

# The Impact Of Self-Efficacy, Discipline And Transformational Leadership On Nurse Performance With Burnout As A Moderating Factor

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## Abstract

Nurse performance plays a critical role in healthcare quality and patient outcomes. Factors such as transformational leadership, discipline, and self-efficacy have been identified as potential drivers of performance. However, the presence of burnout may alter these relationships, diminishing their positive effects. This research aims to examine the impact of transformational leadership, discipline, and self-efficacy on nurse performance, with burnout as a moderating variable. A quantitative survey design was applied to analyze the relationships among the key variables. Data were collected from 200 nurses working in Muhammadiyah hospitals, selected through purposive sampling. Participants completed validated questionnaires administered both in-person and online. Structural Equation Modeling (SEM) using SmartPLS was employed to assess the direct and moderating effects. The analysis revealed that transformational leadership, discipline, and self-efficacy have a significant and positive influence on nurse performance. However, burnout negatively moderated these relationships. Specifically, high levels of burnout weakened the beneficial effects of leadership, discipline, and self-efficacy on performance outcomes. While transformational leadership, discipline, and self-efficacy are essential in enhancing nurse performance, their effectiveness is compromised under high burnout conditions. This finding underscores the importance of incorporating burnout prevention into performance-enhancement strategies within healthcare institutions. Addressing psychological well-being is not only vital for staff sustainability but also pivotal in ensuring quality patient care.

**Keywords:** leadership, nurse education, burnout, self-efficacy

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## 1. INTRODUCTION

Nurse performance has a crucial role in determining the quality of hospital services. Nurses who work optimally will provide better health services to patients. However, in practice, various factors such as leadership style, discipline, and self-efficacy also affect the level of nurse performance. Transformational leadership can help improve nurses' motivation and performance by providing a clear vision and inspiration at work (Sholichah et al., 2023). On the other hand, high discipline and strong self-efficacy play a role in improving the professionalism and effectiveness of nurses' work (Wang et al., 2022); (Alsadaan et al., 2023).

The burnout phenomenon, which often occurs among healthcare workers, especially nurses, is a significant challenge in the healthcare industry. Burnout can reduce motivation, increase work stress, and ultimately negatively impact the quality of hospital services (F. Ahmed et al., 2023); (Alenezi et al., 2024). High workloads, emotional stress, and the constant demands of professionalism are the primary factors contributing to burnout in nurses. Therefore, further studies are needed to investigate how factors such as transformational leadership, discipline, and self-efficacy can impact nurse performance, considering the role of burnout as a moderating factor (Asiri et al., 2022).

The purpose of this research is to investigate the relationship between self-efficacy, discipline, and transformational leadership and nursing performance. Additionally, this research will investigate the role of burnout as a moderating variable in the relationship. By understanding the factors that affect nurse performance, hospitals can develop more effective strategies in increasing the productivity of healthcare workers and reduce the negative impact of burnout (Specchia et al., 2021); (Gebreheat et al., 2023).

This research has high relevance in the area of health sector human resource management. By enhancing the understanding of the relationship between leadership factors and work psychology about nurse performance, this research is expected to contribute to the development of transformational leadership

theory and health worker management (Chairina, 2019). In addition, the results of this research can serve as a reference for hospitals in designing policies to enhance the performance of healthcare workers while reducing the rate of burnout (Pamungkas & Sridadi, 2020).

Practically, the results of this research are expected to provide benefits for hospital management in managing human resources more effectively. By implementing the right leadership style, enhancing work discipline, and bolstering the self-efficacy of nurses, hospitals can foster a more productive and conducive work environment. In addition, burnout mitigation measures must be implemented so that nurses can work optimally in providing quality health services (Namadi et al., 2023); (Ratnasih et al., 2023).

## 2. METHOD

### 2.1 Design of Research

This research employs a survey design and a quantitative methodology. This technique was chosen because it allows for objective measurement of the relationship between transformational leadership variables, discipline, self-efficacy, burnout, and nurse performance (Falabiba et al., 2023).

### 2.2 Subjects and Samples

The population in this study consists of nurses working in Muhammadiyah hospitals across various regions. The sample was selected using the purposive sampling technique, comprising a total of 200 nurses who met the inclusion criteria, namely having at least one year of work experience and working in a direct patient care unit (Ibrahim et al., 2024).

### 2.3 Data Collection Methods

Data was collected using questionnaires that had been tested for validity and reliability. The questionnaire consisted of several sections that measured the variables of transformational leadership, discipline, self-efficacy, burnout, and nurse performance. The questionnaire is distributed in person and through an online platform to increase the response rate (López-Ibort et al., 2024).

### 2.4 Analysis of Data

Using SmartPLS software, the Structural Equation Modeling (SEM) technique was used to evaluate the data. This technique was chosen because it allowed for the testing of the direct and indirect relationships between variables and the examination of how the link between independent factors and nurse performance is moderated by burnout (Sarumaha et al., 2023).

## 3. RESULT AND DISCUSSION

The results of this research are presented in tables and graphs to facilitate understanding of the impact of transformative leadership, discipline, and self-efficacy on nurse performance, with burnout as a variable.

### 3.1 Description of Respondent Statistics

The research respondents are categorized based on three main characteristics: gender, age, and work experience. In terms of gender, the respondents consist of 80 men (40%) and 120 women (60%). Based on age, 25% of the respondents are under 30 years old, 45% are between 30 and 40 years old, and 30% are over 40 years old. Meanwhile, in terms of work experience, 35% of the respondents have less than 5 years of experience, 40% have worked for 5 to 10 years, and 25% have more than 10 years of experience. This (table 1) provides a demographic overview of the 200 respondents who participated in the research.

Table 1. The research respondents are categorized based on three main characteristics

Characteristics	Respondent Sum (N=200)	Percentage (%)
Gender		
-Man	80	40%
-Woman	120	60%
The Age		
- Less than 30 years	50	25%
- Ages 30 to 40	90	45%
- > 40 years	60	30%
Length of Work		

- < 5 years	70	35%
- 5-10 years	80	40%
- > 10 years	50	25%

### 3.2 SEM Analysis Results

This analysis examines the impact of Transformational Leadership, Discipline, and Self-Efficacy on Nurse Performance, as well as the moderating role of burnout. The Coefficient Path value indicates the magnitude of the influence of each variable on nurse performance, while the t-value is used to test the significance of these relationships. The P-value in the table represents the level of statistical significance, where values below 0.05 indicate a significant relationship.

The analysis results show that Transformational Leadership (0.45), discipline (0.35), and Self-Efficacy (0.40) have a significant positive impact on Nurse Performance, with a p-value < 0.001. Meanwhile, burnout, as a moderating variable, has a negative effect of -0.28, with a significance level of p = 0.004, indicating that burnout can weaken the relationships between other variables and nurse performance. These findings suggest that high levels of transformational leadership, discipline, and self-efficacy can enhance nurse performance. In contrast, a high level of burnout may reduce the positive effects of these factors.

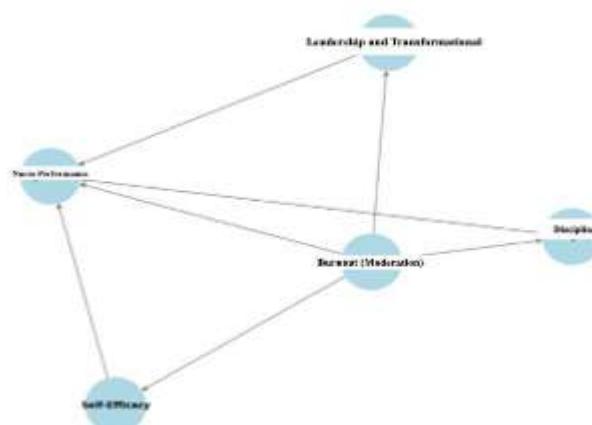
These (table 2) show that transformational leadership, discipline, and self-efficacy have a noteworthy advantage influence on the performance of nurses. However, burnout was proven to be a moderation variable that weakened the relationship between independent variables and nurse performance.

**Table 2. The analysis results using Structural Equation Modeling (SEM)**

Variable	Coefficient Path	t-Value	P-Value
Transformational leadership → Nurse Performance	0.45	4.21	<0.001
Discipline → Nurse Performance	0.35	3.85	<0.001
Self-Efficacy → Nurse Performance	0.40	4.05	<0.001
Burnout (Moderation)	-0.28	2.92	0.004

### 3.3 Data Visualization

Transformational leadership plays a role in improving nurse performance by providing inspiration and motivation. Additionally, self-efficacy, which represents nurses' confidence in their abilities, also contributes to their performance. Discipline is a crucial factor in maintaining consistency and quality in nursing work. Meanwhile, burnout acts as a moderating variable that can either weaken or strengthen the relationships between these variables and nurse performance (Hardyanto et al., 2024); (Melnik et al., 2024). The arrows in (figure 1) indicate the direction of relationships between variables, illustrating how these factors influence each other in the context of nurse performance.



**Figure 1. Conceptual Model of the Research**

### 3.4 Interpretation of Research Results

The research's findings demonstrate that nurses' performance is positively impacted by self-efficacy, discipline, and transformational leadership. This suggests that nurses working under inspirational and visionary leadership tend to be more motivated and exhibit better performance. High discipline also contributes to improved performance, as nurses who adhere to standard operating procedures are better equipped to deliver quality services. In addition, high self-efficacy allows nurses to face job challenges with more confidence and be able to overcome obstacles in their work (Bolado et al., 2023); (Tadese et al., 2024).

However, the research also found that burnout showed a moderating negative impact on the connection between transformational leadership, discipline, self-efficacy, and nurse performance. This suggests that high work pressure and emotional exhaustion can hinder nurses from providing optimal services, even though they have supportive leaders, good discipline, and confidence in their abilities.

### 3.5 Comparison with Previous Studies

The results of this research align with previous studies, which demonstrate that transformational leadership has a positive impact on employee motivation and performance. Self-efficacy has a positive relationship with job performance (Schulze et al., 2022). Meanwhile, the negative impact of burnout on nurse performance has been widely discussed in previous studies (Boamah, 2022), which stated that work fatigue could reduce productivity and service quality (S. Ahmed et al., 2023); (Ferreira et al., 2022). However, this research also provides a new perspective by integrating burnout variables as a moderator factor, which has not been widely explored in the context of health workers in hospitals. Therefore, this research offers further insights into how hospitals can effectively manage the factors that impact nurse performance.

### 3.6 Implications of the Research Findings

The findings of this research have practical implications for hospital management in improving nurse performance. First, transformational leadership should be applied more widely in healthcare organizations to enhance nurse motivation and job satisfaction. Leadership training for managers and chief nurses can help create a more supportive and empowering work environment for healthcare workers (Zaghini et al., 2020).

Second, work discipline must be maintained through effective policies and supervision systems. Hospital management can develop award- and incentive-based programs to improve discipline and ensure compliance with healthcare standards.

Third, increasing the self-efficacy of nurses can be done through skills training, mentoring programs, and psychological support. By increasing nurses' confidence in handling patients and emergency situations, they will be better prepared to cope with work pressures (Lake et al., 2019).

Finally, as burnout has been shown to negatively impact nurses' performance, hospitals must develop strategies to mitigate work-related stress levels. Mental well-being programs, more flexible work schedules, and psychological support for health workers are important steps in mitigating burnout (Djudiyah et al., 2023); (Suryani, 2024).

Overall, this research confirms that a combination of transformational leadership, discipline, and self-efficacy can improve nurse performance (Zhang et al., 2022). However, burnout management is a key factor in maintaining a healthy and productive work balance in hospitals (Chen et al., 2022); (Arif & Wijono, 2022).

## 4. CONCLUSION

This research reveals that transformational leadership, discipline, and self-efficacy have a noteworthy advantage influence on the performance of nurses. This indicates that inspiring leadership styles, high discipline, and confidence in one's own abilities are crucial factors in enhancing the productivity of healthcare workers. However, burnout was shown to be a moderating factor that weakened the relationship between independent variables and nurse performance, indicating that high work pressure can reduce the effectiveness of healthcare workers, even when motivational and disciplinary factors have been applied.

The results of this research provide several implications for hospital management. First, hospital leaders need to adopt a transformational leadership style to enhance nurse motivation and performance. Second, good work discipline must be maintained through consistent policies and incentive systems that support continuous improvement in service quality. Third, strengthening self-efficacy can be achieved through training programs and psychological support for nurses, which helps increase their confidence in facing job challenges.

Additionally, burnout management strategies should be a primary concern in hospital human resource management policies. The implementation of mental well-being programs, more balanced workload management, and psychosocial support can help reduce the impact of burnout and improve nurse performance. For further research, it is recommended that additional exploration be conducted regarding other factors that may affect nurse performance, such as work environment, psychological well-being, and incentive systems. In addition, studies with longitudinal methods can be carried out to understand the dynamics of the relationship between the variables studied over a longer period.

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