

Effects of Workload and Organizational Climate on Nurses' Performance: The Role of Burnout

Arimbi Nurwiyanti Putri^{1*}, Endang Suswati², Tri Cicik Wijayanti³

^{1,2,3}Master of Management Program, Universitas Gajayana Malang

ramaarimbi04@gmail.com^{*}, endangsus@unigamalang.ac.id², tricicik@unigamalang.ac.id³

Abstract

Nurses play a crucial role in maintaining the quality of hospital services, especially in mental health hospitals, where the work demands are high and patient conditions are complex. This study aimed to analyze the effects of workload and organizational climate on nurses' performance, with burnout as a mediating variable. The research was conducted at the West Java Provincial Mental Hospital using a quantitative survey. The population consisted of nurses working in inpatient units, and the sampling technique used was total sampling method. Data were analyzed using Structural Equation Modelling with the Partial Least Squares (SEM-PLS) approach. The results showed that workload and organizational climate significantly affected burnout and nurses' performance. However, burnout did not significantly affect nurses' performance and could not mediate the relationship between workload, organizational climate, and nurses' performance. These findings indicate that improving nurses' performance is more effectively achieved through proportional workload management and a supportive organizational climate than through financial incentives. Therefore, hospital management should focus on balanced workload distribution and strengthening organizational support to maintain optimal nursing performance. This study was limited to a single mental health hospital and used self-reported, cross-sectional data, which may affect generalizability and causal interpretation.

Keywords: Burnout, Nurse Performance, Organizational Climate, SEM-PLS, Workload

1. INTRODUCTION

Burnout is a condition of work-related exhaustion characterized by emotional fatigue, decreased psychological energy, and reduced work engagement resulting from continuous job demands. In healthcare services, burnout among nurses is an important issue because it not only affects nurses' psychological well-being but also reduces their work performance and the quality of patient care. Nurses experiencing burnout tend to show decreased concentration, lower work effectiveness, and reduced responsiveness in providing health care services ([Kartono, Rusdiyanto, & Utari, 2025](#)). In the context of healthcare services, the nursing profession is highly vulnerable to burnout owing to the high workload, intensive interaction with patients, and sustained emotional pressure in providing continuous care. Empirical studies indicate that burnout among nursing personnel remains a critical issue that affects both healthcare workers' well-being and the quality of services delivered ([Dall'Ora & Saville, 2021](#)). The Job Demands–Resources model explains that high job demands that are not balanced with adequate job resources will increase work exhaustion and reduce individual performance ([Bakker & Demerouti, 2017](#); [Demerouti, Bakker, Nachreiner, & Schaufeli, 2001](#)).

In addition to burnout, organizational factors such as organizational climate play a strategic role in influencing employee behaviour and performance in the workplace. A positive organizational climate is reflected in leadership support, effective communication, and a conducive work environment, which in turn enhances motivation, work engagement, and employee performance. Conceptually, organizational climate refers to the shared perceptions of organizational policies, practices, and procedures that influence individuals' attitudes and work behaviours ([Schneider, González-Romá, Ostroff, & West, 2017](#)). From a human resource management perspective, organizations that are able to create a supportive work environment tend to be more effective in improving employee performance and productivity ([Febrianti, Pitono, Arifin, & Yudha, 2024](#)).

In healthcare practice, nurses face complex workloads that include physical, mental, and emotional demands in providing professional care. High and sustained workloads have the potential to increase work pressure and emotional exhaustion, which may ultimately trigger burnout and reduce the quality of nurses' performance. Studies in the healthcare sector indicate that organizational culture and working conditions are closely associated with work outcomes and employee well-being among health professionals, highlighting the importance of organizational factors in hospital human resource management ([Rafi'i, Hanif, & Bin Daud, 2025](#)). Therefore, workload management and the creation of

a conducive organizational climate are essential strategies for maintaining the psychological well-being and performance of nursing staff ([Khasanah & Amillahaq, 2025](#)).

Phenomena in hospital settings indicate that high service demands, the complexity of patient conditions, and sustained work pressure increase the risk of burnout among nurses, which, in turn, affects service performance. From a rational perspective, research examining the effect of workload and organizational climate on nurses' performance, with burnout as a mediating variable, is essential to provide empirical contributions to the development of human resource management in the healthcare sector. Understanding the relationships among these variables is expected to serve as a basis for formulating more effective organizational policies to improve nurses' performance and the quality of health care services. This study aimed to analyze the effect of workload on nurses' burnout and the effect of organizational climate on nurses' burnout. In addition, this study examined the effects of workload and organizational climate on nurses' performance, as well as the effect of burnout on nurses' performance. Furthermore, this study seeks to explain the role of burnout as a mediating variable in the relationship between workload and organizational climate and nurses' performance.

2. LITERATURE REVIEW

2.1 Nurses' Performance

Nurses' performance refers to the level of work achievement demonstrated by nurses in carrying out nursing care duties in accordance with professional standards, operational procedures, and service quality targets established by the organization. Performance reflects the effectiveness, efficiency, and quality of task execution, which are influenced by individual, organizational, and work-environment factors. In the context of healthcare services, nurses' performance is also associated with the ability to provide professional, responsive, and patient safety-oriented nursing care ([Astuti, Lesmana, & Prima, 2018](#)). [Aiken et al. \(2012\)](#) found that the quality of nurses' performance is closely related to patient safety, satisfaction, and the overall quality of hospital services. Therefore, maintaining nurses' performance is essential to ensure the quality of healthcare services and organizational effectiveness in hospitals.

2.2 Workload

Workload refers to the total amount of work activities that must be completed by an individual within a certain period, in accordance with job demands and responsibilities. In the nursing profession, workload includes the number of patients handled, case complexity, time pressure, and administrative and service tasks that must be performed simultaneously ([Muchsinati, Sari, & Aliandrina, 2026](#)). Based on the Job Demands-resources theory, workload is categorized as a job demand that can increase work pressure and exhaustion when it is not balanced with adequate job resources ([Bakker & Demerouti, 2017](#); [Demerouti et al., 2001](#)). Empirical studies indicate that high workload is significantly associated with increased burnout among nurses ([Galanis, Vraka, Fragkou, Bilali, & Kaitelidou, 2021](#)). Similarly, [Maghsoud, Rezaei, Asgarian, and Rassouli \(2022\)](#) found that excessive workload can reduce work performance through increased emotional exhaustion and work stress. These findings indicate that workload is an important factor influencing both burnout and nurses' performance. Therefore, this study proposes that workload significantly affects burnout and nurses' performance.

2.3 Organizational Climate

Organizational climate refers to employees' perceptions of an organization's internal work environment, including work systems, policies, interpersonal relationships, and perceived organizational support ([Schneider et al., 2017](#)). A positive organizational climate can create a conducive work environment, enhance work motivation, and support employees' psychological well-being. Previous studies have shown that a positive organizational climate is associated with higher employee performance and job satisfaction ([Song, Shi, Zheng, Lu, & Chen, 2024](#)).

In the nursing context, [Zhang et al. \(2024\)](#) found that organizational climate significantly affects nurses' performance and patient outcomes. Furthermore, a conducive organizational climate can reduce burnout and improve the work quality of healthcare professionals. Supporting this, [Ren, Song, Li, and Xiao \(2020\)](#) demonstrated that organizational climate plays a significant role in reducing burnout among

nurses by mediating the relationship between individual psychological factors and burnout levels. These studies suggest that organizational climate plays an important role in influencing burnout and nurses' performance. Therefore, this study assumes that organizational climate significantly affects burnout and nurses' performance.

2.4 Burnout

Burnout is a condition of physical, emotional, and mental exhaustion that arises due to prolonged work-related stress and high job demands (Dall'Ora & Saville, 2021). Within the JD-R framework, burnout occurs when high Job Demands, such as excessive workload, are not balanced with adequate job resources (Demerouti et al., 2001; Nahrgang, Morgeson, & Hofmann, 2011). Empirical evidence indicates that burnout among nurses leads to decreased patient safety, service quality and patient satisfaction (Li et al., 2024). In addition, burnout may reduce concentration, emotional stability, and work effectiveness, which ultimately affects nurses' performance. Previous studies have also found that burnout may function as a mediating variable in the relationship between workload and nurses' performance, where higher burnout contributes to lower performance and reduced quality of nursing care (Alzoubi et al., 2024). Therefore, burnout is considered an important mechanism linking workload and organizational climate to nurses' performance.

2.5 The Relationship between Workload, Organizational Climate, Burnout, and Nurses' Performance

The relationship between workload, organizational climate, burnout, and nurses' performance can be explained through the Job Demands–resources (JD-R) theory, which states that high job demands and limited organizational resources increase the risk of burnout and reduce individual performance (Bakker & Demerouti, 2017; Demerouti et al., 2001). A high workload has been shown to increase stress and emotional exhaustion, which negatively affects nurses' work performance (Catania et al., 2024; Galanis et al., 2021). On the other hand, a conducive organizational climate functions as a job resource that can reduce burnout and enhance nurses' performance (Almeida et al., 2023; Hastuti & Aini, 2024; Mareta, Bachtiar, & Yuswanto, 2023). Therefore, burnout can act as a mediating variable that explains how workload and organizational climate affect nurses' performance.

Several studies have examined the relationship between workplace stressors and burnout among nurses. Workload increases emotional exhaustion, whereas workplace incivility contributes to a negative work environment. Lee, Seo, and Macphee (2024) found that both workload and workplace incivility significantly influence burnout, which in turn affects nurses' work attitudes. This indicates that burnout may serve as a mediating variable linking workplace stressors to nurses' outcomes, including their performance. Although previous studies have examined the relationships between workload, organizational climate, burnout, and nurses' performance, the findings regarding the mediating role of burnout remain inconsistent. Several studies have reported that burnout significantly mediates the relationship between workload and performance, while other studies have found that organizational factors may directly influence nurses' performance without significant mediation effects. In addition, few studies have specifically examined these relationships in the context of psychiatric hospitals, where nurses experience unique psychological and emotional work demands owing to the complexity of patient conditions.

2.6 Hypotheses

Based on the theoretical framework and previous empirical studies, the hypotheses of this study are as follows:

- H_1 : Workload has a significant effect on nurses' burnout
- H_2 : Organizational climate significantly affects nurses' burnout
- H_3 : Workload has a significant effect on nurses' performance
- H_4 : Organizational climate significantly affects nurses' performance
- H_5 : Burnout significantly affects nurses' performance
- H_6 : Burnout mediates the effect of workload on nurses' performance
- H_7 : Burnout mediates the effect of organizational climate on nurses' performance

3. METHODOLOGY

3.1 Research Design

This research employed a quantitative approach using a survey method to analyze the influence of workload and organizational climate on nurses' performance, with burnout as a mediating variable ([Sugiyono, 2017](#)). The quantitative approach was selected because the study focuses on hypothesis testing and the analysis of both direct and indirect effects among variables based on the conceptual model formulated in this thesis ([Creswell & Creswell, 2017](#)). The research method used was a survey method through the distribution of questionnaires to respondents.

3.2 Research Location and Object

This study was conducted at the West Java Provincial Mental Hospital, which serves as a primary referral hospital for mental health services in West Java. The focus of the study was directed toward the intensive psychiatric inpatient unit, as this unit handles patients with high dependency levels, complex clinical conditions, and intensive nursing care requirements. The high bed occupancy rate and complexity of healthcare services make this setting highly relevant for examining workload, organizational climate, burnout, and nurses' performance.

3.3 Population and Sample

The study population consisted of all nurses working in the inpatient unit of the West Java Provincial Mental Hospital. The sampling technique used was total sampling, in which all members of the population were included as respondents. Total sampling was used to obtain more representative and comprehensive data that reflect the actual conditions in the field. However, the use of total sampling in a single hospital setting may limit the generalizability of the findings to other healthcare institutions with different organizational characteristics and work environments.

3.4 Types and Sources of Data

The type of data used in this study was quantitative data in the form of measurement scores of the research variables obtained through the questionnaires. The data sources consisted of primary data collected directly from respondents (nurses) and secondary data in the form of institutional documents and relevant scientific literature used to support the study's theoretical foundation.

3.5 Data Collection Technique

Data were collected through the direct distribution of questionnaires to respondents who met the research criteria. The questionnaires were used to measure respondents' perceptions of workload, organizational climate, burnout, and nurses' performance. In addition to primary data, this study also utilized secondary data in the form of institutional documents and relevant literature to support the theoretical framework of the research.

3.6 Operational Definition of Variables

3.6.1 Workload

Workload refers to the level of job demand that must be completed by an individual within a certain period, including the number of tasks, job complexity, and time pressure in task execution. From the Job Demands–resources perspective, workload is categorized as a job demand that requires sustained physical and psychological effort and may lead to work exhaustion if not balanced with adequate job resources ([Bakker & Demerouti, 2017](#); [Demerouti et al., 2001](#)). In the nursing context, workload reflects the volume of nursing care activities, administrative responsibilities, and the intensity of patient interactions that must be completed according to professional nursing standards ([Muchsinati et al., 2026](#)).

3.6.2 Organizational Climate

Organizational climate refers to employees shared perceptions of the organization's internal work environment, including policies, work practices, leadership support, communication, and working relationships experienced within the organization. A positive organizational climate functions as a job

resource that enhances psychological well-being, work engagement, and employee performance. Conceptually, organizational climate reflects how individuals interpret their work environment, which subsequently influences their attitudes and work behavior ([Schneider et al., 2017](#)). In healthcare organizations, a supportive organizational culture and work environment are closely associated with improved work outcomes and employee well-being, which may contribute to reducing burnout among healthcare professionals ([Rafi'i et al., 2025](#)).

3.6.3 Burnout

Burnout is a condition of physical, emotional, and mental exhaustion resulting from high and prolonged job demands. The Job Demands–resources model explains that excessive job demands that are not balanced with adequate job resources increase the risk of exhaustion and reduce psychological well-being ([Bakker & Demerouti, 2017](#); [Demerouti et al., 2001](#)). In the nursing profession, burnout often arises due to intensive work pressure, sustained service demands, and emotional strain in providing nursing care, which may affect service quality and healthcare workers' well-being ([Dall'Ora & Saville, 2021](#)).

3.6.4 Nurses' Performance

Nurses' performance refers to the level of work achievement demonstrated by nurses in carrying out nursing care duties in accordance with professional standards, operational procedures, and service quality targets established by the organization. Performance reflects individual work outcomes measured in terms of effectiveness, efficiency, and quality of task execution as determined by organizational standards ([Bhimasta, Surya, & Pramudita, 2025](#)). In the context of healthcare services, nurses' performance is also related to their ability to provide professional, responsive, and standards-based nursing care to support hospital service quality.

3.7 Instrument Testing Method

Instrument testing was conducted using validity and reliability tests. A validity test was performed to ensure that each indicator appropriately measured the intended construct. A reliability test was conducted to assess the consistency of respondents' answers to the questionnaire items. The instrument was considered valid if the loading factor values met the established criteria and reliable if the composite reliability and Cronbach's alpha values exceeded the recommended thresholds.

3.8 Data Analysis Method

Data analysis was conducted using Structural Equation Modeling based on Partial Least Squares (PLS-SEM) with the assistance of SmartPLS version 4 software. The PLS-SEM method was selected because it can analyze relationships among latent variables with multiple indicators and is appropriate for studies with relatively small sample sizes and complex structural models ([Hair Jr et al., 2021](#)). The stages of the analysis included:

1. A descriptive analysis was conducted to describe the characteristics of the respondents and the research variables.
2. Measurement model (outer model) evaluation through tests of convergent validity, discriminant validity, and construct reliability (Average Variance Extracted/AVE and Composite Reliability).
3. Structural model (inner model) evaluation by examining R-squared values, Variance Inflation Factor (VIF), and path coefficients.
4. Hypothesis testing was performed using the bootstrapping technique to obtain t-statistics and p-values.
5. Mediation analysis was used to examine the role of burnout as a mediating variable in the relationship between workload, organizational climate, and nurses' performance.

4. RESULT AND DISCUSSION

4.1 Respondent Characteristics

The respondents in this study were 57 nurses working in the Intensive Care Unit of the West Java Provincial Mental Hospital. The respondents were nurses who interacted directly with patients and met

the research sample criteria described in Arimbi's thesis. Respondent characteristics included gender, age, length of service, and education. The distribution of the respondents' characteristics is presented in Table 1.

Table 1. Respondent characteristics

Characteristics	Category	Frequency	Presentation (%)
Gender	Male	23	40.4
	Female	34	59.6
Age	20-30 Years	12	21.1
	31-40 Years	23	40.4
	41-50 Years	22	38.0
Years of service	1-3 Years	7	12.3
	4-6 Years	11	19.3
	7-10 Years	13	22.8
	> 10 Years	26	45.6
Education	Diploma 3 of Nursing	28	49.1
	Bachelor of Nursing	29	50.9

Based on Table 1, most respondents were female and aged 31–40 years. Furthermore, most respondents had more than 10 years of experience, indicating that nurses have considerable work experience in providing nursing services in intensive care units.

4.2 Descriptive Statistics of Research Variables

Descriptive statistical analysis was used to describe the trends in minimum, maximum, mean, and standard deviation values of the variable's workload, organizational climate, burnout, and nurse performance. The results of the descriptive analysis of the research variables are presented in Table 2.

Table 2. Descriptive statistics of research variables

Variables	N	Minimum	Maximum	Mean	Standard Deviation
Workload	57	2.67	4.93	4.09	0.53
Organizational Climate	57	3.20	4.97	4.18	0.49
Burnout	57	2.13	4.26	3.21	0.58
Nurse Performance	57	3.07	5.00	4.32	0.45

Based on Table 2, the nurse performance variable had the highest average value and was in the very high category. Meanwhile, workload was in the high category and burnout was in the moderate category. This indicates that despite facing high work demands in the intensive care unit, nurses can maintain optimal performance.

4.3 Measurement Model Test Results (Outer Model)

4.3.1 Average Variance Extracted

The measurement model evaluation was conducted to test the construct validity and reliability using the Average Variance Extracted (AVE) and Composite Reliability values. Based on the data processing results in SmartPLS, all constructs met the convergent validity criteria, as they had AVE values above 0.50 (Hair Jr et al., 2021).

Table 3. Results of convergent validity test (AVE)

Variables	Average Variance Extracted (AVE)
Workload	0.597
Burnout	0.627
Organizational Climate	0.600
Nurse Performance	0.597

Table 3 shows the AVE values for all variables were greater than 0.50, thus concluding that the indicators adequately explained the latent constructs (Hair Jr et al., 2021). This indicates that the research instrument used in this study met the convergent validity criteria. Furthermore, the results of the construct reliability test showed that all variables had Composite Reliability values above 0.70, thus confirming the instrument's reliability and consistency in measuring the research constructs.

4.3.2 Construct Reliability Test

Construct reliability was measured using Cronbach's Alpha and Composite Reliability. The test results showed that all variables had reliability values above 0.70

Table 4. Construct reliability test results

Variables	Cronbach's Alpha	Composite Reliability	Information
Workload	0.931	0.941	Reliable
Burnout	0.934	0.947	Reliable
Climate	0.968	0.972	Reliable
Organizational	0.930	0.943	Reliable

Table 4 shows these results indicate that the research instrument has good internal consistency and is suitable for use in this research model.

4.4 Structural Model Test Results (Inner Model)

4.4.1 Coefficient of Determination (R-Square)

The coefficient of determination is used to determine the ability of exogenous variables to explain endogenous variables in the model.

Table 5. Results of the coefficient of determination (r-square)

Endogenous Variables	R-Square	Category
Burnout	0,623	Moderate
Nursing Performance	0,681	Moderate-Strong

Table 5 shows an R-squared value of 0.623 indicates that workload and organizational climate can explain 62.3% of the burnout. An R-squared value of 0.681 indicates that workload, organizational climate, and burnout can explain 68.1% of the variance in nurse performance.

4.5 Hypothesis Testing Results (Bootstrapping/Path Coefficient)

Hypothesis testing was conducted using the bootstrapping technique in SmartPLS to determine the t-statistics and p-values for each relationship between the variables.

Table 6. Hypothesis testing results (path coefficient)

Variable	Variable Relationship	T-Statistic	P-Value	Information
H_1	Workload → Burnout	> 1.96	0.000	Accepted
H_2	Organizational Climate → Burnout	> 1.96	0.003	Accepted
H_3	Workload → Nurse Performance	> 1.96	0.016	Accepted
H_4	Organizational Climate → Nurse Performance	> 1.96	0.000	Accepted
H_5	Burnout → Nurse Performance	< 1.96	0.806	Rejected

Table 6 shows the test results showed that workload and organizational climate significantly influenced the burnout. Furthermore, workload and organizational climate significantly influenced nurse performance. However, burnout did not significantly affect the nurses' performance.

4.6 Mediation Test Results (Specific Indirect Effect)

Table 7. Mediation test results (specific indirect effect)

Indirect Influence	P-Value	Description
Workload → Burnout → Performance	0.806	Does Not Mediate
Organizational Climate → Burnout → Performance	0.810	Does Not Mediate

Table 7 shows the results of the mediation test showed that burnout did not mediate the effects of workload and organizational climate on nurse performance. This indicates that the influence of workload and organizational climate on performance is more direct than the psychological mechanisms of burnout. This finding supports research that nurse performance remains in the very high category despite facing high workloads and the risk of burnout. This condition can be explained by the professionalism of healthcare workers, a structured work system, and adequate organizational support within psychiatric hospitals.

4.7 Discussion

The results of this study indicate that workload influences nurse burnout. This finding aligns with the Job Demands–Resources framework, which states that high work demands, such as numerous tasks, time pressure, and work complexity, can drain an individual's physical and psychological energy, increasing the risk of burnout. Excessive workload in the context of nursing services, which includes the demands of continuous patient care and emotional stress, has the potential to trigger emotional exhaustion and a decline in nurses' psychological well-being (Bakker & Demerouti, 2017; Demerouti et al., 2001). Furthermore, studies on healthcare workers have shown that high work pressure and intense service demands are key factors in the emergence of burnout in the nursing profession.

The results also indicate that the organizational climate influences nurse burnout. An unfavorable organizational climate, such as a lack of leadership support, ineffective communication, and an unsupportive work environment, can increase work pressure and exacerbate psychological exhaustion among nursing staff. Conceptually, organizational climate reflects employee perceptions of policies, practices, and the work environment, which influence individual attitudes and psychological well-being at work (Schneider et al., 2017). In the context of healthcare organizations, an unsupportive organizational culture and work environment are associated with poorer work outcomes and reduced employee well-being, which may increase the risk of burnout among healthcare workers (Rafi'i et al., 2025).

Furthermore, research shows that workload impacts the performance of nurses. High workloads tend to decrease the effectiveness and quality of task performance because nurses face complex and continuous work demands within a limited time. From a human resource management perspective, performance is the result of individual work influenced by working conditions, task load, and the prevailing organizational system (Nugroho, Said, & Said, 2025). In nursing practice, an unbalanced workload can hinder the optimal implementation of nursing care, thus impacting the quality of healthcare services (Firdi, Wibisono, Ngalian, Indrayani, & Satriawan, 2023).

The research findings also indicate that organizational climate influences nurses' performance. A positive organizational climate, characterized by organizational support, harmonious working relationships, and clear work systems, can enhance nurses' motivation and work engagement, thereby improving their performance and patient care quality. Conversely, a less conducive organizational climate may reduce work enthusiasm, organizational commitment, and the quality of task implementation. Empirically, a supportive work environment and positive organizational culture contribute to improved work outcomes and employee well-being among healthcare professionals (Rafi'i et al., 2025; Schneider et al., 2017).

Furthermore, the results show that burnout affects nurses' performance. High levels of burnout lead to emotional exhaustion, decreased work energy, and reduced concentration in performing nursing tasks, which ultimately results in a decline in service quality. The Job Demands–resources model explains that work exhaustion arising from high job demands will reduce individual performance when not balanced with adequate job resources (Bakker & Demerouti, 2017; Demerouti et al., 2001). In the nursing context, prolonged burnout may also diminish the quality of nursing care and the effectiveness of nurses' performance (Dall'Ora & Saville, 2021).

However, the results of this study indicate that burnout does not significantly mediate the relationship between workload, organizational climate, and nurse performance. Although workload and organizational climate significantly influence burnout, burnout does not significantly affect nurses' performance. This finding suggests that nurses in intensive psychiatric inpatient units may still be able to maintain professional performance despite experiencing work exhaustion. This condition may occur because nurses have developed adaptive coping mechanisms, professional responsibility, and work commitment to deal with high job demands in psychiatric healthcare settings. In addition, organizational support, teamwork, and established work procedures may help nurses maintain their performance even when experiencing moderate levels of burnout. Therefore, the influence of workload and organizational climate on nurses' performance appears to be more direct rather than indirect through burnout.

5. CONCLUSIONS

5.1 Conclusion

This study concludes that workload and organizational climate significantly influence burnout and nurses' performance in the intensive psychiatric inpatient unit of the West Java Provincial Mental Hospital. However, burnout did not significantly affect nurses' performance and could not mediate the relationship between workload, organizational climate, and nurses' performance. These findings indicate that nurses' performance is more directly influenced by effective workload management and a supportive organizational climate. Hospital management should implement proportional workload distribution, strengthen organizational support, improve communication between supervisors and nurses, and create a more conducive work environment to maintain optimal nursing performance. Hospital administrators are encouraged to conduct regular workload evaluations, improve the nurse-to-patient staffing balance, provide psychological support and stress management programs, and develop team-based work systems to maintain nurses' performance and service quality in psychiatric healthcare settings.

5.2 Research Limitations

This study had several limitations. First, the use of a cross-sectional design limits the ability to capture causal relationships among workload, organizational climate, burnout, and performance over time. Second, the data were collected through self-reported questionnaires, which may have introduced a subjective bias in the respondents' perceptions. Third, the research was conducted in a specific setting, namely, the intensive psychiatric inpatient unit of a mental hospital, which may limit the generalizability of the findings to other hospital units or healthcare institutions with different work characteristics. In addition, this study only focused on workload and organizational climate as predictors, while other potential factors, such as leadership, job satisfaction, and organizational support, were not included in the model.

5.3 Suggestions and Directions for Future Research

Future research should use longitudinal or mixed-method designs to provide a deeper understanding of burnout and nurses' performance over time. Studies are also encouraged to include multiple hospitals or healthcare settings to improve external validity. Additionally, future research may incorporate variables such as leadership style, job satisfaction, organizational support, and work engagement as mediators or moderators to develop a more comprehensive model. Hospital management should focus on balanced workload distribution and fostering a supportive organizational climate to maintain nurses' performance and well-being.

AUTHOR CONTRIBUTIONS

ANP was responsible for developing the research ideas and conceptual framework, designing the research methodology, conducting data collection and analysis, and preparing the initial draft of the manuscript. ES contributed to validating the research instruments and data analysis results, providing technical guidance and supervision throughout the research process, and reviewing and refining the manuscript. TCW provided theoretical and practical insights, assisted in ensuring that the research findings met academic standards, and participated in revising the manuscript based on reviewers' comments and suggestions.

References

- Aiken, L. H., Sermeus, W., Van den Heede, K., Sloane, D. M., Busse, R., McKee, M., Moreno-Casbas, M. T. (2012). Patient safety, satisfaction, and quality of hospital care: cross sectional surveys of nurses and patients in 12 countries in Europe and the United States. *bmj*, 344, e1717. doi:<https://doi.org/10.1136/bmj.e1717>
- Almeida, M. C. d. S., Barros, V. G., Silva, S. M. d., Silva, F. J. d., Yamassake, R. T., Telles, A. C. M., Baptista, P. C. P. (2023). Organizational climate, job satisfaction and burnout in nursing workers. *BMC health services research*, 21(2), 112. doi:<https://doi.org/10.47626/1679-4435-2022-867>
- Alzoubi, M. M., Al-Mugheed, K., Oweidat, I., Alrahbeni, T., Alnaeem, M. M., Alabdullah, A. A. S., Hendy, A. (2024). Moderating role of relationships between workloads, job burnout, turnover intention, and healthcare quality among nurses. *BMC psychology*, 12(1), 495. doi:<https://doi.org/10.1186/s40359-024-01891-7>
- Astuti, R., Lesmana, O. P. A., & Prima, O. (2018). Pengaruh motivasi dan beban kerja terhadap kinerja perawat pada Rumah Sakit Umum Mitra Medika Medan. *Jurnal Ilman*, 6(2), 42-50.
- Bakker, A. B., & Demerouti, E. (2017). Job demands–resources theory: Taking stock and looking forward. *Journal of occupational health psychology*, 22(3), 273. doi:<https://doi.org/10.1037/ocp0000056>
- Bhimasta, R. A., Surya, R. A., & Pramudita, D. P. D. (2025). Integrating marketing, HRM, and accounting systems for customer value sustainability. *Jurnal Relevansi: Ekonomi, Manajemen dan Bisnis*, 9(2), 149-162. doi:<https://doi.org/10.61401/relevansi.v9i2.307>
- Catania, G., Zanini, M., Cremona, M. A., Landa, P., Musio, M. E., Watson, R., Bagnasco, A. (2024). Nurses' intention to leave, nurse workload and in-hospital patient mortality in Italy: A descriptive and regression study. *Health policy*, 143, 105032. doi:<https://doi.org/10.1016/j.healthpol.2024.105032>
- Creswell, J. W., & Creswell, J. D. (2017). Research design: Qualitative, quantitative, and mixed methods approaches: Sage publications.
- Dall'Ora, C., & Saville, C. (2021). Burnout in nursing: What have we learnt and what is still unknown. *Nurs Times*, 117(2), 18-22.
- Demerouti, E., Bakker, A. B., Nachreiner, F., & Schaufeli, W. B. (2001). The job demands-resources model of burnout. *Journal of applied psychology*, 86(3), 499. doi:<https://doi.org/10.1037/0021-9010.86.3.499>
- Febrianti, V., Pitono, A., Arifin, A., & Yudha, E. (2024). The workload and stress levels among staff nurses in the inpatient ward of a secondary health care service in Indonesia. *Fundamental And Management Nursing Journal*, 7(2), 58-65. doi:<https://doi.org/10.20473/fmnj.v7i2.49397>
- Firaldi, Y., Wibisono, C., Ngaliman, N., Indrayani, I., & Satriawan, B. (2023). The influence of leadership, discipline, and workload on employee performance through job satisfaction as an intervening variable in Regional Revenue Agency Riau Islands Province. *Journal of Multidisciplinary Academic Business Studies*, 1(1), 27-52. doi:<https://doi.org/10.35912/jomabs.v1i1.1779>
- Galanis, P., Vrakka, I., Fragkou, D., Bilali, A., & Kaitelidou, D. (2021). Nurses' burnout and associated risk factors during the COVID-19 pandemic: A systematic review and meta-analysis. *Journal of Advanced Nursing*, 77(8), 3286-3302. doi:<https://doi.org/10.1111/jan.14839>
- Hair Jr, J. F., Hult, G. T. M., Ringle, C. M., Sarstedt, M., Danks, N. P., & Ray, S. (2021). Partial least squares structural equation modeling (PLS-SEM) using R: A workbook: Springer Nature.
- Hastuti, A. W., & Aini, Q. (2024). Impact of organizational climate, workload, and patient-centered care in hospital to improve nursing service quality. *Journal of Angiotherapy*, 8(5), 1-6. doi:<https://doi.org/10.25163/angiotherapy.859702>
- Kartono, K., Rusdiyanto, R., & Utari, W. (2025). Pengaruh beban kerja dan stres kerja terhadap kinerja perawat melalui kualitas pelayanan keperawatan di Puskesmas Bluto, Kabupaten Sumenep. *Journal of Management and Creative Business*, 3(2), 142-168. doi:<https://doi.org/10.30640/jmcbus.v3i2.4648>
- Khasanah, M. N., & Amillahaq, F. (2025). Workload, work environment, and employee performance:

- the mediating role of public service motivation. *Jurnal Relevansi: Ekonomi, Manajemen dan Bisnis*, 9(1), 183-197. doi:<https://doi.org/10.61401/relevansi.v9i1.315>
- Lee, S. E., Seo, J. K., & Macphee, M. (2024). Effects of workplace incivility and workload on nurses' work attitude: The mediating effect of burnout. *International Nursing Review*, 71(4), 1080-1087. doi:<https://doi.org/10.1111/inr.12974>
- Li, L. Z., Yang, P., Singer, S. J., Pfeffer, J., Mathur, M. B., & Shanafelt, T. (2024). Nurse burnout and patient safety, satisfaction, and quality of care: a systematic review and meta-analysis. *JAMA Network Open*, 7(11), e2443059. doi:<https://doi.org/10.1001/jamanetworkopen.2024.43059>
- Maghsoud, F., Rezaei, M., Asgarian, F. S., & Rassouli, M. (2022). Workload and quality of nursing care: the mediating role of implicit rationing of nursing care, job satisfaction and emotional exhaustion by using structural equations modeling approach. *BMC nursing*, 21(1), 273. doi:<https://doi.org/10.1186/s12912-022-01055-1>
- Mareta, F., Bachtiar, A., & Yuswanto, T. J. A. (2023). Beban kerja perawat dan kepatuhan pelaksanaan surgical safety checklist di rumah sakit. *Jurnal Penelitian Kesehatan Suara Forikes*, 14, 4-6. doi:<http://dx.doi.org/10.33846/sf14nk202>
- Muchsinati, E. S., Sari, D. M., & Aliandrina, D. (2026). Job satisfaction analysis: Burnout, stress, work life balance. *International Journal of Financial, Accounting, and Management*, 7(4), 609-622. doi:<https://doi.org/10.35912/ijfam.v7i4.3065>
- Nahrgang, J. D., Morgeson, F. P., & Hofmann, D. A. (2011). Safety at work: a meta-analytic investigation of the link between job demands, job resources, burnout, engagement, and safety outcomes. *Journal of applied psychology*, 96(1), 71. doi:<https://doi.org/10.1037/a0021484>
- Nugroho, S. H., Said, M., & Said, L. R. (2025). The effect of work environment, compensation, career development, leadership, and workload on job satisfaction with work motivation as an intervening variable. *Annals of Human Resource Management Research*, 5(3), 13-35. doi:<https://doi.org/10.35912/ahrmr.v5i3.2826>
- Rafi'i, M. R., Hanif, S. A. M., & Bin Daud, F. (2025). Exploring the link between healthcare organizational culture and provider work satisfaction: a systematic review. *BMC health services research*, 25(1), 904. doi:<https://doi.org/10.1186/s12913-025-12973-6>
- Ren, Y., Song, H., Li, S., & Xiao, F. (2020). Mediating effects of nursing organizational climate on the relationships between empathy and burnout among clinical nurses. *Journal of Advanced Nursing*, 76(11), 3048-3058. doi:<https://doi.org/10.1111/jan.14525>
- Schneider, B., González-Romá, V., Ostroff, C., & West, M. A. (2017). Organizational climate and culture: Reflections on the history of the constructs in the Journal of Applied Psychology. *Journal of applied psychology*, 102(3), 468. doi:<https://doi.org/10.1037/apl0000090>
- Song, J., Shi, X., Zheng, X., Lu, G., & Chen, C. (2024). The impact of perceived organizational justice on young nurses' job performance: a chain mediating role of organizational climate and job embeddedness. *BMC nursing*, 23(1), 231. doi:<https://doi.org/10.1186/s12912-024-01898-w>
- Sugiyono. (2017). *Metode Penelitian Kuantitatif, Kualitatif dan R&D* (26 ed.).
- Zhang, X., Peng, M., He, M., Du, M., Jiang, M., Cui, M., Wang, Y. (2024). Climates and associated factors for evidence-based practice implementation among nurses: a cross-sectional study. *BMC nursing*, 23(1), 62. doi:<https://doi.org/10.1186/s12912-023-01694-y>