



ANALYSIS OF FACTORS INFLUENCING NURSE PERFORMANCE IN THE IMPLEMENTATION OF NURSING CARE: A LITERATURE REVIEW

Maria Candida dos Reis*, Muh. Abdurrouf, Ahmad Ikhlasul Amal, Dyah Wiji Puspita Sari

Faculty of Nursing Science, Universitas Islam Sultan Agung, Terboyo Kulon, Genuk, Semarang, Jawa Tengah 50112, Indonesia

*mariacandidadosreis956@gmail.com

ABSTRACT

Nurse performance is a key determinant of patient safety and quality of care, yet remains highly influenced by multidimensional internal and external factors. This literature review aims to examine and synthesize the theoretical and empirical evidence regarding the determinants of nurse performance in the implementation of nursing care. This review draws upon theoretical perspectives of organizational behavior, motivational theory, and competency-based performance, supported by empirical findings from research published between 2020–2025. Using the PRISMA 2020 method, 1,310 articles were initially identified, from which 11 studies met the inclusion criteria. The literature was systematically reviewed through a structured process involving database searching (PubMed, DOAJ, Google Scholar, Garuda, Sinta, and Scopus), screening based on predefined inclusion and exclusion criteria, independent data extraction by two reviewers using a standardized form, and methodological quality assessment applying the JBI Critical Appraisal tools. Given the heterogeneity of study designs, a narrative synthesis approach was used to categorize determinants of nurse performance. Evidence synthesis demonstrates that nurse performance is shaped by individual factors (competence, tenure), psychological factors (stress, anxiety, burnout), motivational variables (self-efficacy, intrinsic and extrinsic motivation), and organizational determinants (leadership, managerial support, work culture), alongside environmental conditions (workload, shift patterns, equipment availability). Competence, work motivation, effective leadership, and supportive work environments consistently enhanced nurse performance, whereas workload burden and pandemic-related stress were associated with performance decline. Methodologically, most studies relied on cross-sectional designs and subjective self-report instruments, limiting causal interpretation and standardization. Nurse performance is driven by an interplay of personal, psychological, organizational, and systemic factors, necessitating a holistic improvement strategy incorporating competency development, motivational support, leadership strengthening, and work environment optimization.

Keywords: competence; motivation; nurse performance; organizational factors; workload

How to Cite (in APA Style)

Reis, M. C. D., Abdurrouf, M., Amal, A. I., & Sari, D. W. P. (2026). Analysis of Factors Influencing Nurse Performance in the Implementation of Nursing Care: A Literature Review: A LITERATURE REVIEW. *Indonesian Journal of Global Health Research*, 8(2), 895–904. <https://doi.org/10.37287/ijghr.v8i2.905>.

INTRODUCTION

Nurse performance is a critical determinant of the overall quality of global health care services. Nurses contribute directly to patient safety, the effectiveness of nursing care, and the efficiency of health systems. In many countries, persistent shortages of nursing personnel remain a major challenge, ultimately placing additional burdens on nurse performance and the productivity of nursing services (RN et al., 2022). According to the State of the World's Nursing 2020 report issued by the World Health Organization (WHO), there were approximately 27.9 million nurses worldwide in 2020 (Alghazali & ALKHAQANI, 2024). However, the global distribution of the nursing workforce is highly uneven: most nurses are concentrated in high-income countries, while many low-income nations face substantial shortages. A subsequent WHO/ICN report released in 2025 noted an increase in the global nursing workforce to 29.8 million in 2023, yet the global shortfall is still estimated at 5.8 million nurses (Bandeali & Maita, 2024).

The distribution of nurses also reflects significant inequities across countries. Analytical studies indicate an average of 38.6 nurses per 10,000 population globally. However, countries with low

Human Development Index (HDI) scores have only about 7 nurses per 10,000 population, compared to 95 per 10,000 in very high-HDI countries. Such disparities may influence nurses' workload, stress levels, and ultimately their performance in delivering care.

Furthermore, nursing shortages and uneven distribution constitute structural determinants that can suppress nurse performance. ICN reports highlight high workloads, elevated levels of burnout, and unsupportive work environments as key contributors to global nursing shortages. The WHO 2020 report also identifies gaps in nursing leadership as a barrier to optimizing nurses' potential within health systems (Boniol et al., 2022).

This systematic review aims to identify the various factors influencing nurse performance in the delivery of nursing care, based on research published between 2020 and 2025 across multiple countries. Specifically, the study seeks to analyze individual, psychological, organizational, environmental, and leadership-related determinants that have been shown to enhance or hinder nurse performance. In addition, this review examines the methods and instruments used to measure nurse performance both subjective and objective to assess the consistency and variability of performance indicators reported in the literature. It also incorporates a global perspective, including issues of workforce shortages, distribution inequities, and cross-country workload differences, to understand how structural factors shape nurse performance dynamics. Furthermore, the review evaluates the methodological quality of each study using appropriate appraisal tools relevant to its research design. Ultimately, this study aims to identify research gaps related to the determinants of nurse performance at the individual, organizational, and global health system levels, thereby providing a foundation for future nursing research and policy development.

METHOD

This review employed a literature review approach guided by the PRISMA 2020 framework to ensure that the processes of data searching, selection, and synthesis were conducted transparently, systematically, and in a replicable manner. Articles were retrieved from several international and national databases, including PubMed, DOAJ, Google Scholar, Garuda, Sinta, and Scopus. The search strategy was developed using a combination of MeSH terms and Boolean operators, incorporating keywords such as "nurse performance," "nursing performance," "determinants," "factors," "predictors," and "nursing care," as well as Indonesian equivalents including "kinerja perawat," "faktor," and "asuhan keperawatan." The publication range was restricted to January 2020–January 2025 to capture recent developments, including changes in nurses' working conditions during and after the COVID-19 pandemic.

Inclusion criteria comprised original research articles (quantitative, qualitative, or mixed methods) that focused on factors influencing nurse performance in the delivery of nursing care, involved clinical nurse populations, employed subjective (questionnaires) or objective (audits or supervisor assessments) performance measures, were available in full-text format, and were written in either Indonesian or English. Articles were excluded if they did not focus on nurse performance, involved non-nurse populations, were non-research publications (e.g., editorials, opinion papers, conference proceedings), or did not provide complete data on the variables of interest.

The selection process followed four PRISMA stages: identification, screening, eligibility assessment, and final inclusion. A total of 1,310 records were identified from database searches and manual reference tracking. After removing 1,044 duplicate records, 266 records proceeded to title and abstract screening, during which 65 records were excluded. A total of 201 reports were sought for retrieval, but 117 were not retrieved, leaving 84 full-text articles for eligibility assessment. Of these, 73 full-text articles were excluded for several reasons: not meeting the population criteria ($n = 21$), not clearly assessing nurse performance ($n = 18$), lack of open-access or unavailable full text ($n = 12$), irrelevant study design ($n = 10$), and publication before 2020 ($n = 12$). Ultimately, 11

studies met all inclusion criteria and were incorporated into the final synthesis. Data extraction was conducted independently by two reviewers using a structured form that captured study title, authors, year, setting, study design, sample size and characteristics, performance measurement tools, investigated factors, key findings, adjusted confounders, appraisal instruments, and study limitations.

Methodological quality was assessed using the JBI Critical Appraisal tools tailored to each study design, including JBI checklists for cross-sectional studies, qualitative research, and literature reviews. The appraisal process evaluated instrument validity, clarity of study design, control of confounders, appropriateness of analytical methods, and transparency in reporting. Given the heterogeneity of study designs, instruments, and variables, a narrative synthesis approach was adopted. Factors influencing nurse performance were categorized into several major domains: individual factors (age, gender, tenure, competence), psychological factors (anxiety, self-efficacy, stress, burnout), organizational factors (leadership, work culture, managerial support), work environment factors (workload, shift patterns, workplace climate), and external factors, including the impact of the pandemic. This narrative synthesis provides a comprehensive overview of the latest scientific evidence related to the determinants of nurse performance in the delivery of nursing care.

Table 1.
PICO Description

Component	Description
Population	Professional registered nurses providing nursing care across various healthcare settings, including: 1. Inpatient units 2. Outpatient services 3. Emergency departments 4. Intensive care units 5. Primary health centers 6. Public, private, or teaching hospitals.
Intervention / Exposure	A range of factors that may influence nurse performance, including: 1. Individual factors: age, gender, years of experience, competence, education level. 2. Psychological factors: work stress, burnout, anxiety, self-efficacy. 3. Motivational factors: internal/external motivation, organizational commitment, work ethic. 4. Organizational factors: leadership, supervision, organizational culture, workload, shift patterns. 5. Work environment factors: facilities, availability of equipment, colleague support, workplace safety. 6. System-level factors: policies, incentives, nursing information systems, standard operating procedures (SOPs), performance appraisal systems.
Comparator	Not applicable.
Outcomes	Nurse performance in the delivery of nursing care, including: 1. Compliance with the nursing process (assessment, diagnosis, planning, implementation, evaluation). 2. Quality of nursing documentation. 3. Effectiveness of care delivery. 4. Accuracy and timeliness of nursing interventions. 5. Performance indicators measured through self-reported (subjective) tools or objective assessments (supervision, clinical audits, competence evaluations).
Study Designs	Study designs eligible for inclusion in the literature review: 1. Analytical cross-sectional studies (predominantly) 2. Literature reviews (systematic, scoping, or narrative)

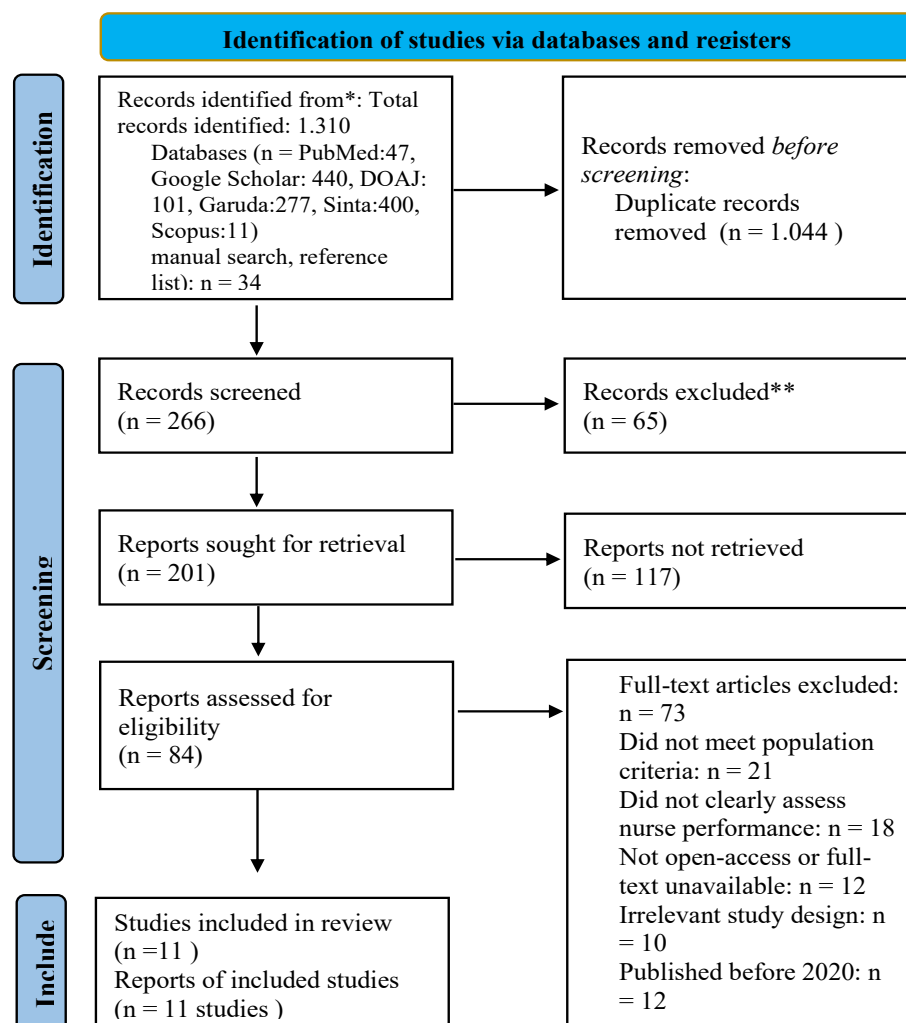


Chart 1. PRISMA Flowchart 2020

RESULT

A total of eleven studies meeting the inclusion criteria were analyzed in this systematic review. All studies were published between 2020 and 2025, with most originating from Indonesia and conducted across diverse settings, including public hospitals, teaching hospitals, primary health centers, and academic institutions. The research designs varied, ranging from analytical cross-sectional studies and phenomenological qualitative studies to several literature reviews. Sample sizes in quantitative studies ranged from 70 to 200 nurses, while the qualitative study involved seven informants. Most studies measured nurse performance using subjective, questionnaire-based instruments, either assessing performance directly or through related variables such as competence, motivation, or job satisfaction. Only a few studies employed more objective measures such as performance categorization and none utilized direct clinical audits or observation-based assessments.

Overall analysis revealed that factors influencing nurse performance could be grouped into five major categories. Individual factors such as age, gender, length of service, and competence were significantly associated with performance in several studies, with competence and work experience emerging as the most consistent predictors. Psychological factors, particularly in studies conducted during the COVID-19 pandemic, indicated that anxiety, burnout, and work-related stress were negatively associated with nurse performance. Motivation and self-efficacy also played an

important role, with highly motivated nurses tending to demonstrate better performance. Organizational factors were among the dominant findings across studies, highlighting the influence of leadership style, organizational culture, work climate, and managerial support; democratic leadership and supportive work environments were shown to enhance performance. Additionally, work environment factors including workload, shift schedules, availability of equipment, and physical workspace conditions also affected performance, with high workloads consistently reported as diminishing nurse performance. Across studies, several methodological limitations were identified. These included the predominant reliance on subjective performance measurement tools, the use of cross-sectional designs that do not permit causal inference, limited control for confounding variables, and the absence of standardized performance measurement instruments across studies. These limitations inform the basis for the subsequent discussion and recommendations for future research.

Table 2.
Tabular Overview of the Included Studies

Study Title	Authors (Year)	Country	Setting / Location	Study Design	Sample	Sample Characteristics	Nurse Performance Measurement	Factors Investigated	Key Findings	Adjusted Confounders	Gaps / Limitations
Factors Influencing Nurse Performance During the COVID-19 Pandemic	Dafriani Putri et al. (2022)	Indonesia	RSUP M. Djamil (COVID-19 red zone)	Cross-sectional	135	Staff nurses in COVID red zone	Questionnaires (anxiety, workload, performance)	Anxiety, workload	Anxiety and workload significantly affect performance	No multivariate adjustment	Performance measured only via self-report
Factors Affecting Staff Nurse Performance	Sari Nur Puspita Dewi et al. (2024)	Indonesia	Universitas Yatsi Madani / Hospital	Correlational cross-sectional	92	Staff nurses	Questionnaires for motivation, work ethic, environment, competence, job satisfaction	Organizational support, motivation, work ethic	Organizational support significant (p = 0.018)	Correlation/regression performed	No bias evaluation reported
Factors Associated with Nurse Performance	Hasanah & Maharani (2022)	Indonesia	RSUD Tugurejo	Analytical cross-sectional	70	Nurses (total sampling)	Online/offline questionnaires	Motivation, leadership, commitment, workload, anxiety	All factors significantly related	Chi-square tests	High self-report bias
Factors Influencing Nurse Performance at RSUD Dr. Moewardi	Mardi ah (2025)	Indonesia	RSUD Dr. Moewardi	Analytical cross-sectional	200	Inpatient & outpatient nurses	Demographic & organizational factor questionnaires	Gender, work hours, leadership, tenure	Leadership & tenure most influential (aOR reported)	Adjusted logistic regression	Performance categorized using a simple scale
Factors Influencing Nurse Performance in Delivering Health Education (Phenomenological Study)	Indah Sari Yuni Purwo Viana & Suroso Jebul (2020)	Indonesia	Puskesmas I Sokaraja	Qualitative phenomenology	7	Nurses providing health education	In-depth interviews	Motivation, compensation, workload	Motivation was the dominant factor	Methodological variation among studies	Highly specific context; small sample
Factors Influencing Nurse Performance in Delivering Nursing Care (Literature Review)	Nuryani et al. (2025)	Indonesia	Literature study	Systematic review	7 studies	Literature analysis	JB I	Motivation, leadership, incentives, organizational climate	Multiple factors identified	Methodological variation among studies	No primary data; methodological variation across studies
Factors Affecting Nurse Performance in Hospitals (Literature Study)	Isnita Dewi Fortuna (2025)	Indonesia	General hospital context	Descriptive literature review	5 studies	Literature	JB I	Self-efficacy, motivation, workload, leadership	Internal and external factors influence performance	Methodological variation among studies	Dependent on reviewed study quality
Factors Associated with Nurse	Kamil a & Fauzia	Indonesia	Outpatient Department, South	Analytical cross-sectional	37	Outpatient nurses	Reported questionnaires	Skills, compensation, workload	Skills, compensation, and workload	Bivariate correlation tests	Small sample; cross-

Study Title	Authors (Year)	Country	Setting / Location	Study Design	Sample	Sample Characteristics	Nurse Performance Measurement	Factors Investigated	Key Findings	Adjusted Confounders	Gaps / Limitations
Performance in the Outpatient Unit of South Tangerang City General Hospital	h (2024)		Tangerang General Hospital						significantly related to performance		sectional, no causal inference
Influence of Competence and Motivation on Nurse Performance	Heldawati et al. (2022)	Indonesia	RSUD Bangka Belitung (inpatient)	Cross-sectional	78	Inpatient nurses	Likert-scale questionnaires (competence, motivation, performance)	Competence, motivation	Both competence and motivation significantly influence performance (regression reported)	Linear regression (as reported)	No bias analysis; limited instrument validity reporting
Performance Assessment Methods to Improve Nurse Performance in Hospitals: A Scoping Review	Hasriyani et al. (2023)	Indonesia	Hospital setting (review study)	Scoping review	9 studies	Nursing literature	JBPI	Performance assessment methods (peer review, self-assessment, KPI, appraisal)	Multiple assessment methods may improve performance if implemented effectively	Methodological variation among studies	No primary intervention studies to test effectiveness
Factors Associated with Nurse Performance at RSUD Haji Makassar	Andi Mellin Taslim et al. (2023)	Indonesia	RSUD Haji Makassar	Cross-sectional	177	Hospital nurses	Motivation, age, tenure questionnaires	Motivation, age, length of service	Motivation strongly associated with performance	Bivariate analysis	No multivariable adjustment; performance assessed via self-report

DISCUSSION

The findings of this systematic review demonstrate that nurses' performance in delivering nursing care is influenced by a complex interplay of individual, psychological, motivational, organizational, and work environment factors. Overall, evidence from the eleven studies analyzed indicates a consistent pattern in which nurse performance is shaped by internal determinants such as competence, motivation, and work experience and external determinants, including workload, leadership, and organizational support.

Several studies particularly highlight the substantial role of psychological factors in high-pressure situations. Putri et al. (2022), in their study conducted during the COVID-19 pandemic at RSUD M. Djamil, reported that anxiety and high workload significantly reduced nurse performance in the red-zone area. Similar findings were observed in the study by Hasanah and Maharani (2022) at RSUD Tugurejo, which demonstrated a negative association between anxiety, excessive workload, and performance, accompanied by decreased motivation. Collectively, these studies suggest that in crisis conditions, psychological factors become dominant determinants, and nurses' emotional adaptability plays a critical role in sustaining performance (Piwowar-Sulej & Iqbal, 2024).

In contrast, motivational factors consistently emerge as strong predictors of performance across the reviewed studies. Dewi et al. (2024) found that motivation, work ethic, and organizational support were significantly associated with nurse performance, while Heldawati et al. (2022) confirmed that competence and motivation were strong predictors of the performance of inpatient nurses at RSUD Provinsi Bangka Belitung. Furthermore, Taslim et al. (2023) reported a very strong correlation between motivation and performance among nurses at RSUD Haji Makassar, reinforcing the notion that motivational variables are key determinants that exert consistent influence across healthcare settings (Yang et al., 2023).

Beyond psychological and motivational determinants, organizational factors also play a substantial role in shaping nurse performance. Mardiah (2025) identified leadership, length of service, and work-hour arrangements as the most influential predictors of performance at RSUD Dr. Moewardi,

even after controlling for confounding variables using logistic regression. Similarly, Dewi et al. (2024) emphasized organizational support as a central determinant of performance. These findings underscore the importance of structural conditions and effective leadership in creating supportive work environments that foster motivation and improve performance outcomes (Mutmainah et al., 2023).

Individual characteristics including age, gender, work experience, and competence were also reported to influence nurse performance. Mardiah (2025) found that work tenure significantly contributed to performance outcomes, while Taslim et al. (2023) reported meaningful associations involving age and years of service. Competence emerged as an important predictor in the study by Heldawati et al. (2022) and several others, reinforcing the theory that extensive clinical experience and strong competencies enhance the accuracy, efficiency, and effectiveness of nursing care.

Regarding work environment factors, the study by Kamila and Fauziah (2024) at RS Kota Tangerang Selatan demonstrated that skills, compensation, and workload were closely related to nurse performance in outpatient settings. Their findings highlight persistent issues in nursing practice, such as high workload and inadequate compensation, which directly influence performance and job satisfaction. Additionally, the qualitative study by Indahsari and Suroso (2020) emphasized that external motivation and compensation significantly improved the performance of community health center nurses providing health education, although its context-specific nature limits generalizability.

This review also reveals methodological concerns and variations in performance measurement across studies. Most studies relied on subjective questionnaire-based instruments, without objective validation methods such as clinical audits or direct observation. This limitation was evident in studies by Putri et al. (2022), Hasanah and Maharani (2022), Kamila and Fauziah (2024), and Taslim et al. (2023). The heavy reliance on cross-sectional designs also restricts causal inference. While literature reviews by Nuryani et al. (2025) and Fortuna (2025) provided comprehensive overviews of influential factors, they did not include in-depth methodological quality assessments. Meanwhile, the scoping review by Hasriyani et al. (2023) documented diverse performance evaluation methods such as performance appraisal, self-assessment, and peer review but emphasized the need for interventional research to test the effectiveness of these methods in improving nurse performance. Overall, the synthesized evidence indicates that nurse performance is shaped by both internal and external determinants, with motivation, competence, workload, and leadership emerging as the most frequently reported factors (Maulidha et al., 2024).

Despite the broad insights offered by the eleven reviewed studies, several critical research gaps remain. First, nearly all studies employed cross-sectional designs, which limit the ability to infer causal relationships between determinants and performance; no longitudinal or interventional studies examined the effects of changes in work environment or leadership over time (Novita & Prasetyo, 2022). Second, performance measurements relied heavily on subjective self-report instruments, lacking objective validation through clinical audits, direct observation, or quality-of-care indicators, thereby increasing the risk of self-report bias (Adhikara et al., 2022). Third, most studies did not adjust for confounding factors such as case complexity, nurse-to-patient ratio, administrative burden, or organizational characteristics that may influence observed associations (Aziz, 2023). Fourth, although motivation, leadership, and workload frequently emerged as significant determinants, no study explored potential interactions between variables (e.g., whether organizational support moderates the impact of workload on performance). Moreover, the predominance of studies conducted in Indonesia limits cross-national and cross-cultural generalizability. The absence of standardized performance measurement tools and the scarcity of interventional research further highlight the need for developing objective instruments,

experimental designs, and multilevel evaluations across diverse healthcare systems (baraka & Mahmoud, 2024).

CONCLUSION

This systematic review concludes that nurse performance is shaped by a combination of individual, psychological, motivational, organizational, and environmental factors. Competence and work experience are the most consistently reported individual determinants, whereas anxiety, stress, and burnout were shown to decrease performance, particularly during the pandemic period. Motivation and self-efficacy emerge as important internal factors that enhance performance, while supportive leadership, positive organizational culture, and adequate work environments contribute significantly to creating conditions that facilitate improved performance.

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