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The Effect of Work Environment and Compensation on Hospital Nurses' Performance at the Inpatient Unit

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Abstract
Purpose: This study aimed to examine the effects of environmental support and compensation on nurses' work performance at Bintang Amin Hospital in Lampung. The study was motivated by the growing demand for high-quality nursing services and the need to identify organizational factors that improve nurses' performance in inpatient care settings.
Research Methodology: A quantitative, cross-sectional design was used in this study. It involved 60 nurses working in inpatient units, selected using simple random sampling. Data were collected using structured questionnaires that measured environmental support, compensation, and nurses' work performance. Data analysis included validity and reliability tests, as well as hypothesis testing using multiple regression.
Results: Environmental support has a positive and significant effect on nurses' work performance. Supportive working conditions, teamwork, and supervisory support contribute to higher performance. Compensation also has a positive and significant influence, indicating that fair remuneration enhances nurses' motivation and work commitment. Environmental support and compensation significantly affect nurses' work performance.
Conclusions: Nurses' work performance was strongly influenced by organizational factors, particularly environmental support and compensation. Hospitals that provide supportive work environments and fair compensation systems tend to achieve better nursing performance and service quality.
Limitations: This study was limited to a single hospital and used a cross-sectional design, limiting generalizability and failing to capture changes over time. Other factors affecting nurses' performance were not examined.
Contributions: This study contributes empirical evidence to the nursing and healthcare human resource management literature by demonstrating the combined effects of environmental support and compensation on nurses' work performance in an Indonesian hospital.

Keywords: *Compensation, Environmental Support, Hospital Management, Inpatient Care, Nurses' Work Performance*

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1. Introduction

Hospitals are complex service organizations in which the quality of healthcare delivery depends heavily on the performance of human resources, particularly nurses, who constitute the largest professional

group in hospital settings (Ellina et al., 2023; Sinanto, 2023; Susanthi, Dewi, & Yuni, 2025). Nurses in inpatient care units provide continuous, intensive care that directly affects patient safety, satisfaction, and clinical outcomes. Consequently, nurses' work performance has become a critical indicator of hospital effectiveness and service quality (Laschinger, Wong, & Grau, 2013). Nurses frequently work under conditions characterized by high workloads, emotional demands, and time pressure.

Recent studies have indicated that organizational factors, rather than individual competence alone, play a decisive role in shaping nurses' performance outcomes (Boamah & Laschinger, 2015; Laschinger et al., 2013). Among these factors, environmental support and compensation have consistently been identified as key determinants of nurses' motivation and productivity. Environmental support refers to the extent to which the workplace provides physical safety, adequate resources, supportive leadership, effective communication, and positive interpersonal relationships. Empirical evidence shows that supportive nursing work environments are associated with reduced burnout, higher work engagement, and improved job performance (Kiptulon et al., 2024).

In contrast, poor environmental support has been linked to increased stress, presentism, and a decline in the quality of care (Zhang et al., 2025). Compensation is another critical organizational factor that influences nurses' work attitudes and performance. Fair and competitive compensation systems have been shown to enhance job satisfaction, organizational commitment, and performance among hospital nurses (Dinc, Kuzey, & Steta, 2018). Studies published by Goodwood Publishing also emphasize that inadequate compensation weakens motivation and increases turnover intention in healthcare organizations (Lake et al., 2019; Purwanti, Rejeki, Sopi, & Permatasari, 2024; Tabasum & Ghosh, 2021).

At Bintang Amin Hospital in Lampung, preliminary observations indicate challenges related to workload intensity, teamwork coordination, and perceptions of compensation fairness among inpatient nurses. Although these issues are commonly reported in hospital settings, empirical studies examining the combined effects of environmental support and compensation on nurses' work performance, particularly in Indonesian private hospitals, remain limited (Arroisi, Nurifai, & Boer, 2024). Therefore, this study aimed to analyze the effects of environmental support and compensation on nurses' work performance at Bintang Amin Hospital in Lampung.

2. Literature Review and Hypotheses Development

2.1 Nurse Performance

Performance refers to the extent to which individuals complete their duties in line with established standards and assigned responsibilities. Performance is described as an employee's ability to efficiently and effectively execute specific tasks. In nursing, performance reflects both the volume and quality of nursing services delivered, including punctuality, effectiveness, and adherence to professional accountability (Huang, Yates, Thorberg, & Wu, 2022). Employee performance refers to the extent to which employees achieve work results in terms of quality, quantity, timeliness, and responsibility in carrying out job duties, reflecting how well they contribute to organizational goals (Hayati, Firmansyah, Hayati, & Jamaludin, 2024; Muhamad, 2023).

Employee performance, as an outcome variable, is influenced by competence, motivation, job satisfaction, work environment, workload, and organizational factors (E. Putra & Oktamianti, 2025). Recent empirical studies confirm that employee performance is influenced by multiple organizational and individual factors, including work environment conditions, compensation systems, organizational support, and employee competence (Campbell, Harlan, Campbell, Mulekar, & Wang, 2021; Lousã, Alves, & Koopmans, 2024). Recent empirical studies have confirmed that employee performance is influenced by multiple organizational and individual factors, including work environment conditions, compensation systems, organizational support, and employee competence (Nguyen et al., 2022).

In healthcare contexts, nursing performance improves significantly when employees experience supportive leadership, fair reward systems, and a positive work environment. Furthermore, job satisfaction and employee engagement serve as mediating mechanisms that connect organizational

factors to performance outcomes (Pradhan et al., 2025). Recent literature also highlights that integrated human resource practices, particularly the combination of supportive work environments and effective compensation strategies, produce synergistic improvements in employee performance (Rachman, B, Susanto, & Mustika, 2025). Robbins, Gandora, Oja, and Mulkey (2023) further argue that high-performing organizations are those that align organizational systems with employee motivation and competence development.

Thus, nurse performance emerges from the dynamic interaction between organizational support mechanisms, reward structures, and individual capabilities. Strong nursing performance is crucial for supporting hospital goals and enhancing patient health outcomes. Performance is typically evaluated using indicators such as work quality, workload volume, timeliness, effectiveness, and degree of autonomy in task performance (Sekaran & Bougie, 2016). Work performance refers to the degree to which employees successfully perform tasks in accordance with organizational standards and objectives (Armstrong, 2016). In nursing practice, work performance encompasses the quality, quantity, accuracy, timeliness, and responsibility demonstrated in patient care activities (Lousã et al., 2024).

Recent nursing studies emphasize that work performance is a multidimensional construct influenced by both individual and organizational factors (Boamah & Laschinger, 2015). The research of Li-Hui et al. (2021) and their colleagues highlights organizational support as the most important factor affecting job satisfaction in NPs. Therefore, administrators work to promote organizational support and improve the work environment to enhance job satisfaction, increase retention in clinical practice, and improve NPs' care outcomes (Li-Hui et al., 2021).

2.2 Work Environment

The work environment refers to the constellation of physical, organizational, and social conditions in which employees perform their duties, including workplace layout, safety provisions, organizational systems, interpersonal relationships, and the degree of supervisory and managerial support (Purwanti et al., 2024). When these elements are effectively designed and managed, they create conditions of comfort, safety, and psychological security that enable employees particularly nurses in high-demand clinical settings–to focus on task execution and deliver optimal performance. From a motivational standpoint, Herzberg's Two-Factor Theory identifies work environment attributes such as working conditions, safety, supervision, and interpersonal relations as hygiene factors that prevent dissatisfaction and stabilize performance (Rai, Thekkekara, & Kanhare, 2021).

In healthcare organizations, where nurses face substantial physical and emotional pressures, inadequate environmental conditions can quickly erode morale and impair performance. Conversely, supportive environments reduce dissatisfaction and provide a foundation for consistent work outcomes. Beyond hygiene factors, the Job Demands–Resources (JD-R) model provides a more dynamic explanation of how the work environment affects performance. The model posits that job demands (e.g., workload, emotional strain) must be balanced by sufficient resources, such as supportive leadership, adequate staffing, training opportunities, and access to facilities, to sustain motivation and performance (Bakker & Demerouti, 2017).

In addition, organizational support theory argues that employees tend to reciprocate supportive treatment with higher commitment and increased effort (Eisenberger, Rhoades Shanock, & Wen, 2020). Consequently, the work environment serves as a strategic organizational factor that directly strengthens nurses' performance outcomes. In nursing contexts, a resource-rich environment mitigates strain, enhances engagement, and ultimately improves performance outcomes. Empirical support for this mechanism is provided by Ichdan (2024), who demonstrated that training and a supportive work environment enhance productivity through increased motivation and job satisfaction.

Recent empirical research continues to confirm the relevance of person–environment fit (P–E fit) theory in explaining how work environment conditions influence employee performance. Studies published within the last five years indicate that when employees perceive a strong alignment between their personal values, abilities, and expectations and the characteristics of their work environment, they are

more likely to demonstrate higher engagement, job satisfaction, and task performance. Conversely, poor alignment between individual needs and environmental demands has been associated with increased psychological strain, emotional exhaustion, and reduced work effectiveness, which ultimately undermines performance outcomes (Jung et al., 2024). These findings suggest that P–E fit serves as a critical mechanism through which work environment characteristics translate into performance-related outcomes, particularly in contemporary and flexible work arrangements.

In parallel, recent applications of Socio-Technical Systems (STS) Theory emphasize that employee performance is optimized when social and technical elements of the workplace are jointly designed and aligned. Contemporary healthcare studies demonstrate that the effective integration of social systems, such as teamwork, leadership, and communication, with technical systems, including tools, workflows, information systems, and physical infrastructure, enhances coordination, safety, and overall work effectiveness. Empirical investigations of hospital work systems and clinical handover processes further show that sociotechnical alignment strengthens organizational resilience and supports high-quality performance by facilitating seamless interactions between human actors and technological resources (Sharafkhani et al., 2025). Together, these recent findings reinforce the view that both individual–environment alignment and sociotechnical integration are essential conditions for sustaining high employee performance in complex organizational settings.

Organizational Support Theory complements these perspectives by arguing that employees are more likely to exhibit positive work behaviors when they perceive that their organization values their contributions and well-being (Eisenberger et al., 2020). A supportive work environment functions as a visible signal of organizational concern, encouraging reciprocal behaviors, such as increased effort, commitment, and performance. Together, these theories highlight that the work environment is not merely contextual but actively shapes employee motivation and performance. The work environment constitutes a multidimensional organizational context encompassing physical conditions, psychological safety, social relationships, and managerial support, all of which significantly influence employee work performance.

The Job Demands–Resources (JD-R) model provides a robust framework for explaining this relationship by proposing that job resources, such as adequate facilities, supportive leadership, and positive coworker relationships, reduce job strain and enhance motivation, ultimately improving performance outcomes (Bakker & Demerouti, 2017). Employees operating in resource-rich environments are better equipped to manage job demands and sustain high performance. Empirical studies have consistently validated this proposition. Emmanuel (2022) found that unfavorable work environments characterized by disorganized workspaces, limited employee participation in decision-making, and weak social support significantly reduce employee performance and productivity.

In contrast, positive environments facilitate smoother operational processes, stronger interpersonal collaboration, and higher organizational effectiveness (Emmanuel, 2022). Research conducted in hospital and public health center settings further confirms that environmental factors, such as facility adequacy, leadership support, and interpersonal relationships, enhance job satisfaction and indirectly strengthen employee performance (M. R. Putra, Prahiawan, & Damarwulan, 2025). International evidence supports these findings, demonstrating that nurses working in supportive environments exhibit higher performance levels, stronger organizational commitment, and better patient care outcomes (Aiken et al., 2021; Boamah & Laschinger, 2015).

Recent studies emphasize that constructive work environments contribute to lower burnout levels and reduced turnover intentions, while simultaneously strengthening nurses' resilience and psychological health. Likewise, elements of organizational climate and job design, including manageable workloads, transparent communication systems, and professional autonomy, have been shown to reinforce employee commitment and enhance performance among healthcare professionals (Haegdorens, Slootmans, Vleminckx, Van Bogaert, & Franck, 2026). Furthermore, contemporary evidence suggests that the quality of the work environment directly shapes patient safety culture and clinical outcomes

through its influence on teamwork, coordination, and employee engagement (Dall'Ora & Dahlgren, 2020).

The work environment can also be understood as a complex organizational system that includes physical settings, interpersonal relations, leadership practices, and collaborative structures that jointly influence employee behavior and performance. Within healthcare institutions, the presence of a supportive and well-structured work environment has been widely linked to positive nurse outcomes, such as higher satisfaction, stronger engagement, and improved quality of care. Empirical findings indicate that hospitals characterized by adequate staffing, effective teamwork, and supportive leadership consistently demonstrate superior nurse performance and better patient safety indicators (Aiken et al., 2021). Collectively, these theoretical and empirical insights demonstrate that the work environment directly and indirectly influences employee performance by shaping motivation, satisfaction, engagement, and organizational commitment. In nursing practice, a supportive work environment constitutes a critical organizational resource that enables sustained high performance and improved healthcare outcomes.

2.3 Compensation

Compensation encompasses all financial and non-financial rewards provided to employees in exchange for their work contributions, including salaries, incentives, allowances, and benefits (Milkovich, Newman, & Gerhart, 2019). In healthcare organizations, compensation systems not only function as monetary incentives but also reflect fairness, appreciation, and recognition from the organization. The contemporary literature demonstrates that perceptions of equitable compensation are strongly associated with increased motivation, engagement, and job performance (Nyberg, Rajaleid, & Demmelmaier, 2022).

Recent empirical research indicates that both monetary rewards and perceived fairness in pay structures significantly influence employee productivity and organizational commitment (Kuvaas, Buch, & Dysvik, 2020). In healthcare settings, nurses who consider their compensation to be fair and adequate tend to report higher job satisfaction and stronger performance outcomes. Additionally, performance-linked incentive systems strengthen employees' expectations that effort leads to rewards, thereby reinforcing performance-oriented behaviors. From a need-based perspective, Maslow's Hierarchy of Needs (1943) suggests that compensation fulfills fundamental physiological and security needs, enabling employees to focus on higher-order work goals and performance.

Herzberg's Two-Factor Theory further clarifies that compensation operates as a hygiene factor; inadequate pay generates dissatisfaction that undermines performance, whereas fair compensation provides a stable foundation for motivation and effective work behavior (Rai et al., 2021). Equity Theory offers deeper insight into how compensation affects performance by emphasizing perceptions of fairness. Employees continuously compare their inputs (effort, skills, and responsibilities) with the rewards they receive. When compensation is perceived as equitable, employees are more likely to maintain or increase their efforts, resulting in higher performance. Conversely, perceived inequity leads to reduced effort, withdrawal, or declining productivity (Adams, 1965).

This mechanism is particularly salient in nursing, where high workloads and emotional demands heighten sensitivity to compensation fairness. Expectancy theory strengthens this relationship by proposing that employees exert greater effort when they believe that high performance will lead to valued rewards (Vroom, 1964). Equity theory further asserts that fair-compensation perceptions shape employee attitudes and behaviors (Adams, 1965). Social exchange theory also suggests that fair treatment encourages reciprocal commitment and improved performance (Blau, 1964). Empirical findings confirm that integrated reward mechanisms that combine financial incentives with recognition can significantly enhance performance and reduce turnover in healthcare institutions. Therefore, compensation is a key determinant of nurses' performance.

From an organizational perspective, social exchange theory explains compensation as a form of organizational support that creates reciprocal obligations between employees and employers. When

compensation is perceived as fair and supportive, employees respond with higher commitment, engagement, and performance (Blau, 1964). Human capital theory further conceptualizes compensation as an investment in employees, motivating them to deploy their skills and efforts more effectively to achieve organizational objectives (Weibo, Garib Singh, & Jun, 2010).

Recent empirical studies provide strong support for these theoretical arguments. Research consistently demonstrates that fair compensation has a positive and significant effect on employee performance, both directly and indirectly, through job satisfaction and motivation (Sinanto, 2023). In healthcare settings, nurses who perceive their compensation as adequate and equitable report higher motivation, greater job satisfaction, and improved performance outcomes (Susanthi et al., 2025). Conversely, inadequate compensation has been associated with emotional exhaustion, reduced morale, and declining productivity, particularly in high-pressure clinical environments (Kang & Lee, 2021). Studies also indicate that compensation is most effective when integrated with other supportive organizational practices.

Research shows that compensation enhances performance more strongly when accompanied by a positive work environment and supportive leadership, highlighting its role within an integrated human resource management system (Yohana, Purwanto, Rahayu, & Fitrianty, 2026). Evidence from Indonesian hospitals further confirms that compensation significantly predicts organizational commitment, which in turn strengthens employee performance (Awaluddin, 2021; Royan & Assa, 2025). This conclusion indicates that compensation fairness is a strong determinant of work engagement, commitment, and performance in healthcare organizations.

Overall, theoretical frameworks and recent empirical evidence converge on the conclusion that compensation is a critical determinant of workplace performance. In nursing practice, fair and well-structured compensation systems not only motivate employees but also reinforce professional commitment, reduce work-related strain, and support sustained high performance. Accordingly, compensation should be regarded as a strategic human resource instrument that directly and indirectly contributes to improved performance in healthcare organizations.

2.4 Hypothesis Development

2.4.1 Work Environment and Nurses' Work Performance

Work environment is a critical organizational factor that shapes employees' ability and willingness to perform their duties effectively. In healthcare settings, particularly in inpatient units, nurses are required to work under demanding physical, emotional, and cognitive conditions. A supportive work environment characterized by adequate facilities, occupational safety, supportive leadership, effective communication, and positive interpersonal relationships provides the resources nurses need to manage these demands and deliver high-quality care (Lake et al., 2019; Purwanti et al., 2024).

Theoretical perspectives strongly support the relationship between the work environment and performance. Herzberg's two-factor theory suggests that working conditions, safety, supervision, and interpersonal relations function as hygiene factors that prevent dissatisfaction and stabilize performance. Similarly, the Job Demands Resources (JD-R) model explains that supportive environments reduce job strain and enhance motivation, leading to improved performance outcomes (Bakker & Demerouti, 2017). Organizational Support Theory further posits that employees who perceive strong environmental support are likely to reciprocate with higher commitment and work effort (Eisenberger et al., 2020).

Empirical evidence supports these theoretical assumptions. Previous studies consistently demonstrate that nurses working in supportive environments exhibit higher job satisfaction, lower burnout, and better performance outcomes (Aiken et al., 2021; Boamah & Laschinger, 2015; Laschinger et al., 2013). Adequate facilities, leadership support, and collaborative work climates enable nurses to focus on patient care and improve service efficiency (Yohana et al., 2026). Based on these theoretical arguments and empirical findings, we propose the following hypothesis:

H_1: Work environment has a positive and significant effect on nurses' work performance.

2.4.2 Compensation and Nurses' Work Performance

Compensation is a fundamental human resource mechanism that influences employee motivation, attitudes, and behavior. In nursing practice, compensation includes salaries, incentives, allowances, and benefits that reflect the value placed on nurses' responsibilities, workload, and professional contributions (Milkovich et al., 2019). Fair and adequate compensation not only fulfills economic needs but also reinforces employees' perceptions of equity and organizational appreciation. Motivation-based theories provide a strong foundation for linking compensation to work performance. Expectancy theory explains that employees are more motivated to exert effort when they believe that good performance will be rewarded with valued outcomes (Vroom, 1964).

Equity theory further emphasizes that fair compensation enhances motivation and performance, whereas perceived inequity reduces effort and productivity (Adams, 1965). Social exchange theory also suggests that employees respond to fair compensation with reciprocal behaviors, such as increased effort and commitment (Blau, 1964). Recent empirical studies confirm that compensation has a positive and significant effect on nurses' work performance, either directly or indirectly through job satisfaction and motivation (Ellina et al., 2023; Sinanto, 2023). Nurses who perceive their compensation as fair tend to demonstrate higher work engagement, stronger organizational commitment, and better performance outcomes (Susanthi et al., 2025). Conversely, inadequate compensation is associated with dissatisfaction, emotional exhaustion, and declining productivity in high-pressure clinical environments (Kang & Lee, 2021). Therefore, we propose the following hypothesis:

H_2: Compensation has a positive and significant effect on nurses' workplace performance.

2.4.3 Work Environment, Compensation, and Nurses' Work Performance

Work environment and compensation are interrelated organizational factors that jointly influence employee performance. A supportive work environment provides nurses with the physical, social, and psychological resources necessary to perform their duties effectively, whereas fair compensation strengthens motivation and reinforces commitment to organizational goals. When these factors coexist, they create a synergistic effect that enhances nurses' willingness and ability to perform at a high level (Bakker & Demerouti, 2017). Organizational Support Theory explains that employees perform optimally when they perceive both organizational support and fair rewards (Eisenberger et al., 2020).

In nursing contexts, where job demands are high and service quality is critical, the combined presence of a supportive work environment and equitable compensation is particularly important. Empirical studies have shown that nurses working in environments characterized by strong support systems and fair compensation demonstrate higher performance, stronger commitment, and improved patient care outcomes (Aiken et al., 2021; Laschinger et al., 2013; Yohana et al., 2026). Based on these theoretical and empirical considerations, we propose the following hypothesis:

H_3: The work environment and compensation simultaneously have a positive and significant effect on nurses' workplace performance.

3. Research Methodology

This study employed a quantitative explanatory design with a cross-sectional survey to examine the effects of environmental support and compensation on nurses' work performance at Bintang Amin Hospital in Lampung, Indonesia. The quantitative approach was selected because it allows objective measurement and hypothesis testing regarding relationships among organizational variables in healthcare settings (Creswell & Creswell, 2017). The study population consisted of registered nurses working in inpatient care units, as these units require continuous nursing involvement and high-performance consistency. A total sampling technique was used, including all nurses who met the inclusion criteria of at least six months of work experience and active involvement in inpatient services. This sampling approach was chosen to improve representativeness and reduce sampling bias in a single-organization study (Sekaran & Bougie, 2016).

Data were collected using a structured, self-administered questionnaire adapted from established instruments in healthcare and organizational research. Environmental support was measured using indicators of physical working conditions, workplace safety, supervisory support, interpersonal

relationships, and organizational resources. Compensation was assessed based on nurses' perceptions of salary adequacy, incentives, benefits, and the fairness of the reward system (Milkovich et al., 2019). Nurses' work performance was measured using indicators of quality, quantity, accuracy, timeliness, and responsibility in patient care delivery (Lousã et al., 2024). All items were rated on a five-point Likert scale. Instrument validity was tested using corrected item–total correlation, while reliability was evaluated using Cronbach's alpha, with coefficients exceeding 0.70 indicating acceptable reliability (Hair, Risher, Sarstedt, & Ringle, 2019).

Data were collected with institutional approval, voluntary participation, and assurances of confidentiality. The collected data were analyzed using statistical software. Descriptive statistics were used to summarize respondent characteristics and variable distributions, followed by classical assumption tests, including normality, multicollinearity, and heteroscedasticity, to ensure compliance with the regression analysis requirements. Hypotheses were tested using multiple linear regression analysis to examine both the partial and simultaneous effects of environmental support and compensation on nurses' work performance, with a significance level of 0.05.

Ethical principles were observed throughout the study, including informed consent and anonymity. However, the cross-sectional design limits causal inference, and the focus on a single hospital setting may limit generalizability. Future studies are recommended to employ longitudinal designs, include multiple healthcare institutions, and incorporate additional variables, such as leadership style, workload, and organizational culture, to strengthen the robustness and applicability of the findings.

4. Results and Discussion

4.1 Description of Respondent Characteristics

To test the proposed hypothesis, research was conducted with nurses at Bintang Amin Hospital in Bandar Lampung. Totaling 60 people. The respondents represented various genders, educational backgrounds, ages, incomes, and places of residence, reflecting the hospital's diverse human resources. This diversity provides a relevant basis for examining the effects of ability and work environment on nurses' performance.

4.1.1 Respondent Characteristics Based on Gender

Table 1. Respondents based on gender

Gender	Amount	Percentage
Man	28	47%
Woman	32	53%
Amount	60	100 %

As shown in Table 1, the most common work setting was at Bintang Amin Hospital in Bandar Lampung, with 32 female respondents (53%).

4.1.2 Respondent Characteristics Based on Education

Table 2. Respondents based on education

Education	Amount	Percentage
S1 (Bachelor)	19	32%
Associate Degree	26	43%
Senior High School	15	25%
Amount	60	100 %

As shown in Table II, at Bintang Amin Hospital in Bandar Lampung, the most dominant education level was associate degree, with 26 respondents (43%).

4.1.3 Respondent Characteristics Based on Age

Table 3. Characteristics of respondents based on age

Age	Amount	Percentage
< 25 years	19 people	37%

> 25 years	41 people	63%
Amount	60 people	100%

As shown in Table 3, the largest group among the staff at Bintang Amin Hospital in Bandar Lampung was aged >25 years, with 41 people (63%).

4.1.4 Respondent Characteristics Based on Income

Table 4. Characteristics of respondents based on income

Income	Amount	Percentage
< Rp. 5 million	39 people	65%
> Rp. 5 million	21 people	35%
Amount	60 people	100%

As shown in Table 4, the largest share of income at Bintang Amin Hospital in Bandar Lampung is <Rp. 5 million, accounting for 65%.

4.1.5 Respondent Characteristics Based on Place of Residence

Table 5. Characteristics of respondents based on place of residence

Residence	Amount	Percentage
Bandar Lampung	43 people	72%
Outside Bandar Lampung	17 people	28%
Amount	60 people	100%

As shown in Table 5, a small group of nurses at Bintang Amin Hospital in Bandar Lampung lived in Bandar Lampung (43 people, 72%).

4.2 Instrument Testing Results

4.2.1 Validity Test

Before data processing b At the beginning, all responses from respondents were tested for validity and reliability. Try it on respondents. For this research, a validity test was conducted using SPSS 2.3, and the data were analyzed.

Table 6. Results of questionnaire validity test
Environment & Coworkers (X_1)

Statement	r_{count}	r_{table}	Condition	Conclusion
Item 1	0.665	0.254	$r_{count} > r_{table}$	Valid
Point 2	0.560	0.254	$r_{count} > r_{table}$	Valid
Point 3	0.466	0.254	$r_{count} > r_{table}$	Valid
Item 4	0.455	0.254	$r_{count} > r_{table}$	Valid
Item 5	0.653	0.254	$r_{count} > r_{table}$	Valid
Item 6	0.758	0.254	$r_{count} > r_{table}$	Valid
Item 7	0.695	0.254	$r_{count} > r_{table}$	Valid

As shown in Table 6, the results of the validity test of the Environment & Co-workers variable (X_1) are displayed by all statement items related to the Environment & Co-workers. The results show that the calculated r values exceed the table r of 0.254; the highest calculated r value is 0.758, and the lowest is 0.455. Thus, all items of the Environment & Co-workers were declared valid.

Table 7. Questionnaire validity test results
Wages/Compensation (X_3)

Statement	r_{count}	r_{table}	Condition	Conclusion
Item 1	0.646	0.254	$r_{count} > r_{table}$	Valid

Point 2	0.581	0.254	$r_{count} > r_{table}$	Valid
Item 3	0.446	0.254	$r_{count} > r_{table}$	Valid
Item 4	0.702	0.254	$r_{count} > r_{table}$	Valid
Item 5	0.780	0.254	$r_{count} > r_{table}$	Valid
Item 6	0.731	0.254	$r_{count} > r_{table}$	Valid
Item 7	0.729	0.254	$r_{count} > r_{table}$	Valid

As shown in Table 7, the validity test results for the Wages/Compensation variable (X_3) are presented by listing all statement items related to wages/compensation. The results show that the calculated r values exceed the r table value of 0.254; the highest calculated r value is 0.780, and the lowest is 0.446. Thus, all wages/compensation items are declared valid.

Table 8. Results of the validity test of the performance questionnaire (Y)

Statement	r_{count}	r_{table}	Condition	Conclusion
Item 1	0.589	0.254	$r_{count} > r_{table}$	Valid
Point 2	0.471	0.254	$r_{count} > r_{table}$	Valid
Point 3	0.394	0.254	$r_{count} > r_{table}$	Valid
Item 4	0.706	0.254	$r_{count} > r_{table}$	Valid
Item 5	0.761	0.254	$r_{count} > r_{table}$	Valid
Item 6	0.720	0.254	$r_{count} > r_{table}$	Valid
Item 7	0.742	0.254	$r_{count} > r_{table}$	Valid
Article 8	0.406	0.254	$r_{count} > r_{table}$	Valid
Article 9	0.712	0.254	$r_{count} > r_{table}$	Valid
Article 10	0.598	0.254	$r_{count} > r_{table}$	Valid
Article 11	0.471	0.254	$r_{count} > r_{table}$	Valid
Article 12	0.394	0.254	$r_{count} > r_{table}$	Valid
Article 13	0.669	0.254	$r_{count} > r_{table}$	Valid
Article 14	0.776	0.254	$r_{count} > r_{table}$	Valid
Article 15	0.686	0.254	$r_{count} > r_{table}$	Valid
Article 16	0.759	0.254	$r_{count} > r_{table}$	Valid

Table 8 presents the results of the validity test for the performance variable (Y), including all statement items related to performance. The results indicate that the calculated r values exceed the table r of 0.254; the highest calculated r is 0.776, and the lowest is 0.394. Thus, all performance statement items are declared valid.

4.2.2 Reliability Test Results

After the validity test, the examiner conducted a reliability test on each instrument variable (X_1, X_2, and Y) using Cronbach's alpha formula in SPSS 23. The results of the reliability test after consulting with the list of interpretations of the r coefficient are presented in the following table:

Table 9 List of r interpretations

Coefficient *r*	Reliability
0.8000 – 1.0000	Very high

0.6000 – 0.7999	Tall
0.4000 – 0.5999	Moderate / Sufficient
0.2000 – 0.3999	Low
0.0000 – 0.1999	Very Low

In accordance with Table 9 of the reliable provisions above, the test results can be summarized as follows:

Table 10. Reliability test results

Variables	Chronbach's alpha coefficient	Coefficient r	Conclusion
Environment & Coworkers	0.721	0.6000 – 0.7999	Tall
Wages/Compensation	0.775	0.6000 – 0.7999	Tall
Performance	0.891	0.8000 – 1.0000	Very high

Based on the results of the reliability test in Table X, Cronbach's alpha value for the Environment & Coworkers variable (X_2) is 0.721, indicating a high level of reliability. For the Wages/Compensation variable (X_3), Cronbach's alpha is 0.775, also indicating a high level of reliability. High, and for the Performance variable (Y), Cronbach's alpha is 0.891, indicating very high reliability.

4.3 Results of Data Analysis Methods

4.3.1 Multiple Linear Regression Results

Multiple linear regression analysis was used to determine the influence of the independent variable (X) on the dependent variable (Y). The following results were obtained from the study.

Table 11. Results of regression coefficients calculation

Variables	Regression value
Constant	0.437
Environment & Coworkers	0.275
Wages/Compensation	1,753

Table 11 presents the results of multiple linear regression calculations using SPSS 2.3.0. The regression equation results are as follows:

This equation shows that

$$Y = 0.437 + 0.275\,X1 + 1.753X2 \quad (1)$$

a. Constant coefficient (Y)
   The Performance variable is 0.437 one unit if the sum of the variables Environment & Coworkers and Wages/Compensation remains the same or equal to zero
b. Environment & Co-Worker Coefficient (X_1)
   If the number of environments and coworkers increases by one unit, then performance will increase by 0.275 units.
c. Wage/Compensation Coefficient (X_2)
   If the amount of wages/compensation increases by one unit, then performance will increase by 1,753 units.

4.3.2 Coefficient of Determination

Table 12. Model summary

Model	R	R Square	Adjusted R-Square	Standard Error of the Estimate
1	,935 [a]	,875	,868	3,261
a. Predictors: (Constant) Compensation/Wages, Environment & Coworkers				

Table 12 shows the close influence of the variables Environment & Coworkers and Wages/Compensation on performance. The calculation results obtained $R_{X_1X_2Y}$ = 0.935 and a coefficient of determination of $R^2_{X_1X_2Y}$ = 0.875 or 87.5%. The large coefficient of determination indicates that the change in the performance variable is 87.5% due to Environment & Coworkers and Wages/Compensation. In comparison, the remaining 12.5% is influenced by other factors. which the author did not examine, such as discipline, leadership, and so on. The overall model fit was strong (R = 0.935), demonstrating a very high correlation between the independent variables and nurse performance.

4.4 Hypothesis Testing Results

4.4.1 t-Test Results

The t-test was used to test the significance of the difference between a constant and an independent variable. The following results were obtained based on the t-test results:

Table 13. Results of calculation of coefficients[a]

Variables	Sig	Alpha	Condition	t count	t table	Condition	Information
Environment & Coworkers	0.047	0.05	Sig < alpha	2,031	2,002	t count > t table	Ho was rejected
Wages/Compensation	0,000	0.05	Sig < alpha	14,729	2,002	t count > t table	Ho was rejected

a. The Influence of Environment & Coworkers (X_1) on Performance (Y)
   As shown in Table 4.18, the calculated t value (2.031) for the Environment & Co-workers variable (X_2) was larger than the t table value (2.002) with df (df = 60-2 = 58) > t table (2.002) and the sig value (0.047) was smaller than the alpha level (0.05); therefore, H0 was rejected. H_a is accepted, indicating that the Environment & Co-workers (X_2) partially influence Performance (Y) at Bintang Amin Hospital in Bandar Lampung,
b. The Effect of Wages/Compensation (X_2) on Performance (Y)
   As shown in Table 4.18, the calculation for *the wage/compensation variable* (X_3) obtained a calculated t value of 14.729, while the t table value with dk (dk= 60-2 =58) was 2.002, so the calculated t (14.729) > t table (2.002) and the sig value (0.000) < alpha (0.05), thus *H0* was rejected. H_a was accepted; therefore, it was concluded that wages/compensation (X_3) partially influenced performance *(Y)* at Bintang Amin Hospital in Bandar Lampung.

4.4.2 F-Test Results

An F-test was used to determine whether the independent variables significantly influenced the dependent variable.

Table 14. F test results

Variables	F count	Ftable	Condition	Sig	Alpha	Condition	Information
Abilities & Skills, Environment & Co-workers, Wages/Compensation,, and Performance	130,504	2.77	F count > F table	0.00	0.05	Sig>Alpha	H_o is rejected, and H_a is accepted

ANOVA was used to assess the combined influence of the variables Environment & Coworkers (X_1) and Wages/Compensation (X_2) on the Performance variable (Y). To test F with a confidence level of 95% or alpha of 5% and degrees of freedom of the numerator of k - 1, namely the number of variables minus 1. For degrees of freedom, nk was used, namely, the number of samples minus the number of variables. There are four variables: X_1, X_2, and Y, and 60 samples. Therefore, the numerator has 4 − 1 = 3 degrees of freedom, and the denominator has 1 − 2 = 3 degrees of freedom. The degrees of freedom of the denominator were 60 – 3 = 57, with a significance level of 5%, so that the f table was 2.77, and the f count was 130,504.

4.5 Univariate Analysis

The results of the univariate analysis are presented in Table 4, which shows the distributions of variables related to the environment and coworkers, wages/compensation, and their relationships to performance at Bintang Amin Hospital in Bandar Lampung.

4.5.1 Univariate Results of Environment & Coworkers (X_1)

Table 16. Frequency distribution based on environment & coworkers

No	Environment & Coworkers	F	Percentage (%)
1	Good	31	51.7%
2	Not good	29	48.3%
	Amount	60	100%

Table 16 shows that the Environment & Co-workers at Bintang Amin Hospital, Bandar Lampung, were rated as good by 31 respondents (51.7%), and as not good by 29 respondents (48.3 %).

4.5.2 Univariate Results of Wages/Compensation (X_2)

Table 17. Frequency Distribution Based on Wages/Compensation

No	Wages/compensation	F	Percentage (%)
1	Good	25	41.7%
2	Not good	35	58.3%
	Amount	60	100%

Table 17 shows that the wages/compensation at Bintang Amin Hospital, Bandar Lampung, were good for 25 respondents (41.7%) and not good for 35 respondents (58.3%).

4.5.4 Univariate Results of Performance (Y)

Table 18 Frequency distribution based on performance

No	Performance	F	Percentage (%)
1	Good	16	26.7%
2	Not good	44	73.3%
	Amount	60	100%

Table 18 shows that the performance at Bintang Amin Hospital in Bandar Lampung was good (26.7%) and poor (73.3%). Univariate analysis showed that 51.7% rated their work environment and coworker relationships as good, while 48.3% rated them as less favorable. In contrast, only 26.7% of the respondents performed well, while 73.3% performed poorly. This discrepancy suggests that although compensation and work environments are relatively balanced, performance outcomes remain suboptimal, underscoring the importance of strengthening both individual competence and organizational support.

4.6 Bivariate Analysis

Bivariate analysis of the relationship between the variables of environment and coworkers and compensation/wages on performance is shown in the following table:

4.6.1 *Bivariate Results of Environment & Coworkers (X_2)*

Crosstab

			kinerja		Total
			Baik	Kurang Baik	
lingkungandanrekankerja	Baik	Count	16	15	31
		Expected Count	8,3	22,7	31,0
	Kurang Baik	Count	0	29	29
		Expected Count	7,7	21,3	29,0
Total		Count	16	44	60
		Expected Count	16,0	44,0	60,0

Chi-Square Tests

	Value	df	Asymp. Sig. (2-sided)	Exact Sig. (2-sided)	Exact Sig. (1-sided)
Pearson Chi-Square	20,411[a]	1	,000		
Continuity Correction[b]	17,857	1	,000		
Likelihood Ratio	26,647	1	,000		
Fisher's Exact Test				,000	,000
Linear-by-Linear Association	20,070	1	,000		
N of Valid Cases	60				

a. 0 cells (,0%) have expected count less than 5. The minimum expected count is 7,73.

b. Computed only for a 2x2 table

Double-click to activate

Figure 1. Chi-square test

Figure 1 shows the results of the chi-square test for the environment and co-worker variables. Chi-square analysis was conducted to examine the association between categorical variables. The results indicate a statistically significant association between compensation/wages and nurse performance ($p < 0.001$). A significant association was also found between the work environment, co-workers, and nurse performance ($p < 0.001$).

4.6.2 *Bivariate Results of Wages/Compensation (X_1)*

Crosstab

			kinerja		Total
			Baik	Kurang Baik	
upahataukompensasi	Baik	Count	14	11	25
		Expected Count	6,7	18,3	25,0
	Kurang Baik	Count	2	33	35
		Expected Count	9,3	25,7	35,0
Total		Count	16	44	60
		Expected Count	16,0	44,0	60,0

Chi-Square Tests

	Value	df	Asymp. Sig. (2-sided)	Exact Sig. (2-sided)	Exact Sig. (1-sided)
Pearson Chi-Square	18,857[a]	1	,000		
Continuity Correction[b]	16,373	1	,000		
Likelihood Ratio	19,961	1	,000		
Fisher's Exact Test				,000	,000
Linear-by-Linear Association	18,543	1	,000		
N of Valid Cases	60				

a. 0 cells (,0%) have expected count less than 5. The minimum expected count is 6,67.

b. Computed only for a 2x2 table

Figure 2. Chi-square test

As shown in Figure 2, the Pearson chi-square statistic is 0.000, which is smaller than the required 0.05 (5%), indicating a relationship between wages/compensation and performance.

4.7 Findings and Discussion

This study examined the effects of the work environment and compensation on nurses' work performance at Bintang Amin Hospital, Lampung. The findings provide strong empirical support for all proposed hypotheses, demonstrating that both variables exert significant positive effects on nurse performance, individually and in combination. The results confirm that nurse performance is not solely determined by individual capability but is strongly shaped by organizational support mechanisms.

4.7.1 Effect of the Work Environment on Nurses' Work Performance

The partial regression results show that the work environment has a positive and statistically significant effect on nurses' work performance ($t = 2.031$; $p = 0.047 < 0.05$). This finding supports Hypothesis 1, indicating that improvements in environmental conditions are associated with higher levels of nurse performance. This result aligns strongly with Herzberg's Two-Factor Theory, which classifies working conditions, safety, supervision, and interpersonal relationships as hygiene factors that prevent dissatisfaction and enable stable performance. In inpatient hospital settings where nurses face high workloads, emotional strain, and time pressure, a supportive environment provides psychological safety and operational clarity, allowing nurses to focus on delivering effective patient care.

These findings are also consistent with the Job Demands–Resources (JD-R) Model, which posits that job resources, such as supportive leadership, adequate facilities, and positive relationships with coworkers, reduce job strain and enhance motivation, ultimately improving performance. The significant effect found in this study confirms that when environmental resources are sufficient, nurses are better able to manage job demands and sustain performance levels (Yohana et al., 2026). Empirically, this result corroborates earlier nursing studies, which have shown that a favorable work environment improves job satisfaction, reduces burnout, and enhances performance (Laschinger et al., 2013). Recent international studies have similarly reported that nurses working in supportive environments demonstrate higher engagement and better patient care outcomes (Aiken et al., 2021; Laschinger et al., 2013). Thus, the present findings confirm that the work environment functions as a strategic organizational resource, rather than merely a background condition, in shaping nurse performance.

4.7.2 Effect of Compensation on Nurses' Work Performance

The regression analysis further reveals that compensation has a very strong and statistically significant effect on nurses' work performance ($t = 14.729$; $p < 0.001$). This result provides robust support for Hypothesis 2 and indicates that compensation is the most dominant predictor of performance among the variables examined. From a theoretical perspective, this finding is well explained by expectancy theory, which posits that employees exert higher effort when they believe that good performance will result in valued rewards (Vroom, 1964). Nurses who perceive compensation as fair and adequate are more motivated to maintain high performance because their efforts are meaningfully recognized.

This result is also consistent with equity theory, which emphasizes that perceived fairness in compensation influences employee motivation and performance. In healthcare settings, where nurses often face demanding workloads, perceived inequity in pay can lead to dissatisfaction, reduced effort, and emotional exhaustion (Adams, 1965). The significant positive coefficient found in this study confirms that fair compensation enhances nurses' willingness to perform optimally. Furthermore, social exchange theory offers an additional explanation: compensation serves as a signal of organizational appreciation, prompting nurses to reciprocate with greater commitment and performance (Blau, 1964).

This perspective aligns with organizational support theory, which argues that employees perform better when they feel valued and supported by their organization (Eisenberger et al., 2020). Empirically, the findings are consistent with recent studies demonstrating that compensation positively affects nurses' motivation, job satisfaction, and performance (Ellina et al., 2023; Susanthi et al., 2025). Research conducted in Indonesian hospital contexts also confirms that compensation fairness is a strong predictor of work engagement and performance (Awaluddin, 2021; Yohana et al., 2026). Thus, this study reinforces the conclusion that compensation is not merely an economic instrument but a powerful motivational and performance-enhancing mechanism in nursing management.

4.7.3 Simultaneous Effect of the Work Environment and Compensation on Nurses' Work Performance
The simultaneous test results ($F = 130.504$; $p < 0.001$) indicated that the work environment and compensation jointly had a positive and significant effect on nurses' work performance, supporting Hypothesis 3. The coefficient of determination ($R^2 = 0.875$) indicated that these two organizational factors accounted for 87.5% of the variance in nurse performance. This finding highlights the importance of an integrated human resource management approach, in which environmental support and compensation function as complementary elements. While a supportive work environment provides the physical, social, and psychological conditions necessary for effective performance, fair compensation strengthens motivation and reinforces commitment to organizational goals.

This synergy is strongly supported by organizational support theory, which suggests that employees perform optimally when they perceive both organizational care and fair rewards (Eisenberger et al., 2020). In high-demand healthcare settings, the absence of either factor may weaken overall performance, even if the other factor is present. The findings are consistent with international research showing that hospitals that invest simultaneously in work environment improvements and equitable compensation achieve higher nursing performance and better patient outcomes (Aiken et al., 2021; Laschinger et al., 2013). Evidence from Goodwood Publishing journals also confirms that combined investments in environmental support and compensation result in measurable improvements in service quality and nurse productivity (Awaluddin, 2021; Yohana et al., 2026)

Univariate analysis indicates that although over half of the respondents perceive their work environment as good (51.7%), a substantial proportion report unsatisfactory compensation (58.3%) and low performance levels (73.3%). This discrepancy suggests that improvements in a single organizational dimension alone are insufficient to achieve optimal performance. Bivariate analysis further confirms significant associations between compensation, the work environment, and nurse performance ($p < 0.001$). These results reinforce the regression findings and underscore the need for simultaneous organizational interventions rather than isolated policy measures.

Overall, the findings demonstrate that nurses' work performance at Bintang Amin Hospital is strongly influenced by organizational factors, particularly the work environment and compensation. The results are theoretically grounded, empirically consistent with prior studies, and contextually relevant to Indonesian hospital settings. Therefore, improving nurse performance requires a balanced strategy that integrates supportive work environments with fair and transparent compensation systems.

5. Conclusions

5.1 Conclusion

This study investigated the effects of the work environment and compensation on nurses' work performance at Bintang Amin Hospital, Lampung. The findings demonstrate that both variables have a positive and significant influence on nurses' performance, both partially and simultaneously. Compensation emerged as the most dominant factor affecting performance, whereas the work environment also played a critical supporting role. These results confirm that nurses' work performance is not determined solely by individual competence but is strongly shaped by organizational factors that provide physical, psychological, and economic support.

A supportive work environment enables nurses to manage high job demands effectively, whereas fair compensation strengthens motivation, commitment, and work engagement. The combined influence of these factors explains a substantial proportion of the variance in nurses' performance, underscoring the importance of integrated human resource management strategies in hospital settings. Overall, this study reinforces the relevance of motivation theory, organizational support theory, and the job demands–resources model in explaining nurse performance, particularly in Indonesian private hospitals.

5.3 Research Limitations

Despite its contributions, this study has several limitations that should be acknowledged. First, the research was conducted in a single private hospital, which limits the generalizability of the findings to

other hospital types or regions. Organizational culture, management practices, and compensation systems may differ across institutions. Second, the study employed a cross-sectional design, which captures relationships at a single point in time and does not allow for causal inferences or the observation of changes over time. The longitudinal effects of the work environment and compensation on performance could not be examined. Third, the study focused only on two independent variables—the work environment and compensation–while other potential determinants of nurses' performance, such as leadership style, workload, job stress, organizational culture, and professional competence, were not included. Additionally, data were collected using self-report questionnaires, which may be subject to response bias.

5.4 Suggestions and Directions for Future Research

Future research should expand the scope of investigation by including multiple hospitals, both public and private, across different regions to enhance the generalizability of the findings. Comparative studies across hospital types may provide deeper insights into contextual differences in the determinants of nurse performance. Longitudinal research designs are recommended to examine causal relationships and assess how changes in the work environment and compensation influence nurse performance over time.

Future studies may also incorporate mediating or moderating variables, such as job satisfaction, work motivation, organizational commitment, leadership style, or job stress, to better explain the mechanisms underlying performance outcomes. In addition, qualitative or mixed-method approaches could be employed to capture nurses lived experiences and provide richer explanations of how organizational factors influence performance. Finally, future research may explore the impact of non-financial compensation and career development opportunities on nurse performance in increasingly complex healthcare environments.

Author Contributions

BPY contributed to the conceptualization, study design, data collection, data analysis, manuscript drafting, and final approval. TP contributed to the study design, data collection, data analysis, manuscript revision, and final approval. NPP contributed to data collection, data analysis, manuscript drafting, and revision. AS contributed to data validation, analysis, and critical revision of the manuscript. SS contributed to supervision, conceptual guidance, manuscript revision, and final approval. All authors have read and approved the final version of the manuscript.

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