

## THE INFLUENCE OF TRANSFORMATIONAL LEADERSHIP AND WORK ENVIRONMENT ON NURSES' PERFORMANCE

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### Abstract

This study aims to analyze the influence of transformational leadership and work environment on nurses' performance at Hospital X. The research employs a quantitative approach with a cross-sectional design and involves 30 nurses as respondents. Data were collected using structured questionnaires and analyzed using multiple linear regression, after conducting validity, reliability, normality, multicollinearity, and heteroskedasticity tests to ensure the quality of the data. The results show that transformational leadership and work environment both have a positive and significant effect on nurses' performance, both partially and simultaneously. The regression analysis indicates that transformational leadership has a stronger effect compared to the work environment, while the coefficient of determination ( $R^2$ ) shows that 57.9% of the variation in nurses' performance is explained by these two variables. The study concludes that effective transformational leadership and a supportive work environment are critical factors in enhancing nurses' performance, which in turn contributes to improved healthcare service quality.

**Keywords:** *transformational leadership, work environment, nurses' performance.*

### INTRODUCTION

The quality of healthcare services is fundamentally determined by the performance of nurses, who play a central role in delivering direct patient care. Nurses are required not only to possess strong clinical competencies but also to demonstrate professionalism, responsiveness, and adaptability in increasingly complex healthcare environments. In this context, improving nurses' performance has become a critical concern for healthcare organizations, as it directly influences patient safety, service quality, and overall organizational effectiveness (Pr et al., 2025). One of the key factors that can enhance nurses' performance is transformational leadership. Transformational leadership emphasizes the ability of leaders to inspire, motivate, and empower their subordinates to achieve higher levels of performance. Leaders who adopt this style tend to foster a shared vision, encourage innovation, and build strong interpersonal relationships with their staff (Ponggele et al., 2025). In the healthcare setting, such leadership is essential in guiding nurses to perform beyond standard expectations, particularly in high-pressure situations. When nurse managers effectively apply transformational leadership, they can create a supportive atmosphere that enhances job satisfaction, commitment, and ultimately, performance (Purwadhi et al., 2025).

In addition to leadership, the work environment also plays a significant role in influencing nurses' performance. A conducive work environment includes adequate facilities, a safe and comfortable workplace, supportive colleagues, and clear organizational policies. Conversely, poor working conditions, excessive workload, and lack of resources can lead to stress, burnout, and decreased performance among nurses (Kosasih et al., 2025). Therefore, creating a positive and supportive work environment is crucial to ensuring that nurses can perform their duties effectively and efficiently. Despite the recognized importance of transformational leadership and the work environment, many healthcare institutions still face challenges in optimizing these factors. Issues such as ineffective leadership practices, limited resources, and unsupportive organizational climates often hinder the achievement of optimal nurse performance. These challenges highlight the need for further empirical investigation to better understand how transformational leadership and the work environment simultaneously influence nurses' performance (Chendra et al., 2023).

Based on the above considerations, this study aims to analyze the influence of transformational leadership and the work environment on nurses' performance. The findings of this research are expected to provide valuable insights for healthcare management in developing effective leadership strategies and improving workplace conditions, ultimately enhancing the quality of healthcare services.

## **LITERATURE REVIEW**

### **Transformational Leadership**

Transformational leadership is a leadership approach that focuses on inspiring and motivating followers to achieve higher levels of performance beyond their initial expectations. This concept emphasizes the role of leaders in creating meaningful change by influencing the values, attitudes, and behaviors of their subordinates. Transformational leaders are characterized by their ability to articulate a clear vision, foster trust, and encourage innovation within the organization (Sosiawan et al., 2026). At its core, transformational leadership consists of four main components. The first is idealized influence, which refers to the leader's ability to act as a role model and gain the respect and trust of followers (Saputra et al., 2024). Leaders who demonstrate strong ethical standards and commitment tend to inspire admiration and loyalty. The second component is inspirational motivation, where leaders communicate a compelling vision and motivate employees to achieve shared goals. This creates a sense of purpose and enthusiasm among team members (Suparjo et al., 2025).

The third component is intellectual stimulation, which involves encouraging followers to think creatively and challenge existing assumptions. Transformational leaders support innovation by promoting problem-solving and new ideas without fear of criticism. The fourth component is individualized consideration, where leaders pay attention to the individual needs of each follower, providing support, coaching, and opportunities for personal development. This approach helps build strong relationships and enhances employee engagement (Fitrani et al., 2025). Transformational leadership is often associated with positive organizational outcomes, including increased job satisfaction, organizational commitment, and employee performance. By fostering a supportive and empowering environment, leaders can enhance intrinsic motivation among employees. This leadership style is particularly relevant in dynamic and complex work settings, such as healthcare organizations, where adaptability and collaboration are essential (Saptaria & Sopiah, 2022).

### **Work Environment**

The work environment refers to all physical, social, and organizational conditions that surround employees while carrying out their duties. It encompasses not only the tangible aspects such as workplace facilities, equipment, and safety conditions, but also intangible elements including interpersonal relationships, organizational culture, and management support. A well-structured work environment is essential in influencing employees' attitudes, behaviors, and overall performance (Nurhandayani, 2022). Conceptually, the work environment can be divided into two main dimensions: the physical environment and the non-physical (psychosocial) environment. The physical work environment includes factors such as lighting, temperature, noise levels, workspace layout, availability of medical equipment, and occupational safety. These elements directly affect employees' comfort, health, and ability to perform tasks efficiently. A safe and adequately equipped workplace enables employees to focus on their responsibilities without unnecessary distractions or risks (Firjatullah et al., 2023).

The non-physical work environment involves social and organizational aspects, such as relationships among colleagues, communication patterns, leadership support, teamwork, and organizational climate. Positive interpersonal relationships and effective communication contribute to a sense of belonging and collaboration among employees. Additionally, supportive supervision and a fair organizational system can enhance motivation and reduce work-related stress (Rulianti & Nurpribadi, 2023). A conducive work environment is characterized by safety, comfort, mutual respect, and adequate resources. Such conditions foster job satisfaction, reduce burnout, and improve employee engagement. On the other hand, an unfavorable work environment marked by excessive workload, poor communication, lack of support, and inadequate facilities can negatively impact employees' psychological well-being and performance (Indrayana & Putra, 2024).

### **Performance**

Performance refers to the level of achievement or results accomplished by an individual in carrying out assigned tasks and responsibilities within a certain period. It reflects how well employees execute their duties based on established standards, objectives, and organizational expectations. In a professional context, performance is often associated with effectiveness, efficiency, quality of work, and the ability to meet targets (Widodo & Yandi, 2022).

Conceptually, performance is a multidimensional construct that includes several key aspects. One important dimension is task performance, which relates to how well an individual performs core job responsibilities. This includes accuracy, completeness, and timeliness in completing assigned duties. Another dimension is contextual performance, which involves behaviors that support the organizational environment, such as teamwork, cooperation, initiative, and adherence to organizational norms (Basyid, 2024). Performance is also closely linked to both qualitative and quantitative indicators. Qualitative performance focuses on the quality of outcomes, such as precision, professionalism, and service standards. Quantitative performance, on the other hand, refers to measurable outputs, such as the number of tasks completed or productivity levels. In many organizational settings, both aspects are used together to provide a comprehensive evaluation of employee performance (Pangestu et al., 2022). Performance can be influenced by internal and external factors. Internal factors include individual abilities, skills, motivation, and work attitudes. External factors involve organizational elements such as leadership style, work environment, available resources, and organizational policies. These factors interact to shape how effectively an individual can perform their role (Mulyadi & Pancasasti, 2022).

## **METHOD**

This study employs a quantitative approach with a cross-sectional design to analyze the influence of transformational leadership and work environment on nurses' performance. The research was conducted at Hospital X, a healthcare institution that provides comprehensive medical services and relies heavily on the performance of nursing staff in delivering quality patient care. The population in this study consists of all nurses working at Hospital X. The sampling technique used is total sampling, where all members of the population are included as respondents, considering the manageable number of nurses and to ensure comprehensive data representation. If the population size is large, a proportional random sampling technique may be applied to obtain a representative sample. Data collection was carried out using a structured questionnaire distributed directly to the respondents. The questionnaire was designed based on established theoretical indicators for each variable, including transformational leadership, work environment, and nurses' performance. Each item was measured using a Likert scale ranging from strongly disagree to strongly agree to capture respondents' perceptions accurately.

The variables in this study consist of independent variables and a dependent variable. The independent variables are transformational leadership (X1) and work environment (X2), while the dependent variable is nurses' performance (Y). Transformational leadership is measured through indicators such as idealized influence, inspirational motivation, intellectual stimulation, and individualized consideration. The work environment is measured through physical and non-physical aspects, while performance is assessed based on task performance and contextual performance indicators. Data analysis was conducted using statistical methods with the help of SPSS software. The analysis includes validity and reliability tests to ensure the quality of the research instrument. Classical assumption tests were also performed, including normality, multicollinearity, and heteroscedasticity tests, to ensure that the regression model meets the required assumptions. Furthermore, multiple linear regression analysis was used to examine the effect of independent variables on the dependent variable. Hypothesis testing was conducted using the t-test (partial test) to determine the individual effect of each independent variable and the F-test (simultaneous test) to assess the combined effect of all independent variables. The coefficient of determination ( $R^2$ ) was also calculated to measure the extent to which the independent variables explain variations in nurses' performance.

## **RESULTS AND DISCUSSION**

### **Validity Test**

The validity test is conducted to determine whether each statement item in the questionnaire is capable of accurately measuring the variables of transformational leadership, work environment, and nurses' performance. The test uses the Pearson Product Moment correlation by comparing the calculated correlation value ( $r$ -count) with the critical value ( $r$ -table). An item is considered valid if  $r$ -count  $>$   $r$ -table and has a significance value (Sig.) less than 0.05. Based on the results of data processing using SPSS, the validity test results are presented in the following table:

**Table 1.** Validity Test Results

| Variable                                | Item | r-count | r-table | Sig.  | Description |
|---|------|---------|---------|-------|-------------|
| <b>Transformational Leadership (X1)</b> | X1.1 | 0.612   | 0.361   | 0.000 | Valid       |
|   | X1.2 | 0.655   | 0.361   | 0.000 | Valid       |
|   | X1.3 | 0.701   | 0.361   | 0.000 | Valid       |
|   | X1.4 | 0.689   | 0.361   | 0.000 | Valid       |
| <b>Work Environment (X2)</b>            | X2.1 | 0.578   | 0.361   | 0.001 | Valid       |
|   | X2.2 | 0.634   | 0.361   | 0.000 | Valid       |
|   | X2.3 | 0.667   | 0.361   | 0.000 | Valid       |
|   | X2.4 | 0.645   | 0.361   | 0.000 | Valid       |
| <b>Nurses' Performance (Y)</b>          | Y1   | 0.690   | 0.361   | 0.000 | Valid       |
|   | Y2   | 0.712   | 0.361   | 0.000 | Valid       |
|   | Y3   | 0.675   | 0.361   | 0.000 | Valid       |
|   | Y4   | 0.701   | 0.361   | 0.000 | Valid       |

Based on Table 1, it can be seen that all questionnaire items for each variable have an r-count value greater than the r-table value of 0.361. In addition, all significance values are below 0.05. This indicates that all statement items used in this study are valid and capable of measuring the constructs of transformational leadership, work environment, and nurses' performance accurately. These results demonstrate that the research instrument has met the validity requirements, meaning that each item is relevant to the concept being measured. Therefore, all items can be used in further analysis, including reliability testing and regression analysis. The validity of the instrument also reflects that respondents were able to understand the questions well, and their responses consistently represent the variables studied.

**Reliability Test**

The reliability test is conducted to measure the consistency and stability of the research instrument in assessing the variables of transformational leadership, work environment, and nurses' performance. A reliable instrument will produce consistent results when used repeatedly under similar conditions. In this study, reliability is tested using Cronbach's Alpha coefficient. A variable is considered reliable if the Cronbach's Alpha value is greater than 0.60. Based on the results of data processing using SPSS, the reliability test results are presented in the following table.

**Table 2.** Reliability Test Results

| Variable                                | Cronbach's Alpha | Standard | Description |
|---|------------------|----------|-------------|
| <b>Transformational Leadership (X1)</b> | 0.823            | 0.60     | Reliable    |
| <b>Work Environment (X2)</b>            | 0.801            | 0.60     | Reliable    |
| <b>Nurses' Performance (Y)</b>          | 0.845            | 0.60     | Reliable    |

Based on Table 2, it can be seen that the Cronbach's Alpha values for all variables are greater than the minimum standard of 0.60. Transformational leadership has a value of 0.823, work environment 0.801, and nurses' performance 0.845. These results indicate that all variables in this study have a high level of internal consistency. This means that the items used in the questionnaire for each variable are consistent in measuring the same construct. In other words, respondents' answers tend to be stable and not random, which strengthens the credibility of the data obtained.

**Normality Test**

The normality test is conducted to determine whether the data in this study are normally distributed. A normal distribution is an important assumption in multiple linear regression analysis to ensure the validity of statistical inference. In this study, the normality test was performed using the Kolmogorov-Smirnov (K-S) test with a significance level of 0.05. The data are considered normally distributed if the significance value (Asymp. Sig.) is greater than 0.05. Based on the results of data processing using SPSS, the normality test results are presented in the following table:

**Table 3.** Normality Test Results

| Variable                       | N  | Asymp. Sig. (2-tailed) | Significance Level | Description          |
|--------------------------------|----|------------------------|--------------------|----------------------|
| <b>Unstandardized Residual</b> | 30 | 0.200                  | 0.05               | Normally Distributed |

Based on Table 3, it can be seen that the Asymp. Sig. (2-tailed) value is 0.200, which is greater than the significance level of 0.05. This indicates that the residual data in this study are normally distributed. These results suggest that the regression model meets the normality assumption, meaning that the distribution of errors does not deviate significantly from normality. Therefore, the data are suitable for further analysis using multiple linear regression.

**Multicollinearity Test**

The multicollinearity test is conducted to determine whether there is a high correlation among the independent variables in the regression model. A good regression model should not exhibit multicollinearity, as it can distort the estimation of coefficients and reduce the reliability of the analysis. In this study, multicollinearity is tested using the Tolerance value and Variance Inflation Factor (VIF). A model is considered free from multicollinearity if the Tolerance value is greater than 0.10 and the VIF value is less than 10. Based on the results of data processing using SPSS, the multicollinearity test results are presented in the following table:

**Table 4.** Multicollinearity Test Results

| Variable                                | Tolerance | VIF   | Criteria                   | Description          |
|---|-----------|-------|----------------------------|----------------------|
| <b>Transformational Leadership (X1)</b> | 0.642     | 1.558 | Tolerance > 0.10, VIF < 10 | No Multicollinearity |
| <b>Work Environment (X2)</b>            | 0.642     | 1.558 | Tolerance > 0.10, VIF < 10 | No Multicollinearity |

Based on Table 4, it can be seen that both independent variables have Tolerance values greater than 0.10 and VIF values less than 10. Specifically, transformational leadership and work environment each have a Tolerance value of 0.642 and a VIF value of 1.558. These results indicate that there is no strong correlation between the independent variables in the regression model. In other words, each variable measures a different construct and does not interfere with one another in explaining the dependent variable.

**Heteroskedasticity Test**

The heteroskedasticity test is conducted to determine whether there is an inequality of variance in the residuals of the regression model. A good regression model should meet the assumption of homoskedasticity, where the residuals have constant variance across all levels of the independent variables. If heteroskedasticity occurs, it can affect the accuracy of the regression results. In this study, the heteroskedasticity test was performed using the Glejser test by regressing the absolute residual values against the independent variables. The decision criterion is that if the significance value (Sig.) of each independent variable is greater than 0.05, then the model does not exhibit heteroskedasticity. Based on the results of data processing using SPSS, the heteroskedasticity test results are presented in the following table:

**Table 5.** Heteroskedasticity Test Results

| Variable                                | Coefficient (B) | Sig.  | Significance Level | Description           |
|---|-----------------|-------|--------------------|-----------------------|
| <b>Transformational Leadership (X1)</b> | 0.112           | 0.284 | 0.05               | No Heteroskedasticity |
| <b>Work Environment (X2)</b>            | 0.095           | 0.317 | 0.05               | No Heteroskedasticity |

Based on Table 5, it can be seen that the significance values for both independent variables are greater than 0.05. Transformational leadership has a significance value of 0.284, while work environment has a value of 0.317. These results indicate that there is no heteroskedasticity problem in the regression model. In other words, the variance of the residuals is constant, and the model meets the assumption of homoskedasticity.

**Multiple Linear Regression Analysis**

Multiple linear regression analysis is used to determine the effect of transformational leadership and work environment on nurses' performance, both partially and simultaneously. This analysis also aims to identify the direction and magnitude of the relationship between the independent variables and the dependent variable. Based on the results of data processing using SPSS, the regression output is presented in the following table:

**Table 6.** Multiple Linear Regression Results

| Model                                   | Unstandardized Coefficients (B) | Std. Error | t     | Sig.  |
|---|---------------------------------|------------|-------|-------|
| (Constant)                              | 2.135                           | 1.524      | 1.401 | 0.172 |
| <b>Transformational Leadership (X1)</b> | 0.658                           | 0.145      | 4.538 | 0.000 |
| <b>Work Environment (X2)</b>            | 0.274                           | 0.132      | 2.076 | 0.047 |

Based on Table 6, the multiple linear regression equation can be formulated as follows:

$$Y = 2.135 + 0.658X1 + 0.274X2$$

The regression equation can be interpreted as follows. The constant value of 2.135 indicates that if transformational leadership and work environment are assumed to be constant or zero, the nurses' performance value is 2.135. The regression coefficient for transformational leadership (X1) is 0.658, which means that for every one-unit increase in transformational leadership, nurses' performance will increase by 0.658 units, assuming other variables remain constant. Similarly, the regression coefficient for work environment (X2) is 0.274, indicating that an increase of one unit in the work environment will lead to an increase of 0.274 units in nurses' performance.

**T-Test**

The t-test is used to determine the partial effect of each independent variable, namely transformational leadership (X1) and work environment (X2), on the dependent variable, which is nurses' performance (Y). This test is conducted by comparing the t-count value with the t-table value or by analyzing the significance value (Sig.) with a significance level of 0.05. If the Sig. value is less than 0.05, then the independent variable has a significant effect on the dependent variable. Based on the results of data processing using SPSS, the t-test results are presented in the following table:

**Table 7.** T-Test Results

| Variable                                | t-count | t-table | Sig.  | Description |
|---|---------|---------|-------|-------------|
| <b>Transformational Leadership (X1)</b> | 4.538   | 2.052   | 0.000 | Significant |
| <b>Work Environment (X2)</b>            | 2.076   | 2.052   | 0.047 | Significant |

Based on Table 7, it can be seen that transformational leadership (X1) has a t-count value of 4.538, which is greater than the t-table value of 2.052, with a significance value of 0.000. This indicates that transformational leadership has a positive and significant effect on nurses' performance. This means that better leadership practices, such as providing inspiration, motivation, and support, can significantly improve nurses' performance.

Furthermore, the work environment (X2) has a t-count value of 2.076, which is also greater than the t-table value of 2.052, with a significance value of 0.047. This shows that the work environment also has a positive and significant effect on nurses' performance. A supportive, safe, and comfortable work environment contributes to improved employee productivity and effectiveness. Thus, it can be concluded that both transformational leadership and work environment individually (partially) have a significant influence on nurses' performance. These findings emphasize that both variables are important factors that need to be considered in improving the performance of nursing staff in healthcare institutions.

**F-Test**

The F-test is used to determine whether the independent variables, namely transformational leadership (X1) and work environment (X2), simultaneously have a significant effect on the dependent variable, which is nurses' performance (Y). This test is conducted by comparing the F-count value with the F-table value or by analyzing the significance value (Sig.) at a significance level of 0.05. If the Sig. value is less than 0.05, then all independent variables jointly have a significant effect on the dependent variable. Based on the results of data processing using SPSS, the F-test results are presented in the following table:

**Table 8.** F-Test Results

| Model             | Sum of Squares | df | Mean Square | F      | Sig.  |
|-------------------|----------------|----|-------------|--------|-------|
| <b>Regression</b> | 152.384        | 2  | 76.192      | 18.457 | 0.000 |
| <b>Residual</b>   | 111.216        | 27 | 4.119       |        |       |
| <b>Total</b>      | 263.600        | 29 |             |        |       |

Based on Table 8, it can be seen that the F-count value is 18.457 with a significance value of 0.000. The significance value is smaller than 0.05, indicating that the regression model is statistically significant. This result

shows that transformational leadership and work environment simultaneously have a significant effect on nurses' performance. In other words, both variables together contribute to explaining variations in nurses' performance at Hospital X. Thus, it can be concluded that the proposed research model is appropriate and can be used to explain the relationship between the independent variables and the dependent variable. These findings reinforce the importance of integrating effective leadership practices and a supportive work environment to improve nurses' performance in healthcare organizations.

### **Coefficient of Determination (R<sup>2</sup>)**

The coefficient of determination (R<sup>2</sup>) is used to measure how far the independent variables, namely transformational leadership (X1) and work environment (X2), are able to explain the variation in the dependent variable, which is nurses' performance (Y). The value of R<sup>2</sup> ranges from 0 to 1, where a higher value indicates a stronger explanatory power of the model. Based on the results of data processing using SPSS, the coefficient of determination is presented in the following table:

**Table 9.** Coefficient of Determination (R<sup>2</sup>)

| <b>Model</b> | <b>R</b> | <b>R Square (R<sup>2</sup>)</b> | <b>Adjusted R Square</b> | <b>Std. Error of the Estimate</b> |
|--------------|----------|---------------------------------|--------------------------|-----------------------------------|
| <b>1</b>     | 0.761    | 0.579                           | 0.547                    | 2.030                             |

Based on Table 4.9, it can be seen that the R Square (R<sup>2</sup>) value is 0.579. This means that 57.9% of the variation in nurses' performance can be explained by transformational leadership and work environment. Meanwhile, the remaining 42.1% is influenced by other variables not included in this study, such as motivation, job satisfaction, organizational culture, workload, and other external factors. The Adjusted R Square value of 0.547 indicates that after adjusting for the number of independent variables in the model, approximately 54.7% of the variation in nurses' performance can still be explained. This shows that the model has a moderate to strong explanatory power. Thus, it can be concluded that transformational leadership and work environment have a substantial contribution in explaining nurses' performance at Hospital X, although there are still other factors outside the model that also play a role.

### **CONCLUSION**

Based on the results of the study, it can be concluded that transformational leadership and work environment have a positive and significant influence on nurses' performance at Hospital X. Partially, transformational leadership shows a strong and significant effect on nurses' performance, indicating that leaders who are able to inspire, motivate, and provide individual support can enhance the quality of work and productivity of nurses. Similarly, the work environment also has a positive and significant effect, meaning that a supportive, safe, and comfortable workplace contributes to improving nurses' effectiveness and efficiency in carrying out their duties.

Simultaneously, both transformational leadership and work environment significantly influence nurses' performance. This finding indicates that the combination of effective leadership and a conducive work environment plays an important role in improving overall performance. The coefficient of determination results further show that these two variables are able to explain a considerable proportion of the variation in nurses' performance, although other factors outside the model also contribute. Overall, this study highlights the importance of strengthening transformational leadership practices and creating a supportive work environment in healthcare institutions. These efforts are essential to improve nurses' performance, which in turn will enhance the quality of healthcare services and patient satisfaction.

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