen Press.
- Ghofar, A., & Azzuhri, M. (2019). Pengaruh lingkungan kerja terhadap kinerja perawat melalui kepuasan kerja sebagai variabel intervening (Studi pada perawat ruangan Instalasi Rawat Inap Kelas I, II, III-A, dan III-B Rumah Sakit Islam Unisma Malang). *Jurnal Fakultas Ekonomi dan Bisnis Universitas Brawijaya*.
- Ghozali, I. (2021). *Aplikasi analisis multivariate dengan program IBM SPSS 26* (Edisi ke-10). Badan Penerbit Universitas Diponegoro.
- Hermawan, A. (2024). Pengaruh beban kerja fisik dan mental terhadap stres kerja dan kinerja perawat di Unit Rawat Inap RSUD Labuang Baji Makassar. *Journal of Aafiyah Health Research*, 5(1), 205–216.
- Isbahi, M. B., Zuana, M. M. M. ., & Mariana, E. R. . (2022). The Technology Strategy in Website Communication Media in Improving Business Activities. *Majapahit Journal of Islamic Finance and Management*, 1(2), 126–138. <https://doi.org/10.31538/mjifm.v1i2.17>
- Kementerian Kesehatan RI. (2020). *Standar profesi perawat: Keputusan Menteri Kesehatan RI Nomor HK.01/07/MENKES/425/2020*. Sekretariat Konsil Tenaga Kesehatan Indonesia.
- Koesomowidjojo, S. R. M. (2017). *Analisis beban kerja*. Raih Asa Sukses.
- Mahawati, E., dkk. (2021). *Analisis beban kerja dan produktivitas kerja*. Yayasan Kita Menulis.
- Peraturan Menteri Kesehatan RI Nomor 33 Tahun 2015. (2015). *Pedoman penyusunan perencanaan kebutuhan sumber daya manusia kesehatan*. Kementerian Kesehatan Republik Indonesia.
- Robbins, S. P., & Coulter, M. (2021). *Management* (15th ed.). Pearson Education.
- Robbins, S. P., & Judge, T. A. (2013). *Organizational behavior* (15th ed.). Pearson Education.

- Sedarmayanti. (2020). *Perencanaan dan pengembangan sumber daya manusia untuk meningkatkan kompetensi, kinerja dan produktivitas kerja*. Refika Aditama.
- Silalaho, T., & Siregar, A. (2020). Pengaruh beban kerja terhadap kinerja karyawan. *Jurnal Manajemen*, 8(2), 45–58.
- Sugiyono. (2022). *Metode penelitian kuantitatif, kualitatif dan R&D*. Alfabeta.
- Suherman, J., Hasanawi, M., & Nusantara, H. S. (2023). Pengaruh beban kerja, lingkungan kerja dan stres kerja terhadap kinerja perawat Puskesmas Ciampea Kabupaten Bogor. *Jurnal Universitas Islam Nusantara*.
- Suwarto, Japlani, A., & Ali, K. (2020). Pengaruh konflik peran ganda dan *job stress* terhadap kinerja perawat (Studi pada rumah sakit di Kota Metro). *Jurnal Akuntansi & Manajemen*, 10(2), 133–148.
- Vanchapo, A. R. (2020). *Beban kerja dan stres kerja*. Qiara Media.
- Wanda, Musa, C. I., Haeruddin, I. M., Kurniawan, A. W., & Hamka, R. A. (2020). Pengaruh beban kerja dan lingkungan kerja terhadap kinerja pegawai di Rumah Sakit Umum Daerah Mamuju. *Jurnal Manuhara: Pusat Penelitian Ilmu Manajemen dan Bisnis*.
- World Health Organization. (2010). *Workload indicators of staffing need (WISN): User's manual*. WHO Press.
- Yuhasrizal. (2020). Pengaruh lingkungan dan stres kerja melalui motivasi terhadap kinerja Rumah Sakit Jiwa Tampan Pekanbaru. *JMBT (Jurnal Manajemen dan Bisnis Terapan)*, 2(1), 75–87.
- Yustikasari, S. A. T., & Santoso, B. (2024). Pengaruh beban kerja, stres kerja, dan lingkungan kerja terhadap kinerja perawat bagian rawat inap di Rumah Sakit Tingkat III Brawijaya Surabaya. *Jurnal Fakultas Ekonomi UPN Veteran Jawa Timur*.
- Zhelika, Mahfudiyanto, & Laili, C. N. (2023). Pengaruh beban kerja dan lingkungan kerja terhadap kinerja karyawan (Studi kasus pada bagian keperawatan Rumah Sakit Nahdlatul Ulama Jombang). *BIMA: Journal of Business and Innovation Management*, 6(1), 80–88. <https://doi.org/10.33752/bima.v6i1.5309>