

The Influence Of Work Environment, Compensation, Workload, And Career Development On The Performance Of Nurses At Bethesda Hospital Wonosari, Special Region Of Yogyakarta In 2025

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Abstract

The presence of nurses as human resources is a valuable asset for the sustainability of the hospital, which needs attention so they can work optimally. An initial survey at RS Bethesda Wonosari DIY found that very few nurses performed at a level categorized as competent according to the hospital's expectations. This research was conducted in December 2024, aiming to analyze the factors influencing nurse performance at RS Bethesda Wonosari DIY using a quantitative design and a cross-sectional approach. The respondents in this study are all 50 nurses. Primary data collection was conducted through the distribution of questionnaires that had been tested on 30 people at RS Panti Waluyo Solo. The univariate results show that the majority of respondents are female, have an Associate's degree in Nursing, are of productive age, and have less than 5 years of work experience. The lowest achievements obtained from the variables studied: work environment (73.5%), provision of new information (73%), performance bonuses for employees (46%), work for patient safety (79%), fully responsible nursing care (52.5%), completion of work according to targets (74.5%). Completion of work on time (76.5%) and communication with superiors (67.5%). The bivariate results show that the variables positively affecting nurse performance are workload ($p: 0.002$), work environment ($p: 0.002$), and career development ($p: 0.005$), each with a very weak influence, while the variable that does not have an effect is compensation ($p: 0.173$). The multivariate results indicate that workload, work environment, compensation, and career development collectively have a significant impact on nurse performance ($p: 0.001$), with the most influential factor being workload (β 0.623 ($p: 0.017$)). The recommendation from this study is that the workload of nurses needs to be balanced, fair, and evenly distributed to avoid fatigue, improve workspace layout, provide bonuses for outstanding nurses, increase responsibility in nursing care, and for management to allocate time for discussions with nurses regarding career development programs.

Keywords: workload, career, compensation, environment, nurse.

Abstrak

Keberadaan perawat sebagai SDM menjadi aset yang berharga bagi keberlangsungan Rumah Sakit, yang perlu mendapat perhatian supaya dapat bekerja secara optimal. Survei awal di RS Bethesda Wonosari DIY, ditemukan bahwa sangat sedikit perawat yang memiliki kinerja pada kategori untuk menjadi perawat yang lebih kompeten sesuai harapan rumah sakit. Penelitian ini dilakukan pada bulan Desember 2024, bertujuan untuk menganalisis faktor-faktor yang berpengaruh terhadap kinerja perawat di RS Bethesda Wonosari DIY dengan rancangan kuantitatif dan pendekatan cross sectional. Responden dalam penelitian ini adalah seluruh perawat berjumlah 50 orang. Pengambilan data primer dengan penyebaran kuesioner yang telah diuji coba pada 30 orang di RS Panti Waluyo Solo. Hasil Univariat menunjukkan bahwa mayoritas responden perempuan, pendidikan D3 Keperawatan, usia produktif dan masa kerja < 5 tahun. Capaian terendah yang didapatkan dari variabel2 yang diteliti: lingkungan kerja (73,5%), pemberian informasi baru (73%), bonus karyawan berprestasi (46%), pekerjaan untuk keselamatan pasien (79%), asuhan

keperawatan penuh tanggung jawab (52,5%), penyelesaian pekerjaan sesuai target (74,5%). Penyelesaian pekerjaan tepat waktu (76,5%) serta komunikasi dengan atasan (67,5%). Hasil bivariat menunjukkan bahwa variabel yang berpengaruh positif terhadap kinerja perawat adalah beban kerja ($p: 0.002$), lingkungan kerja ($p: 0.002$), dan pengembangan karir ($p: 0.005$) dengan masing-masing berpengaruh sangat lemah, sedangkan yang tidak berpengaruh adalah kompensasi ($p: 0.173$). Hasil multivariat menyatakan bahwa beban kerja, lingkungan kerja, kompensasi dan pengembangan karir secara bersama-sama berpengaruh secara bermakna terhadap kinerja perawat ($p: 0.001$), dan yang paling berpengaruh adalah beban kerja (β 0,623 ($p: 0.017$)). Saran dari penelitian ini adalah beban kerja perawat perlu seimbang adil dan merata agar tidak menyebabkan kelelahan, perbaikan tata ruang kerja, pemberian bonus bagi perawat berprestasi, peningkatan tanggung jawab pada asuhan keperawatan, serta pimpinan berdiskusi dengan perawat tentang pengembangan karirnya.

Keywords: beban kerja, karir, kompensasi, lingkungan, perawat

INTRODUCTION

The performance of hospital human resources (HR) can be used to assess the quality of services, particularly nurses, as they play a vital role in the healthcare system (Yulius et al., 2020; Surahman A., 2023). An assessment of nurse performance at Bethesda Hospital Wonosari, Special Region of Yogyakarta (DIY), in 2023 and 2024 revealed that only a few nurses had performance categorized as excellent, which is necessary to become more competent nurses as expected by the hospital. A preliminary survey on the factors influencing nurse performance indicated that the most influential factors were, respectively: work environment (35%), workload (14%), compensation (12%), and career development (11%), while other variables accounted for less than 10%.

RESEARCH OBJECTIVE

To determine the influence of work environment, compensation, workload, and career development on the performance of nurses and to identify which factor has the greatest influence on nurse performance at Bethesda Hospital Wonosari, DIY.

RESEARCH BENEFITS

1. Theoretical Benefit

This study is expected to contribute to the body of knowledge and provide new insights into hospital business management development, particularly in nursing human resource management, by considering how the work environment, compensation, and workload influence nurse performance.

2. Benefit for Educational Institutions

To increase students' interest in conducting research that has an impact on nursing practice and health policy.

3. Methodological Benefit

To demonstrate the influence of work environment, compensation, and workload on nurse performance at Bethesda Hospital Wonosari, which can serve as a reference for future researchers.

4. Practical Benefit

This study is expected to provide information to Bethesda Hospital Wonosari regarding nurses' perceptions of the influence of the work environment, compensation, workload, and career development on their performance, and to offer input for management policies aimed at improving nurse performance.

5. Benefit for the Researcher

To provide input for the researcher on how nurses perceive the influence of the work environment, compensation, workload, and career development on their performance, as well as insights for the researcher in their role as a hospital manager striving to improve nurse performance.

LITERATURE REVIEW

Nurse performance is measured by several indicators:

1. Quality of Work, which refers to how well nurses carry out their tasks.
2. Workload, referring to the volume or the amount of work performed by a nurse in a day. The level of responsibility borne by a nurse depends on the speed at which they work. The total tasks that must be completed or handled are referred to as the quantity of work.
3. Time Utilization, which involves determining when and how tasks are completed. Activities should be finished on time to ensure consistency and to maximize the available time for other tasks.
4. Responsibility, which refers to a nurse's ability to carry out nursing care duties with a sense of responsibility (Susanti A. et al., 2018; Dalimunthe & Medan, 2020; Irenawati O., 2020; Putra H., 2020; Atmalia K.P., 2023). The physical work environment includes all elements surrounding the workplace such as air temperature, noise, lighting, air quality, workspace design, room size, density, and crowding (Kasmiruddin et al., 2022).

Meanwhile, the non-physical work environment refers to the quality of relationships with superiors, colleagues, and subordinates (Safira, 2022).

-Compensation is defined as all income, whether in the form of money or goods, directly or indirectly received by nurses as remuneration for their services to the hospital (Gulo P., 2021).

- Workload implies doing more and faster than usual. It encompasses responsibilities, the complexity of nurses' work, and the emotional aspects they face (E.E. Nnko et al., 2019; Darma et al., 2021; Ali R., 2022; Siti Muhayana, 2023).

The Nursing Committee plays a role in creating an environment that supports the professional growth of nurses in terms of career development. Its functions include:

1. Credentialing and Disciplinary Process Management, to ensure nurses meet competency and ethical standards;
2. Continuing Professional Development, including organizing training and evaluations to improve nursing skills and support lifelong learning;
3. Quality Monitoring, which involves evaluating nursing practices to ensure high-quality and safe patient care (Agusnita R. et al., 2022).

METHOD

This study is an applied research using a cross-sectional design, with the independent variables being the work environment, compensation, workload, and career development, and the dependent variable being nurse performance. The research was conducted in December 2024 at Bethesda Hospital Wonosari, Special Region of Yogyakarta (DIY), with a total of 50 nurses as research subjects.

The sampling technique used is total sampling (census sampling), where the entire population is selected as the sample. This method is applicable when the population size is relatively small (Sugiyono, 2017).

Data collection was carried out directly from respondents using a questionnaire distributed to all nurses. The variable scale used was a Likert scale. According to Sugiyono (2016: 134–135), four (4) answer alternatives were provided:

- Strongly Agree (SA) = score 4
- Agree (A) = score 3
- Disagree (D) = score 2
- Strongly Disagree (SD) = score 1

The use of a 4-point Likert scale, without a neutral option, forces respondents to take a stand and avoid neutrality or indecision, thus minimizing research bias. Anonymity allowed respondents to answer more honestly and openly without fear of social or professional

consequences, which improves the quality of the collected data by encouraging the sharing of sensitive or personal information.

Data analysis began with validity and reliability testing, which was conducted at Panti Waluyo Hospital Surakarta with 30 respondents. The valid and reliable questionnaire was then used for the actual study at Bethesda Hospital Wonosari.

-Univariate analysis provided an overview of the general condition of nurses in the hospital.

-Bivariate analysis employed simple linear regression to determine the significant relationship between each independent variable and the dependent variable.

-Classical assumption tests were conducted as prerequisites for multiple linear regression analysis, which included normality, linearity, multicollinearity, and heteroscedasticity tests.

-Multivariate analysis was carried out using multiple linear regression to evaluate the simultaneous influence of several independent variables on nurse performance (Tanjung R., 2022).

- The coefficient of determination (ΔR^2) was used to measure the extent to which the model could explain the variation in the dependent variable (Sugiyono, 2017).

RESULTS AND DISCUSSION

Bethesda Hospital Wonosari is a Type D hospital with a capacity of 53 beds, under the

ownership of YAKKUM (Christian Foundation for Public Health). It is located at Jl. Karangmojo-Wonosari Km 2.3, Selang III, Selang, Wonosari District, Gunungkidul Regency, Special Region of Yogyakarta, and was established on May 20, 2017.

The hospital provides services in Outpatient Care, Inpatient Care, Emergency Services, Operating Room, ICU, NICU, and PICU. Outpatient services cover four basic specialties, namely Internal Medicine, Pediatrics, General Surgery, and Obstetrics &

Gynecology. In addition, there are services for Neurology, Ophthalmology, Pulmonology, Psychiatry, Dermatology & Venereology, Clinical Pathology, and Radiology. Its flagship services include endoscopy and colonoscopy, which are the only such services available in the Gunungkidul area.

This study began with a Validity and Reliability Test of the questionnaire conducted at *Panti Waluyo Hospital Surakarta* on December 10, 2024, involving 30 nurse respondents, with the following results:

Table 1. Validity and Reliability Test Results

Variable_utama	Jumlah Item yang valid	Cronbach's Alpha	Reliabel
Lingkungan Kerja	18	0.891	> 0.6
Kompensasi	7	0.809	> 0.6
Beban Kerja	6	0.788	> 0.6
Pengembangan Karir	6	0.802	> 0.6
Kinerja Perawat	10	0.937	> 0.6

Source: Primary data processed in 2024

The research was then continued at Bethesda Hospital Wonosari using a questionnaire that had been tested for validity and reliability. Descriptive analysis showed that the majority of nurses were female, in productive age, held

a Diploma 3 (D3) in Nursing, and had less than 5 years of work experience, as presented in Table 2.

Table 2. Respondent Characteristics Based on Gender, Age, Education and Length of Service

Jenis Kelamin	Jumlah	Presentase
Laki-laki	14	28%
Perempuan	36	72%
Total	50	100%
Umur	Jumlah	Presentase
< 26 tahun	6	6%
26 - 30 tahun	21	21 %
31 - 35 tahun	14	14 %
36 - 40 tahun	3	3%
>40 tahun	6	6%
Total	50	100%
Pendidikan	Jumlah	Presentase
D3	36	72 %
S1	14	28 %
Total	50	100 %
Lama Bekerja	Jumlah	Presentase
<1 tahun	8	12%
1-5 tahun	24	48%
6-10 tahun	8	16%
11-15 tahun	6	12%
16-20 tahun	1	2%
>20 tahun	5	10%
Total	50	100%

Source: Primary data processed in 2024

Table 3. Variable Frequency Distribution

No	Pertanyaan	STS	TS	S	SS	Σ	%
Lingkungan Eksternal							
2	Saya bekerja di ruangan yang tidak lembab dan itu dapat membuat saya lebih terampil dalam mengerjakan pekerjaan sehingga pekerjaan dapat diselesaikan tepat waktu	0	6 12	31 93	13 52	157	78,5
3	Saya bekerja di ruangan yang memiliki cukup ventilasi dan itu dapat membuat saya lebih	1	7 14	31 93	11 44	152	76

No	Pertanyaan	STS	TS	S	SS	Σ	%
	terampil dalam mengerjakan pekerjaan sehingga pekerjaan dapat diselesaikan tepat waktu						
4	Saya bekerja di ruangan dengan luas yang cukup sehingga saya merasa nyaman dalam bekerja	1	9 18	31 93	9 36	148	74
5	Saya bekerja di ruangan dengan luas yang cukup sehingga saya mudah bergerak ketika bekerja	1	9 18	26 78	14 56	153	76,5
6	Kondisi ruangan kerja tidak terdapat kebisingan yang dapat mengganggu rutinitas dalam bekerja	0	3 6	34 102	13 52	160	80
7	Kondisi ruangan kerja tidak terdapat suara suara percakapan yang dapat mengganggu rutinitas dalam bekerja	0	13 26	27 81	10 40	147	73,5
9	Pencahayaan di ruangan saya membuat saya nyaman dalam bekerja	0	8 16	31 93	11 44	153	76,5
10	Pengaturan tata ruang di ruangan saya membuat saya lebih tenang dalam bekerja	0	11 22	30 90	9 36	148	74
11	Pola tata ruang di ruangan saya membuat saya nyaman dalam bekerja	0	9 18	33 99	8 32	149	74,5
12	Tinggi meja dan kursi yang saya gunakan untuk bekerja nyaman dan sesuai dengan postur tubuh saya	0	4 8	32 96	14 56	160	80
Lingkungan Internal							
14	Berbagi cerita dengan teman kerja dapat mengurangi rasa frustrasi yang saya alami dikarenakan banyaknya kendala dalam pekerjaan	0	2 4	31 93	17 68	165	82,5
15	Saya merasa interaksi yang baik dengan rekan kerja dapat mengurangi rasa tertekan dalam bekerja	0	0	33 99	17 68	167	83,5
16	Saya dapat bekerjasama antar sesama rekan kerja	0	0	26 78	24 96	174	87

No	Pertanyaan	STS	TS	S	SS	Σ	%
1 7	Keberadaan atasan/supervisor sangat membantu dalam mengatasi masalah pekerjaan	0	8 16	28 84	14 56	156	78
1 8	Perhatian yang saya terima dari atasan membuat saya nyaman dalam bekerja	0	10 20	29 87	11 44	151	75,5
1 9	Keamanan lingkungan tempat saya bekerja membuat saya nyaman dalam bekerja	0	6 12	33 99	11 44	155	77,5
2 0	Rumah sakit memberikan pemberitahuan informasi terbaru kepada seluruh perawat	1	9 18	33 99	7 28	146	73
Kompensasi							
2 1	Upah yang didapat untuk memenuhi kehidupan dasar Upah yang saya terima dari RS mampu untuk memenuhi kehidupan sehari-hari saya	1	20 40	23 69	6 24	134	67
2 3	Pembayaran upah karena melebihi jam kerja Insentif yang saya terima didapatkan bila saya kerja lembur	7	19 38	19 57	5 20	122	61
2 4	Bonus untuk karyawan berprestasi RS tempat saya kerja selalu memberikan bonus kepada perawat yang berprestasi	20	20 40	8 24	2 8	92	46
2 5	Besarnya Insentif Dengan sistem insentif sekarang membuat saya merasa betah dalam bekerja	6	22 44	18 54	4 16	120	60
2 6	Kelancaran Insentif Saya mengetahui secara jelas kapan waktu pemberian insentif	17	10 20	4 12	14 56	105	52,5
2 7	Ketepatan Insentif Saya dan seluruh staf lainnya mengetahui sistem perhitungan insentif masing-masing dan sudah	14	18 36	14 42	4 16	108	54

No	Pertanyaan	STS	TS	S	SS	Σ	%
	cukup memadai, adil dan merata						
30	Liburan RS tempat saya bekerja setiap setahun sekali mengadakan liburan bersama	4	3060	927	728	119	59,5
Beban Kerja							
35	Banyak jenis pekerjaan yang harus dilakukan demi keselamatan pasien	1	36	3399	1352	158	79
36	Beragamnya jenis pekerjaan yang harus dilakukan demi keselamatan pasien	0	12	3399	1664	165	82,5
37	Kontak langsung perawat dengan pasien di ruangan secara terus menerus selama jam kerja	0	24	2678	2288	170	85
39	Kadang saya bekerja saat istirahat	0	36	3090	1768	164	82
41	Harapan Pimpinan rumah sakit terhadap pelayanan yang berkualitas	0	12	3296	1768	166	83
42	Tuntutan keluarga untuk keselamatan pasien	1	12	36108	1248	159	79,5
Pengembangan Karir							
49	Menurut saya atasan meluangkan waktunya untuk berdiskusi dengan perawatnya mengenai program pengembangan karir	4	1326	2781	624	135	67,5
50	Menurut saya atasan telah memberi kesempatan untuk mengikuti kegiatan pelatihan	1	24	38114	936	155	77,5
51	Menurut saya dapat mengaplikasikan hasil dari kegiatan pelatihan yang baik	1	0	42126	728	154	77
52	Menurut saya loyalitas terhadap organisasi menjadi tolak ukur dalam pengembangan karir perawat	1	918	3399	728	146	73
53	Menurut saya minat dan kemampuan perawat sangat penting	1	0	37111	1248	160	80

No	Pertanyaan	STS	TS	S	SS	Σ	%
54	Minat dan Kemampuan perawat menjadi tolak ukur dalam pengembangan karir	1	0	37 111	12 48	160	80
Kualitas Kerja							
55	Saya selalu mengerjakan pekerjaan dengan teliti.	0	2 4	29 87	19 76	167	83,5
Kuantitas Kerja							
57	Saya selalu mampu mengerjakan pekerjaan sesuai target yang ditentukan	1	9 18	30 90	10 40	149	74,5
58	Saya selalu menetapkan target dalam bekerja.	0	0	34 102	16 64	166	83
59	Kuantitas kerja saya melebihi rata-rata perawat lain.	0	1 2	34 102	15 60	164	82
Ketepatan Waktu							
60	Perawat selalu menyelesaikan pekerjaan dengan tepat waktu.	0	7 14	33 99	10 40	153	76,5
61	Waktu yang diberikan dalam menyelesaikan tugas telah sesuai dengan kemampuan perawat	0	0	34 102	16 64	166	83
62	Saya selalu masuk dan pulang kerja tepat pada waktunya	1	1 2	34 102	14 56	161	80,5
Tanggung Jawab							
63	Saya selalu melaksanakan asuhan keperawatan tepat waktu sesuai kebutuhan penderita	2	6 12	28 84	14 56	154	77
64	Saya selalu melaksanakan asuhan keperawatan berdasarkan proses keperawatan dengan penuh tanggung jawab	0	0	35 105	15 60	165	52,5
65	Dalam melaksanakan asuhan keperawatan saya diberikan kewenangan / tanggungjawab	0	0	29 87	21 84	171	85,5

Source: Primary data processed in 2024

Table 3 presents the lowest scoring items for each variable:

- For the work environment variable, the lowest scores indicate factors that disrupt comfort at work. These include noise from

conversations in the workspace, insufficient workspace size, poor room layout arrangement, and inadequate dissemination of updated information to nurses by the hospital.

- For the compensation variable, the lowest scores reflect that the hospital does not provide bonuses for high-performing nurses, lacks clear timing in incentive distribution, and that staff do not fully understand the incentive calculation system. The compensation is perceived as insufficient, unfair, and unequal.

- For the workload variable, the lowest score points to the fact that nurses are required to perform many tasks unrelated to patient safety, increasing the burden.

- For the career development variable, the lowest scoring item was that supervisors rarely allocate time to discuss career development programs with their nurses.

- For the nurse performance variable, the lowest scores show that nurses often do not complete tasks according to targets, fail to meet deadlines, and do not carry out nursing care based on the nursing process with full responsibility.

Table 4. Simple Linear Regression Analysis Results

	<i>Unstandardized Coefficients</i>		<i>Standardized Coefficients</i>	<i>t</i>	<i>Sig.</i>
	<i>B</i>	<i>Std. Error</i>	<i>Beta</i>		
(Constant)	19.732	3.966		4.976	.000
X1:Lingkungan Kerja	.233	.070	.431	3.310	.002
(Constant)	30.115	1.983		15.185	.000
X2:Kompensasi	.135	.098	.196	1.383	.173
(Constant)	18.399	4.320		4.259	.000
X3:Beban Kerja	.732	.219	.435	3.345	.002
(Constant)	19.656	4.447		4.420	.000
X4:Pengembangan Karir	.711	.240	.393	2.964	.005

Source: Primary data processed in 2024

Table 5. Results of the Determination Coefficient Test

	<i>R</i>	<i>R Square</i>	ΔR^2	<i>Std. Error of the Estimate</i>
Lingkungan	.431 ^a	.186	.169	3.738
Kompensasi	.196 ^a	.038	.018	4.062
Beban Kerja	.435 ^a	.189	.172	3.730
Pengembangan Karir	.393 ^a	.155	.137	3.808

Source: Primary data processed in 2024

Tables 4 and 6 indicate that all variables have a very weak influence on nurse performance, except for compensation, which does not

show a significant effect on nurse performance—this finding is considered a novelty in the study.

Subsequently, classical assumption tests were conducted as prerequisites for multiple linear

regression analysis. All assumptions were met successfully, as shown in Tables 6 through 9 below:

Table 6 Normality Test Results

Ringkasan Test Hipotesis			
Hipotesis Null	Test	Sig.	Decision
Distribusi Unstandarzed Residual normal	On-Sample Kolmogorov-Smirnov Test	0.174	Menerima hipotesis nol

Source: Primary data processed in 2024

Table 7 Linearity Test Results

	Linearity	sig	Deviation from linearity	sig
X1	.001	<0.05	.074	>0.05
X2	.157		.252	>0.05
X3	.002	<0.05	.542	>0.05
X4	.00	<0.05	.02	

Table 8 Multicollinearity Test Results

Collinearity		
	Tolerance	VIF
X1	.544	1.839
X2	.633	1.580
X3	.639	1.564
X4	.542	1.845

Source: Primary data processed in 2024

Table 9 Heteroscedasticity Test Results

	Standardized Coefficients		Unstandardized Coefficients			
	B	Std. Error	Beta	t	Sig.	
Konstantan	3.178	3.111		1.022	.312	
X1	.031	.068	.087	.452	.653	
X2	-.097	.069	-.252	-1.406	.167	
X3	.057	.160	.064	.359	.721	
X4	-.090	.186	-.094	-.483	.631	

a. Dependent Variable: ABSRES

Source: Primary data processed in 2024

Table 10 Multiple Linear Regression Test Results for Variables X1,X2,X3,X4

	<i>Unstandardized Coefficients</i>		<i>Standardized Coefficients</i>		
	B	Error Std.	Beta	t	Sig.
Konstant	9.506	4.916		1.934	.059
X1	.131	.107	.199	1.225	.227
X2	.004	.109	.006	.040	.969
X3	.623	.252	.370	2.469	.017
X4	.261	.295	.145	.888	.379

a. Dependent Variable: Y

Source: Primary data processed in 2024

Table 10 shows that all variables are not statistically significant, except for workload, which has a significant effect on nurse performance.

Table 11 F Test Results: ANOVA

Model	Sum of Squares	df	Mean Square	F	Sig.
Regression	290.324	4	72.581	6.124	.001 ^b
Residual	533.296	45	11.851		
Total	823.620	49			

a. Dependent Variable: Y
b. Predictors: (Constant), X4, X3, X2, X1

Source: Primary data processed in 2024

Table 12 Results of the Determinant Coefficient Test for Variables X1,X2,X3,X4(ΔR^2)

Model Summary^{b3138}				
	<i>R</i>	<i>Square Adjusted</i>	<i>Std. Error of the Estimate</i>	
Model 1 ^a	.594	.352	.295	3.443

a. Predictors: (Constant), X4, X3, X2, X1
b. Dependent Variable: Y

Source: Primary data processed in 2024

The results of the F-test, as shown in Tables 11 and 12, indicate that work environment, compensation, workload, and career development simultaneously have a

significant effect on nurse performance, with a contribution of 29.5%. The remaining 70.5% is influenced by other variables not examined in this study.

CONCLUSION

1. Simultaneously, work environment, compensation, workload, and career development have a collective influence on nurse performance, with workload being the most influential factor.
2. Compensation has no significant effect on nurse performance.
3. Work environment does not significantly affect nurse performance; however, simple linear analysis shows it has a very weak influence.
4. Career development also does not significantly affect nurse performance, but simple linear analysis indicates a very weak influence.

RECOMMENDATIONS

1) Work Environment

For General Manager:

- Reduce noise levels by using sound-absorbing materials or decorative partitions to minimize visual and acoustic disturbances.
- Conduct workspace evaluations and redesign layouts to create a calmer and more comfortable environment, including expanding workspaces if possible.
- Involve nurses in the workspace planning process to ensure their needs are met.

For Head of IT:

Develop a more effective communication system to regularly deliver important information to all nurses, using digital platforms to ease access and speed up information dissemination.

For Training and Education (Diklat):

- Provide staff training on maintaining a quiet work atmosphere to enhance performance.
- Organize training on the importance of timely information sharing in improving nurse performance and job satisfaction.

2) Compensation

For Head of Finance Unit:

- Involve nurses in determining performance-based reward criteria to ensure alignment with their expectations.
- Re-socialize the nurse incentive system to promote transparency, fairness, and equity in encouraging better performance.

3) Workload

For Nursing Manager:

- Implement better workload management systems to evenly distribute tasks among nurses.
- Reduce unnecessary administrative tasks and provide additional support during peak workload periods.
- Encourage team collaboration to assist one another in completing tasks for the sake of patient safety.

4) Career Development

For Head of HR and Nursing Committee:

Encourage supervisors to regularly dedicate time to discuss career development plans with nurses.

5) Nurse Performance

For Head of Unit and Nursing Manager:

- Set realistic performance targets based on nurses' capacity, including reducing non-nursing jobs.
- Provide guidance and constructive feedback regarding nursing care implementation.

For Head of HR:

- Offer HR support (either manpower or tools) to help nurses meet their performance targets.
- Implement a clear and transparent performance evaluation system to assess nurses' responsibility in providing care.

For Training and Education (Diklat):

- Organize regular training on timely and accountable nursing care.
- Provide training to supervisors on the importance of supporting career development to boost nurses' motivation and performance.

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