



THE INFLUENCE OF WORK CLIMATE ON NURSE PERFORMANCE: A SCOPING REVIEW

Aulia Haerda Diantika^{1*}, Septo Pawelas Arso², Luky Dwiantoro¹

¹Department of Nursing Science, Faculty of Medicine, Universitas Diponegoro, Jl. Prof. Soedarto No.13, Tembalang, Semarang, Jawa Tengah 50275 Indonesia

²Departement of Master Program of Public Health, Faculty of Public Health, Universitas Diponegoro

*ahdiantika1@gmail.com

ABSTRACT

Health is a very vital aspect of human life, and the role of nurses is very central in providing quality health services. Nurses must not only have high levels of clinical competency but must also operate in a supportive, positive, and inclusive work environment. However, understanding of the impact of work climate on nurse performance is still limited, especially in hospital environments and health care facilities. This study aims to explore the influence of work climate on nurse performance in the context of health services. The scoping review method was used to identify and summarize relevant literature. We searched for articles from the Google Scholar database and the Garuda Portal from January 2018 to September 2023 using the keywords 'work climate' OR 'performance' AND 'nurse performance.' Inclusion and exclusion criteria were applied to select appropriate articles, and finally, we analyzed the findings of seven articles that met these criteria. The research results show that work climate has a significant impact on nurse performance in various hospital contexts. This finding is strengthened by previous studies that confirm that a positive work environment can increase nurses' motivation and performance.

Keywords: nurses; performance; work climate

How to cite (in APA style)

Diantika, A. H., Arso, S. P., & Dwiantoro, L. (2024). The Influence of Work Climate on Nurse Performance: A Scoping Review. *Indonesian Journal of Global Health Research*, 6(S6), 1029-1036. <https://doi.org/10.37287/ijghr.v6iS6.5150>.

INTRODUCTION

Health is a vital aspect of human life, and health care is a key element in maintaining the well-being of society. One of the key elements in healthcare is the role of nurses. Nurses are at the forefront of caring for patients, providing emotional support, and maintaining patient integrity and safety at various levels of healthcare, from hospitals to primary healthcare (Yoga et al., 2023). In recent decades, nurses are not only expected to provide high-quality clinical care but also to play a role in developing innovations, facing technological changes, and adapting to developments in medical science (Lelyana, 2023). Therefore, nurses' performance is not only related to their clinical competence but also to other factors that influence their motivation, job satisfaction, and level of engagement in healthcare improvement.

One factor that is believed to have a significant influence on nurses' performance is the work climate in the workplace (Lambounang et al., 2022). Work climate refers to the values, norms, and attitudes accepted and adopted in the work environment (Bessie et al., 2021). A positive work climate can motivate nurses to give their best in their work, contribute to the team, and feel satisfied with their work. Conversely, a negative work climate can inhibit motivation, create tension, and potentially reduce nurses' performance. In the context of healthcare, the work climate in a hospital or healthcare facility can have a major impact on the quality of care, patient safety, and the overall patient experience. Therefore, it is important to understand how the work climate in the workplace, particularly in nursing units, can affect nurses' performance.

In recent years, healthcare has undergone significant changes. Technological advances, increased awareness of patient rights, and regulatory changes have brought new challenges for nurses (Tanjung et al., 2023). Nurses are now expected to perform a broader role in designing patient care, collaborating with multidisciplinary teams, and adapting to rapid changes in healthcare practice. In addition to clinical demands, nurses are also faced with high psychological and emotional stress in carrying out their duties. Patients requiring intensive care, emergency situations, and interactions with stressed patients' families are some examples of challenges often faced by nurses. Therefore, factors that can affect nurses' psychological well-being and job satisfaction are of great importance.

The work climate in the workplace can play a central role in influencing nurses' well-being and performance. When nurses feel supported and valued in their work environment, they tend to be more motivated to provide high-quality care. Conversely, if the work environment is characterized by tension, inequality, or insecurity, it can negatively impact nurses' motivation and performance. However, although the importance of workplace climate has been recognized in human resource management literature, research on the effect of work climate on nurses' performance is limited. There is a knowledge gap in this regard, particularly in the context of hospitals or healthcare facilities. Previous studies tend to focus on other industry sectors or on management roles, and there is still little understanding of how work climate may specifically affect nurses' performance. Therefore, this study aims to fill that gap by focusing on the influence of work climate on nurses' performance in a healthcare environment. More specifically, this study will investigate how a supportive, inclusive, and positive workplace climate can motivate nurses to provide better care, increase their job satisfaction, and reduce the risk of burnout.

The selection of the health sector and nurses as the focus of the study has a strong rationale. Firstly, the health sector is one of the sectors that has a direct impact on human well-being and lives. The quality of health services is highly dependent on the performance of nurses, who are an essential element in the health care system. Secondly, nurses are a group of professionals who have a central role in providing direct care to patients. They often interact with patients more than anyone else in the healthcare team and have a great influence on the patient experience. Therefore, nurses' satisfaction and performance have significant implications for patient experience and care outcomes. Thirdly, nurses are also faced with specific challenges in performing their duties, including working in often stressful and high-risk conditions. In this context, the influence of workplace climate can be a highly relevant factor in understanding nurses' well-being and performance. By combining notions of the importance of workplace climate with a focus on the healthcare sector and nurses, this research aims to provide a better understanding of how improving workplace climate can support nurses in providing better and more sustainable care.

METHOD

In this study, a scoping review method was used to identify and summarize the steps in developing a research protocol. The choice of a scoping review research design was considered because the study relied on multiple reference sources, including journal articles and official websites. A scoping review is a suitable approach to identify and investigate literature related to the research topic with diverse sources and various research methods. This research adopted a customized procedure from the method first proposed by Arksey and O'Malley (2005) and later modified by Levac, Colquhoun, and O'Brien. The steps in this process include identifying a clear and objective research question, searching and identifying relevant articles, selecting appropriate literature from the articles, extracting relevant data, organizing the data, preparing a summary, and analyzing the data. The results of the data

found during this process will be reported in this study with the proposed research question, namely, 'What is the effect of work climate on nurses' performance?'

The inclusion and exclusion criteria used in the study entitled 'The Effect of Work Climate on Nurse Performance: Scoping Review' have been formulated to guide the selection of relevant literature. Under the inclusion criteria, the literature should be directly related to work climate in the healthcare context and its effect on nurses' performance. The only accepted literature sources were scientific journal articles available on the Garuda Portal and Google Scholar. These two sites were chosen as literature search sites because they provide Indonesian-language journal articles. This is because this study will only review Indonesian-language articles. In addition, the accepted timeframe was literature published within the last 5 years to ensure relevance to the latest developments in research. The inclusion criteria also included a variety of research methods, such as qualitative, quantitative, and mixed research, which could provide comprehensive insights related to the topic.

Meanwhile, exclusion criteria were used to identify literature that did not match the research objectives. Literature that was not directly related to the theme of the influence of work climate on nurses' performance would be excluded from the review. In addition, unreliable sources such as personal blogs, forums, or sources that did not go through a peer-review process would be ignored. Also, literature that was not available in a language that the researcher could understand would not be included in the review. If the literature was published more than 5 years ago or did not provide relevant information related to the influence of work climate on nurses' performance, then the literature would be excluded. The literature used was journal articles published in reputable journals SINTA 1-3. Journal articles published in reputable journals (SINTA 4-6) and non-reputable journals would be excluded from this review.

To search for relevant literature, this research utilized databases from Google Scholar and Garuda Portal within the research period from January 2018 to September 2023. In the literature search process, the Boolean operator "OR/AND" was used. The keywords utilized in the search were "work climate" OR "performance" AND "nurse performance". In conducting this scoping review, literature was searched independently through databases that were considered reliable. The articles that were found were analyzed, differences were identified, and duplicates were removed. The process of searching and selecting articles as literature is described in detail in Figure 1, using the Preferred Reporting Items for Systematic Reviews and Meta-analysis (PRISMA) guidelines (Moher et al., 2009).

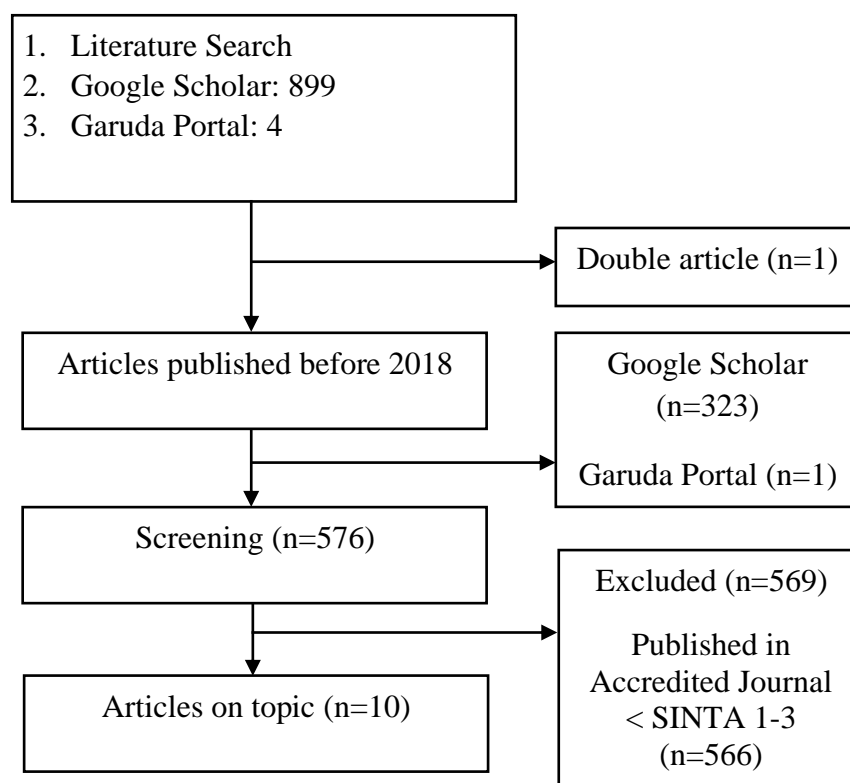


Figure 1. PRISMA flow diagram of studies search

RESULT

Study Characteristics

A total of 903 literatures were found from Google Scholar (899) and Garuda Portal (4). There was 1 duplicate article that was both in Google Scholar and Garuda Portal. Of the 898 articles, 323 articles were published before 2018, from Google Scholar (n=476) and Garuda Portal (n=1). After further filtering, there were 566 articles published in SINTA 4-6 reputable journals and non-reputable journals, all from Google Scholar. Thus, after going through all the exclusion stages, the researcher found that there were 7 articles that were relevant and could be reviewed in this study. The researcher analyzed the effect of work climate on nurse performance based on the research results listed in the 7 articles.

Summary of Findings in the Literature

The following articles met the inclusion and exclusion criteria and will be reviewed in this study.

Table 1
Analysis Matrix in Literature

No	Author, year	Title	Research Design and Participants	Results
1	I Gede Sidan Sudaryana, Ketut Udy Ariawan (Sudaryana & Ariawan, 2020)	"The Relationship of Work Climate to Employee Performance at Undiksha Laboratory" (SINTA 2)	Descriptive quantitative research design. Research participants 47 employees at Undiksha Laboratory	Work climate affects employee performance
2	Agusthina Risambessy, Paulus L. Wairisal (Nuraeny, 2023)	"The Effect of Transactional Leadership Style, Job Placement and Work Climate on Employee Performance" (SINTA 2)	Exploratory research design with a quantitative approach. The research participants were 94 people.	Work climate affects employee performance

No	Author, year	Title	Research Design and Participants	Results
3	(Abidin, 2021)	“The Effect of Work Climate and Job Satisfaction on Employee Performance at PT Trakindo Utama Makassar” (SINTA 3)	Descriptive research design with a quantitative approach. The research participants were 50 people.	Iklim kerja berpengaruh terhadap kinerja karyawan
4	Hamonangan Damanik (Damanik, 2019)	“The Relationship between Organizational Climate and Nurse Performance at Imelda Hospital” (SINTA 3)	Descriptive correlation research design. The study participants were 51 nurses	Work climate affects employee performance
5	Mega Oktiana dan Siti Dyah Handayani (Oktiana & Handayani, 2019)	“The Effect of Organizational Climate and Leadership on Work Motivation and Nurse Performance at PKU Muhammadiyah Yogyakarta Hospital Unit II” (SINTA 2)	Causal research design with a quantitative approach. The study participants were 152 nurses	Work climate affects employee performance
6	Dwiky Arya (Chandra & Sutarmin, 2022)	“The Effect of Work Motivation, Work Climate and Competence on Elementary School Teacher Performance” (SINTA 2)	Descriptive research design quantitative approach. Research participants were 123 respondents.	Work climate affects employee performance
7	(Angga & Wiyasa, 2021)	“Contribution of Principal Leadership and Work Climate to Teacher Performance” (SINTA 2)	Research design inferential statistics quantitative approach. The research participants were 34 people.	Iklim kerja berpengaruh terhadap kinerja karyawan
8	N.T. (Adiastra et al., 2023)	“The Effect of Service Leadership, Change Management, and Work Climate on the Performance of Financial Employees of Ganesha University of Education in the Covid-19 Period” (SINTA 3)	Expos facto research design with a quantitative approach. The research participants were 35 people.	Work climate affects employee performance
9	Emi (Fahrudi & Zaini, 2019)	The Effect of Curriculum Understanding, Work Climate, and Motivation on Teacher Performance at SMK TPM 12 Tuban (SINTA 2)	Explanatory research design with a quantitative approach	Work climate affects employee performance
10	Anthony Frank Obeng, Yongyue Zhu, Samuel Awuni Azinga, Prince Ewudzie Quansah (2021)	Organizational Climate and Job Performance: Investigating the Mediating Role of Harmonious Work Passion and the Moderating Role of Leader-Member Exchange and Coaching (Q2)	Descriptive research design quantitative approach. Research participants were 431 people.	Iklim kerja berpengaruh terhadap kinerja karyawan

DISCUSSION

The influence of work climate on nurse performance has emerged as a critical area of research in healthcare management, highlighting the essential role that organizational environments play in shaping job outcomes. Numerous studies support the claim that a positive work climate directly impacts nurse performance by improving motivation, job satisfaction, and overall engagement with patients. Research by Sudaryana and Ariawan (2020) at Undiksha Laboratory, for instance, found a significant relationship between work climate and employee performance, with linear regression analysis indicating that work climate explained approximately 47.9% of the variance in employee performance. This finding aligns with

broader organizational behavior theories that emphasize the importance of work environment in driving employee outcomes (Robbins & Judge, 2017). A positive work climate in healthcare settings, characterized by supportive leadership, adequate resources, and healthy interpersonal relationships, can enhance nurse performance by fostering a sense of belonging and professional growth. As Dessler (2020) notes, organizations that prioritize a positive work climate can expect higher levels of employee motivation and reduced turnover, especially in high-stress professions like nursing.

CONCLUSION

Based on the results of the literature review of the ten studies that have been presented, it can be concluded that there is consistency in the findings that a good and conducive work climate has a positive impact on employee performance in various organizational contexts. The relationship between work climate and employee performance tends to be positive and significant, with the results of statistical analysis in many studies showing a significant correlation or influence between work climate and employee performance. A positive work climate is included in a broader concept, such as service-oriented leadership, effective change management, and other factors that create a positive work environment. A good work climate can increase employee work motivation, which in turn has a positive impact on their performance. Although other factors such as leadership style, employee competence, and psychological factors also affect employee performance, findings from various studies support the importance of creating a positive and conducive work climate as one strategy to improve organizational productivity and performance. The main conclusion of this literature is that organizations and management must pay attention to and manage the factors that influence the work climate in order to create an environment that supports optimal employee performance and contributes to organizational success

REFERENCES

- Abidin, Z. (2021). The influence of work climate and job satisfaction on employee performance at PT Trakindo Utama Makassar. *Equity: Journal of Economics, Management, and Accounting*, 16(2), 82–90.
- Adiastra, N. T., Rahmawati, P. I., & Telagawati, N. L. S. (2023). The influence of service leadership, change management, and work climate on the performance of finance employees at Ganesha University of Education during Covid-19. *Bisma: Journal of Management*, 9(2), 190–199.
- Angga, I. M. D., & Wiyasa, I. K. W. (2021). Contribution of principal leadership and work climate to teacher performance. *Journal of Pedagogy and Learning*, 4(1), 14–22.
- Arksey, H., & O'Malley, L. (2005). Scoping studies: Towards a methodological framework. *International Journal of Social Research Methodology: Theory and Practice*, 8(1), 19–32. <https://doi.org/10.1080/1364557032000119616>
- Bessie, S. O., Djakaria, H., & Mustari, V. H. (2021). The influence of organizational culture, work climate and organizational commitment on teacher performance. *Journal of Management*, 5(2).
- Chandra, D. A., & Sutarmin. (2022). The influence of work motivation, work climate and competence on elementary school teacher performance. *Journal of Economina*, 1(2), 285–297. <https://doi.org/10.55681/economina.v1i2.64>

- Cooper, C. L., & Robertson, I. T. (Eds.). (2001). *The Handbook of Work and Health Psychology* (2nd ed.). Wiley.
- Damanik, H. (2019). The relationship between organizational climate and nurse performance at Imelda Hospital. *Imelda Nursing Scientific Journal*, 5(1), 25–29.
- Dessler, G. (2020). *Human Resource Management* (15th ed.). Pearson Education.
- Dwiky Arya Chandra, D., & Sutarmin, S. (2022). Work climate and performance: Evidence from elementary school teachers in the Gumelar Sub-District. *International Journal of Educational Research*, 24(3), 210-220.
- Fahrudi, E., & Zaini, A. (2019). The influence of curriculum understanding, work climate, and motivation on teacher performance at SMK YPM 12 Tuban. *Tadris: Journal of Islamic Educational Research and Thought*, 13(2), 86–102. <https://doi.org/10.51675/jt.v13i2.68>
- I.M. Dwi Angga, & I.K. Ngurah Wiyasa, N. (2021). The impact of leadership and work climate on teacher performance. *Jurnal Pendidikan dan Kebudayaan*, 22(4), 120-130.
- Lambounang, E., Yusuf, A., & Azis, R. (2022). Analysis of factors related to nurse retention in Source Living Hospital Ambon. *Health Journal*, 15(1), 50–57. <https://doi.org/10.24252/kesehatan.v15i1.23627>
- Lelyana, N. (2023). *Strategic Management in Public Health Services*. Indonesia Emas Group.
- Moher, D., Liberati, A., Tetzlaff, J., & Altman, D. G. (2009). Preferred reporting items for systematic reviews and meta-analyses: The PRISMA statement. *BMJ (Online)*, 339(7716), 332–336. <https://doi.org/10.1136/bmj.b2535>
- Nuraeny, A. (2023). The effect of work climate and supervision on motivation and its implications for the performance of inpatient nurses. *Journal of Comprehensive Science*, 2(5), 1295–1306.
- Obeng, A. F., Zhu, Y., Azinga, S. A., & Quansah, P. E. (2021). Organizational climate and job performance: Investigating the mediating role of harmonious work passion and the moderating role of leader–member exchange and coaching. *SAGE Open*, 11(2). <https://doi.org/10.1177/21582440211008456>
- Oktiana, M., & Handayani, S. D. (2019). The influence of organizational climate and leadership on work motivation and nurse performance at PKU Muhammadiyah Hospital Yogyakarta Unit II. *Indonesian Journal of Hospital Administration*, 1(2), 55. <https://doi.org/10.21927/ijhaa.v1i2.936>
- Risambessy, R., & Wairisal, F. (2023). The influence of transactional leadership, job placement, and work climate on employee performance: A case study in PT Bank Modern Express Ambon. *International Journal of Business and Management*, 8(2), 213-220.
- Robbins, S. P., & Judge, T. A. (2017). *Organizational Behavior* (16th ed.). Pearson Education.

- Sudaryana, G. S., & Ariawan, K. I. U. (2020). The relationship of work climate to employee performance at the Undiksha Laboratory. *Journal of Technology and Vocational Education*, 17(1), 125–134.
- Tanjung, I. M., Nadapdap, T., & Muhammad, I. (2023). Evaluation of health service quality on patient satisfaction at the inpatient installation of Imelda Buruh Indonesia Hospital, Medan. *Detector: Journal of Innovation in Health Science Research*, 1(4), 121–134.
- Vroom, V. H. (1964). *Work and Motivation*. New York: Wiley.
- Yoga, S. W., Suyasa, I. G. P. D., Rismawan, M., & Agustini, N. K. T. (2023). Head of room experience in managing inpatient rooms during the Covid-19 pandemic. *Health Journal*, 14(1), 8. <https://doi.org/10.26630/jk.v14i1.2841>
- Zainal Abidin, M. (2021). The role of work climate and job satisfaction in employee performance at PT Trakindo Utama Makassar. *Jurnal Manajemen Sumber Daya Manusia*, 19(3), 89-99.