



## The effect of work-life balance, environment, and workload on nurse performance at Ken Saras Hospital

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Article Info	Abstract
Work-Life Balance, Work Environment, Workload, Nurse Performance, Hospital.	This study investigates the effect of work-life balance, work environment, and workload on nurse performance at Ken Saras Hospital. Using a quantitative correlational design, data were collected from 109 nurses selected through purposive sampling. Questionnaires were employed as the primary data collection method, and the data were analyzed using multiple linear regression. The findings reveal that work-life balance and work environment have a positive and significant effect on nurse performance, while workload has a negative and significant effect. Among the variables, the work environment emerges as the most dominant factor influencing performance. Simultaneously, all three variables significantly affect nurse performance, with a contribution of 62%, indicating that these factors collectively play a substantial role. The study highlights that nurse performance is influenced by the interaction of individual, organizational, and job demand factors. It suggests that hospitals should enhance work-life balance, create supportive work environments, and manage workload effectively to improve overall nurse performance.

### 1. INTRODUCTION

Nurses are healthcare workers with the highest level of interaction with patients, so the quality of hospital services is largely determined by their performance. Based on a study by [Kurnia et al. \(2024\)](#), nursing performance is recognized as a complex and multifaceted outcome that is crucial to the success of healthcare organizations, directly affecting patient safety and quality of care. This performance is shaped by the critical interaction between high organizational demands (e.g., heavy workloads, staff shortages) and various psychosocial factors, including job satisfaction, leadership, and work culture.

As primary caregivers, nurses face significant challenges, including unsustainable workloads, high stress, and a disrupted work-life balance, which directly impact patient safety and quality of care ([Figueiredo et al., 2026](#)). In the increasingly complex context of modern healthcare, nurses face high work demands, emotional stress, long working hours, and shift systems that can potentially disrupt work-life balance. These conditions make nurse performance not only a matter of technical competence, but also the result of the interaction of various organizational and psychosocial factors.



Several studies (Permadi et al., 2023; Wahyudi & Deswarta, 2024) report that the effect of WLB on performance becomes insignificant when mediator variables such as job satisfaction, psychological well-being, or burnout are included in the model. However, observations at Ken Saras Hospital still found several work areas that did not meet optimal standards of comfort and environmental support, thus hindering nurses' performance optimization. Research by Boudreau & Rhéaume (2024) emphasized the indirect effect, where the work environment influences missed care, emotional exhaustion, or scope of practice, which then influence performance. This means the effect can be partial or mediated depending on the variables.

Furthermore, Yustikasari & Santoso (2024) demonstrated that a high workload and an unsupportive work environment directly reduced the performance of nurses in the inpatient department. Alam et al. (2021) also confirmed that a heavy workload negatively impacted nursing performance. Rezeki et al. (2023) explained that the interaction between workload and work environment influences nurse performance, with the nurse's psychological state as a mediating factor. Riana et al. (2022) added that support from colleagues and a positive work climate also strengthen nurse performance by improving working conditions.

Based on the above description, work-life balance, work environment, and workload are three important variables that are interrelated in influencing nurse performance. However, previous research results have shown inconsistent findings, with some studies stating that these three variables have a significant effect on nurse performance, while others found insignificant results. These differences in research results are thought to be influenced by differences in respondent characteristics, organizational conditions, research methods, and the context of the work environment studied. Therefore, research on the influence of work-life balance, work environment, and workload on nurse performance at Ken Saras Hospital is important to conduct in order to obtain more contextual empirical evidence.

Although various studies have examined the influence of work-life balance, work environment, and workload on nurse performance, the results obtained still show inconsistencies, both in terms of direction and strength of influence, and often depend on certain mediating variables. On the other hand, empirical conditions at Ken Saras Hospital indicate an imbalance in work-life balance, high workload, and a suboptimal work environment, which have the potential to affect nurse performance. Therefore, the main problem in this study is the unclear direct and simultaneous influence of work-life balance, work environment, and workload on nurse performance in the specific context of Ken Saras Hospital. This study aims to empirically analyze the influence of work-life balance, work environment, and workload on nurse performance at Ken Saras Hospital, both partially and simultaneously, and to identify the most dominant variables in influencing nurse performance.

## 2. LITERATURE REVIEW

### **Nurse Performance**

Performance is the work results achieved by individuals or groups within an organization in accordance with established responsibilities and targets. To improve employee performance, include: Work quality, work quantity, punctuality, responsibility,

and the ability to work together (Suarni & Nurmansyah, 2025). Nurse performance is the level of achievement of effective and efficient work results in providing health services according to nursing competency standards (Ismanto et al., 2024; Sudarsono et al., 2021). According to Saleh et al. (2022), human resource management that pays attention to work balance, work environment, and workload is crucial for improving nurse performance. However, obstacles such as less than optimal management support and unsatisfactory patient satisfaction are still found in the field.

### **Work-Life Balance**

Work-life balance is an individual's ability to balance work demands with personal and family life, thus avoiding conflict or excessive stress, and increasing overall satisfaction and well-being (Armstrong & Taylor, 2023). Indicators of work-life balance include time balance, role balance, satisfaction with time allocation, and the social support an individual receives in carrying out work and non-work roles (Armstrong & Taylor, 2023).

Awan & Taylor (2024) and Dwitanti et al. (2023) revealed that WLB plays a significant role in influencing employee performance, including nurses, by mitigating the negative impacts of work stress. Nurjayati et al. (2024) confirmed that WLB increases job satisfaction for nurses who routinely face demanding tasks, while Briliani & Husna (2024) demonstrated that WLB training significantly improves nurses' performance.

### **Work Environment**

The work environment is a physical and psychological condition encompassing cleanliness, comfort, sanitation, and occupational safety, which influences employee behavior, performance, and well-being in carrying out their work (Robbins & Judge, 2022). Work environment indicators include cleanliness, comfort, sanitation, and occupational safety, which are important factors in supporting the productivity and quality of healthcare workers' work (Robbins & Judge, 2022). Irwan et al. (2022) state that the work environment is the place where employees carry out their daily tasks. A good work environment provides psychological and social support, thereby strengthening nurses' morale and performance. Sugondo et al. (2021) found that a comfortable and conducive work environment can improve healthcare worker performance. Aisyah & Ardan (2024) emphasize the importance of controlling elements within the hospital work environment to create a safe and conducive atmosphere for nurses.

### **Workload**

Workload is the level of work demands an individual experiences, including the number of tasks, time pressure, physical and mental fatigue, and the amount of responsibility involved in carrying out the work (Noe et al., 2021). Workload indicators include the number of tasks, time pressure, fatigue, and responsibility, which are important factors influencing a nurse's ability to achieve optimal performance (Noe et al., 2021). Workload is a set or number of activities that must be completed by an organizational unit or position holder within a specific time period (Mirna et al., 2025). Excessive workload can reduce nurse performance because it burdens an individual's ability to complete tasks effectively. Mariana

& Ramie (2021) stated that workloads exceeding a nurse's capacity have the potential to disrupt work performance. Lubis et al. (2022) also confirmed a negative relationship between high workloads and nurse performance. Aisyah & Handayani (2023) showed that workloads that are not balanced with organizational support lead to a decline in nurses' work capabilities.

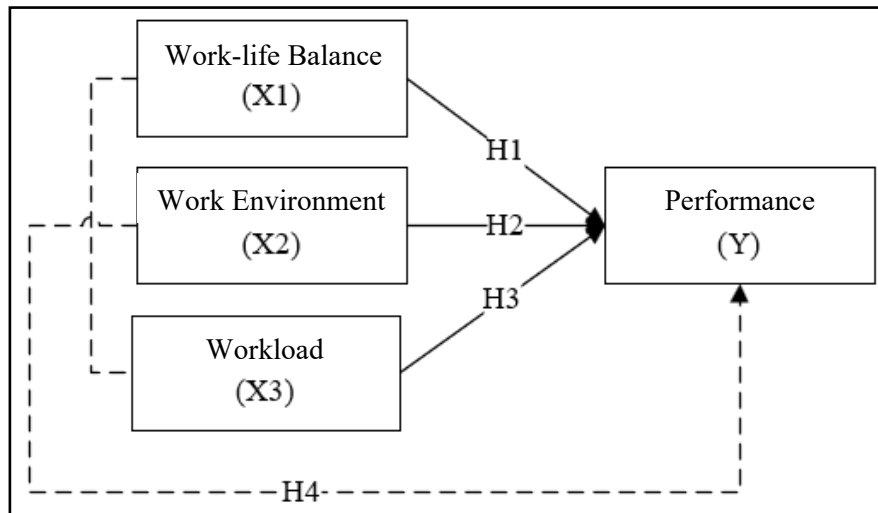


Figure 1. Research Hypothesis

### Work Life Balance and Performance

Theoretically, Work-Life Balance (WLB) contributes to improved psychological well-being and an individual's ability to manage work and personal life roles, thus impacting performance improvement (Armstrong & Taylor, 2023). Empirical studies show that WLB positively influences nurse performance through increased job satisfaction and reduced stress (Adella et al., 2024; Dwitanti et al., 2023). However, other studies have found that this effect is often indirect and mediated by variables such as burnout and psychological well-being (Permadi et al., 2023; Wahyudi & Deswarta, 2024), so this relationship remains controversial.

H<sub>1</sub>: Work Life Balance affects the performance of nurses at Ken Saras Hospital.

### Workload and Performance

The work environment, as a physical and psychosocial factor, plays a crucial role in shaping individual behavior and performance (Robbins & Judge, 2022). A conducive environment has been shown to increase nurses' motivation and work effectiveness (Irwan et al., 2022; Sugondo et al., 2021). Furthermore, research by Boudreau & Rhéaume (2024) suggests that the work environment also indirectly influences performance through factors such as emotional exhaustion and the quality of work practices. However, due to its broad scope, the work environment often overlaps with other variables, so interpreting its influence requires caution.

H<sub>2</sub>: Workload affects the performance of nurses at Ken Saras Hospital.

### **Work Environment and Performance**

High workload is a job demand that can drain an individual's physical and mental resources, thus reducing performance (Noe et al., 2021). Several studies have shown that workload negatively impacts nurse performance (Alam et al., 2021; Lubis et al., 2022). However, there are also findings that show insignificant results or depend on other variables such as motivation and organizational commitment (Pamungkas et al., 2022; Rasu, 2024). In fact, under certain conditions, workload can act as a motivating challenge, so this relationship is not always linear.

H<sub>3</sub>: The work environment influences the performance of nurses at Ken Saras Hospital.

### **Work Life Balance, Workload, Work Environment, and Performance**

From a human resource management perspective, performance is the result of the interaction between individual factors, organizational factors, and job demands (Saleh et al., 2022). Research shows that the combination of workload and work environment can influence performance both directly and through mediating variables such as job stress (Rezeki et al., 2023). Furthermore, Yustikasari & Santoso (2024) found that a high workload combined with an unsupportive work environment significantly reduced nurse performance. This confirms the importance of comprehensively analyzing the simultaneous influence of these three variables.

H<sub>4</sub>: Work Life Balance, workload and work environment simultaneously influence the performance of nurses at Ken Saras Hospital.

## **3. RESEARCH METHODS**

### **Types of research**

This research method uses a quantitative approach with correlational and analytical research types, aiming to determine the effect of Work-Life Balance, Work Environment, and Workload on Nurse Performance at Ken Saras Hospital. The correlational type is used to test the relationship between variables, while the analytical type is used to analyze the effect of independent variables on the dependent variable.

### **Data Collection Techniques**

Data were collected using a closed-ended questionnaire with a Likert scale of 1–5, consisting of four sections representing each research variable. The questionnaire included four sections for each variable. Additionally, secondary data in the form of documents and hospital reports were used as supplementary data.

### **Population and Sample**

The study population consisted of all 150 active nurses at Ken Saras Hospital. The quantitative approach aimed to measure the relationships and influences between variables through statistically processed numerical data (Ghozali, 2021). The sample was determined using a purposive sampling technique, purposive sampling is essential for research requiring targeted information to deeply explore specific phenomena (Tajik et al., 2024). With the

criteria being nurses who had worked for at least six months, were willing to be respondents, and understood the nursing duties in their work unit. The sample size was obtained using the Slovin formula with a 5% error rate. For a population of 150 and an error rate of 5% ( $e=0,05$ ):

$$n = \frac{150}{1 + 150 \times (0,05)^2} = \frac{150}{1 + 150 \times 0,0025} = \frac{150}{1 + 0,375} = \frac{150}{1,375} = 109,09$$

With this formula, research at Ken Saras Hospital with a population of 150 nurses requires a minimum sample of 109 nurses if a 5% error tolerance is used.

### **Data Analysis Techniques**

Research hypothesis testing uses a t-test to examine the effect of independent variables on the dependent variable in a partial equation. If the result is statistically significant, it can indicate that the independent variable has a significant effect on the dependent variable. The F-test is used to test the significant effect of independent variables on the dependent variable in a simultaneous equation. If a statistically significant result is obtained, this indicates that the independent variables have a simultaneous effect on the dependent variable. The coefficient of determination is used to determine the percentage influence of the independent and dependent variables. In practice, the coefficient of determination is expressed as a percentage (%).

## **4. RESULTS AND DISCUSSION**

This section presents the results of data analysis and discussion aimed at answering the research problem formulation and testing the research hypothesis regarding the influence of work-life balance, work environment, and workload on nurse performance at Ken Saras Hospital.

### **Multiple Linear Regression**

Multiple linear regression analysis was used in this study to test and measure the influence of more than one independent variable, namely work-life balance, work environment, and workload, on the dependent variable, namely nurse performance. The regression equation obtained is:

$$Y = 2.135 + 0,312X_1 + 0.428X_2 - 0.289X_3$$

Any improvement in work-life balance will improve performance. The work environment makes the largest contribution. workload decreases performance. However, this model assumes a linear and independent relationship between variables, which in organizational reality is often not entirely true. Interactions between variables such as the work environment and workload likely have a combined effect not captured in this model.

### Coefficient of Determination Test

The coefficient of determination test was used in this study to measure the extent to which the independent variables, namely work-life balance, work environment, and workload, are able to explain variations in the dependent variable, namely nurse performance.

Table 1. Model Summary

Model	R	R Square	Adjusted R Square	Std. Error
1	0.787	0.619	0.608	2.134

The analysis results show an R Square value of 0.619, meaning 62% of the variation in nurse performance can be explained by the variables work-life balance, work environment, and workload. This indicates that these three variables have a fairly strong contribution in explaining nurse performance at Ken Saras Hospital. However, there is 38% of the performance variation that cannot be explained by the model. This indicates the presence of other influential factors, such as job satisfaction, motivation, leadership, and burnout levels. Critically, a relatively high R Square value does not always indicate an optimal model. It is possible that the variables used have a strong statistical correlation, but this does not necessarily reflect a true cause-and-effect relationship.

### F Test

The F-test is used in this study to test the significance of the simultaneous influence of independent variables on the dependent variable. Thus, the F-test provides an overview of the feasibility of the regression model used and strengthens the analysis results in explaining the overall relationship between variables.

Table 2. ANOVA (F Test)

Model	Sum of Squares	df	Mean Square	F	Sig
Regression	390.215	3	130.072	28.765	0.000
Residual	240.785	105	2.293		
Total	631.000	108			

The F-test results showed a significance value of 0.000 ( $<0.05$ ), indicating that work-life balance, work environment, and workload simultaneously significantly influence nurse performance. This indicates that these three variables collectively play a significant role in determining nurse performance. However, this interpretation requires caution. The simultaneous test only shows that the variables collectively have an influence, but it does not explain the mechanism by which this influence occurs. It is possible that one variable is actually more dominant, while the other variables only play a supporting role.

### t Test

The t-test was used in this study to test the significance of the partial influence of each independent variable on the dependent variable. Thus, the t-test provides a more detailed understanding of the contribution of each variable in the regression model used.

Table 3. Coefficients (t Test)

Variables	B	Std. Error	Beta	t	Sig
(Constant)	2.135	1.024	-	2.085	0.039
Work Life Balance	0.312	0.127	0.245	2.457	0.016
Work environment	0.428	0.108	0.389	3.981	0.000
Workload	-0.289	0.101	-0.276	-2.872	0.005

First, the work-life balance variable has a coefficient value of 0.312 with a significance value of 0.016 ( $<0.05$ ). This indicates that work-life balance has a positive and significant effect on nurse performance. This means that any improvement in work-life balance will improve nurse performance, assuming other variables remain constant. Second, the work environment variable has a coefficient value of 0.428 with a significance value of 0.000 ( $<0.05$ ). These results indicate that the work environment has a positive and significant effect on nurse performance, and is the most dominant variable with the largest coefficient value. This means that the better the work environment, both physically and psychosocially, the higher the nurse's performance. Third, the workload variable has a coefficient value of -0.289 with a significance value of 0.005 ( $<0.05$ ). This indicates that workload has a negative and significant effect on nurse performance. This means that the higher the perceived workload, the lower the nurse's performance tends to be.

Overall, the results of this t-test indicate that the three independent variables work-life balance, work environment, and workload each have a significant influence on nurse performance, with the direction of the influence varying depending on the characteristics of each variable.

### **The Influence of Work Life Balance on Nurse Performance**

The results of the study indicate that work-life balance has a positive and significant effect on nurse performance. This is in line with the theory of [Armstrong & Taylor \(2023\)](#), which states that work-life balance can improve an individual's psychological well-being, thereby impacting performance. Nurses who are able to manage time, roles, and work demands in a balanced manner tend to have a more stable mental state and lower stress levels, thus enabling them to work more optimally. This finding is also supported by research by [Adella et al. \(2024\)](#) and [Dwitanti et al. \(2023\)](#), which shows that work-life balance plays a role in improving performance by reducing work stress and increasing job satisfaction. However, this relationship is not always direct. Several studies, such as those by [Permadi et al. \(2023\)](#) and [Wahyudi & Deswarta \(2024\)](#), indicate that the effect of work-life balance on performance is often mediated by other variables such as job satisfaction, burnout, or psychological well-being. Thus, although this study found a direct effect, conceptually the relationship is likely more complex and involves indirect mechanisms that have not been fully revealed in the research model.

### **The Influence of the Work Environment on Nurse Performance**

The results of the study indicate that the work environment has a positive and significant effect on nurse performance, even becoming the most dominant variable. This finding is

consistent with the theory of [Robbins & Judge \(2022\)](#), which states that the work environment, both physical and psychological, plays a crucial role in influencing employee behavior and performance. A clean, comfortable, and safe work environment supported by good social relationships will increase nurse motivation and work effectiveness. These results are also in line with research by [Irwan et al. \(2022\)](#) and [Sugondo et al. \(2021\)](#), which confirms that a conducive work environment can improve the performance of healthcare workers. Furthermore, [Boudreau & Rhéaume \(2024\)](#) showed that the work environment also influences factors such as emotional exhaustion and the quality of work practices. However, the dominance of the work environment variable in this study requires critical examination, as it likely encompasses a wide range of aspects, including psychological and social factors, potentially absorbing the influence of other variables. Therefore, although the results show a strong influence, interpretation of the dominance of the work environment still needs to consider the possibility of overlapping constructs between variables.

### **The Effect of Workload on Nurse Performance**

The results of the study indicate that workload has a negative and significant effect on nurse performance, meaning that the higher the perceived workload, the lower the nurse's performance tends to be. This finding aligns with the Job Demands–Resources (JD-R) model, which states that workload is a job demand that can drain an individual's physical and mental resources, leading to fatigue, stress, and decreased work performance. In the context of healthcare, high workloads such as high patient volumes, time pressure, and significant responsibilities can reduce nurses' accuracy, concentration, and quality of care. These results are also supported by studies by [Alam et al. \(2021\)](#) and [Lubis et al. \(2022\)](#), which found that workload has a negative relationship with nurse performance. However, this relationship is not always simple and linear, as several studies, such as [Pamungkas et al. \(2022\)](#) and [Rasu \(2024\)](#), show that the effect of workload can be insignificant or influenced by other variables such as motivation, organizational commitment, and social support. Even from a certain perspective, workload can act as a challenge stressor that stimulates performance if it is at a reasonable level and supported by adequate resources. Therefore, in the context of Ken Saras Hospital, a high workload that is not balanced by organizational support has the potential to reduce nurse performance, necessitating proportional workload management through adjustments to the workforce, equitable distribution of tasks, and a more efficient work system.

### **The Influence of Work-Life Balance, Work Environment, and Workload on Nurse Performance**

The simultaneous influence of work-life balance, work environment, and workload on nurse performance showed significant results, meaning that these three variables together play a significant role in determining nurse performance levels. This finding aligns with the human resource management perspective, which states that performance is not influenced by a single factor but rather is the result of an interaction between individual, organizational, and job demands ([Saleh et al., 2022](#)). Work-life balance reflects an individual's ability to manage the balance between work and personal life; the work environment describes the

physical and psychological conditions of the workplace; and workload represents the level of job demands that nurses must meet. Previous research by [Rezeki et al. \(2023\)](#) showed that workload and work environment not only directly influence performance but also through mediating variables such as job stress, which then impacts the decline or increase in nurse performance. Furthermore, [Yustikasari & Santoso \(2024\)](#) found that the combination of a high workload and a less conducive work environment can significantly reduce performance, especially for nurses in inpatient wards. Thus, the results of this study reinforce previous findings that nurse performance is the result of a complex interaction of various factors, not simply the direct influence of each variable separately. However, although the simultaneous influence proved significant, it is still possible that other factors, such as job satisfaction, motivation, and burnout, were not included in the research model, so the actual relationships between the variables may be more complex than identified.

## 5. CONCLUSION

Based on the results of data analysis and discussion, it can be concluded that work-life balance, work environment, and workload have a significant influence on nurse performance at Ken Saras Hospital. Partially, work-life balance is proven to have a positive and significant effect on nurse performance, which indicates that the better the balance between work and personal life, the nurse's performance will increase. The work environment also has a positive and significant effect and is the most dominant variable, which means that comfortable, safe, and supportive working conditions play a significant role in improving nurse performance. Meanwhile, workload has a negative and significant effect on nurse performance, which indicates that the higher the perceived workload, the nurse's performance tends to decrease.

This study contributes to the development of human resource management and organizational behavior theory, particularly within the healthcare context, by empirically validating the integrated perspective of the Job Demands–Resources (JD-R) model. The findings confirm that nurse performance is shaped by the interaction between job resources (work-life balance and work environment) and job demands (workload). The significant positive effect of work-life balance and work environment supports the argument that resource availability enhances employee performance, while the negative effect of workload reinforces the strain mechanism proposed in JD-R theory. Furthermore, the identification of the work environment as the most dominant variable suggests that organizational-level factors may exert stronger influence than individual-level factors in hospital settings, thereby extending prior theoretical assumptions. The study also addresses inconsistencies in previous research by providing contextual empirical evidence from a specific hospital setting, indicating that the strength and direction of relationships may vary depending on organizational context. Thus, this research enriches the theoretical discourse by emphasizing the need for a more integrative and context-sensitive approach in explaining employee performance.

The findings offer practical guidance for hospital management in improving nurse performance. First, management should prioritize the creation of a supportive and conducive

work environment, including improving physical facilities, ensuring workplace safety, and fostering positive interpersonal relationships, as this variable has the strongest influence on performance. Second, hospitals need to implement policies that support work-life balance, such as flexible scheduling, fair shift distribution, and the provision of psychological and social support programs, to help nurses manage work and personal responsibilities effectively. Third, workload management must be addressed through appropriate staffing levels, task distribution, and workload monitoring systems to prevent excessive job demands that can reduce performance. Additionally, management should adopt a holistic approach by considering the interaction between these factors rather than treating them independently. By integrating improvements in work-life balance, work environment, and workload management, hospitals can enhance nurse performance more sustainably and improve overall service quality.

Based on the research results, several recommendations can be made. Hospital management needs to take steps to improve nurses' work-life balance, such as by establishing more flexible work schedules, implementing a more human shift system, and providing social and psychological support to help nurses maintain a balance between work and personal life. Furthermore, hospitals need to improve the quality of the work environment by addressing comfort, safety, and harmonious working relationships among healthcare workers, as these factors have been shown to be the most dominant factors in influencing nurse performance.

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