

Analysis the Effect of Person-Organization Fit on Nurses' Performance at Thalia Irham Hospital, Gowa District

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ABSTRACT

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Nurse performance is an important factor in supporting the quality of health services in hospitals. One of the aspects that can affect nurse performance is the compatibility between individuals and organizations or Person-Organization Fit. This study aims to analyze the influence of Person-Organization Fit on the performance of nurses at Thalia Irham Hospital, Gowa Regency. This type of research is quantitative with an ex-post facto approach. The population in this study is all nurses working at Thalia Irham Hospital, with a sample of 68 people determined through total sampling techniques. Data collection was carried out using questionnaires that have been tested for validity and reliability. The variables studied included Person-Organization Fit as an independent variable and nurse performance as a dependent variable. The data analysis technique uses a simple linear regression test to determine the influence between the two variables. The results of the analysis showed that Person-Organization Fit had a positive and significant effect on nurse performance. This is proven by a calculated t value of 4.243 which is greater than the t of the table of 1.668 and a significant value of 0.000 which is smaller than 0.05. Thus, it can be concluded that the higher the level of compatibility between individuals and organizations (Person-Organization Fit), the better the performance of nurses at Thalia Irham Hospital, Gowa Regency.

ABSTRAK

Kinerja perawat merupakan faktor penting dalam menunjang mutu pelayanan kesehatan di rumah sakit. Salah satu aspek yang dapat mempengaruhi kinerja perawat adalah kesesuaian antara individu dengan organisasi atau Person-Organization Fit. Penelitian ini bertujuan untuk menganalisis pengaruh Person-Organization Fit terhadap kinerja perawat di RS Thalia Irham Kabupaten Gowa. Jenis penelitian ini adalah kuantitatif dengan pendekatan ex-post facto. Populasi dalam penelitian ini adalah seluruh perawat yang bekerja di RS Thalia Irham, dengan sampel sebanyak 68 orang yang ditentukan melalui teknik total sampling. Pengumpulan data dilakukan dengan menggunakan kuesioner yang telah diuji validitas dan reliabilitasnya. Variabel yang diteliti meliputi Person-Organization Fit sebagai variabel bebas dan kinerja perawat sebagai variabel terikat. Teknik analisis data menggunakan uji regresi linier sederhana untuk mengetahui pengaruh antara kedua variabel. Hasil analisis menunjukkan bahwa Person-Organization Fit berpengaruh positif dan signifikan terhadap kinerja perawat. Hal ini dibuktikan dengan nilai t hitung sebesar 4,243 yang lebih besar daripada nilai t tabel sebesar 1,668 dan nilai signifikansi sebesar 0,000 yang lebih kecil dari 0,05. Dengan demikian, dapat disimpulkan bahwa semakin tinggi tingkat kesesuaian antara individu dan organisasi (Person-Organization Fit), semakin baik kinerja perawat di Rumah Sakit Thalia Irham, Kabupaten Gowa.



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A. INTRODUCTION

Nurse performance has a crucial role in achieving hospital goals, because they are at the forefront in providing services to patients. (Manik & Dwiana, 2023). Nursing services greatly determine the quality of health services. (Kusumawati, 2025). Good service will make patients feel satisfied with the performance shown by nurses. Nurse performance is a form of application of knowledge and skills obtained during nursing education, which is used in providing health services and has the responsibility to improve health levels and care for patients according to their duties, roles, and competencies. In addition, nurse performance can also be interpreted as a form of implementation of duties, authority, and responsibilities by nurses in an effort to achieve the main goals of their profession and realize the goals and objectives of the organization where they work (Ananta & Dirdjo, 2021). Thus, the performance of nurses not only reflects the quality of individuals in carrying out their professional duties, but also becomes an important indicator in the success of hospital services as a whole. Therefore, it is expected that nurses are able to improve their performance in providing quality and professional nursing services.

The performance of human resources, especially nurses, is one of the important factors in determining the quality of services in the health sector. This condition can be realized if human resources have adequate quality and quantity. (Issalillah, 2022). Quality nursing services have an important role in determining the overall quality of services in the hospital. (Chandra Kartika et al., 2021). These health services are efforts carried out individually or together in an organization to maintain and improve health, prevent and treat diseases, and restore the health of individuals, families, groups, and communities. Therefore, the performance of nurses must be the main focus of hospital management, considering that nurses are the largest workforce and play a role as the front line in providing nursing services, as well as being the party that interacts directly with patients and their families.

Hospitals as public service institutions are required to not only provide adequate facilities, but also professional, competent medical personnel with optimal performance. Hospitals play a major role in efforts to prevent disease, treat and restore patient health. (Sophiana Enjellin Anathasia & Dety Mulyanti, 2023). The hospital also functions as a center for education and training for medical and paramedical personnel, as well as a location for research and development of health science and technology, with the aim of reducing health risks and disorders. Thus, hospitals are expected to continue to strive to improve services to customers or patients who come, in order to realize good and satisfactory service quality. A hospital must be able to provide quality services in accordance with established standards and can be accessed by the public.

Thalia Irham General Hospital (RSU) in Gowa Regency, in the context of this study, is one of the hospitals that is developing and facing challenges in efforts to improve the quality of service, especially through improving the performance of its nursing staff. RSU Thalia Irham is a private hospital managed by PT. Thalia Irham Harapan Ibu and has been fully operational since December 4, 2007. This hospital serves the community widely without distinguishing backgrounds, by providing a variety of health services. Like hospitals in general, RSU Thalia Irham operates 24 hours a day and 7 days a week. This hospital is included in the category of

organizations engaged in the service sector. Services in this sector act as social service institutions which are an extension of the government to meet the health needs of the community.

Based on the results of the researcher's initial search or survey, several data related to patient visits were found. The following is an explanation outlined in table form:

Table A. 1 Results of the Quarterly Patient Visit Survey in 2025 at Thalia Irham Hospital

No	Month	Number of Patient Visits
1	January	519
2	February	501
3	March	494

Based on the table above, the results of the initial survey conducted by the researcher, show that the number of patient visits from the quarterly report at Thalia Irham Hospital has decreased from January, February to March. The decrease in the number of patient visits is one component that can be caused by the performance of a person in this case a nurse. And the increase in the number of visits from the last 3 years of data that is not comparable to the number of nurses is one component that can affect the performance of nurses, because the workload is too high. Therefore, the community always hopes that the services of the Thalia Irham Hospital must be managed properly and be able to provide good and satisfactory services for each user. Quality is defined as the level of fulfillment of the requirements that have been set.

One approach that is increasingly getting attention from the phenomenon at Thalia Irham Hospital is related to human resource management, namely Person-Organization Fit (PO Fit), which is the suitability between the values, goals, and culture of individuals with the organization where they work. Based on the concept of Person-Organization Fit (PO Fit), value alignment is used as the main indicator because values are considered a fundamental element in maintaining the identity of both individuals and organizations. When there is a match between nurses and the values of the hospital organization, they tend to have high loyalty, strong work motivation, and great commitment in carrying out their duties. Employees who feel that their personal values and goals are aligned with the organization tend to have a higher level of commitment and show more optimal performance. The greater a person's perception that their work is in accordance with their wishes, the higher the level of satisfaction they feel. This will indirectly have a positive impact on improving nurse performance, both in terms of responsibility, accuracy of medical actions, and patient care. Conversely, a mismatch between individuals and organizations can cause value conflicts, job dissatisfaction, and decreased productivity and performance. The mismatch between nurses' views and the goals of the hospital organization often leads to a lack of harmony in work, which ultimately results in decreased performance. (Nugroho & Raharja, 2018). Therefore, it is important to understand the extent to which Person-Organization Fit affects the performance of nurses at RSU Thalia Irham, in order to ensure the creation of a harmonious and productive work environment.

Based on this background, this study aims to analyze the influence of Person-Organization Fit on the performance of nurses at Thalia Irham Hospital, Gowa Regency, so that it can

provide strategic input for hospital management in managing and developing human resources more effectively.

B. METHODS

This type of research is quantitative with an ex-post facto research design. The population in this study were all nurses at Thalia Irham Hospital, Gowa Regency. The sample in this study amounted to 68 nurses, with a sampling technique of total sampling. The data collection technique was by using a questionnaire. The person organization fit variable and the nurse performance variable used a questionnaire that had been tested for validity and reliability. Analysis of the research data used a simple linear regression test to analyze the effect of person organization fit on nurse performance.

C. RESULT AND DISCUSSION

1. Results

a. Respondent characteristics

Respondent characteristic data is information collected to describe the profile of the subjects studied. In conducting this study, researchers distributed questionnaires to nurses working at Thalia Irham Hospital, Gowa Regency. Respondent characteristics in this study were classified based on age, gender, length of service, and last level of education. The table regarding respondent data is as follows:

1. Respondent characteristics based on age

Presentation of respondent data based on age can be seen in table C.1 below:

Table C.1 Respondent Age

No	Age	Number of Respondents	Percentage %
1	20- 25 Years	18	26.47%
2	26 – 30 Years	32	47.05%
3	> 30 Years	18	26.47%
	Total	68	100%

Source: Processed Primary Data, 2025

Based on the table above, it can be seen that the majority of respondents are between 26 and 30 years old, which is 32 people or around 47.05%. This indicates that most nurses at Thalia Irham Hospital, Gowa Regency are at a young, productive age, where as age increases, the level of maturity and strength of individuals in thinking and working tends to be more mature

One of the factors that influences optimal nurse performance is age, because as individuals get older, they tend to have better emotional maturity and decision-making abilities (Illustration, 2021). Age is one of the factors that affect performance. As age increases, nurses' abilities tend to decline, and there is a possibility of feeling bored with work. Based on this information, researchers assume that age plays an important role in determining nurse performance, because increasing age is correlated with increasing maturity in thinking and accumulation of work experience.

2. Respondent characteristics based on gender

Presentation of respondent data based on gender can be seen in table C.2 below:

Table C.2 Respondent Gender

No	Gender	Number of Respondents	Percentage %
1	Man	15	22.05%
2	Woman	53	77.49%
Amount		68	100%

Source: Processed Primary Data, 2025

Based on the table above, it can be seen that the majority of respondents based on gender are female, namely 53 people or 77.49%, while the rest, as many as 15 people or 22.05%, are male. These data indicate that Thalia Irham Hospital, Gowa Regency employs more female nurses, possibly because they are considered more careful, patient, and diligent in providing care and services to patients. Research by (Heldawati et al., 2022) also found that there was no significant relationship between gender and nurse performance ($p = 0.917$), although most of the respondents who work as nurses are female. This means that gender is not a factor that affects nurse performance. This is due to the basic nature of nursing work which is a trained skill, which can be mastered by anyone regardless of gender. Thus, there is no difference in the implementation of work between male and female employees.

3. Respondent characteristics based on length of service

Presentation of respondent data based on length of service can be seen in table C.3 below:

Table C.3 Respondent's Length of Service

No	Length of working	Number of Respondents	Percentage %
1	<1 Year	10	14.70%
2	15 years	30	44.11%
3	6 – 10 Years	20	29.41%
4	>10 Years	8	11.76%
Total		68	100%

Source: Processed Primary Data, 2025

This is in line with what was expressed (Meher & Rochadi, 2021) that performance is influenced by two main factors, namely individual characteristics such as age and length of service and motivation which includes the drive to achieve, build relationships and have power. Thus, the longer a person's tenure, the more their productivity or performance increases. In addition, the longer a person works in an organization, the more likely they are to receive more challenging tasks, gain a higher level of autonomy, have greater work freedom, receive greater extrinsic rewards, and have the opportunity to occupy a higher position.

Based on the table above, it can be seen that the majority of respondents have a working period of between 1 to 5 years, which is 30 people or 44.11%. This finding indicates that the longer someone works in an agency, the higher the sense of belonging to the agency, which ultimately has a positive impact on improving the performance of nurses in realizing the vision and mission of the organization. As the results of the study presented by (Heni Umbu Kulli Walangara, Widuri, 2022) said Length of service is seen as having an effect on the capacity and level of performance of nurses in the treatment room. In general, the longer the

work experience, the more skilled nurses tend to be and have higher abilities and capacities compared to nurses with shorter service periods.

4. Respondent characteristics based on last education

Presentation of respondent data based on last education can be seen in table C.4 below:

Table C.4 Respondent's Last Education

No	Last Education	Number of Respondents	Percentage %
1	D3	25	36.76%
2	S1	35	51.47%
3	S2	8	11.76%
Total		68	100%

Source: Processed Primary Data, 2025

Based on the table above, it can be seen that the majority of respondents have a final educational background of S1, which is 35 people or 51.47%. This finding indicates that most nurses working at Thalia Irham Hospital, Gowa Regency have a fairly high level of education. This shows that the level of education is closely related to the breadth of nurses' insight and knowledge, which ultimately influences their mindset and actions in treating patients effectively. Thus, the higher the level of education of the respondents, the greater their ability and chances of success in carrying out nursing tasks. Furthermore, in addition to gender, age, and length of service, nurse performance is also influenced by individual characteristics such as the level of education and training they have attended.

b. Research Data Description

The research results obtained from 68 respondents through filling out a questionnaire were used to determine their responses to each variable, which were analyzed based on the range of answer scores to be included.

1. Description of Person-Organization Fit Variables

Respondents' responses regarding person-Organization Fit can be seen in table C. 5 below:

Table C.5 Respondents' Responses

No	Statement	Score					Amount
		1	2	3	4	5	
1	X1	-	1	3	37	27	68
2	X2	3	5	30	21	9	68
3	X3	-	3	28	29	8	68
4	X3	1	16	20	21	10	68
5	X5	-	1	5	37	25	68
6	X6	-	1	33	23	11	68
7	X7	2	9	13	24	20	68
8	X8	-	1	5	40	22	68

Source: Processed Primary Data, 2025

Table C.5 shows that from 8 statement items compiled by the researcher, most respondents chose the answer strongly agree to the statement in the person-organization fit variable. This indicates that the respondents gave a positive response to the statements related to the variable.

2. Description of Nurse Performance Variables

Respondents' responses regarding nurse performance can be seen in table C.6 below:

Table C.6 Respondents' Responses

No	Statement	Score					Amount
		1	2	3	4	5	
1	X1	-	-	8	39	21	68
2	X2	-	3	9	46	10	68
3	X3	-	5	28	26	9	68
4	X3	-	2	6	44	17	68
5	X5	1	1	22	33	11	68
6	X6	2	2	20	31	13	68
7	X7	-	2	12	40	14	68
8	X8	-	4	11	34	19	68

Source: Processed Primary Data, 2025

Table C.6 shows that from the 8 statements given, most respondents chose the answer agree. This indicates that many respondents gave positive responses to statements regarding nurse performance.

c. Data Analysis Techniques

1. Validity Test

The questionnaire is considered valid if it is able to measure each item in the instrument contained therein. Validity is tested by comparing the r-count value to the r-table. The r-table value is obtained based on the degree of freedom ($df = n - 2$), where n is the number of samples. By using a significance level of 0.05 or 5% in the validity test, the instrument is declared valid if the r-count value is greater than the r-table. The results of the validity test can be seen in the following table. C. 7 below:

Table C.7 Validity Test Results

Variables	Item	r-count	r-table	Information
<i>Person-Organization Fit(X)</i>	X1	0.488	0.238	Valid
	X2	0.675	0.238	Valid
	X3	0.575	0.238	Valid
	X4	0.751	0.238	Valid
	X5	0.469	0.238	Valid
	X6	0.679	0.238	Valid
	X7	0.716	0.238	Valid
	X8	0.324	0.238	Valid

Nurse Performance (Y)	Y1	0.344	0.238	Valid
	Y2	0.513	0.238	Valid
	Y3	0.624	0.238	Valid
	Y4	0.366	0.238	Valid
	Y5	0.593	0.238	Valid
	Y6	0.652	0.238	Valid
	Y7	0.513	0.238	Valid
	Y8	0.588	0.238	Valid

Source: Processed Primary Data, 2025

Based on the results of the validity test shown in the table above, all statement items have a positive correlation coefficient value with $r\text{-count} > r\text{-table}$. This indicates that the data obtained is valid so that further data testing can be carried out.

2. Reliability Test

Reliability testing is used to assess the reliability of a questionnaire that functions as an indicator of a particular variable or construct. A questionnaire is considered reliable if the respondent's answers to each statement show consistency or stability in each item of the existing instrument. By using the Cronbach's Alpha value as a standard, a variable is categorized as reliable if the Cronbach's Alpha value is more than 0.60, and is considered unreliable if the value is less than 0.60. Table C.8 below shows the results of the reliability test.

Table C.8 Reliability Test Results

Variables	<i>Cronbach's Alpha</i>	<i>N of Items</i>	Information
<i>Person-Organization Fit(X)</i>	0.743	8	Reliable
Performance (Y)	0.639	8	Reliable

Source: Processed Primary Data, 2025

The test results in table C.8 above show that the Cronbach's Alpha value for the person-organization fit variable (X) is 0.743, which is greater than 0.60. While the performance variable (Y) obtained a value of $0.639 > 0.60$. Thus, all statement items in this study are declared reliable or consistent.

3. Classical Assumption Test

a. Normality Test

The normality test is a procedure used to determine whether the residual value follows a normal distribution or not, and to see whether the residual data is normally distributed or otherwise. In this study, the normality test was carried out using the Kolmogorov-Smirnov method. The requirement for the Kolmogorov-Smirnov test results to be considered significant is if the significance value is greater than 0.05, which indicates that the data distribution is normal and the regression model meets the normality assumption.

Table C.9 Normality Test Results

Variables	K-Smirnov	Information
X - Y	0.191	Normal

Source: Processed Primary Data, 2025

Basis for Decision Making in the K-Smirnov Normality Test

- 1) If the significance value (Sig) > 0.05 then the research data is normally distributed.
- 2) On the other hand, if the significance value (Sig) is <0.05 then the research data is not normally distributed.

From the table above, it can be seen that the significance value of the data processing results is $0.191 > 0.05$. Therefore, based on the decision-making criteria in the Kolmogorov-Smirnov normality test, it can be concluded that the data obtained follows a normal distribution. Thus, the assumption or requirement of the normality test in the regression model has been met.

b. Linearity Test

The second test prerequisite is the linearity test, which aims to determine whether the relationship between the independent variable and the dependent variable is partial and linear. This test is conducted to ensure whether the data follows a linear line pattern or not. In this case, the linearity test is used to evaluate whether the relationship between person-organization fit (X) and the performance of nurses (Y) is linear. The criteria for linearity testing based on analysis using SPSS version 30 for Windows are if the significance value in the deviation from linearity > α , then the relationship is considered linear; conversely, if the value is < α , then the relationship is not linear. The following are the results of the linearity test between person-organization fit and nurse performance presented in the following table:

Table C.10 Linearity Test Results

Variables	F	Sig	Information
X1 - Y	16,886	0.757 ^b	Linear

Source: Processed Primary Data, 2025

Based on table C.10 the results of the analysis using SPSS version 30 for Windows, the results of the linearity test on the regression equation from the deviation from linearity row are obtained, namely Fhit (Tc) = 16.886 with a significance value of 0.757 at a significance level of 0.05. Because the significance value is greater than α ($0.757 > 0.05$), it can be concluded that there is a linear relationship between person-organization fit and nurse performance at Thalia Irham Hospital, Gowa Regency.

4. Regression Equation

a. Correlation Analysis (R)

Correlation analysis is carried out to determine the direction of the relationship between two or more variables, whether the relationship is symmetrical, causal, or reciprocal.

Table C.11
Correlation Analysis (R)

Variables	R	R Square	Information
X1-Y	0.463 ^a	0.214	There is an

Influence of 21.4%
a. Predictors (Constant), Peson-Organization Fit
b. Dependent Variable: Nurse Performance
Source: Processed Primary Data, 2025

From the table above, the correlation coefficient value is recorded at 0.463. This figure indicates a positive relationship with a moderate level of strength between the person-organization fit variable and nurse performance.

b. Coefficient of Determination (R²)

The coefficient of determination (R²) test is used to assess how well a model can explain the variation of its independent variables. The coefficient of determination value indicates the level of ability of the independent variables to explain changes in the dependent variable. The range of R² values is between 0 and 1, where the greater the R² value and closer to 1, the better the regression model is considered. Conversely, if the R² value is close to 0, this indicates that the independent variables as a whole are less able to explain the dependent variable.

Based on the data in table C.11, the R Square value is 0.214 or 21.4%. This means that the person-organization fit variable contributes 21.4% to the nurse performance variable, while the remaining 78.6% is influenced by other factors not included in the regression model.

c. T-test

The T-test is a method used to assess how much influence a single independent variable has on a dependent variable, both in terms of influencing and explaining it.

Table C.12
Partial Hypothesis Test Results (T) X to Y

Variables	Unstandardized Coefficients	T	Sig
Constant	20,033	4,243	0,000
<i>Person-Organization Fit</i>	0.370		

a. Dependent Variable: Nurse Performance

Based on the data in the table above, the value of the person-organization fit variable (X) shows a Tcount of 4.243, which is higher than the Ttable value of 1.668, with a significance value of 0.000 which is less than 0.05. This means that in partial hypothesis testing, the t value supports the acceptance of H1, so it can be concluded that person-organization fit has a positive and significant influence on the performance of nurses at Thalia Irham Hospital, Gowa Regency.

2. Discussion

Based on the results of the research that has been conducted, the discussion will focus on the results in order to provide a clear picture of the influence between the variables contained in this study. From the results of the SPSS test in the coefficient table, the value of the person organization fit variable (X) was obtained as 4.243 > 1.668, and a significance value of 0.000

<0.05 . Thus, based on partial hypothesis testing using the t-test, the hypothesis is accepted, which indicates that person organization fit has a positive and significant influence on the performance of nurses at RSU Thalia Irham, Gowa Regency.

The results of the analysis show that there is a strong positive relationship between person-organization fit and nurse performance. The higher the fit between the individual (nurse) and the organization where he/she works, the higher the performance displayed. This description is explained through the four indicators of person-organization fit and their direct relationship to performance indicators.

In line with the theory, this hypothesis explains how person-organization fit affects nurse performance. One of them is the suitability of individual (nurse) values with the organization, the existence of this suitability will have a good impact on nurse performance. Nurses who have the same values as the organization such as having honesty, caring for patients, and professionalism will certainly work better. quality and show work attitude good. Aligned values form integrity, discipline, and high commitment in serving patients.

Thus, the results of this study prove that *Person-Organization Fit* not only has an impact on the psychological comfort of individuals, but also has direct implications for operational performance of nurses in the field. Nurses who feel a good fit with their organization will: Work more effective and efficient (quantity of work) Providing services that high quality (quality of work) Becoming a person who reliable (reliability) Show positive work attitudes such as responsibility, discipline, and high work ethics.

D. CONCLUSION AND SUGGESTIONS

Based on the study entitled "Analysis of the Influence of Person-Organization Fit on Nurse Performance at Tahlia Irham Hospital, Gowa Regency," it can be concluded that nurse performance is influenced by the Person-Organization Fit factor. The test results using SPSS show in the table the coefficient value of the Person-Organization Fit variable (X) of $4.243 > 1.668$ with a significance value of $0.000 < 0.05$. Therefore, based on the partial hypothesis test (t-test), the hypothesis is accepted, which means that Person-Organization Fit has a positive and significant influence on nurse performance at Tahlia Irham Hospital, Gowa Regency. The suggestions given from the results of this study are expected to be a consideration in decision making related to Person-Organization Fit and nurse performance. In addition, it is hoped that the results of this study can contribute to the development of subsequent studies and be a reference for further researchers to expand the scope of research on nurse performance, including by adding other variables related to performance.

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