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The Effect of Ability and Work Environment on Bintang Amin Nurses' Performance

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Abstract

Purpose: This study aimed to examine the effects of nurses' professional competencies and workplace conditions on their performance in inpatient units at RS Pertamina Bintang Amin, Bandar Lampung.

Research Methodology: This study employed a quantitative, cross-sectional approach. Data were collected from 60 nurses assigned to inpatient wards using standardized structured questionnaires. Statistical analyses were conducted to evaluate the individual and joint effects of nurses' competencies and the work environment on performance outcomes.

Results: The results indicated that nurses' competencies and the quality of the work environment had a positive and statistically significant influence on nursing performance, both independently and simultaneously. Higher levels of professional skills and supportive work environments were key factors associated with improved performance.

Conclusions: A combination of individual capabilities and organizational support shapes nurses' performance in inpatient settings. Enhancing professional competencies, creating a conducive work environment, and implementing fair remuneration systems are essential strategies for improving performance and quality of healthcare services.

Limitations: This study is limited by its cross-sectional design and focus on a single hospital, which may limit the generalizability of the findings. Future research should adopt longitudinal designs and involve multiple healthcare institutions to strengthen the external validity.

Contributions: This study provides managerial insights for hospital leaders by emphasizing the strategic role of continuous competency development and work environment improvement in enhancing nurse performance and the overall quality of inpatient care.

Keywords: *Ability, Inpatient Unit, Nurse Performance, Work Environment*

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1. Introduction

Hospitals operate as complex healthcare organizations that integrate medical services, nursing care, administrative functions, and managerial processes to deliver comprehensive care, including inpatient, outpatient, and emergency services. As professional service institutions, hospitals are governed by stringent regulations, depend on effective interdisciplinary collaboration, and provide uninterrupted services to meet community health needs (Robbins & Judge, 2019).

The World Health Organization highlights the pivotal role of hospitals in healthcare systems, emphasizing their obligation to offer curative, preventive, promotive, and rehabilitative services

sustainably and accountably. Consequently, the success of hospital service delivery is primarily influenced by the quality and performance of human resources, who are the primary healthcare service providers.

Nurses constitute the largest professional group within hospital settings and maintain continuous and direct contact with patients throughout the day and night. According to Horhoruw (2017), nurses function as frontline healthcare providers who implement medical decisions through ongoing nursing interventions positioning theirrperformancee as a critical determinanof serviceceffectivenessss. In inpatient units, nurses are responsible not only for performing clinical procedures but also for monitoring patients' conditions, providing emotional support, and safeguarding patient health. Therefore, the quality of hospital services is closely associated with the nursing performance.

Nursing performance is widely acknowledged as a fundamental indicator of healthcare quality, patient safety and patient satisfaction. Donabedian's model of healthcare quality suggests that healthcare professionals' performance strongly influences both service processes and outcomes (Donabedian, 2002). Nurses who demonstrate high performance levels are characterized by accuracy, efficiency, empathy, and adherence to professional standards, which contribute positively to patient satisfaction and clinical outcomes (Marquis & Huston, 2012; Pujiastuti, Purwadhi, & Widjaja, 2023). Conversely, suboptimal nursing performance may lead to service inefficiencies, higher risks of clinical errors, and diminished patient trust in healthcare institutions.

Employee performance does not occur in isolation; instead, it emerges from the interaction between individual characteristics and the organizational conditions. This view aligns with Armstrong's human resource performance framework, which emphasizes that performance is shaped by capability, motivation, and the opportunities to perform. In hospital settings, these elements must be systematically managed to ensure consistent and high-quality healthcare delivery (Armstrong, 2009).

Ability is a key individual factor influencing nurse performance. Hasibuan and Hasibuan (2016) define ability as a combination of knowledge, education, skills, training, and work experience that enables individuals to perform their duties effectively. In nursing practice, ability includes clinical expertise, technical proficiency, critical thinking, communication skills, and ethical judgment (Potter, Perry, Stockert, Hall, & Ostendorf, 2025). Nurses with strong competencies are better equipped to make accurate clinical decisions, manage complex workloads, and respond appropriately to patient needs. In contrast, inadequate ability may reduce the effectiveness of nursing care and increase the risk of patient safety.

In addition to personal competence, the work environment plays a significant role in shaping nurses' performance. The work environment encompasses physical infrastructure, workload intensity, occupational safety, leadership style, teamwork, and organizational culture (Ilmi et al., 2025). Herzberg's motivation theory Herzberg (2015) suggests that a supportive work environment functions as a hygiene factor that prevents dissatisfaction and facilitates optimal performance. In healthcare settings, a safe and supportive environment can reduce job-related stress, lower the risk of burnout, and enhance nurses' motivation and organizational commitment (Laschinger, Wong, & Grau, 2013).

Studies published over the last five years consistently demonstrate that employee ability (competence) and the work environment play crucial roles in shaping the performance of nurses and healthcare personnel, although their effects are frequently indirect. Recent findings indicate that a supportive work environment significantly enhances motivation and job satisfaction, thereby improving performance outcomes, whereas competence alone does not always exert a direct influence unless it is mediated by motivational factors (Nurasniar, 2021; Wulandari & Dara, 2023). Research conducted in hospital and public health center settings further confirms that work environment variables, such as facilities, leadership support, and interpersonal relations, positively affect job satisfaction and, in turn, indirectly strengthen employee performance. In addition, competence has been shown to mediate the relationship between training and work experience and improved performance (Ingsih, Riskawati, Prayitno, & Ali, 2021). Psychological attributes related to individual ability, such as resilience and intrinsic motivation,

also contribute to enhanced nurse performance, particularly under high-pressure conditions such as the COVID-19 pandemic. Overall, the above evidence indicates that nurses' performance is optimized when professional competence is supported by a conducive work environment and reinforced through motivation and job satisfaction.

Initial observations at RS Pertamina Bintang Amin Bandar Lampung indicate that nurses in the inpatient units experience heavy workloads, elevated work-related stress, and increasing expectations for service quality. These conditions may hinder nurses' optimal performance and increase the risk of fatigue and declining performance levels. These circumstances highlight the importance of examining nurse performance by considering both individual capabilities and organizational conditions. Therefore, this study seeks to empirically analyze the influence of nurses' abilities and the work environment on performance in the inpatient units of RS Pertamina Bintang Amin Bandar Lampung to support improvements in hospital service quality and human resource management strategies.

2. Literature Review and Hypotheses Development

2.1 Nurse Performance

Performance refers to the extent to which individuals complete their duties in accordance with established standards and assigned responsibilities (Syarief et al., 2022). Sinambela and colleagues describe performance as an employee's ability to execute specific tasks efficiently and effectively (Wahyudi, Panjaitan, & Junaedi, 2023). In nursing, performance reflects both the volume and quality of nursing services delivered, including punctuality, effectiveness, and adherence to professional accountability.

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 the achievement of organizational goals (Hailesilasie, 2009). Employee performance as an outcome variable is influenced by competence, motivation, job satisfaction, the work environment, workload, and organizational factors (Baird, Tung, & Yu, 2019).

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. As stated above, psychological attributes related to individual ability, including resilience and intrinsic motivation, also contribute to enhanced nurse performance, particularly under high-pressure conditions such as the COVID-19 pandemic.

2.2 Ability

Ability refers to an individual's potential to fulfill work responsibilities, shaped by knowledge, formal education, training, skills, and practical experience (Hasibuan & Hasibuan, 2016). According to Ghozali, work ability refers to the level of preparedness and professional competence that enables employees to perform their assigned duties efficiently (Ghozali, 2015). Within the nursing profession, ability encompasses clinical expertise, technical proficiency, analytical problem solving, and effective communication. Nurses who demonstrate greater competence are better positioned to provide safe, efficient patient-centered care. Expectancy Theory suggests that training increases employees' competence, thereby strengthening performance expectations. Ingsih et al. (2021) empirically foundIngsih et al. (2021) that competence fully mediates the effect of training on performance.

Integrating Self-Determination Theory, Nurasniar (2021) showed that while competence did not directly influence performance, education and environment enhanced motivation, thereby improving performance. As stated above, psychological attributes related to individual ability enhance nurse performance, particularly under high-pressure conditions, such as the COVID-19 pandemic. A study by Fauziah et al. showed that competency exploration affects employee performance, but not significantly, through organizational commitment. Learning agility, competency exploration, and training and development significantly impact employee performance via organizational commitment (Fauziah, Faeni, & Fikri, 2024).

2.3 Work Environment

The work environment encompasses the physical workspace, safety measures, organizational systems, social interactions, and level of support provided by supervisors (Ilmi et al., 2025). When these elements are well managed, the workplace becomes comfortable and secure, providing psychological reassurance that enables employees to perform their duties effectively and efficiently.

According to Herzberg (2015), aspects of the work environment including working conditions, occupational safety, supervisory practices, and interpersonal relations play crucial roles in shaping job satisfaction and employee performance. In hospital settings, numerous studies have shown that a supportive work environment improves nurses' job satisfaction, retention rates, and overall performance (Gardulf et al., 2008). According to the JD-R model, a supportive work environment and training resources enhance employee motivation and performance. This aligns with the findings of Ichdan (2024), who reported that training and the work environment significantly increase productivity through motivation and job satisfaction.

Emmanuel found that a poor work environment, including disorderly workplaces, limited participation in decisions, and ineffective social conditions, negatively affects employee performance and productivity. The study highlights that a positive environment promotes effective operations, worker interaction and organizational achievement. Emmanuel (2021) As stated above, Research conducted in hospital and public health center settings further confirms that work environment variables such as facilities, leadership support, and interpersonal relations positively affect job satisfaction and indirectly strengthen employee performance (Santoso, Naim, Suroso, Hayudini, & Shrestha, 2023).

2.5 Hypothesis Development

2.5.1 Work Environment and Nurses' Work Performance

The work environment is a critical organizational factor that shapes employees' ability and willingness to perform their tasks effectively. In healthcare settings, particularly in inpatient units, nurses operate under conditions that require physical endurance, emotional resilience, and continuous coordination with multidisciplinary team members. A supportive work environment characterized by adequate facilities, safe working conditions, supportive leadership, effective communication, and positive interpersonal relationships provides essential resources that enable nurses to meet these demands and maintain high-performance levels.

Theoretical perspectives consistently emphasize the importance of environmental conditions in determining workers' performance. Herzberg's Two-Factor Theory posits that work environment elements, such as 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 environmental resources reduce job strain and enhance motivation, leading to improved performance outcomes. Person-Environment Fit Theory further suggests that the alignment between employees' capabilities and workplace conditions enhances effectiveness, whereas misalignment leads to stress and reduced performance. Organizational Support Theory reinforces these arguments by asserting that employees reciprocate perceived organizational care and support with greater commitment and performance.

Empirical evidence from recent studies strongly supports this theoretical assumption. Research in hospital and public health settings has demonstrated that favorable work environments significantly improve nurses' job satisfaction, reduce burnout, and enhance performance outcomes (Boamah & Laschinger, 2015; Santoso et al., 2023). Conversely, unsupportive environments characterized by poor facilities, weak leadership, and limited employee participation have been shown to negatively affect productivity and service quality (Emmanuel, 2021). Collectively, these findings suggest that the work environment plays a decisive role in shaping nurses' performance.

Based on the theoretical foundations and empirical evidence discussed above, the following hypothesis is proposed.

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

2.5.2 Compensation and Nurses' Work Performance

Compensation is an essential human resource management mechanism through which organizations recognize employees' contributions and motivate desired work behaviors. In hospital settings, compensation includes salaries, incentives, allowances, and benefits that reflect the value placed on nurses' professional responsibilities and their workload. Fair and adequate compensation not only fulfills employees' economic needs but also conveys organizational appreciation and equity, which are crucial for sustaining motivation and performance.

Motivation-based theories provide strong explanations for the relationship between compensation and employee performance. Expectancy Theory suggests that employees exert greater effort when they believe that their performance will lead to valued rewards. Equity Theory emphasizes that perceived fairness in compensation systems influences employees' motivation and effort, while Social Exchange Theory posits that fair compensation fosters reciprocal behaviors such as increased commitment and performance. Human Capital Theory further views compensation as an investment that encourages employees to apply their skills and competencies more effectively.

Recent empirical studies corroborate these theoretical arguments, indicating that fair compensation significantly enhances nurses' motivation, job satisfaction, and performance (Darma & Supriyanto, 2017; Sinanto, 2023). Conversely, perceptions of inadequate compensation have been associated with emotional exhaustion, reduced morale, and declining productivity, particularly in high-demand healthcare environments (Opoku, Yoon, Kang, & You, 2021). Evidence from Indonesian hospital settings further demonstrates that compensation fairness strengthens organizational commitment, which, in turn, improves performance outcomes (Dayanandan, 2017; Husein, 2017). Based on these theoretical and empirical considerations, the following hypothesis was formulated:

H_2: Compensation positively and significantly affects nurses' work performance

2.5.3 Combined Effect of Work Environment and Compensation on Nurses' Work Performance

The work environment and compensation are interrelated organizational factors that jointly influence employee performance. A supportive work environment provides the necessary conditions for effective task execution, and fair compensation reinforces motivation and commitment. When these factors are aligned, they create a reinforcing mechanism that enhances nurses' willingness and ability to provide high-quality care.

Organizational support and motivation theories suggest that employees perform optimally when they perceive both environmental support and equitable rewards. Empirical evidence supports this view, showing that nurses working in supportive environments with fair compensation systems demonstrate higher performance, stronger organizational commitment, and improved patient care outcomes (Boamah & Laschinger, 2015). Studies further indicate that hospitals investing simultaneously in environmental support and compensation experience measurable improvements in nursing performance and service quality (Rahayu, Alam, & Kuswati, 2024). Therefore, it is reasonable to assume that the work environment and compensation play a significant role in shaping nurses' work performance. Accordingly, the following hypothesis is proposed.

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

Summary of Hypotheses

H_1: The work environment positively and significantly affects nurses' work performance

H_2: Compensation positively and significantly affects nurses' work performance

H_3: Work environment and compensation simultaneously and significantly affect nurses' work performance

3. Research Methodology

This study used a quantitative, cross-sectional design to analyze the influence of nurses' abilities and workplace conditions on nursing performance. A quantitative method was selected to facilitate

hypothesis testing and objectively assess the strength and direction of the relationships among the variables using statistical techniques.

Regarding the research setting and population, the study was conducted at RS Pertamina Bintang Amin Bandar Lampung and focused on nurses assigned to inpatient care units. The target population included all inpatient nurses who actively provided continuous patient care. A total of 60 nurses were selected as research participants through probability sampling, ensuring that each member of the population had an equal chance of being included. This sampling strategy was implemented to improve the sample representativeness and strengthen the validity of the research findings.

This study analyzed three main variables.

a. Nurse Performance (dependent variable), assessed using indicators such as quality of work, punctuality, effectiveness, sense of responsibility, and adherence to nursing care standards.
b. Ability was evaluated based on the levels of knowledge, technical skills, educational background, training experience, and length of work experience.
c. Work Environment, measured through aspects including physical working conditions, occupational safety, workload, interpersonal relations, and organizational support.

DA's data collection was conducted using structured questionnaires based on relevant theoretical frameworks and prior empirical research. Responses were measured using a Likert scale to accurately capture participants' perceptions. Data analysis involved both descriptive and inferential statistical methods. Hypotheses were tested to assess the individual and combined effects of ability and work environment on nurse performance, with statistical significance evaluated against established standards.

4. Results and Discussion

4.1 Description of Respondent Characteristics

To test the proposed hypothesis, research was conducted with nurses at Pertamina Bintang Amin Hospital in Bandar Lampung. Totaling 60 people. The respondents represented various genders, educational backgrounds, ages, incomes, and places of residence, reflecting the diversity of the hospital's 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 dominant work is at Pertamina 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%
Diploma 3	26	43%
Senior High School	15	25%
Amount	60	100 %

As shown in Table 2, at Pertamina Bintang Amin Hospital in Bandar Lampung, the most dominant education level is D3, 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%

Based on the results in Table 3, the most dominant group among NuThe staff working at Pertamina 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%

Based on Table 4 the largest share of income at Pertamina 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%

Based on Table 5, a small group of nurses at Pertamina Bintang Amin Hospital in Bandar Lampung lived in Bandar Lampung, with 43 people (72%).

4.2 Instrument Testing Results

4.2.1 Validity Test

Before data processing began, all responses from the 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 (Ability & Skills (X_1))

Statement	r_{count}	r_{table}	Condition	Conclusion
Item 1	0.716	0.254	$r_{count} > r_{table}$	Valid
Point 2	0.539	0.254	$r_{count} > r_{table}$	Valid
Point 3	0.806	0.254	$r_{count} > r_{table}$	Valid
Item 4	0.859	0.254	$r_{count} > r_{table}$	Valid
Item 5	0.754	0.254	$r_{count} > r_{table}$	Valid
Item 6	0.798	0.254	$r_{count} > r_{table}$	Valid
Item 7	0.707	0.254	$r_{count} > r_{table}$	Valid
Article 8	0.544	0.254	$r_{count} > r_{table}$	Valid
Article 9	0.806	0.254	$r_{count} > r_{table}$	Valid
Article 10	0.859	0.254	$r_{count} > r_{table}$	Valid

Article 11	0.754	0.254	$r_{count} > r_{table}$	Valid
Article 12	0.798	0.254	$r_{count} > r_{table}$	Valid
Article 13	0.806	0.254	$r_{count} > r_{table}$	Valid
Article 14	0.859	0.254	$r_{count} > r_{table}$	Valid

Based on Table 4.6 results of the variable validity test, Ability & Skills (X_1), by displaying all the statement items related to Ability & Skills. The results show that the calculated r values exceed the table r of 0.254; the highest and lowest values are 0.859 and 0.539, respectively. Thus, all Ability & Skill items were declared valid.

Table 7. Questionnaire Validity Test Results (Environment & Coworkers (X_2))

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

Based on Table 7, the results of the chi-square test for the Environment & Co-Workers variable (X_2) are shown for all items related to the Environment & Co-Workers. The results indicate that the calculated r values exceed the table r of 0.254; the highest calculated r is 0.758 and the lowest is 0.455. Thus, all items of the Environment & Co-Workers section were 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 shows 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 were 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, X_3, and *Y*) using the Cronbach's alpha formula in SPSS 23. The results of the reliability test after consulting 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

Based on Table 9 of the reliable provisions above, the test results are as follows:

Table 10. Reliability Test Results

Variables	**Chronbach's alpha coefficient**	**Coefficient r**	**Conclusion**
Abilities & Skills	0.941	0.8000 – 1.0000	Very high
Environment & Coworkers	0.721	0.6000 – 0.7999	Tall
Performance	0.891	0.8000 – 1.0000	Very high

Based on the results of the reliability test in Table 4.10, the Cronbach's alpha value for the Ability & Skills variable (X_1) is 0.941, indicating a very high level of reliability. For the Environment & Coworkers variable (X_2), Cronbach's alpha was 0.721, indicating high reliability. High, and the Performance variable (*Y*) had a Cronbach's alpha of 0.891, indicating very high reliability.

4.3 Results of Data Analysis Methods

4.3.1Multiple Linear Regression Results

Multiple linear regression analysis was used to determine the magnitude of the influence of the independent variable (*X*) on the dependent variable (*Y*). The following conclusions were drawn from this study.

Table 11. Results of Regression Coefficients Calculation

Variables	**Regression value**
Constant	0.437
Abilities & Skills	0.134
Environment & Coworkers	0.275

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

This Equation shows that

$$Y = 0.437 + 0.134\,X1 + 0.275\,X2 \quad (1)$$

a. Constant coefficient (*Y*)

The Performance variable is 0.437 units if the sum of the variables Ability & Skills and Environment & Coworkers is 0 (zero).

b. Ability & Skill Coefficient (X_1)
   If the number of Abilities & Skills increases by one unit, performance will increase by 0.134 units.
c. Environment & Co-Worker Coefficient (X_2)
   If the number of Environment & Coworkers increases by 1, Performance increases by 0.275.

4.3.2 Coefficient of Determination

Table 12. Coefficient of Determination

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

Table 12 shows multiple linear regression analysis was conducted to examine the effects of ability and skills (X_1) and the work environment and co-workers (X_2) on nurse performance (Y). The regression results indicate that both independent variables have positive coefficients, suggesting that increases in nurses' abilities and improvements in the work environment are associated with higher performance.

The regression model produced a coefficient of determination (R^2) of 0.875, indicating that ability, skills, and the work environment jointly explained 87.5% of the variance in nurse performance. The remaining 12.5% may be attributed to other factors not examined in this study, such as leadership styles, workloads, or compensations. This will be presented in a separate report. 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. Based on the t-test results, the following results were obtained.

Table 13. Results of Calculation of Coefficients [a]

Variables	**Sig**	**Alpha**	**Condition**	**t_{count}**	**t_{table}**	**Condition**	**Information**
Abilities & Skills	0.031	0.05	Sig>alpha	2,207	2,002	$t_{count} > t_{table}$	*Ho* was rejected
Environment & Coworkers	0.047	0.05	Sig < alpha	2,031	2,002	$t_{count} > t_{table}$	*Ho* was rejected

Table 13 show the t-test results showed that ability and skills had a statistically significant positive effect on nurse performance ($t = 2.207$, $p = 0.031 < 0.05$). This indicates that nurses with higher levels of knowledge, technical competence, training, and experience tend to perform better in inpatient care settings. Similarly, the work environment and co-worker variables had a significant positive effect on nurse performance ($t = 2.031$, $p = 0.047 < 0.05$). This finding suggests that supportive physical conditions, effective teamwork, and positive interpersonal relationships enhance nurses' ability to perform their duties. These findings confirm that each independent variable contributes to improving the nurse's performance.

4.4.2 F-Test Results

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

Table 14. F Test Results

Variables	F_{count}	F_{table}	Condition	Sig	Alpha	Condition	Information
Abilities & Skills, Environment & Co-workers, and Performance	130,504	2.77	$F_{count} > F_{table}$	0.00	0.05	Sig>Alpha	Ho is rejected, and Ha is accepted

Table 14 show the F-test results indicate that ability, skills, and the work environment jointly have a statistically significant effect on the performance of nurses ($F = 130.504$, $p < 0.001$). This result confirms that the regression model is statistically valid and that the independent variables collectively explain the variations in nurse performance in inpatient units. ANOVA was used to assess the joint influence of the variables Ability & Skills (X_1) and Environment & Coworkers (X_2) on the Performance variable (Y).

To test F with a confidence level of 95% or alpha 5% and degrees of freedom of the numerator of k - 1, namely, the number of variables minus 1. For the degrees of freedom, nk is used, namely, the number of samples minus the number of variables. There were three variables: X_1, X_2, and Y, and 60 samples. Therefore, the degrees of freedom of the numerator are 4 - 1 = 3, and those of the denominator are 1 - 2 = 3. The degrees of freedom of the denominator are 60 – 3 = 57, with a significance level of 5%, so that the f_{table} is 2.77 and f_{count} is 130,504.

4.5 Univariate Analysis

The following are the results of the univariate analysis, presenting the distributions of variables related to ability and skills and environment and coworkers, and their relationship to performance at Pertamina Bintang Amin Hospital in Bandar Lampung.

4.5.1 Univariate Results of Ability & Skills (X_1)

Table 15. Frequency Distribution Based on Abilities & Skills

No	Abilities & Skills	F	Percentage (%)
1	Good	31	51.7%
2	Not good	29	48.3%
	Amount	**60**	**100%**

Table 4.15 shows that the abilities and skills at Pertamina Bintang Amin Hospital, Bandar Lampung, were suitable for 31 respondents (51.7%) and not suitable for 29 respondents (48.3%).

4.5.2 Univariate Results of Environment & Coworkers (X_2)

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 Pertamina Bintang Amin Hospital, Bandar Lampung, were good, with 31 respondents (51.7%), and 29 respondents (48.3%) were not good.

4.5.4 Univariate Results of Performance (Y)

Table 17. Frequency Distribution Based on Performance

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

Univariate analysis showed that 51.7% of respondents reported good ability and skills, while 48.3% reported lower levels. Similarly, 51.7% rated their work environment and co-worker 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 abilities and work environments are relatively balanced, performance outcomes remain suboptimal, underscoring the importance of simultaneously strengthening both individual competence and organizational support.

4.6 Bivariate Analysis

The bivariate analysis using chi-square on the relationship between the variables of ability and skills, and environment and coworkers on performance can be seen in the following table:

4.6.1 Bivariate Results of Ability & Skills (X_1)

Crosstab

			kinerja		
			Baik	Kurang Baik	Total
kemampuandanketerampilan	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

Figure 1. Chi-square test

Figure 1 shows the results of the chi-square test on the abilities and skills variable, with a Pearson chi-square value of 0.000. This value is less than the 0.05 requirement (5%), thus concluding that there is a relationship between abilities, skills, and performance

4.6.2 Bivariate Results of Environment & Coworkers (X_2)

Crosstab

			kinerja		
			Baik	Kurang Baik	Total
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				

Double-click to activate

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

b. Computed only for a 2x2 table

Figure 2. Chi-square test

Figure 2 shows the results of the chi-square test on the environment and co-worker variables. A chi-square analysis was conducted to assess the associations between categorical variables. The results indicate a statistically significant association between ability and skills and nurse performance ($p < 0.001$). Likewise, a significant association was found between the work environment, co-workers, and nurse performance ($p < 0.001$). These findings suggest that nurses with better abilities and those working in more supportive environments are significantly more likely to demonstrate higher-performance levels.

4.7 Findings and Discussion

The findings of this study indicate that nurse performance in the inpatient units of Pertamina Bintang Amin Hospital is shaped by the combined influence of individual competencies and organizational support factors, specifically, nurses' abilities and the work environment. Statistical testing confirmed that all hypothesized relationships were positive and statistically significant, indicating that the interaction between internal professional capacity and external organizational conditions shapes nurse performance.

The partial hypothesis test revealed that ability and skills significantly affected nurse performance ($t = 2.207$; $p < 0.05$). This outcome suggests that nurses with sufficient knowledge, technical expertise, training, and professional experience are better equipped to perform nursing responsibilities accurately, efficiently, and with accountability. From a human resource management perspective, this finding supports the notion that competence is the primary foundation of performance in professional service organizations. Within inpatient care settings, nurses play a crucial role in maintaining patient safety, ensuring continuity of care, and delivering high-quality services. That strong professional competence enhances effectiveness and minimizes service-related errors (Aiken, Clarke, Sloane, Lake, & Cheney, 2009; Armstrong, 2009; Hasibuan & Hasibuan, 2016).

From a theoretical perspective, the findings support Expectancy Theory, which posits that individuals are more likely to perform well when they believe they possess the competence necessary to achieve the expected outcomes. As demonstrated by Ingsih et al. (2021), enhanced competence resulting from training increases performance expectations and ultimately improves the performance outcomes. The present study confirms this theoretical assumption by empirically demonstrating that nurses with stronger abilities and skills perform more effectively in their professional roles. Empirical. These findings corroborate a wide body of previous research indicating that in the hospital setting, where performance directly affects patient outcomes, nurses with higher competence are better able to manage workloads, adhere to clinical standards and demonstrate professional accountability (Joseph & Varghese, 2024).

Furthermore, the results are consistent with recent studies that emphasize the role of psychological attributes related to ability, such as resilience and intrinsic motivation, in enhancing nursing performance, particularly under high-pressure conditions. This indicates that ability should be understood not merely as technical competence but as a multidimensional construct that incorporates cognitive, emotional, and professional capacities.

Further analysis indicated that the work environment also positively and significantly influenced nurse performance ($t = 2.031$; $p < 0.05$). A supportive workplace characterized by safe physical conditions, adequate facilities, effective supervision, clear operational procedures, and constructive interpersonal relationships—creates the conditions for nurses to perform their best. According to Herzberg's motivation–hygiene theory, a favorable work environment serves as a sustaining factor, reducing dissatisfaction and supporting consistent performance levels (Herzberg, 2015). Empirical evidence from healthcare research similarly indicates that a positive work environment enhances nurse motivation, lowers burnout risk, and improves performance outcomes (Gardulf et al., 2008; Laschinger et al., 2013).

The simultaneous hypothesis testing further confirmed that ability, skills, and the work environment jointly had a significant impact on nurse performance ($F = 130.504$; $p < 0.001$). The coefficient of

determination (R^2 = 0.875) demonstrated that these variables collectively explained 87.5% of the variance in nurse performance. This finding highlights that performance improvement in hospital settings cannot be achieved through isolated interventions but requires integrated and comprehensive human resource management strategies (Marquis & Huston, 2012).

This finding is strongly grounded in Herzberg's Two-Factor Theory, which identifies working conditions, interpersonal relationships, and supervisory support as hygiene factors that help prevent dissatisfaction and facilitate optimal performance (Herzberg, 2015). In healthcare settings, a supportive work environment characterized by adequate facilities, safety, effective leadership, and positive relationships with coworkers creates psychological comfort, enabling nurses to perform their duties effectively (Ilmi et al., 2025).

Additionally, the findings align with the Job Demands–Resources (JD-R) Model, which emphasizes that sufficient job resources, such as supportive colleagues and conducive work conditions, enhance motivation and reduce burnout, thereby improving performance. This theoretical framework is empirically supported by Ichdan (2024) and Santoso et al. (2023), who found that work environment factors indirectly enhance performance by increasing motivation and satisfaction. Empirical studies in hospital contexts further reinforce these findings. Previous studies Gardulf et al. (2008) and Gillies, Franklin, and Child (1990) have demonstrated that a positive nursing work environment significantly improves job satisfaction, retention, and performance. Similarly, studies conducted in Iran and Middle Eastern healthcare systems confirm that environmental factors and coworker relationships are critical determinants of nurse performance (Ahmad, Ahmed, & ul Haq, 2020).

5. Conclusions

5.1 Conclusion

Based on the results of this study, it can be concluded that nurse performance in the inpatient unit of Pertamina Bintang Amin Hospital is significantly influenced by nurses' abilities, skills, and the work environment. Both variables have positive and significant effects, both individually and simultaneously. Among them, a supportive work environment had the most dominant influence on performance. These findings confirm that improving nurse performance requires not only enhancing individual competence but also providing supportive working conditions.

5.2 Research Limitations

This study had several limitations that should be considered when interpreting the findings. First, the use of a cross-sectional design limits the ability to observe changes in nurses' performance over time. Second, the study was conducted in a single hospital, which may restrict the generalizability of the results to other healthcare facilities. Third, the data were collected using self-reported questionnaires, which may be subject to response biases. Finally, this study focused on only two variables and did not include other factors such as wages or compensation, leadership style, workload, job stress, and organizational culture. Further research is required for broader generalization.

The results of this study offer valuable insights for hospital administrators and policymakers. Hospital management should emphasize ongoing education and competency-building initiatives to enhance nurses' clinical capabilities and professional proficiency. In addition, attention should be directed toward creating a supportive work environment through adequate workforce planning, safe and healthy working conditions, effective supervisory support, and promotion of collaborative teamwork. Implementing a comprehensive human resource management approach that considers both staff competence and workplace conditions is crucial for enhancing nursing performance and improving the quality of inpatient care services.

5.4 Suggestions and Directions for Future Research

Future research should build on this study's findings by employing longitudinal research designs that better capture causal relationships over time. Expanding the study to include multiple hospitals or different regions would improve the generalizability of our results. Subsequent studies could incorporate additional variables, such as compensation, leadership style, workload, job satisfaction,

burnout, and organizational culture. Furthermore, a mixed-methods approach that combines quantitative and qualitative data may offer more profound and nuanced insights into the factors affecting nurse performance.

Author Contributions

In the research process, the first author, DPB contributed to the conceptualization, manuscript drafting, and revision. The second and third authors, ES and DK, are responsible for the study design, data collection, analysis, supervision, and final approval.

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