

Work Life Quality, Employee Engagement, and Productivity Among Nurses: Insights From A Public Healthcare Organization

Panca Bagja Mohamad, Muhardi, Dede R. Oktini

Magister of Management Study Program, Faculty of Economics and Business, Universitas Islam Bandung

ABSTRACT

Hospitals face increasing pressure to deliver high-quality, safe, and timely healthcare services while managing workforce challenges, including heavy nursing workloads and growing organizational demands. As frontline healthcare providers, nurses play a critical role in ensuring service quality and organizational performance. This study examined the effects of Quality of Work Life (QWL) and employee engagement on nursing productivity at Welas Asih Regional General Hospital, West Java Province, Indonesia. A quantitative cross-sectional survey was conducted among nursing personnel. Data were analyzed using multiple linear regression to assess the partial and simultaneous effects of QWL and employee engagement on productivity. The results showed that both QWL and employee engagement had positive and significant effects on nursing productivity, both individually and jointly. The regression model explained 73.3% of the variance in productivity, indicating a substantial contribution of the two variables. QWL emerged as the more dominant predictor of productivity, suggesting that improvements in working conditions may yield greater productivity gains. Although nurses reported favorable levels of QWL and employee engagement, challenges remained in workload management, work-life balance, and career development. Nursing productivity was generally high, with performance strengths concentrated in service quality rather than work quantity and timeliness. These findings highlight the importance of creating supportive work environments and fostering employee engagement to enhance nursing productivity. Hospital managers should prioritize workforce policies that improve working conditions, strengthen employee involvement, and address workload-related challenges to sustain high-quality healthcare delivery.

Keywords: *Employee Engagement, Healthcare Services, Hospital Management, Nursing Productivity, Nursing Workforce, Quality Of Work Life*

Corresponding author

Name: Panca Bagja Mohamad

Email: pancabagjamoh@protonmail.com

INTRODUCTION

Hospitals operate in an increasingly complex healthcare environment characterized by rising patient expectations, growing service demands, workforce shortages, and heightened requirements for quality and patient safety. Healthcare organizations are expected to deliver services that are not only clinically effective but also efficient, timely, patient-centered, and sustainable. In this context, the performance of

healthcare professionals, particularly nurses, has become a critical determinant of organizational success (William et al., 2025). As the largest professional group within hospitals and the primary providers of continuous patient care, nurses play a pivotal role in ensuring service quality, patient safety, and overall healthcare outcomes (Wijayanti & Aini, 2022).

Nursing productivity has emerged as an important indicator of hospital performance because it reflects the ability of nursing personnel to deliver effective, efficient, and high-quality care within available resources and working time (Mistri et al., 2023). Unlike productivity in manufacturing sectors, nursing productivity cannot be assessed solely by the quantity of output produced. It encompasses the quality of care delivered, timeliness of service, clinical accuracy, and the ability to meet patient needs while maintaining professional standards (Puiu & Bîlbîie, 2025). Consequently, improving nursing productivity has become a strategic priority for healthcare organizations seeking to enhance service quality and patient satisfaction.

Despite its importance, maintaining high levels of nursing productivity remains challenging. Healthcare systems worldwide continue to experience increasing workloads, staffing constraints, administrative burdens, and growing complexity of patient care. Excessive workloads and unfavorable working conditions have been associated with burnout, reduced job satisfaction, lower organizational commitment, and declining service performance (Ahmed et al., 2024). Previous studies have demonstrated that workforce-related factors play a significant role in shaping employee performance and productivity within healthcare organizations (Alolayyan et al., 2020; Nowrouzi-Kia et al., 2022).

Among these factors, Quality of Work Life (QWL) has received considerable attention as a key organizational determinant of employee performance. QWL refers to employees' perceptions of the extent to which their work environment supports their professional, personal, and psychological well-being (Simbolon et al., 2023). A favorable quality of work life is associated with improved job satisfaction, stronger organizational commitment, lower turnover intentions, and higher productivity. In healthcare settings, QWL encompasses various aspects, including equitable compensation, safe working conditions, effective communication, career development opportunities, employee involvement, and work–life balance (Lailly & Jayanagara, 2024). When these conditions are adequately addressed, healthcare professionals are more likely to perform effectively and contribute positively to organizational goals.

In addition to QWL, employee engagement has been identified as an important factor influencing individual and organizational performance. Employee engagement reflects a positive and fulfilling work-related state characterized by vigor, dedication, and absorption. Engaged employees demonstrate higher levels of energy, stronger emotional attachment to their work, and greater concentration in performing their duties (Rasool et al., 2021). Within hospitals, employee engagement contributes to better teamwork, stronger commitment to patient care, and improved service outcomes (Chanana & Sangeeta, 2021; Setyaningrum & Pawar, 2020). Research has consistently shown that

engaged healthcare workers are more likely to exhibit higher productivity, greater resilience, and stronger organizational loyalty.

Although previous studies have reported positive relationships between QWL, employee engagement, and employee performance, evidence regarding their combined influence on nursing productivity remains limited, particularly in public hospital settings in developing countries (Albar et al., 2025; Arief et al., 2021). Moreover, hospitals often face unique organizational and operational challenges that may affect the relationship between workforce factors and productivity. Understanding these relationships is therefore essential for designing effective human resource management strategies that support both employee well-being and organizational performance.

This issue is particularly relevant to Welas Asih Regional General Hospital, a provincial referral hospital in West Java, Indonesia. As a major healthcare provider serving a large patient population, the hospital faces substantial service demands and workforce challenges. Preliminary observations indicated several issues related to nursing workforce management, including high patient volumes, nurse-to-patient ratios that exceed commonly recommended standards, uneven workload distribution, limitations in leave utilization, and concerns regarding compensation and employee welfare. In addition, patient feedback has highlighted concerns related to waiting times and service consistency, suggesting the need for continued efforts to improve workforce productivity and service quality. These conditions underscore the importance of examining organizational factors that may influence nursing performance.

Given the strategic role of nursing personnel in healthcare delivery and the increasing pressure faced by hospitals, understanding how QWL and employee engagement contribute to nursing productivity has important managerial and policy implications. Therefore, this study aims to examine the influence of Quality of Work Life and employee engagement on the productivity of nursing personnel at Welas Asih Regional General Hospital, West Java Province. The findings are expected to provide empirical evidence to support workforce management initiatives and contribute to the development of strategies for improving nursing productivity and healthcare service quality.

METHOD

This study employed a quantitative cross-sectional design to examine the effects of Quality of Work Life (QWL) and employee engagement on nursing productivity. The study was conducted at Welas Asih Regional General Hospital, West Java Province, Indonesia. The study population consisted of nursing personnel working in inpatient, outpatient, and supporting service units. A total of 144 nurses participated in the study and were selected using proportionate stratified random sampling to ensure representation across hospital units.

Data were collected using a structured questionnaire comprising three sections: Quality of Work Life, employee engagement, and nursing productivity. QWL was measured using nine dimensions adapted from Cascio's (2025) framework, including equitable compensation, communication, work environment, conflict resolution, employee

involvement, wellness, career development, organizational pride, and job security. Employee engagement was assessed using the Utrecht Work Engagement Scale (UWES), which measures vigor, dedication, and absorption (Schaufeli & Bakker, 2004). Nursing productivity was evaluated through three dimensions: quality of work, quantity of work, and timeliness (Sutrisno, 2021). All items were rated using a five-point Likert scale ranging from 1 (strongly disagree) to 5 (strongly agree). Prior to data collection, the instrument underwent validity and reliability testing. All measurement items met the required validity criteria and demonstrated acceptable reliability, with Cronbach's alpha values exceeding the recommended threshold of 0.70.

Data were analyzed using descriptive statistics and multiple linear regression. Descriptive analysis was used to describe the characteristics of respondents and the distribution of research variables. Multiple linear regression was employed to examine the partial and simultaneous effects of QWL and employee engagement on nursing productivity. Statistical significance was determined at a p-value of less than 0.05. Data analysis was performed using IBM SPSS Statistics. Ethical approval was obtained from the relevant institutional ethics committee prior to data collection. Participation was voluntary, and informed consent was obtained from all respondents. Confidentiality and anonymity were maintained throughout the study.

RESULTS

The study involved 144 nursing personnel working across various service units at Welas Asih Regional General Hospital, West Java Province. The analysis focused on examining the levels of Quality of Work Life (QWL), employee engagement, and nursing productivity, as well as assessing the influence of QWL and employee engagement on productivity.

Descriptive findings indicate that nursing personnel generally perceived their quality of work life positively. Most respondents reported favorable conditions across key dimensions of QWL, including communication, organizational support, workplace safety, employee involvement, and job security. These findings suggest that the hospital has established a work environment that enables nursing personnel to perform their professional responsibilities effectively. However, several dimensions demonstrated relatively lower evaluations compared with others, particularly those related to workload management, work-life balance, and career development opportunities. These results imply that while the overall work environment is supportive, challenges remain in ensuring that increasing service demands are matched by adequate organizational support and long-term professional growth opportunities.

Employee engagement was also found to be high among nursing personnel. Respondents reported strong levels of vigor, dedication, and absorption in their work. Among these dimensions, vigor emerged as the strongest aspect, indicating that nurses generally possess high levels of energy, resilience, and persistence in carrying out their duties. This finding reflects the strong commitment of nursing personnel to maintaining service delivery despite the demanding nature of healthcare work. Dedication and

absorption also demonstrated favorable levels, suggesting that nurses perceive their work as meaningful and remain highly focused on their responsibilities. Collectively, these findings indicate that nursing personnel maintain a positive psychological connection with their work and the organization.

The assessment of nursing productivity revealed similarly positive results. Overall productivity was perceived to be at a high level, reflecting the ability of nursing personnel to perform their duties effectively within existing organizational conditions. Among the productivity dimensions, quality of work emerged as the strongest component. Respondents demonstrated a strong commitment to delivering accurate, safe, and patient-centered care in accordance with professional standards. In contrast, the dimensions related to work quantity and timeliness exhibited relatively lower scores, although they remained within favorable categories. This pattern suggests that nurses tend to prioritize service quality, even when confronted with operational pressures and workload constraints. Such findings are particularly relevant in healthcare settings, where maintaining service quality is often considered more critical than maximizing output volume alone.

Multiple linear regression analysis was conducted to evaluate the influence of QWL and employee engagement on nursing productivity. The results demonstrated that the regression model was statistically significant and possessed strong explanatory power. The model produced a multiple correlation coefficient (R) of 0.856, indicating a very strong relationship between the independent variables and nursing productivity. Furthermore, the coefficient of determination (R^2) was 0.733, suggesting that 73.3% of the variation in nursing productivity could be explained by the combined influence of QWL and employee engagement. The remaining 26.7% may be attributed to other factors not included in the present study, such as leadership style, organizational culture, staffing adequacy, professional competence, job stress, or other contextual variables.

The adjusted R^2 value of 0.729 further confirmed the stability and predictive capability of the model. The relatively small difference between R^2 and adjusted R^2 indicates that the model was not substantially affected by overestimation and that both independent variables contributed meaningfully to explaining productivity. These findings provide strong empirical evidence that organizational and psychological factors jointly play a substantial role in shaping nursing performance within hospital settings.

The regression coefficients revealed that both QWL and employee engagement exerted positive and statistically significant effects on nursing productivity. Quality of Work Life produced a standardized coefficient (β) of 0.482 ($p < 0.001$), indicating that improvements in nurses' perceptions of their working conditions were associated with higher levels of productivity. Employee engagement also demonstrated a positive and significant effect, with a standardized coefficient (β) of 0.396 ($p < 0.001$). The significance of both variables confirms that productivity is influenced not only by the objective conditions under which nurses work but also by their psychological attachment and commitment to their professional roles.

A comparison of the standardized coefficients indicates that QWL had a stronger effect on productivity than employee engagement. This finding suggests that organizational

conditions constitute a particularly important foundation for enhancing nursing performance. Although engaged employees tend to demonstrate greater enthusiasm, commitment, and concentration in their work, such engagement is more likely to be sustained when supported by favorable working conditions. In practical terms, nurses who perceive fairness in compensation, receive adequate organizational support, experience effective communication, and have access to career development opportunities are more likely to translate their efforts into productive work outcomes.

Further examination of the relationship between the study variables was conducted using zero-order correlations. The correlation between QWL and nursing productivity was 0.79, indicating a strong positive association. Based on this correlation, QWL accounted for approximately 62.41% of the variation in productivity at the bivariate level. Employee engagement demonstrated a similarly strong relationship with productivity, with a zero-order correlation of 0.76, corresponding to approximately 57.76% of explained variation. These results reinforce the conclusion that both variables are closely linked to nursing productivity and highlight their importance in workforce management strategies.

Taken together, the findings reveal that nursing productivity is shaped by an interaction between organizational and individual factors. Supportive working conditions create an environment in which nurses can perform effectively, while employee engagement strengthens their willingness to invest energy, dedication, and attention in their work. The stronger influence of QWL suggests that organizational interventions aimed at improving workload management, strengthening work–life balance, enhancing career development opportunities, and ensuring fair treatment may generate substantial improvements in productivity. At the same time, efforts to foster engagement remain important because they contribute to maintaining the motivation and commitment required for delivering high-quality patient care.

Overall, the results provide robust evidence that both Quality of Work Life and employee engagement are critical determinants of nursing productivity. The high explanatory power of the model demonstrates that these factors are not merely peripheral aspects of workforce management but constitute central components of organizational performance in hospital settings. Consequently, initiatives aimed at improving service quality and operational effectiveness should place equal emphasis on creating supportive work environments and strengthening employee engagement among nursing personnel.

More importantly, the findings suggest that investments in workforce well-being and engagement should be viewed as strategic organizational investments rather than routine human resource interventions. In an increasingly demanding healthcare environment, hospitals depend heavily on the ability of nursing personnel to deliver consistent, timely, and high-quality care. Supportive working conditions enable nurses to perform effectively, while strong employee engagement encourages them to contribute beyond minimum job requirements and maintain commitment to patient-centered care. Therefore, hospitals that successfully integrate workforce well-being, professional development, and employee engagement into their management strategies are likely to

achieve not only higher productivity but also improved service quality, patient satisfaction, and long-term organizational sustainability.

DISCUSSION

The findings of this study demonstrate that Quality of Work Life (QWL) and employee engagement are important determinants of nursing productivity in hospital settings. Together, these variables explained 73.3% of the variation in nursing productivity, indicating that organizational and psychological factors play a substantial role in shaping nursing performance. This finding reinforces the growing recognition that healthcare organizations can no longer rely solely on technical competence and clinical infrastructure to improve service outcomes. Instead, hospitals must also focus on creating supportive work environments and fostering employee engagement among healthcare professionals, particularly nurses who represent the largest and most directly involved workforce in patient care (Gebreheat et al., 2023; Kohnen et al., 2024).

The positive and significant influence of Quality of Work Life on nursing productivity suggests that nurses are more likely to perform effectively when they perceive their working conditions as supportive of their professional and personal well-being. In healthcare organizations, the quality of the work environment extends beyond physical working conditions and encompasses broader organizational factors such as communication, compensation, career development opportunities, involvement in decision-making, job security, and workplace relationships. When these elements are adequately addressed, nurses are better positioned to concentrate on patient care and perform their duties efficiently (Aisyah et al., 2024; Septiana, 2020).

The findings support the perspective advanced by Cascio (2025), who argues that QWL reflects the extent to which organizational systems enable employees to satisfy personal and professional needs while contributing to organizational goals. In the context of hospitals, favorable working conditions help reduce work-related stress, enhance motivation, and strengthen commitment to service delivery. Nurses who experience organizational support are more likely to demonstrate greater responsibility, maintain higher performance standards, and sustain productivity despite the demanding nature of healthcare work (Hesselink et al., 2021).

The relatively strong effect of QWL observed in this study may also be explained by the characteristics of nursing work itself. Nursing personnel operate within environments characterized by continuous patient interactions, high emotional demands, complex clinical responsibilities, and strict professional standards. Under such conditions, the availability of supportive organizational resources becomes essential for maintaining performance. When nurses perceive that the organization provides fair compensation, effective communication, opportunities for professional development, and a safe working environment, they are more capable of managing work demands and delivering quality care. Conversely, deficiencies in these areas may reduce motivation, increase fatigue, and ultimately impair productivity (Alzamel et al., 2020; Ruhana, 2019).

The descriptive findings further reveal that although overall QWL was perceived positively, several aspects remain areas of concern, particularly workload management, work–life balance, and career development opportunities. These findings are highly relevant within contemporary healthcare systems, where increasing patient volumes and workforce shortages frequently create operational pressures. Excessive workloads may limit nurses' ability to maintain optimal performance, while inadequate work–life balance can contribute to fatigue, burnout, and declining job satisfaction. Similarly, limited opportunities for career advancement may weaken long-term commitment and reduce employees' perceptions of organizational support. Therefore, improvements in these areas may provide substantial benefits not only for employee well-being but also for organizational productivity (Khusnaeni et al., 2020; Mubaraq & Syarif, 2025).

The findings also demonstrate that employee engagement has a positive and significant influence on nursing productivity. This result indicates that productivity is not solely determined by organizational conditions but is also influenced by the extent to which nurses are psychologically connected to their work. Employee engagement reflects a positive motivational state characterized by vigor, dedication, and absorption, all of which contribute to effective job performance. Nurses who are engaged tend to invest greater energy in their work, demonstrate stronger commitment to organizational objectives, and maintain a higher level of concentration when performing clinical responsibilities.

This finding is consistent with the Utrecht Work Engagement framework proposed by Schaufeli and Bakker (2004), which conceptualizes engagement as a positive work-related state that enhances individual performance. In hospital settings, engaged nurses are more likely to maintain enthusiasm despite operational pressures, adapt to changing clinical demands, and contribute positively to teamwork and patient care. Such characteristics are particularly important because nursing performance often requires sustained attention, emotional resilience, and rapid decision-making in dynamic healthcare environments.

Among the dimensions of employee engagement, vigor emerged as the strongest component. This finding suggests that nursing personnel possess substantial energy and resilience in carrying out their professional responsibilities. The strong presence of vigor may reflect the professional values inherent in nursing practice, where commitment to patient care often motivates individuals to continue performing effectively despite demanding working conditions. However, the relatively lower levels of dedication and absorption compared with vigor suggest opportunities for improvement. Although nurses demonstrate high levels of effort and persistence, their emotional attachment and deep cognitive involvement in work could potentially be strengthened through initiatives that enhance recognition, professional identity, and meaningful participation in organizational decision-making.

The stronger influence of QWL compared with employee engagement is another important finding of this study. While both variables significantly contributed to productivity, QWL demonstrated the larger standardized regression coefficient and stronger relationship with productivity. This result suggests that organizational conditions may serve as the foundation upon which employee engagement develops and translates

into productive behavior. In other words, even highly motivated nurses may struggle to maintain productivity if organizational systems fail to provide adequate support. Conversely, a supportive work environment creates conditions that enable engagement to flourish and contribute more effectively to performance outcomes (Mosisa et al., 2022; Wulandari & Dara, 2023).

This finding aligns with contemporary human resource management perspectives, which emphasize that employee attitudes and behaviors are shaped by organizational contexts. Employee engagement may be viewed as a psychological response that is influenced by employees' experiences within the workplace (Robbins et al., 2024). Therefore, hospitals seeking to improve productivity should not focus exclusively on motivational interventions but should simultaneously address structural and environmental factors that affect employees' daily work experiences.

The high explanatory power of the regression model further highlights the strategic importance of workforce-related factors in healthcare organizations. The finding that QWL and employee engagement collectively explained more than seventy percent of productivity variation suggests that organizational interventions targeting these variables have the potential to generate meaningful improvements in service performance. This is particularly important in public hospitals, where increasing service demands often exceed available resources. Under such circumstances, improving workforce productivity through organizational and managerial interventions may be more feasible than relying solely on additional staffing or infrastructure expansion (Hatam et al., 2014; Martin et al., 2022).

From a practical perspective, the findings indicate that efforts to improve nursing productivity should be approached through an integrated strategy that combines improvements in working conditions with initiatives designed to strengthen employee engagement. Hospitals should prioritize workload management, ensure equitable compensation systems, support work-life balance, expand career development opportunities, and maintain effective communication channels between management and staff (Meiliyana et al., 2023). Simultaneously, organizational leaders should cultivate engagement through recognition programs, participatory leadership practices, professional development opportunities, and mechanisms that reinforce the significance of nurses' contributions to patient care and organizational success (Corbie et al., 2022).

The study contributes to the growing body of evidence demonstrating that organizational performance in healthcare settings is strongly influenced by human resource factors. While many healthcare improvement initiatives focus on clinical processes and technological investments, the present findings underscore the importance of investing in the workforce itself. Nurses who experience favorable working conditions and maintain strong engagement are more likely to provide high-quality care, contribute positively to organizational objectives, and sustain productivity over time (Setyaningrum & Pawar, 2020).

Overall, this study confirms that nursing productivity is not merely an outcome of individual competence or technical capability. Rather, it emerges from the interaction between organizational support and employees' psychological connection to their work.

Hospitals that successfully create supportive work environments while fostering engagement among nursing personnel are likely to achieve higher productivity, better service quality, and stronger organizational performance in an increasingly demanding healthcare landscape.

CONCLUSION

This study demonstrates that Quality of Work Life (QWL) and employee engagement are significant determinants of nursing productivity in hospital settings. Both variables exert positive and significant effects on productivity, indicating that nurses are more likely to perform effectively when they experience supportive working conditions and maintain a strong psychological connection to their work. Collectively, QWL and employee engagement explain a substantial proportion of the variation in nursing productivity, highlighting the strategic importance of workforce-related factors in healthcare organizations.

Among the two predictors, QWL emerged as the more influential factor, suggesting that organizational conditions provide the foundation upon which productive work behavior is developed and sustained. Nurses who perceive fair treatment, effective communication, adequate organizational support, opportunities for professional growth, and a secure working environment are more capable of delivering high-quality healthcare services. At the same time, employee engagement contributes by strengthening nurses' motivation, dedication, and commitment to patient care.

The findings further reveal that nursing productivity at Welas Asih Regional General Hospital is characterized by strong performance in service quality, although opportunities remain to improve work quantity and timeliness. Similarly, while nurses generally reported favorable levels of QWL and high employee engagement, challenges related to workload management, work–life balance, and career development continue to require managerial attention.

Overall, the study confirms that improving nursing productivity requires more than technical competence or operational efficiency. Sustainable improvements in performance depend on the ability of hospitals to create supportive work environments while fostering meaningful employee engagement. As healthcare systems face increasing service demands and workforce challenges, investments in employee well-being and engagement should be viewed as strategic priorities for enhancing service quality and organizational performance.

REFERENCES

- Ahmed, R., Hassan, M., & Ali, S. (2024). Psychosocial Work Factors and Burnout among Medical Staff. *International Journal of Healthcare Management*, 17(1), 45–54.
- Aisyah, J., Jurnal, :, Kesehatan, I., Poerin, N. O., & Sudjana, G. (2024). The Influence Of Work Life's Quality and Job Satisfaction Toward Nurses Performance in Inpatient Ward Edelweiss Hospital Bandung1190. *Jurnal Aisyah: Jurnal Ilmu Kesehatan*, 9(2), 2024.
- Albar, E., Hamidah, & Susita, D. (2025). Quality of Work Life and its Impact on Employee Engagement. *Journal of Information Systems Engineering and Management*,

- 10(4s), 338–344. <https://doi.org/10.52783/jisem.v10i4s.516>
- Alolayyan, M. N., Alyahya, M. S., Alalawin, A. H., Shoukat, A., & Nusairat, F. T. (2020). Health information technology and hospital performance the role of health information quality in teaching hospitals. *Heliyon*, 6(10), e05040. <https://doi.org/10.1016/j.heliyon.2020.e05040>
- Alzamel, L. G. I., Abdullah, K. L., Chong, M. C., & Chua, Y. P. (2020). The quality of work life and turnover intentions among Malaysian nurses: the mediating role of organizational commitment. *Journal of the Egyptian Public Health Association*, 95(1). <https://doi.org/10.1186/s42506-020-00048-9>
- Arief, N. R., Purwana, D., & Saptono, A. (2021). Effect of Quality Work of Life (QWL) and Work conflict on Job Satisfaction through Employee Engagement as Intervening Variables. *The International Journal of Social Sciences World*, 3(1), 259–269. <https://doi.org/10.5281/zenodo.5068429>
- Cascio, W. F. (2025). *Managing Human Resources: 2025 Release ISE*. Mc Graw-Hill.
- Chanana, N., & Sangeeta. (2021). Employee engagement practices during COVID-19 lockdown. *Journal of Public Affairs*, 21(4). <https://doi.org/10.1002/pa.2508>
- Corbie, G., Brandert, K., Noble, C. C., Henry, E., Dave, G., Berthiume, R., Green, M., & Fernandez, C. S. P. (2022). Advancing Health Equity Through Equity-Centered Leadership Development with Interprofessional Healthcare Teams. *Journal of General Internal Medicine*, 37(16), 4120–4129. <https://doi.org/10.1007/s11606-022-07529-x>
- Gebreheat, G., Teame, H., & Costa, E. I. (2023). The Impact of Transformational Leadership Style on Nurses' Job Satisfaction: An Integrative Review. *SAGE Open Nursing*, 9, 1–10. <https://doi.org/10.1177/23779608231197428>
- Hatam, N., Lotfi, M., Kavosi, Z., & Tavakoli, A. (2014). The relationship human resource between quality productivity in of work life and knowledge workers. *Jhmi*, 1(3), 1–7.
- Hesselink, G., Straten, L., Gallée, L., Brants, A., Holkenborg, J., Barten, D. G., & Schoon, Y. (2021). Holding the frontline: a cross-sectional survey of emergency department staff well-being and psychological distress in the course of the COVID-19 outbreak. *BMC Health Services Research*, 21(1), 1–10. <https://doi.org/10.1186/s12913-021-06555-5>
- Khusnaeni, Sumarni, T., & Rahmawati, A. N. (2020). The Relationship Between Burnout and Work Stress Among Nurses in the Inpatient Room of Hj. Anna Lasmanah Hospital, Banjarnegara. *Proceedings of the 1st International Conference on Community Health (ICCH 2019)*, 20(ICCH 2019), 347–351. <https://doi.org/10.2991/ahsr.k.200204.072>
- Kohnen, D., De Witte, H., Schaufeli, W. B., Dello, S., Bruyneel, L., & Sermeus, W. (2024). Engaging leadership and nurse well-being: the role of the work environment and work motivation—a cross-sectional study. *Human Resources for Health*, 22(8), 1–12. <https://doi.org/10.1186/s12960-023-00886-6>
- Lailly, M. F., & Jayanagara, O. (2024). Model of the Influence of Quality of Work Life (Qwl)

- on Employee Performance Through Organizational Citizenship Behavior (Ocb) At Amal Sehat Hospital Sragen, Central Java, 2024. *Jurnal Ilmiah Manajemen, Ekonomi, & Akuntansi (MEA)*, 8(2), 2459–2483. <https://doi.org/10.31955/mea.v8i2.4409>
- Martin, A. K., Green, T. L., McCarthy, A. L., Sowa, P. M., & Laakso, E. L. (2022). Healthcare Teams: Terminology, Confusion, and Ramifications. *Journal of Multidisciplinary Healthcare*, 15, 765–772. <https://doi.org/10.2147/JMDH.S342197>
- Meiliyana, R., Bendriyadi, B., Aprianto, R., Suwarno, S., & Famalika, A. (2023). The Effect of Compensation and Workload on the Performance of Non-Medical Employees at Siti Aisyah Regional General Hospital Lubuklinggau. *Proceedings International Conference on Business, Economics & Management*, 1, 787–795. <https://doi.org/10.47747/icbem.v1i1.1298>
- Mistri, I. U., Badge, A., & Shahu, S. (2023). Enhancing Patient Safety Culture in Hospitals. *Cureus*, 15(12), 1–7. <https://doi.org/10.7759/cureus.51159>
- Mosisa, G., Abadiga, M., Oluma, A., & Wakuma, B. (2022). Quality of work-life and associated factors among nurses working in Wollega zones public hospitals, West Ethiopia: A cross-sectional study. *International Journal of Africa Nursing Sciences*, 17(August), 100466. <https://doi.org/10.1016/j.ijans.2022.100466>
- Mubaraq, A., & Syarif, M. (2025). Pengaruh Work Family Conflict, Beban Kerja dan Stres Kerja Terhadap Kinerja Perawat Rumah Sakit Umum Daerah (RSUD) Kabupaten Kolaka Timur. *ECOTECHPREUNEUR: Journal Economic Technology & Entrepreneur*, 4(01), 28–47. <http://azramedia-indonesia.azramediaindonesia.com/index.php/ecotechnopreneur/indexDOI:https://doi.org/10.62668/ecotechnopreneur.v4i01.1483>
- Nowrouzi-Kia, B., Sithamparanathan, G., Nadesar, N., Gohar, B., & Ott, M. (2022). Factors associated with work performance and mental health of healthcare workers during pandemics: a systematic review and meta-analysis. *Journal of Public Health (United Kingdom)*, 44(4), 731–739. <https://doi.org/10.1093/pubmed/fdab173>
- Puiu, I.-A., & Bîlbîie, A. (2025). Measuring productivity in the healthcare sector: a bibliometric and content analysis. *Health Economics Review*, 15(24), 1–19. <https://doi.org/10.1186/s13561-025-00612-z>
- Rasool, S. F., Wang, M., Tang, M., Saeed, A., & Iqbal, J. (2021). How toxic workplace environment effects the employee engagement: The mediating role of organizational support and employee wellbeing. *International Journal of Environmental Research and Public Health*, 18(5), 1–17. <https://doi.org/10.3390/ijerph18052294>
- Robbins, S. P., Coulter, M., & Long, L. (2024). *Management: 16th Edition*. Pearson.
- Ruhana, I. (2019). The Effect of Quality of Work Life (QWL) on Job Satisfaction and Organization Citizenship Behavior (OCB) (A Study of Nurse at Numerous Hospitals In Malang, Indonesia). *Journal of Public Administration Studies*, 4(2), 51–58. <https://doi.org/10.21776/ub.jpas.2019.004.02.2>
- Schaufeli, W. B., & Bakker, A. B. (2004). Utrecht work engagement scale Preliminary Manual

- Version 1.1. In *Occupational Health Psychology Unit Utrecht University* (Issue December). Occupational Health Psychology Unit Utrecht University. <https://doi.org/10.1037/t01350-000>
- Septiana, V. (2020). Hubungan Quality Of Nursing Work Life Dengan Stres Kerja Di Ruang Rawat Inap RSUD HGA Depok. *Jurnal Keperawatan*, 26(2016).
- Setyaningrum, R. P., & Pawar, A. (2020). Quality Work Life and Employee Engagement: Does Servant Leadership Influence Employee Performance? *Solid State Technology*, 63(5), 5134–5141. <https://www.academia.edu/>
- Simbolon, S., Susanto, A., & Ilham, R. N. (2023). Analysis of the Effect of Human Resource Planning, Quality of Work Life and Compensation on Employee Work Performance at PT. Supermarkets Maju Bersama Medan. *International Journal of Artificial Intelligence Research*, 6(1.1), 2022. <https://doi.org/10.29099/ijair.v6i1.1.514>
- Sutrisno, S. (2021). Pre-Trial in the Criminal Justice System in Military Criminal Judges in Indonesia. *International Journal of Business and Social Science Research*, 2(11), 1–9. <https://doi.org/10.47742/ijbssr.v2n11p1>
- Wijayanti, K., & Aini, Q. (2022). The Influence of Transformational Leadership Style to Nurse Job Satisfaction and Performance in Hospital. *Journal of World Science*, 1(7), 485–499. <https://doi.org/10.36418/jws.v1i7.69>
- William, W., Liana, D., & Jusat, I. (2025). Learning Organization and Feedback Culture in Patient Safety Incident Reporting: The Mediating Role of Non-Punitive Response. *JUKEJ : Jurnal Kesehatan Jompa*, 4(2), 882–888. <https://doi.org/10.57218/jkj.vol4.iss2.1936>
- Wulandari, A. A. N., & Dara, S. R. (2023). Determinants of Employee Performance in Healthcare Organization: The Role of Work Environment, Workload, and Motivation. *Human Capital and Organizations*, 1(1), 23–32. <https://doi.org/10.58777/hco.v1i1.118>