

The Relationship of Experience, Motivation, and Workload to the Performance of Nurses in the Operating Room

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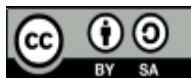
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ABSTRACT

Performance is a measurable, both quantitative and qualitative, outcome for nurses who fulfill their responsibilities in providing patient care in accordance with their professional duties. This study aimed to determine the relationships among work experience, motivation, and workload and nurses' performance in the operating room at Urip Sumoharjo Hospital, Lampung Province, in 2024. The research used a quantitative design with a cross-sectional approach, conducted from March to April 2024. The population consisted of 37 nurses, all included as respondents through a total sampling technique. Data were collected using structured questionnaires completed by respondents and analyzed using univariate and bivariate analyses with the Chi-square test. The results showed that 28 nurses (75.7%) demonstrated good performance, supported by adequate work experience in 23 (62.2%), high motivation in 24 (64.9%), and a low workload in 27 (73.0%). Statistical analysis revealed significant relationships between experience ($p=0.004$), motivation ($p=0.002$), and workload ($p=0.000$) with nurse performance ($p<0.05$). The study concludes that work experience, motivation, and workload significantly influence nurses' performance in the surgical unit at Urip Sumoharjo Hospital. It is recommended that hospital management pay greater attention to enhancing nurse motivation and managing workloads to improve the quality of nursing services provided to patients.



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INTRODUCTION

Nursing services are provided to patients as users of quality nursing services. In Article 63 of Law No. 36 of 2014, nursing services are professional services that are an integral part of health services. The quality of service is influenced by organizational characteristics, the characteristics of nurses (individuals), and work characteristics (World Health Organization in Sinulingga, 2025). The implementer of service activities and the spearhead of a hospital's health services is the nurse, so the quality of the nursing staff will determine the hospital's performance. Therefore, nurses who perform well are needed. With qualified nurses, the hospital will get optimal work results. Hospitals certainly want all their nurses to perform well, because each nurse's performance affects the hospital's overall performance (Khoiriyah & Fachrurrozie, 2022).

Work experience is indispensable in improving nurse performance. Work experience demonstrates mastery of skills (Leatemala, 2018). Nurses with more work experience will have a variety of experiences in solving different kinds of problems, tailored to individual abilities. These experiences are expected to improve the quality of resources, enhance work performance, and make it easier for nurses to complete work properly, thereby improving work skills and results (Purnawati et al., 2020). Motivation is the drive or will that influences workers' behavior to improve performance. Every job requires strong motivation to carry out the work and to achieve high performance with enthusiasm, passion, and dedication (Hasmalawati et al., 2018).

Meanwhile, workload is the perception of activities that require mental processes or abilities that must be completed within a specific period of time, both in physical and mental form (Syamsu et al., 2019). The importance of the role and the many duties and responsibilities nurses

assume make their work a significant part of their workload. This workload is one of the factors that affect the risk of performance decline (Erlina et al., 2019). Motivation is an internal driving force that comes from within a person to cause and direct the behavior or deeds he performs (Rosmaini et al., 2019). Basically, motivation is a synergy that encourages subordinates to work hard and give their full abilities and skills (Silitonga et al., 2019).

Ahmad et al. (2019) define workload as the set of activities an organizational unit or office holder must complete within a given period. Workload is the difference between workers' abilities and the demands of the work (Astuti, R., & Lesmana, 2019). If the worker's ability exceeds the demands of the job, they may feel bored. On the other hand, if workers' abilities are lower than the demands of the job, fatigue will be greater. Thus, the definition of workload is a process carried out by a person in completing the tasks of a job or a group of positions, performed under normal circumstances within a specific period of time.

Workload is the set of tasks that employees must complete within an organizational unit in a given period of time (Malino, 2020). Every job is a workload for the perpetrator, and each workforce has its own capacity to handle its workload, with the work system designed to achieve the best productivity and quality of work when the load is within the limits of physical ability (Rosalina & Fuady, 2021). Workloads consist of physical workloads and mental workloads. Physical workload is the human response to external physical demands. Physical workload is classified as an external workload, namely the workload that comes from the work being done (Astuti, R., & Lesmana, 2019).

Likewise, with workload, both in quantity, where the tasks that must be done are too many or too few, or in terms of quality, where the tasks that must be done require expertise. If the number of tasks is not proportional to a nurse's physical abilities, expertise, and available time, nurse performance will be ineffective. The negative impact of increased workload is the possibility that nurses' emotions do not align with patients' expectations. This excessive workload significantly affects nurse productivity (Rosalina & Fuady, 2021).

Prolonged overload can lead to decreased concentration, increased irritability towards patients, increased absenteeism, disrupted sleep patterns, and reduced work quality when providing nursing care to patients (Agustin et al., 2022). The nurse's own motivation can contribute to a decline in performance. According to Frenderik Hezbrenng, in these conditions, it can be influenced by two factors, including self-(internal) factors, including satisfaction at work, personal appreciation or recognition, challenging work, desire to achieve, desire to advance, and desire to enjoy work. Meanwhile, environmental (external) factors include: relationships with colleagues, work atmosphere, and job security. So if it is not optimal, it can affect work performance, which, in turn, affects job satisfaction and patient satisfaction with the health services they have received. Based on the pre-survey conducted in December 2023, Urip Sumoharjo General Hospital is one of the referral hospitals in Lampung province. This, of course, increases the number of existing patients, including those who will undergo surgery. This large workload and the pressure of responsibility are often sources of complaint among nurses. This will certainly affect nurses' performance in their jobs.

The novelty of this study lies in its focus on nurse workload specifically within the surgical unit of a provincial referral hospital, where work demands, patient turnover, and responsibilities related to surgical preparation are significantly higher compared to previous studies that primarily examined workload in general inpatient or outpatient settings. In addition, this study not only explores the impact of workload on performance but also examines its relationship with work motivation as a mediating factor. This factor has rarely been investigated in the context of referral hospitals in Lampung. This provides a new scientific contribution to efforts to improve the quality of nursing services in higher-level referral facilities. This study aims to determine the relationships among experience, motivation, and workload and nurses' performance in the operating room of Urip Sumoharjo Hospital, Lampung Province, in 2024.

METHOD

This study employed a quantitative approach. This design was chosen to explore the relationships among experience, motivation, and workload and nurses' performance in the

surgical ward. The study used a descriptive-analytic design with a cross-sectional approach, collecting data at a single point in time to obtain comprehensive information about the studied relationships quickly. The study was conducted at Urip Sumoharjo Hospital, Lampung Province, Indonesia, from January to April 2024. The population consisted of all nurses working in the surgical ward, and 37 respondents were selected using simple random sampling.

This study involved human participants and was reviewed and approved by the Health Ethics Commission of the Poltekkes Kemenkes Tanjung Karang, with the number 241/KEPK-TJK/II/2024. All respondents were provided with detailed information about the research objectives and procedures, and written informed consent was obtained prior to participation.

According to Notoatmodjo (2018), a variable is a characteristic, attribute, or measure used in research to describe a particular concept. The dependent variable in this study was nurse performance in the surgical ward, while the independent variables included experience, motivation, and workload. Data collection was carried out using structured questionnaires completed by respondents. The research instruments consisted of the informed consent form, nurse performance questionnaire, experience questionnaire, motivation questionnaire, and workload questionnaire.

Instrument validity and reliability testing were conducted based on previous studies. The nurse performance questionnaire was validated by Susanti (2022) using the Product-Moment correlation method at a 5% significance level ($\alpha=0.05$), with a critical r -value of 0.361. All 12 statement items showed $r\text{-count}>0.361$, confirming validity. The motivation questionnaire (Susanti, 2022) was also valid, with $r\text{-count}$ values exceeding 0.361. The workload questionnaire was adapted from Nursalam (2019) and was based on the "Work Overload" instrument, which has been previously validated.

Reliability testing ensures consistency of measurement results over time (Aprina, 2023). The nurse performance and motivation questionnaires (Susanti, 2022) were tested using Cronbach's Alpha, which yielded reliability coefficients >0.60 . The experience questionnaire demonstrated Cronbach's Alpha = 0.937, indicating strong reliability. The workload questionnaire (Nursalam, 2019) also showed acceptable reliability; therefore, no additional testing was conducted.

Data analysis consisted of univariate and bivariate analyses. Univariate analysis described the characteristics of each variable using frequencies, percentages, means, and standard deviations, depending on data type. Bivariate analysis examined the relationship between independent variables (experience, motivation, workload) and the dependent variable (nurse performance) using the Chi-square test. The statistical significance threshold was set at $p < 0.05$. If $p > 0.05$, the relationship was considered not significant, while $p < 0.05$ indicated a statistically significant relationship. All analyses were conducted using computerized statistical software. The Chi-square test, a non-parametric test suitable for categorical data, was used to determine associations among variables.

RESULTS

Table 1 show the male respondents outnumber the female respondents, with 25 respondents (68.0%) male and 12 (32.0%) female. The respondents' ages were distributed as follows: 28 respondents (76.0%) in the 31 to 40 years age group, 8 respondents (22.0%) in the 21 to 30 years age group, and 1 respondent (2.0%) in the over 41 years age group. The distribution of nurse performance frequency in the operating room of Urip Sumoharjo Hospital, Lampung Province, in 2024 is shown: 28 respondents (75.7%) in the good performance category and 9 respondents (24.3%) in the poor or bad category. The distribution of nurse experience in the operating room of Urip Sumoharjo Hospital, Lampung Province, in 2024 is shown: 23 respondents (62.2%) in the experienced category and 14 respondents (37.8%) in the inexperienced category. The distribution of the frequency of nurses' work motivation in the operating room of Urip Sumoharjo Hospital, Lampung Province in 2024 is obtained, namely with the category of high work motivation amounting to 24 respondents (64.9%) and the category of low work motivation amounting to 13 respondents (37.8%). The distribution frequency of nurse workload in the operating room of Urip Sumoharjo Hospital, Lampung Province, in 2024 is presented, namely 10

respondents (27.0%) in the high workload category and 27 respondents (73.0%) in the low workload category.

Table 1. Distribution of respondent characteristics

Variable	n	%
Gender		
Male	25	68.0
Female	12	32.0
Age		
21–30 years	8	22.0
31–40 years	28	76.0
> 41 years	1	2.0
Nurse Performance		
Good Performance	28	75.7
Poor performance	9	24.3
Nurse Experience		
Experienced	23	62.2
Lack of experience	14	37.8
Nurse work motivation		
High work motivation	24	64.9
Low work motivation	13	37.8
Nurse workload		
Low workload	27	73.0
High workload	10	27.0

Table 2. The Relationship of experience to the performance of nurses in the operating room

Nurse Experience	Nurse Performance				Total		p- value	OR
	Good		Bad					
	n	%	n	%	n	%		
Experienced	20	87.0	3	13.0	23	100.0	0.004	5.000 (0.999-25.021)
Inexperienced	8	57.1	6	42.9	14	100.0		
Sum	28	75.7	9	24.3	37	100.0		

Based on the Table 2, among the 23 experienced respondents, 20 (87.0%) are in the good performance category, and among the 14 inexperienced respondents, 6 (42.9%) are in the bad performance category. It is also obtained with a p-value (0.004) which means $< \alpha$ (0.05) or $p < \alpha$. It can be concluded that there is a relationship between the experience of the nurse and the performance of the nurse while providing services to patients in the operating room of Urip Sumoharjo Hospital, Lampung Province, in 2024. The data analysis yielded an odds ratio (OR) of 5.000, indicating that experienced nurses have a 5 times greater chance of good performance than inexperienced nurses.

Table 3. The relationship of motivation to the nurse performance in the operating room

Nurse motivation	Nurse performance				Total		p-valule	OR
	Good		Bad					
	n	%	n	%	n	%		
High work motivation	22	91.7	2	8.3	24	100.0	0.002	12833 (2.095-78.597)
Low work motivation	6	46.2	7	53.8	13	100.0		
Sum	28	75.5	9	24.3	37	100.0		

Table 3 can be seen that of the 24 respondents who have high work motivation, there are 22 (91.7%) respondents with performance in the good category, and of the 13 respondents who have low work motivation, there are 7 (53.8%) who have performance in the low category. It also has a p-value (0.002) which means $< \alpha$ (0.05) or $p < \alpha$. Therefore, it can be concluded that there is a relationship between the nurse's motivation and performance in providing patient care in the operating room of Urip Sumoharjo Hospital, Lampung Province, in 2024. The data analysis yielded an odds ratio (OR) of 12,833, indicating that nurses with high work motivation have a 12,833 times greater chance of good performance than those with low work motivation.

Table 4. The relationship of workload to nurse performance in the operating room

Nurse Workload	Nurse Performance				Total		p- value	OR
	Good		Bad					
	n	%	n	%	n	%		
Low workload	25	92.6	2	7.4	36	100.0	0.000	29.167 (4.044-210.354)
High workload	3	30.0	7	70.0	1	100.0		
Sum	28	75.7	9	24.3	37	100.0		

Table 4 show that the 36 respondents with a low workload, 25 (92.6%) achieve performance in the good category. Moreover, there is also a p-value (0.000) which means $<\alpha$ (0.05) or $p<\alpha$. Therefore, it can be concluded that there is a relationship between the workload and performance of nurses while providing patient care in the operating room of Urip Sumoharjo Hospital, Lampung Province, in 2024. The data analysis yielded an odds ratio (OR) of 29,167, indicating that nurses with low workloads have a 29,167 times greater chance of good performance than those with high workloads.

DISCUSSION

The relationship of experience to the performance of nurses in the operating room

The results of this study are in line with the research conducted by Yunita Leatemala (2018), with the title "The Relationship between Work Experience, Education Level, and Personality to Employee Performance in PD. BPR BKK Tegal Regency." It has a reasonably strong relationship between work experience variables and employee performance. Thus, work experience is related to employee performance. There is a relationship between the experience possessed by the nurse and the performance produced by the nurse while providing services to patients in the operating room of Urip Sumoharjo Hospital, Lampung Province, in 2024

Experience, according to Foster (Purnawati et al., 2020), is a measure of the length of time or working period that a person has taken in understanding the duties of a job and has carried them out well, while the experience of a nurse is the length of work time as well as the services that can be provided as a nurse.

According to researchers, respondents with good work experience tend to perform well, as do those with high work motivation. They can deliver maximum service performance due to the encouragement or motivation and the abilities gained from their work experience; this clarifies the relationship between experience and work motivation and the performance produced. On the other hand, the high workload on respondents reduces the quality of their performance.

The relationship of motivation to the performance of nurses in the operating room

In the language of motivation, motivation means encouragement. However, in the context of motivation management, it is a stimulus intended to elicit a strong desire or determination to achieve goals (Susanti, 2022). The study's results show that providing work motivation to nurses is beneficial, improving their performance. The higher the work motivation given to nurses, the better the performance of nurses

Research conducted by Rosmaini and Tanjung (2019) found that work motivation (achievements, experience, responsibilities, development, salary, working conditions, interpersonal relationships, and supervision) affects the performance of Stella Maris Makassar nurses. Meanwhile, Amru (2019) found that motivation has a significant relationship with the performance of the implementing nurse in the inpatient room of DR. Raisidin Padang Hospital.

According to researchers, work motivation is an important factor for nurses to fulfill their responsibilities; without it, work will not run smoothly. Therefore, the motivation of nurses cannot be ignored, in addition to affecting the performance of the nurse itself, it will also have an impact on the work attitude of nurses towards patients that is not optimal, in addition to the high motivation of nurses' work, one of which is due to rewards/salaries and working conditions that are in accordance with the work of the nurse/respondent. This shows that respondents with high

work motivation tend to perform their work more effectively than those with moderate work motivation.

This research is in line with the research of Fajriani S et al. (2022), entitled "The Relationship between Motivation and Workload with Nurse Performance in the Inpatient Installation of Makassar City Hospital." In conclusion, Nurse performance is closely related to the motivation and workload nurses experience when providing patient care. The study's chi-square test results showed that motivation ($p=0.000$) and workload ($p=0.044$) were significant. The p-values for all independent variables were <0.05 , indicating a relationship between motivation, workload, and nurse performance in the inpatient unit of Makassar City Hospital.

The statistical findings indicate a meaningful relationship between nurses' motivation and their performance in the operating room. This result suggests that more motivated nurses tend to perform better when providing nursing services. Motivation plays an important role in shaping how nurses perform their duties, particularly in high-pressure environments such as the operating room, where accuracy, responsiveness, and professionalism are crucial.

This finding aligns with motivational theories, such as Herzberg's Two-Factor Theory (Herzberg, 2009), which states that intrinsic motivators such as recognition, achievement, and a sense of responsibility can enhance work performance. In the operating room setting, motivated nurses are more likely to show initiative, maintain focus, and comply with established procedures, ultimately improving the quality and safety of patient care. Conversely, nurses with low motivation may lack enthusiasm, pay less attention to detail, and perform less optimally.

The interpretation of these results emphasizes the importance of maintaining and strengthening work motivation among operating room nurses through supportive leadership, recognition systems, opportunities for professional development, and a conducive work environment. Enhancing motivation is therefore a strategic factor in improving nurse performance and ensuring optimal service delivery in surgical care settings.

The relationship of workload to nurse performance in the operating room

The analysis of the relationship between the workload assigned to the nurse and the performance during patient care in the operating room of Urip Sumoharjo Hospital, Lampung Province, showed that 1 respondent had a high workload, resulting in poor performance. When measuring workload in relation to nurse performance, there are 3 factors that can affect it: the number of staff, standard working hours, and nursing actions. Workload is a work condition in which the job description must be completed at a predetermined time (Agustin et al., 2022).

There is a relationship between the workload and performance of nurses while providing patient care in the operating room of Urip Sumoharjo Hospital, Lampung Province, in 2024. This research aligns with the study by Fajriani S et al. (2022), that nurse performance is closely related to the motivation and workload nurses experience when providing patient care. The study's chi-square test results showed that motivation ($p=0.000$) and workload ($p=0.044$) were significant. The p-values for all independent variables were <0.05 , indicating a relationship between motivation, workload, and nurse performance in the inpatient unit of Makassar City Hospital. The results of the statistical test obtained a p-value (0.000) which means $<\alpha$ (0.05) or $p<\alpha$.

The researcher assumption that nurses with low workloads and poor performance are due to a lack of a sense of responsibility, and are unable to complete assigned tasks on time. Based on the research results, the majority of respondents have good performance. One factor affecting performance improvement is workload. The workload assessment is conducted by completing a questionnaire to determine nurses' workload levels. The ability of nurses and a conducive surrounding environment, especially a pleasant work atmosphere, harmonized teamwork, clear rules, and mutual protection, can minimize nurses' workload and improve nurse performance. The heavier the nurse's workload, the lower their performance will be. And vice versa: the lighter the nurses' workload, the better their performance. Heavy workloads often affect work productivity. As a result of this heavy workload, nurses can experience fatigue, leading to poor patient care and strained relationships with patients and their families. Likewise, with light workloads, nurses can increase their productivity by focusing more on their routines.

CONCLUSION

Nurse performance in the surgical ward at Urip Sumoharjo Hospital is generally reasonable. Nurse performance is influenced by several factors, particularly work experience, work motivation, and workload. Experienced nurses tend to perform better, suggesting that professional experience and mastery of skills contribute to effective nursing care. In addition, nurses with higher work motivation show better performance outcomes, emphasizing the importance of internal drive and supportive work environments in improving service quality. Conversely, an increased workload is associated with decreased performance, suggesting that excessive task demands may hinder nurses' ability to provide optimal care.

These findings indicate that achieving high-quality nursing services in surgical settings requires adequate staffing, structured competency development, and efforts to maintain nurse motivation. It is recommended that the hospital strengthen professional development and motivation programs and evaluate workload distribution to prevent overload. Improving these aspects is expected to support better nurse performance and enhance patient care outcomes in referral hospital settings.

AUTHOR'S DECLARATION

Authors' contributions and responsibilities

BC: Conceptualization (lead), writing original draft (lead), data collection, visualization, funding acquisition; **AA:** Writing original draft (supporting), data collection (supporting), funding acquisition (supporting), review and editing; **SS:** Supervision (lead), validation (equal), methodological guidance, visualization (equal); **KK:** Formal analysis (lead), writing original draft (supporting), conceptualization (supporting), statistical validation. All authors have read and approved the final manuscript, agree to be accountable for all aspects of the work, and ensure that questions related to the accuracy or integrity of any part of the work are appropriately investigated and resolved.

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Availability of data and materials

All data generated or analyzed in this study are available from the corresponding author upon reasonable request.

Competing interests

The authors declare that there are no competing interests related to this research.

Additional information

This study serves as academic fulfillment and scientific contribution in the field of nursing management, specifically focusing on performance factors among nurses working in high-demand surgical environments within referral hospitals.

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