

# Analysis of the Effect of Quality of Nursing Work Life (QNWL) Components on Nurses' Work Productivity at Royal Prima Hospital, Medan, in 2025

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## ABSTRACT

This study examines the influence of Quality of Nursing Work Life (QNWL) on the work productivity of nurses at Royal Prima General Hospital Medan. Nurses at the hospital have reported experiencing fatigue, heavy workloads, and dissatisfaction with the work environment, factors that potentially compromise the quality of nursing services.

This study applied an analytical quantitative design with a cross-sectional approach. This study utilized total sampling, involving the entire population of 259 nurses at the hospital. The research instrument was a questionnaire distributed to the respondents. Findings revealed that 44.8% of nurses rated their QNWL as moderate, 34.0% as good, and 21.2% as low. Meanwhile, 78.4% of nurses demonstrated good work productivity, with 21.6% categorized as low. Statistical analysis indicated a significant positive correlation between QNWL and nurses' work productivity ( $p = 0.000$ ;  $p < 0.05$ ).

These results suggest that enhancing aspects of QNWL such as the work environment, job design, and work-life balance is important for sustaining and improving nurses' productivity. Consequently, hospital management should prioritize optimizing these factors to support the delivery of high-quality nursing care.

**Keywords:** *Quality of Nursing Work Life, Work Productivity, Nurses, Hospital*

## INTRODUCTION

Health is a matter of great concern and desire for every individual, as well as for families, groups, and the broader community. Achieving optimal health in society requires organized efforts in the administration of health services, including the provision of general healthcare. Hospitals are institutions that provide comprehensive individual health services, encompassing inpatient care, outpatient services, and emergency care. Therefore, hospitals must continuously strive to improve the quality of their services to ensure easier access for the community and to support the achievement of optimal health status. To attain high-quality

services, the role of human resources (HR) is crucial and serves as a key factor in the success of hospital services. (Sondakh et al., 2022; Rosad et al., 2020)

Nurses constitute the largest group of healthcare personnel in hospitals and play a vital role in delivering healthcare services. The quality of healthcare services can be measured by the extent to which these services comply with professional standards, utilize available resources to meet patient needs, and improve overall health outcomes. The assessment of hospital service quality can be conducted by evaluating nurses' performance as part of the process. A nurse's performance can be measured by their level of productivity, which includes the quantity of work completed within a specific period. In the hospital context, nurse productivity is reflected in how quickly and effectively they deliver care, as well as the impact on patient satisfaction and the overall success of healthcare services. Performance evaluation based on productivity enables management to identify areas requiring improvement and ensures that hospital services operate optimally. (Alharbi et al., 2023; Naima et al., 2023)

Research findings indicate that 48% of nurses in India experience low quality of nursing work life (QNWL). Similarly, among nurses in Iraq, 27.2% exhibit low QNWL, 61.7% fall into the moderate category, and only 6.7% have good QNWL. Other studies also reveal that the majority of Iraqi nurses have a low quality of work life. The negative impact of a low quality of nursing work life includes a decline in nurse performance, which in turn affects the quality of nursing care and overall healthcare services in hospitals. (Gulo et al., 2022)

Several studies indicate that nurse turnover rates worldwide range between 10% and 21% annually. Developed countries such as the United States and Australia report an average nurse turnover rate of approximately 20% per year. According to data from the National Health Service (NHS) in the United Kingdom, reports highlight nurses leaving the profession due to stress and an inability to provide quality care. The Royal College of Nursing revealed that in a survey involving 10,000 nurses, 62% resigned due to stress, 61% identified heavy workloads as a barrier to delivering quality care, and 83% reported an increase in work demands. Additionally, approximately 5,000 nurses left the profession within a three-year period. (Nasution et al., 2023)

Quality of Nursing Work Life (QNWL) is a crucial element for the nursing profession that impacts the quality of healthcare service delivery. However, the relationship between QNWL and nurse performance at Royal Prima General Hospital Medan remains unknown. Furthermore, QNWL has never been measured at Royal Prima General Hospital Medan.

## **METHODS**

The type of research employed is analytical quantitative with a cross-sectional design, aimed at determining the effect of Quality of Nursing Work Life (QNWL) components on nurse work productivity at Royal Prima General Hospital Medan. This study utilized total sampling, involving the entire population of 259 nurses at the hospital. The research instrument was a questionnaire distributed to the respondents. The research instrument consisted of a questionnaire distributed to the respondents. This questionnaire was used to assess the Quality of Nursing Work Life and the work productivity of the nurses.

The data collected from the study can be analyzed using univariate analysis, which involves presenting data in the form of frequency distribution tables. The assessment of variables to analyze the influence of Quality of Nursing Work Life (QNWL) components on nurse work productivity at Royal Prima General Hospital Medan employs bivariate and multivariate data

analysis techniques. These analytical methods involve organizing data into frequency tables, including corresponding numerical values and percentages. Data processing in this study was conducted using computer software, specifically SPSS (Statistical Package for the Social Sciences).

## RESULTS

A total of 259 nurses participated in this study. The majority of the respondents were female, totaling 210 individuals (81.1%), and most of the respondents were within the age range of 26–35 years, amounting to 134 individuals (51.7%). The evaluation of Quality of Nursing Work Life (QNWL) reveals that the majority of nurses fall within the moderate category, accounting for 44%.

Overall, the majority of the components of the Quality of Nursing Work Life (Work Life, Work Design, Work Context, and Work World) were rated as good by over 90% of respondents. However, a small proportion of respondents rated these components as moderate or low. Regarding the category of nurses' work productivity, the results indicated that the majority of nurses fell into the 'good' category, with 203 respondents (79%), while 56 respondents (21%) were categorized as having low productivity.

The research findings indicate that, among respondents with a good Quality of Nursing Work Life (QNWL), all 88 individuals (100%) demonstrated good work productivity, with none falling into the low productivity category. This study also revealed a significant relationship between each component of the Quality of Nursing Work Life (QNWL) and nurses' work productivity ( $p$ -value = 0.000 for all components). The research findings indicate that, among the five independent variables tested, only the Work Wellbeing (WW) variable had a significant influence on work productivity.

## Reporting Research Results

**Table 1. Respondent Characteristics**

Respondent Characteristics	n	%
<b>Gender</b>		
Female	210	81.1%
Male	49	18.9%
<b>Age</b>		
17-25	36	13.9%
26-35	134	51.7%
36-45	77	29.7%
46-55	12	4.6%

Based on Table 1, the research results show the characteristics of respondents according to gender and age. The majority of respondents were female, totaling 210 individuals (81.1%), while males accounted for 49 individuals (18.9%). The results also indicate that most respondents were aged between 26 and 35 years, comprising 134 individuals (51.7%), followed by those aged 36 to 45 years with 77 individuals (29.7%), 17 to 25 years with 36 individuals (13.9%), and 46 to 55 years with 12 individuals (4.6%).

**Table 2. Categories of Quality of Nursing Work Life**

Categories	n	%
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<b>Good</b>	89	34
<b>Moderate</b>	115	44
<b>Low</b>	55	22

Based on Table 2 regarding the categories of Quality of Nursing Work Life (QNWL), it can be seen that the majority of nurses fall into the 'moderate' category at 44%, followed by the 'good' category at 34%, and the 'low' category at 22%

**Table 3: Categories of Quality of Nursing Work Life Based on Components**

Categories	WL		WD		WC		WW	
	n	%	n	%	n	%	n	%
<b>Good</b>	140	96.6	67	94.6	190	95.5	162	99.4
<b>Moderate</b>	57	90.5	130	92.9	10	90.9	36	83.7
<b>Low</b>	6	11.8	6	12.5	3	6.1	5	9.4

Based on Table 3, it can be observed that for the Work Life–Home Life (WL) component, the majority of respondents were in the good category at 96.6%, followed by the moderate category at 90.5%, and the low category at 11.8%. For the Work Design (WD) component, most respondents were also in the good category at 94.6%, the moderate category at 92.9%, and the low category at 12.5%. Furthermore, in the Work Context (WC) component, the majority of respondents were in the good category at 95.5%, the moderate category at 90.9%, and the low category at 6.1%. Meanwhile, for the Work World (WW) component, the highest percentage was also in the good category at 99.4%, followed by the moderate category at 83.7%, and the low category at 9.4%.

In general, all components of the Quality of Nursing Work Life (WL, WD, WC, and WW) predominantly fall into the 'good' category, with over 90% of respondents rating them as such. However, a small proportion of respondents still rated these components as 'moderate' or 'low'.

**Table 4: Categories of Work Productivity**

Categories	Score Interval	n	%
<b>Good</b>	≥67	203	79
<b>Low</b>	≤66	56	21

Based on Table 4 regarding the categories of nurses' work productivity, the results indicate that the majority of nurses fall into the 'good' category, with 203 respondents (79%), while 56 respondents (21%) are categorized as having 'low' productivity.

**Table 5: Distribution of Quality of Nursing Work Life QNWL to Work Productivity**

QNWL	Produktivitas kerja			
	Good		Low	
	n	%	n	%
<b>Good</b>	88	100	0	0
<b>Moderate</b>	107	92.2	9	7.8
<b>Low</b>	8	14.5	47	85.5

Based on Table 5, the research findings indicate the relationship between the Quality of Nursing Work Life (QNWL) categories and nurses' work productivity. In the 'good' QNWL category, all 88 respondents (100%) reported high work productivity, with none categorized as low productivity. In the 'moderate' QNWL category, the majority, 107 respondents (92.2%), exhibited high work productivity, while 9 respondents (7.8%) were classified under low productivity. Conversely, in the 'low' QNWL category, most respondents, 47 individuals

(85.5%), demonstrated low work productivity, with only 8 respondents (14.5%) maintaining high productivity

**Table 6: Relationship Between Quality of Nursing Work Life (QNWL) Components to Work Productivity**

QNWL	Work Productivity				p-value
	Good		Low		
	n	%	n	%	
<b>Work Life</b>					
Good	140	96.6	5	3.4	0.000*
Moderate	57	90.5	6	9.5	
Low	6	11.8	45	88.2	
<b>Work Design</b>					
Good	67	94.6	4	5.6	0.000*
Moderate	130	92.9	10	7.1	
Low	6	12.5	42	87.5	
<b>Work Context</b>					
Good	190	95.5	9	4.5	0.000*
Moderate	10	90.9	1	9.1	
Low	3	6.1	46	93.9	
<b>Work World</b>					
Good	162	99.4	1	0.6	0.000*
Moderate	36	83.7	7	16.3	
Low	5	9.4	48	90.6	

Based on Table 6, the research findings indicate a significant relationship between each component of the Quality of Nursing Work Life (QNWL) and nurses' work productivity, with a p-value of 0.000 for all components.

## DISCUSSION

The study population at RSU Royal Prima Medan comprised predominantly female nurses (81.1%, n=210) and male nurses (18.9%, n=49), with the majority of participants falling within the 26–35 age range (51.7%). The findings underscore the persistent gender dominance in the nursing profession, consistent with the WHO's State of the World's Nursing 2025 report, which indicates that approximately 85% of the global nursing workforce is female (WHO, 2025). The predominance of nurses aged 26–35 years (51.7%) reflects a substantial representation of productive-age millennial nurses who contribute significantly to healthcare service delivery.

This demographic pattern aligns with WHO's global data showing that approximately 33% of nurses worldwide are under 35 years of age (WHO, 2025). This concentration may be attributed to the developmental characteristics of the 25–35 age cohort, representing a growth phase wherein individuals achieve peak levels of motivation, adaptability, and learning capacity, thereby demonstrating considerable potential for enhanced productivity. Consequently, the demographic profile of nurses at RSU Royal Prima Medan not only mirrors global gender trends in nursing but also underscores the critical importance of implementing targeted managerial policies, including mentoring programs, professional development opportunities, and strategic retention initiatives specifically designed for younger nursing professionals to optimize productivity and workforce sustainability.

The QNWL assessment revealed that 44% of nurses were categorized as having moderate QNWL, 34% good QNWL, and 22% poor QNWL, indicating that while most nurses perceived

their work-life quality as relatively adequate, it has not reached optimal levels, with persistent challenges in workload management, task distribution, organizational support, and work-life balance requiring institutional attention. These findings align with international studies: Zhang et al. (2021) in China reported 56.4% moderate, 28.7% high, and 14.9% low QNWL, while Alharbi et al. (2023) in Saudi Arabia found 48.2% moderate, 32.5% high, and 19.3% low, demonstrating a global trend wherein the majority of nurses fall within the moderate category. When examined by individual dimensions, the vast majority of nurses achieved good ratings across all components: Work Life–Home Life (96.6%), Work Design (94.6%), Work Context (95.5%), and Work World (99.4%). The favorable Work Life–Home Life balance is theoretically grounded in the Job Demands–Resources (JD-R) Model, which posits that work-life balance functions as a critical resource for mitigating workload impact and enhancing engagement and well-being (Schaufeli & Taris, 2014). The model distinguishes between job demands (high patient loads, extended hours, emotional pressures) and job resources (collegial support, equitable shifts, professional development). According to Bakker and Demerouti (2017), when elevated demands are not counterbalanced by adequate resources, stress and burnout risks increase substantially, whereas sufficient resources enhance motivation, engagement, and satisfaction. The favorable balance at RSU Royal Prima Medan suggests nurses possess adequate resources to manage occupational demands, supporting the JD-R motivational process and potentially mitigating burnout while enhancing patient care quality. This finding aligns with Yoosefi Lebni et al. (2021) at Imam Reza Hospital, Iran, where 57.5% demonstrated good work-life quality (mean WRQoL =  $3.11 \pm 0.47$ ).

The Work Design dimension (94.6% good) showed slightly lower ratings, indicating that workload, task distribution, and professional autonomy require further attention. This parallels Alharbi et al. (2023), where work design recorded the lowest mean score ( $3.62 \pm 0.78$ ), underscoring it as a critical vulnerability requiring managerial strategies including workload redistribution, enhanced team support, and strengthened professional autonomy. Although 94.6% reported good work design, continued attention to equitable task distribution and clinical autonomy remains essential, as these factors contribute substantively to nurse well-being and service quality. The Work Context dimension (95.5% good) affirmed positive assessments of work environment, managerial support, collegial relationships, and facility availability, consistent with Fioren et al. (2024) at a private Indonesian hospital (97.9% good). This may be attributed to robust supervision, mentoring, and coordination systems in major Indonesian institutions, fostered by a conducive collaborative climate and Indonesia's collectivist culture emphasizing solidarity (gotong royong), which manifests through high peer support, harmonious relationships, and workload solidarity (Fioren et al., 2024). The Work World dimension achieved the highest rating (99.4% good), demonstrating positive perceptions of professional recognition, social status, and public perception, aligning with Alharbi et al. (2023) in Saudi Arabia (mean =  $4.29 \pm 0.83$ , 71.6% moderate-to-good). When nurses perceive their profession as valued with job security and promising prospects, motivation and loyalty increase, impacting patient care quality and reflecting organizational success in building positive professional image and career assurance (Alharbi et al., 2023). The productivity assessment revealed that 79% of nurses at RSU Royal Prima Medan demonstrated high work productivity, while 21% exhibited low productivity, reflecting relatively optimal performance across goal achievement, service delivery, creativity, and feedback reception. These findings align with Sasmita (2019), who reported that 64.9% of

nurses demonstrated good productivity. The majority of respondents strongly endorsed key productivity indicators, including facilitating patient independence (74.1% agreed/strongly agreed), delivering optimal nursing services (81.9% agreed/strongly agreed), and consistently applying care standards (82.2% agreed/strongly agreed). Work productivity is influenced by multiple factors including motivation, competency, experience, and organizational support, with nurses possessing elevated motivation and adequate competencies tending to complete tasks effectively and demonstrate greater responsiveness to patient needs (Robbins & Judge, 2019).

Regarding creativity, respondents demonstrated high work contributions (82.2% agreed/strongly agreed) and commitment to continuous improvement (81.4% agreed/strongly agreed). However, a notable finding emerged in problem-solving approaches: 56.4% of nurses disagreed or strongly disagreed with solving problems independently without assistance, indicating strong preference for collaborative teamwork, supported by 81.5% who actively sought supervisory assistance when confronting challenges. In service quality dimensions, nurses reported strong capabilities in comprehensive patient assessments (80.7% agreed/strongly agreed), consistent patient education (79.9% agreed/strongly agreed), routine intervention evaluation (79.5% agreed/strongly agreed), and complete care documentation (80.7% agreed/strongly agreed). Additionally, 81.5% demonstrated openness to feedback, 80.7% believed their work enhanced ward standards, 76.8% perceived favorable individual productivity, 79.9% reported high creativity in generating ideas, and 82.2% achieved work targets effectively.

The findings demonstrated a significant relationship between Quality of Nursing Work Life (QNWL) and nurse productivity at RSU Royal Prima Medan. Among nurses with good QNWL, 100% exhibited high work productivity. In the moderate QNWL category, the vast majority (92.2%) demonstrated high productivity, although a small proportion (7.8%) fell into the low productivity category. Conversely, among nurses with low QNWL, the majority (85.5%) exhibited low productivity, with only a minority (14.5%) maintaining high productivity. These results indicate that optimal work-life quality substantially supports nursing performance.

Statistical analysis revealed significant associations between all QNWL components (Work Life, Work Design, Work Context, and Work World) and nurse productivity at RSU Royal Prima Medan ( $p = 0.000$ ). Nurses with good QNWL across each dimension consistently demonstrated high work productivity, whereas those with poor QNWL predominantly exhibited low productivity. These findings align with previous research by Herlina, Andi Farizan Nawawi, and Usman (2020) at RSUD Andi Makkasau Parepare, demonstrating significant relationships between employee engagement, workplace safety, and nurse productivity ( $p = 0.000$ ), and Gulo et al. (2022), who identified similar significant associations at RSU Bethesda Gunungsitoli ( $p = 0.002$ ). The relationship between QNWL and productivity can be theoretically explained through multiple frameworks: Work-Life Balance Theory posits that equilibrium between professional and personal life enhances job satisfaction, reduces burnout, and improves performance (Allen et al., 2014); Job Characteristics Theory asserts that task variety, autonomy, and job feedback enhance motivation and performance (Hackman & Oldham, 1980); and Social Exchange Theory maintains that employees receiving social and professional support reciprocate with higher performance (Cropanzano & Mitchell, 2005). Additionally, positive perceptions of the nursing profession and public recognition

elevate professional pride, loyalty, and internal motivation, with recognition, prestige, and achievement playing crucial roles in enhancing productivity.

## CONCLUSION

The study population at RSU Royal Prima Medan comprised predominantly female nurses (81.1%, n=210) and male nurses (18.9%, n=49), with the majority of participants falling within the 26–35 age range (51.7%).

The findings revealed that nurses at RSU Royal Prima Medan demonstrated favorable Quality of Nursing Work Life (QNWL) across all four dimensions. Overall QNWL categorization indicated that 44% of nurses were classified as having moderate QNWL, followed by 34% with good QNWL, and 22% with low QNWL. When examined by individual dimensions, the vast majority of nurses achieved good ratings across all components: Work Life–Home Life (96.6%), Work Design (94.6%), Work Context (95.5%), and Work World (99.4%).

The productivity assessment demonstrated favorable outcomes across multiple indicators, including goal achievement, creativity, adherence to organizational regulations, effective time utilization, and service quality with feedback reception. Categorically, 79% of nurses exhibited high work productivity, while 21% were classified as having low productivity, suggesting that the majority of nursing staff effectively fulfilled their professional responsibilities.

Cross-tabulation analysis revealed a distinct relationship between QNWL categories and productivity levels. Nurses with good QNWL unanimously demonstrated high productivity (100%), while those with moderate QNWL predominantly showed high productivity (92.2%). Conversely, nurses with low QNWL were primarily characterized by low productivity (85.5%). Statistical analysis confirmed significant associations between all four QNWL dimensions Work Life–Home Life, Work Design, Work Context, and Work World and nurse productivity ( $p = 0.000$ ).

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