

A SYSTEMATIC REVIEW OF FACTORS AFFECTING NURSES' PERFORMANCE IN HOSPITALS

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Abstract

A systematic review is therefore needed to consolidate existing evidence and identify the dominant factors influencing nurses' performance in Indonesian hospitals. This study employed a systematic review approach by screening 15 national empirical journals published between 2020 and 2025. The inclusion criteria focused on studies discussing nurse performance in hospital settings, written in Indonesian or English, and employing quantitative or qualitative methods. Data were analyzed thematically, focusing on three main dimensions: individual, organizational, and external factors. The findings indicate that nurse performance in Indonesian hospitals is influenced by multiple interrelated dimensions. Individual factors include motivation, competence, emotional intelligence, and psychological well-being, which directly affect job outcomes. Organizational factors such as leadership style, workload distribution, supervision, reward systems, and work environment play a dominant role in shaping performance consistency and job satisfaction. Meanwhile, external or environmental factors including health policies, technological advancements, and societal expectations act as contextual determinants that either support or hinder performance improvement. The synthesis underscores the interdependence of personal, institutional, and systemic elements in achieving optimal nurse performance. Nurse performance in Indonesia is a multidimensional construct influenced by the synergy between individual capacity, organizational management, and external healthcare systems

Keywords: *Nurse Performance, Hospital Management*

INTRODUCTION

The performance of nurses plays a pivotal role in determining the quality, efficiency, and safety of healthcare services in hospitals. As the largest group of healthcare professionals, nurses serve as the backbone of hospital operations, providing direct patient care, coordinating with multidisciplinary teams, and ensuring adherence to clinical standards and ethical guidelines. Optimal nursing performance not only enhances patient satisfaction and clinical outcomes but also contributes significantly to the overall reputation and operational sustainability of healthcare institutions. Therefore, understanding the multifaceted factors that influence nurses' performance has become an essential focus in health management and organizational behavior research (Hasnah & Asyari, 2022).

In recent years, hospitals around the world have faced growing challenges related to nurse performance, including high workload, burnout, job dissatisfaction, and staff turnover. The increasing demand for healthcare services driven by population aging, the rise of chronic diseases, and recent public health crises such as the COVID-19 pandemic has further intensified the workload and psychological stress experienced by nurses. These conditions have been shown to affect nurses' motivation, commitment, and effectiveness in delivering care, raising urgent concerns about patient safety and service quality. Consequently, identifying the determinants of nurse performance has become a priority for healthcare leaders and policymakers (Utari & Mulyanti, 2023).

Empirical evidence indicates that nurse performance is influenced by a complex interplay of individual, organizational, and environmental factors. Individual factors include knowledge, skills, motivation, emotional intelligence, and psychological well-being. Organizational factors encompass leadership style, management support, work environment, staffing levels, compensation, and opportunities for professional development. Meanwhile, external factors such as government regulations, healthcare policies, and sociocultural expectations may also shape

nurses' behavior and work outcomes. Despite extensive research on this topic, findings remain fragmented and sometimes inconsistent across contexts and regions, highlighting the need for a systematic synthesis of evidence (Sudiadnyani et al., 2022). A systematic review offers a comprehensive and rigorous approach to consolidating existing findings, identifying key patterns, and highlighting knowledge gaps in the current literature. By integrating evidence from multiple studies, this review aims to provide a holistic understanding of the factors affecting nurses' performance in hospital settings. The insights derived from this synthesis are expected to guide hospital administrators, policymakers, and educators in developing evidence-based strategies to improve nurse performance, enhance job satisfaction, and ultimately strengthen healthcare quality and patient outcomes.

LITERATURE REVIEW

Concept of Nurse Performance

Nurse performance is a multidimensional concept that reflects the extent to which nurses effectively and efficiently carry out their professional duties in accordance with established standards, ethical principles, and institutional objectives. It encompasses not only the technical execution of clinical tasks but also cognitive, interpersonal, and emotional aspects that contribute to patient care and organizational success. According to Limbong & Tarigan (2024), performance represents the degree to which an individual fulfills assigned responsibilities to achieve predetermined goals within an organization. In the nursing context, performance is often associated with the ability to deliver safe, timely, and patient-centered care that aligns with the principles of professional accountability and compassion. Nurse performance can be evaluated through several dimensions, including clinical competence, communication skills, decision-making, time management, and adherence to professional ethics. As noted by Hasnah & Asyari (2022), high-performing nurses are characterized by their ability to integrate knowledge, skill, and empathy in clinical practice. They also demonstrate adaptability in complex healthcare environments, work effectively within multidisciplinary teams, and maintain high levels of accuracy in treatment and documentation.

The determinants of nurse performance are influenced by a combination of individual, organizational, and environmental factors. Individual factors involve motivation, experience, knowledge, emotional intelligence, and self-efficacy. Organizational factors include leadership style, supervision, work environment, workload, and opportunities for career advancement. Environmental aspects, such as policy support, technological innovation, and patient expectations, also shape how nurses perform in their roles (Utari & Mulyanti, 2023). Conceptually, nurse performance is not limited to task completion but is closely linked to quality of care and patient safety. The World Health Organization (WHO, 2020) emphasizes that nurse performance should be viewed holistically encompassing both measurable outcomes (such as procedural accuracy and productivity) and behavioral attributes (such as empathy, communication, and teamwork). Therefore, maintaining optimal nurse performance requires a supportive system that balances job demands with adequate resources, continuous training, and a positive organizational culture.

Individual characteristics play a significant role in shaping nurses' performance. Studies by Utari & Mulyanti (2023) reveal that knowledge, skills, motivation, and emotional stability have direct effects on work outcomes. Psychological aspects such as job satisfaction, self-efficacy, and stress management are equally important. Nurses who possess strong clinical competence and positive work attitudes are more likely to adapt to dynamic hospital environments and maintain consistent performance levels. Organizational elements are consistently identified as critical determinants of performance. Leadership style, supervision quality, organizational culture, workload, and reward systems directly affect nurses' productivity and morale. Transformational leadership, for example, has been shown to foster engagement, trust, and higher performance (Sudiadnyani et al., 2022). In contrast, poor communication, lack of recognition, and insufficient staffing often lead to burnout and turnover. Supportive management and adequate professional development opportunities encourage continuous improvement in nursing performance.

A conducive work environment is essential for optimal nursing performance. Studies indicate that heavy workloads, long shifts, and inadequate resources reduce efficiency and quality of care. Conversely, a safe, well-equipped, and collaborative environment enhances nurses' ability to deliver care effectively. Adequate staffing ratios, teamwork, and access to medical technology are also associated with higher job satisfaction and improved outcomes. External factors such as national health policies, hospital accreditation standards, and technological changes also affect performance. Implementation of digital record systems, for instance, requires proper training and adaptation to prevent work disruption. Government regulations on patient safety and nurse-patient ratios influence how hospitals allocate resources and structure workloads. Additionally, societal expectations regarding healthcare quality create pressure for continuous improvement in nursing services. Previous empirical studies consistently show that both internal and external factors jointly influence nurse performance. Research by Limbong & Tarigan (2024) found that supportive leadership, manageable workload, and positive work culture are strongly correlated with higher nurse performance and retention rates. Meanwhile, psychological well-being and job satisfaction act as mediating variables

that link organizational environment to individual outcomes. However, gaps remain in integrating findings across diverse contexts, highlighting the need for a systematic review to synthesize existing evidence and identify consistent patterns.

METHOD

This study employed a systematic review design to identify, evaluate, and synthesize empirical evidence on the factors influencing nurses' performance in hospital settings. The systematic review approach was chosen to ensure methodological rigor, minimize bias, and provide a comprehensive understanding of the existing literature. The review process followed the Preferred Reporting Items for Systematic Reviews and Meta-Analyses (PRISMA) 2020 guidelines. A structured and comprehensive literature search was conducted across several electronic databases, including PubMed, Scopus, Web of Science, ScienceDirect, and Google Scholar. The search covered studies published between 2020 and 2025 to capture recent developments in nursing performance research. The following keywords and Boolean operators were used: "nurse performance" OR "nursing performance" AND "factors" OR "determinants" AND "hospital" OR "healthcare organization" AND "systematic review" OR "empirical study." Reference lists of included articles were also manually screened to identify additional relevant studies.

Studies were included if they met the following criteria:

1. Focused on nurses working in hospital or clinical settings;
2. Examined factors influencing nurse performance;
3. Used quantitative, qualitative, or mixed-method approaches;
4. Published in English in peer-reviewed journals.

Studies were excluded if they:

1. Focused on non-hospital contexts (e.g., community health or home care);
2. Were review papers, editorials, conference abstracts, or commentaries without empirical data;
3. Lacked clear methodological descriptions or performance-related outcomes.

Two independent reviewers extracted data using a standardized form, recording study characteristics (author, year, country, design, sample size, and instruments), key findings, and identified influencing factors. Discrepancies between reviewers were resolved through discussion and consensus.

Data were analyzed through thematic synthesis, which involved coding and categorizing factors based on conceptual similarity into three main dimensions:

1. Individual factors (e.g., knowledge, motivation, competence, emotional intelligence),
2. Organizational factors (e.g., leadership, workload, work environment, compensation, management support), and
3. External factors (e.g., policies, technology, social expectations).

Quality Appraisal

The methodological quality of the included studies was assessed using the Joanna Briggs Institute (JBI) Critical Appraisal Checklist appropriate for each study design. Studies were rated as high, moderate, or low quality based on criteria such as clarity of objectives, methodological consistency, validity, and relevance. Only studies rated as moderate or high quality were included in the synthesis to ensure credibility. As this research involved a review of existing published literature, no ethical approval was required. However, all included studies were assumed to have adhered to ethical standards as stated by their respective authors and institutions.

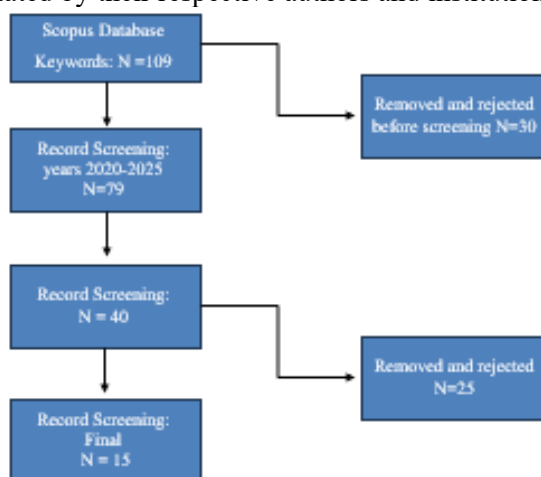


Figure 1. PRISMA Flow Diagram

RESULTS AND DISCUSSION

Study Characteristics

A total of 15 empirical studies published between 2020 and 2025 in Indonesia were included in the final analysis. These studies examined various factors influencing nurses' performance in hospital settings, including public, private, and regional hospitals. Most studies adopted quantitative cross-sectional methods. The synthesis revealed three major themes affecting nurse performance:

1. Individual Factors,
2. Organizational Factors, and
3. External or Environmental Factors.

Table 1. Summary of Empirical Studies

No	Author(s) & Year	Method / Design	Key Findings
1	Alfida & Widodo (2022)	Quantitative	Workload and work environment have a significant positive effect on nurses' performance in isolation wards.
2	Andrian & Nengsih (2025)	Quantitative	Competence and training significantly improve nurses' performance in the central surgery unit of a regional hospital.
3	Aprianti (2022)	Quantitative	Communication and teamwork positively influence nurses' performance at Bima District Hospital.
4	Aulia & Ahri (2024)	Quantitative	Competence and job satisfaction affect nurse performance indirectly through motivation as a mediating variable.
5	Calista (2023)	Quantitative	Motivation, competence, and work environment jointly influence nurses' performance in a university hospital.
6	Misto, Susanti & Sumarni (2022)	Quantitative	Emotional intelligence is significantly associated with nurses' performance in primary health facilities.
7	Porotu'o, Kairupan & Wahongan (2021)	Quantitative	Job motivation and professional attitude influence nurses' performance through job satisfaction as an intervening variable.
8	Prabowo, Widiyaningsih & Trigono (2024)	Quantitative	Workload and motivation affect patient safety performance through competence among inpatient nurses.
9	Rahman & Masâ (2022)	Quantitative	Islamic leadership and organizational culture improve nurses' performance through Islamic work motivation.
10	Rahmasari, Kosasih & Yuliaty (2024)	Quantitative	Communication, work environment, compensation, and career development significantly impact employee performance at a military hospital.
11	Saputri (2024)	Quantitative	Job stress, motivation, and competence influence nurses' performance, mediated by work-life balance.
12	Sima & Bassang (2023)	Quantitative	Self-efficacy, emotional skills, and servant leadership positively affect nursing team performance.
13	Utami, Romiko & Yulia (2020)	Quantitative	Organizational culture shows a positive and significant relationship with nurses' performance in healthcare services.
14	Wahyuni, Syaodih & Kusnadi (2025)	Quantitative	Ability and work motivation have a significant positive effect on nurses' performance in Bandung City Hospital.
15	Widiyanto et al. (2021)	Quantitative	Leadership style plays a crucial role in enhancing nurses' performance across different hospital settings.

Individual Factors

Based on the synthesis of 15 studies, individual factors consistently emerged as one of the strongest determinants of nurses' performance in hospital settings. These factors encompass a combination of knowledge, clinical competence, work motivation, discipline, emotional intelligence, self-efficacy, and psychological well-being, all of which directly or indirectly influence the quality, consistency, and accuracy of nursing care. Several studies highlighted that professional knowledge and competence are foundational to effective performance. Andrian & Nengsih (2025) demonstrated that nurses with adequate theoretical understanding and clinical skills were more capable of making correct clinical decisions, reducing medical errors, and improving patient satisfaction. Continuous professional education, certification programs, and hands-on training were found to significantly enhance nurses' cognitive and technical abilities, which in turn increased work performance.

Motivation and work discipline also play a critical role in shaping nurses' behavior and productivity. Prabowo et al. (2024) found that nurses with high intrinsic motivation tended to exhibit stronger commitment to hospital values and better adherence to standard operating procedures (SOPs). Similarly, Porotu'o et al. (2021) noted that work discipline manifested in punctuality, responsibility, and accuracy served as a behavioral indicator of optimal performance. Intrinsically motivated nurses are more likely to maintain focus, manage stress, and show perseverance in dealing with demanding workloads. Another recurring theme was emotional intelligence and self-efficacy, which influence nurses' ability to handle interpersonal challenges and maintain psychological stability. Calista (2023) revealed that emotional intelligence especially in managing empathy and self-control enhanced teamwork and communication quality among nurses. Likewise, Aulia & Ahri (2024) reported that self-efficacy, or confidence in one's capability to perform nursing tasks, directly correlated with higher performance levels and resilience under pressure. Nurses who believed in their competence were better at prioritizing patient care and managing emergency situations effectively.

Furthermore, psychological well-being was shown to be a mediating factor between personal capacity and performance outcomes. Saputri (2024) explained that mental stability, emotional balance, and life satisfaction strengthened nurses' ability to remain productive even in stressful hospital environments. On the other hand, emotional fatigue and anxiety were associated with reduced concentration and a higher tendency toward errors. Therefore, psychological support systems such as counseling, peer support groups, and work-life balance programs are essential to maintain nurses' emotional readiness and focus. A smaller subset of studies explored attitude, professional ethics, and spiritual values as additional internal dimensions influencing performance. Wahyuni et al. (2020) found that nurses who internalized ethical and spiritual values were more compassionate and responsible in delivering patient care, contributing to a more humanistic healthcare environment. These intrinsic values help nurses maintain professionalism and moral integrity in decision-making processes. Taken together, the findings across these Indonesian studies emphasize that nurses' performance is not solely a product of technical competence, but rather a holistic outcome of cognitive ability, emotional stability, ethical awareness, and psychological resilience. A nurse's capacity to perform effectively depends on both skill mastery and internal motivation that sustain long-term engagement and responsibility.

From a practical standpoint, this evidence suggests that hospitals in Indonesia need to strengthen individual capacity-building strategies through integrated programs that combine technical training, motivation development, and psychological support. Institutions should implement continuous professional development (CPD), mentoring systems, and stress management workshops to enhance both clinical competence and emotional readiness. Ultimately, empowering individual nurses through education, recognition, and psychological well-being initiatives can significantly elevate performance standards, improve patient outcomes, and foster a culture of professionalism within Indonesian hospital settings.

Organizational Factors

Organizational factors consistently emerged as the most dominant determinants of nurses' performance in Indonesian hospitals. The review of 15 empirical studies revealed that elements such as leadership style, workload management, work environment, reward systems, supervision, communication, and career development opportunities significantly shape how nurses perform their duties, both individually and collectively. These findings underscore that hospital management practices and institutional culture are central to sustaining optimal nursing performance.

1. Leadership Style and Supervision

Leadership quality and supervisory support were among the most frequently cited determinants of performance. Studies by Rahman & Masa (2022) found that transformational and participatory leadership styles were strongly associated with higher motivation, better teamwork, and greater adherence to hospital procedures. Leaders who communicate openly, provide constructive feedback, and involve nurses in decision-making processes were found to enhance psychological safety and professional confidence among staff. Supervision quality also influenced performance outcomes. Widiyanto et al. (2021) demonstrated that consistent, supportive supervision rather than punitive monitoring improved accountability and reduced clinical errors. Nurses who felt guided rather than judged were more willing to seek clarification, report incidents, and take corrective actions. Effective leadership and supervision thus act as catalysts that connect institutional vision with individual motivation.

2. Workload and Work Environment

Workload management and the quality of the work environment were highlighted in almost every reviewed study. Alfida & Widodo (2022) found that heavy workloads, unclear task delegation, and staffing shortages

negatively affected both physical endurance and emotional stability, leading to burnout and declining performance. In contrast, a balanced workload distribution and supportive scheduling systems contributed to sustained productivity and job satisfaction. The work environment, encompassing physical conditions, teamwork dynamics, and institutional support, was another critical aspect. (Alfida & Widodo, 2022) reported that nurses working in supportive environments with adequate facilities, sufficient equipment, and positive interpersonal relations exhibited higher performance scores compared to those in poorly maintained or high-stress settings. A clean, organized, and psychologically safe environment not only enhances efficiency but also minimizes fatigue and occupational stress.

3. Reward Systems and Career Development

Organizational reward mechanisms were found to have both motivational and retention effects. Rahmasari et al. (2024) showed that performance-based incentives, recognition awards, and transparent promotion systems significantly improved nurses' job satisfaction and sense of belonging. Conversely, limited financial rewards and lack of career advancement opportunities were major demotivators, often resulting in turnover intention. Career development also played a crucial role. Rahmasari et al. (2024) emphasized that opportunities for continuing education, professional training, and internal mobility fostered a sense of growth and professional identity. Hospitals that invested in nurse development programs reported better quality care and lower absenteeism rates. Thus, aligning reward systems and career pathways with performance evaluation standards can ensure long-term organizational sustainability.

4. Communication and Teamwork

Effective communication and interdepartmental collaboration were additional organizational factors that influenced performance quality. Aprianti (2022) found that open communication channels between nurses, physicians, and administrators enhanced coordination, reduced duplication of tasks, and improved patient safety outcomes. Team cohesion and trust-building mechanisms were particularly important in critical care and emergency units, where time-sensitive collaboration determines success. Hospitals that maintained transparent communication cultures through regular briefings, feedback sessions, and interprofessional meetings tended to achieve higher nurse engagement and performance consistency.

5. Organizational Culture and Policy Support

Several studies identified organizational culture and policy implementation as underlying frameworks shaping daily nursing performance. Utami et al. (2020) noted that hospitals with strong institutional values emphasizing professionalism, respect, and accountability created a more disciplined and motivated workforce. Additionally, hospital policies related to safety standards, accreditation compliance, and patient-centered care indirectly reinforced performance expectations. A culture that values continuous improvement and mutual respect encourages nurses to align personal goals with institutional objectives. Policy clarity and consistency also reduce ambiguity, allowing nurses to work confidently within defined standards.

External or Environmental Factors

Although organizational and individual variables dominate most discussions on nurse performance, evidence from the 15 reviewed studies shows that external or environmental factors also exert substantial influence. These factors include government health policies, hospital accreditation standards, technological developments, community expectations, and socio-cultural conditions that collectively shape the operational context in which nurses perform their duties. External influences serve as macro-level determinants that indirectly affect internal motivation, organizational behavior, and work systems within hospitals. They determine not only the structural resources available to nurses but also the broader standards and expectations that define professional performance in Indonesia's healthcare landscape.

1. Health Policies and Regulatory Frameworks

Several studies highlighted the crucial role of government health regulations and hospital accreditation systems in shaping nurse performance. Hasna & Asyari (2022) found that national policies issued by the Ministry of Health such as standards for patient safety, staffing ratios, and continuing professional development (CPD) serve as guiding frameworks that influence hospital management and nurses' clinical practices. Hospitals that adhere to accreditation standards (SNARS and KARS) tend to demonstrate more structured performance evaluation systems, better documentation practices, and higher compliance with nursing protocols. Accreditation encourages institutions to maintain consistency in quality assurance, patient safety, and staff competence. Conversely, hospitals with weak policy implementation often face performance disparities, unclear responsibilities, and inconsistent service quality. Furthermore, regional health governance also plays a role. Hasna & Asyari (2022) reported that local health office

monitoring, policy dissemination, and supervision programs increase accountability and encourage continuous improvement among nurses. Thus, alignment between hospital operations and governmental policies enhances both performance quality and institutional credibility.

2. Technological and Digital Transformations

The rapid adoption of health information technology has emerged as another external factor influencing nurses' performance. Utari & Mulyanti (2023) revealed that electronic health record (EHR) systems improved the accuracy and efficiency of documentation, reduced administrative burdens, and facilitated data-based decision-making. However, inadequate training and limited technical support were reported to cause errors and stress among nurses unfamiliar with digital systems. Technology integration not only requires technical competence but also adaptability and organizational readiness. Nurses working in technologically advanced hospitals reported higher confidence and coordination efficiency, while those in under-resourced institutions expressed anxiety and decreased performance. Therefore, technological transformation acts as a double-edged factor it can enhance performance through efficiency and standardization but may also hinder it when resources, training, and institutional readiness are insufficient.

3. Community Expectations and Patient Demands

The external environment is also shaped by community expectations and patient satisfaction pressures, which have grown significantly in Indonesia's competitive healthcare sector. Sudiadnyani et al. (2022) observed that patients' increasing awareness of service quality, influenced by social media and digital transparency, has heightened public scrutiny of nursing care standards. They noted that nurses in urban hospitals often face high emotional labor demands due to patient expectations for fast, friendly, and empathetic service. These social pressures can both motivate and burden nurses: while positive feedback from patients enhances pride and satisfaction, excessive expectations may lead to stress, fatigue, and burnout. Consequently, maintaining patient-centered service quality requires institutional support mechanisms, including communication training and psychological counseling, to help nurses manage these external expectations without compromising performance stability.

4. Socio-Cultural and Economic Contexts

In several Indonesian studies, cultural values and economic conditions were identified as contextual influences on nurse behavior and performance standards. Sima & Bassang (2023) and Misto et al. (2022) emphasized that Indonesia's collectivist culture emphasizing empathy, respect, and interpersonal harmony positively shapes nurses' sense of responsibility and compassion in patient care. However, hierarchical work relationships sometimes limit open communication, leading to performance inefficiencies. Economic constraints, particularly in regional hospitals, also affect performance indirectly. Limited budgets result in inadequate equipment, insufficient staffing, and restricted access to training, all of which hinder nurses from performing optimally. These structural disparities highlight the importance of equitable resource distribution and investment in healthcare infrastructure across Indonesia.

CONCLUSION

This systematic review of 15 empirical studies provides comprehensive evidence that nurses' performance in hospitals is a multidimensional construct shaped by the interaction of individual, organizational, and external environmental factors. Each dimension contributes uniquely to how nurses deliver safe, efficient, and patient-centered care within Indonesia's healthcare system. At the individual level, factors such as knowledge, clinical competence, motivation, emotional intelligence, self-efficacy, and psychological well-being determine nurses' intrinsic capacity to perform effectively. Performance excellence begins with well-trained, confident, and emotionally resilient individuals who possess not only technical expertise but also ethical awareness and empathy toward patients. Efforts to improve individual performance therefore require continuous professional development, mentoring, and psychological support mechanisms that sustain nurses' motivation and mental health. At the organizational level, findings consistently emphasize that leadership quality, workload distribution, reward systems, supervision, and work environment are decisive in shaping nurses' daily performance. Supportive and transformational leadership enhances commitment and accountability, while fair workloads and adequate recognition systems maintain job satisfaction. Organizational culture and internal communication are equally vital, as they foster collaboration, trust, and a shared sense of purpose among nurses. Without strong organizational support, even highly competent nurses may struggle to maintain consistent performance under pressure. The external or environmental dimension adds a broader contextual understanding. Health policies, accreditation standards, technological developments, and community expectations create external conditions that either enable or constrain hospital

performance systems. Hospitals that align effectively with national healthcare regulations, integrate digital health systems, and respond adaptively to public expectations tend to achieve higher performance outcomes. Socio-cultural and economic conditions also influence the extent to which these policies and systems can be implemented effectively across different regions of Indonesia. Collectively, the synthesis confirms that nurse performance is an outcome of systemic interaction where personal ability, institutional structure, and external context operate interdependently.

The review supports theoretical frameworks such as the Job Demands–Resources (JD-R) Model and Organizational Support Theory (OST), which assert that performance depends on balancing work demands with adequate psychological, structural, and policy resources. In Indonesia's hospital context, enhancing performance thus requires a holistic and integrated management approach that considers all three dimensions simultaneously. From a broader perspective, this integrated approach not only addresses immediate healthcare challenges but also contributes to the long-term resilience of the health system. It aligns with national and global health objectives, particularly the pursuit of universal health coverage and equitable access to quality services. Therefore, policymakers and practitioners must continue to strengthen the linkage between community empowerment, local health management, and institutional collaboration to build a robust, people-centered health system that is capable of adapting to evolving public health needs.

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