The Effect of Behaviorally Anchored Rating Scale (BARS) Implementation on Quality of Work Life Improvement with Emotional Exhaustion as a Mediating Variable among Nurses at Bhayangkara Clinic

Komang Ayu Sri Widyasanthi[1], Agus Hadian Rahim[2], Rinawati[3]
Pasca Sarjana Magister Manajemen, Universitas Adhirajasa Reswara Sanjaya Bandung, Indonesia[13], Universitas Padjajaran, Indonesia[2]
Email: ayusriwidyasanthi@gmail.com

Abstract. This study aimed to analyze the effect of Applying Behaviorally Anchored Rating Scale (BARS), Quality of Work Life (QWL), and Emotional Exhaustion on employees, as well as to test whether Emotional Exhaustion mediates the relationship between BARS and QWL. This study employs a quantitative approach, utilizing regression analysis to examine the relationship between these variables. The results showed that BARS had a significant negative effect on Emotional Exhaustion, although the effect was relatively small. Quality of Work Life was also found to have a significant negative effect on Emotional Exhaustion, with a stronger effect than BARS. In addition, the results of this study confirm that Emotional Exhaustion mediates the relationship between BARS and Quality of Work Life, suggesting that increased BARS can improve Quality of Work Life through a reduction in the level of Emotional Exhaustion. This research makes a significant contribution to human resource management by designing policies that enhance employee well-being, such as implementing a clear performance appraisal system and improving the quality of the work environment that supports emotional well-being**.**

Keywords: *BARS, Quality of Work Life; Emotional Exhaustion; Mediation, Performance Appraisal.*

INTRODUCTION

The Behaviorally Anchored Rating Scale (BARS) is a performance appraisal tool that greatly improves the Quality of Work Life (QWL) for nurses by providing a structured, behavior-based evaluation method, (Bernardin, 2015). BARS aligns employee performance with organizational goals, which is crucial in healthcare settings where nurses' performance directly affects patient care quality, (Dharma Putra et al., 2021) By emphasizing specific behaviors, BARS supports feedback, professional growth, and role clarity, ultimately reducing Emotional Exhaustion and boosting job satisfaction, (Setiawan et al., 2022) Research highlights that BARS improves fairness and transparency in evaluations, increases employee engagement, and promotes a supportive work environment, (Setiawan et al., 2022). However, its implementation requires adequate training and organizational support to avoid added stress from overly rigid structures. (Yin et al., 2022) at Klinik Bhayangkara, internal surveys show that 35% of nurses perceive current performance evaluations as unfair and ineffective, while 45% report high stress levels and emotional fatigue. These conditions threaten QWL and staff retention. In response, Klinik Bhayangkara plans to implement BARS to create a more objective and transparent evaluation system. This study aims to analyze the effect of BARS implementation on QWL, with Emotional Exhaustion as a mediating variable among nurses at Klinik Bhayangkara.

LITERATURE REVIEW

This study examines the relationship between the Behaviorally Anchored Rating Scale (BARS), Emotional Exhaustion, and Quality of Work Life (QWL), especially in the healthcare sector where performance and well-being are closely connected, (Rizal Nazarudin A et al., 2022) The quality of work life (QWL) reflects the level of comfort, satisfaction, and well-being employees experience in their work environment. It includes several aspects such as job security, working conditions, relationships with colleagues, recognition, and work-life balance, (Guest, 2022) a high QWL not only boosts employee happiness

but also improves organizational productivity and service quality, especially in healthcare settings, (Narni, 2024) Behaviorally Anchored Rating Scale (BARS) is a performance evaluation tool that integrates qualitative descriptions of behavior with quantitative rating scales, (Karnia, 2024). BARS reduces subjectivity in appraisals by linking each score to specific behavioral examples, making evaluations more accurate, fair, and job-relevant. In the nursing context, BARS provides clarity regarding expected performance and encourages a more constructive appraisal process, (Tanoni & Saputra, 2024) Meanwhile, Emotional Exhaustion is defined as a state of physical, emotional, and mental fatigue that results from prolonged exposure to stress and high job demands, (Gultom & Abidin, 2024; Sarabia-Alcocer et al., 2024)It often arises from emotional interactions in caregiving roles and is exacerbated by poor work-life balance, lack of recognition, and interpersonal conflicts at work. Emotional exhaustion not only impairs job satisfaction and performance but also increases the likelihood of turnover and burnout, (Rambe & Pareke, 2024a) This research assumes a causal relationship in which the application of BARS directly affects QWL and indirectly through the mediating role of emotional exhaustion. It is expected that the use of BARS will reduce emotional exhaustion by fostering a fair and structured performance review process, which subsequently improves employees' overall quality of work life.

Based on the reviewed literature and theoretical framework, the following hypotheses are formulated:

- H1: BARS hurts Emotional Exhaustion — the better the application of BARS, the lower the emotional exhaustion experienced by employees.
- H2: BARS has a positive effect on Quality of Work Life — effective use of BARS enhances the quality of work life.
- H3: Emotional Exhaustion negatively affects Quality of Work Life — the more emotionally exhausted the employee, the lower their perceived quality of work life.
- H4: Emotional Exhaustion mediates the relationship between BARS and Quality of Work Life — BARS influences QWL through its impact on reducing emotional exhaustion. This conceptual model offers a crucial foundation for empirical testing and provides practical insights for enhancing human resource management strategies, especially in high-stress healthcare settings.

RESEARCH METHOD

This study employed a quantitative approach using a one-group pretest-posttest quasi-experimental design with a prospective cohort method. The aim was to examine the effect of the Behaviorally Anchored Rating Scale (BARS) on Quality of Work Life (QWL), with Emotional Exhaustion as a mediating variable among nurses at Klinik Bhayangkara. Data were collected from all 38 nurses using total sampling. The research was conducted from January to March 2025 through offline questionnaire distribution. Instruments for BARS, QWL, and Emotional Exhaustion were developed by the researchers based on theoretical concepts and validated through content and construct validity with 15 non-sample respondents. Reliability testing using Cronbach's alpha showed excellent internal consistency ($\alpha > 0.97$). Data processing involved editing, coding, entry, cleaning, and tabulating. Analysis included univariate statistics for descriptive data and multiple linear regression to test relationships among variables. Ethical approval was obtained from a research ethics committee, and all participants gave written informed consent. The researchers ensure transparency by making all data and instruments available for replication.

RESEARCH RESULTS

This research show

Table 1. Characteristic of Respondents

No	*Characteristics of Respondents*	*(f)*	*(%)*
1	Usia		
	< 25 Years old	7	18.4
	25-35 Years old	21	55.3
	36-45 Years old	10	26,3
2	Gender		
	Woman	32	84.2
	Man	6	15.8
3	Final Education		
	Diploma In Nursing	24	63,2
	Nurse	14	36,8
4	Tenure		
	< 1 Years	5	13.2
	1–5 Years	20	52.6
	6–10 Years	7	18.4
	> 10 Years	6	15.8
	Total	38	100%

Tabel 1. Show The characteristics of the respondents in this study were predominantly female, aged 25–35 years, with educational backgrounds in nursing and work experience ranging from 1 to 5 years. This indicates that the majority of respondents were relatively young, experienced, and skilled healthcare professionals in the field of nursing.

Table 2. Pre-Test and Post-Test Quality of Life Value for Behavior Anchored Rating Scale (BARS) Descriptive Statistics

Descriptive Statistics			
	N	*Mean*	*Std. Deviation*
Pre Test Quality of Work Life	38	19.61	8.757
Post Test Quality of Work Life	38	41.74	10.433
Valid N *(listwise)*	38		

Table 2. show descriptive statistics indicate a significant improvement in the Quality of Work Life (QWL) following the implementation of the Behaviorally Anchored Rating Scale (BARS). The mean QWL score increased more than twofold, from 19.61 in the pre-test to 41.74 in the post-test, suggesting that the application of BARS had a substantial positive impact on nurses' work life quality.

Descriptive Statistics			
	N	*Mean*	*Std. Deviation*
Pre Test Emotional Exhaustion	38	46,66	9.967
Post Test Emotional Exhaustion	38	19,47	9.405
Valid N (listwise)	38		

Table 3 show Descriptive statistical data reveal a significant decrease in Emotional Exhaustion levels following the implementation of the BARS evaluation method. The mean score dropped sharply from 46.66 to 19.47, indicating that BARS helped foster a fairer and more psychologically supportive work environment, thereby contributing to reduced stress and emotional exhaustion among nurses.

Table 4 Simultaneous Significance Test (F Test)

ANOVA[a]

Model	*Sum of Squares*	*df*	*Mean Square*	*F*	*Sig.*
Regression	*765.598*	*2*	*382.99*	*.344*	*009b*
Residual	*2506.955*	*35*	*71.67*		
Total	*3272.553*	*37*			

a. Dependent Variable: Emotional Exhaustion

b. Predictors: (Constant), Quality of Work Life, Behaviorally Anchored Rating Scale (BARS)

Table 4 show The regression test results indicate that the model is statistically significant, with an F value of 5.344 and a p-value of 0.009. This means that the independent variables—Quality of Work Life and BARS—have a significant simultaneous effect on the dependent variable, Emotional Exhaustion. Therefore, the model can be used to predict the level of emotional exhaustion based on these two predictors.

Table 5 Partial Significance Test (t-test)

Coefficientsa[a]						
Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	12,845	3,256		3,945	.000
	Behaviorally Anchored Rating Scale (BARS)	0,382	.108	.015	3,537	.00
	Emotional Exhaustion	-.473	.132	.472	-3,583	.001
a. Dependent Variable: Quality of Work Life						

Based on Table 5, the Behaviorally Anchored Rating Scale (BARS) variable has a positive and significant effect on Quality of Work Life (QWL), as indicated by a B coefficient of 0.382 with a significance value of 0.000 ($p < 0.05$). This means that higher implementation of BARS is associated with a higher perceived quality of work life among nurses. Additionally, the Emotional Exhaustion variable shows a significant negative effect on QWL, with a B coefficient of -0.473 and a significance value of 0.001 ($p < 0.05$). This indicates that higher levels of emotional exhaustion are associated with lower quality of work life. These findings support the hypothesis that BARS improves Quality of Work Life both directly and indirectly by reducing Emotional Exhaustion.

Table 6 Effect of Behaviorally Anchored Rating Scale (BARS) on Emotional Exhaustion

Coefficients[a]						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	34.424	5.228		6.584	.000
	Behaviorally Anchored Rating Scale (BARS)	-.310	.127	.376	2.433	.020
a. Dependent Variable: Emotional Exhaustion						

Based on the Coefficients table 6 the regression test results show that the Behaviorally Anchored Rating Scale (BARS) has a significance value of 0.020 ($p < 0.05$). This indicates that BARS has a statistically significant effect on Emotional Exhaustion. The unstandardized coefficient (B) is -0.310, showing a negative relationship between BARS and Emotional Exhaustion. This aligns with the hypothesis that higher levels of BARS implementation are associated with lower levels of Emotional Exhaustion. Therefore, the hypothesis is accepted, as the effect is both statistically significant and in the expected directionan increase in BARS is followed by a decrease in Emotional Exhaustion.

Table 7 Effect of Behaviorally Anchored Rating Scale (BARS) on Quality of Work Life

Coefficients[a]						
Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	14.149	4.039		3.503	.001
	Behaviorally Anchored Rating Scale (BARS)	.699	.098	.764	7.103	.000
a. Dependent Variable: Quality of Work Life						

Based on the Coefficients table, the regression test results show that the Behaviorally Anchored Rating Scale (BARS) has a significance value of 0.000 ($p < 0.05$). This indicates that BARS has a statistically significant effect on Quality of Work Life (QWL). The unstandardized coefficient (B) is 0.699, indicating a positive relationship between BARS and QWL. This supports the hypothesis that the higher the BARS implementation, the higher the Quality of Work Life perceived by nurses. Therefore, the hypothesis is accepted, as there is a significant effect and the relationship is in the expected directionan increase in BARS scores is followed by an increase in QWL.

Table 8 Effect of Emotional Exhaustion on Quality of Work Life

Coefficients[a]						
Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	16.707	7.699		2.170	.037
	Emotional Exhaustion	-.536	.162	.484	3.315	.002
a. Dependent Variable: Quality of Work Life						

Based on the Coefficients table, the regression test results show that Emotional Exhaustion has a significance value of 0.002 ($p < 0.05$). This indicates that Emotional Exhaustion has a statistically significant effect on Quality of Work Life

(QWL). The unstandardized coefficient (B) is -0.536, indicating a negative relationship between Emotional Exhaustion and QWL. This supports the hypothesis that the higher the level of Emotional Exhaustion, the lower the Quality of Work Life perceived by nurses. Therefore, the hypothesis is accepted, as the effect is statistically significant and in the expected direction—an increase in Emotional Exhaustion is followed by a decrease in Quality of Work Life.

Table 9 Emotional Exhaustion mediates the relationship between Behaviorally Anchored Rating Scale (BARS) and Quality of Work Life

Coefficients[a]						
Model		*Unstandardized Coefficients*		*Standardized Coefficients*	T	Sig.
		B	*Std. Error*	Beta		
1	*(Constant)*	28.406	5.799		4.898	.000
	Behaviorally Anchored Rating Scale (BARS)	-.013	.189	.015	.067	.002
	Quality of Work Life	-.425	.207	.472	2.058	.003
a. Dependent Variable: Emotional Exhaustion						

Based on the Coefficients table, the regression test shows that the Behaviorally Anchored Rating Scale (BARS) has a significance value of 0.002 ($p < 0.05$) with respect to Emotional Exhaustion. This indicates that BARS has a statistically significant effect on Emotional Exhaustion as a mediating variable.

Similarly, Quality of Work Life (QWL) has a significance value of 0.003 ($p < 0.05$), demonstrating a significant influence on Emotional Exhaustion. These relationships are supported by the B coefficients, which show the expected direction: BARS has a negative coefficient (-0.013), indicating that higher BARS implementation leads to lower Emotional Exhaustion, while QWL also has a negative coefficient (-0.425), indicating that better quality of work life reduces Emotional Exhaustion.

Since both mediation paths are significant and show the expected direction of relationships, it can be concluded that Emotional Exhaustion functions as a mediating variable in the relationship between BARS and Quality of Work Life. In other words, the mediation hypothesis is accepted because all significance criteria and directional consistency are fulfilled.

DISCUSSION

The Effect of BARS on Emotional Exhaustion in Nurses at Bhayangkara Clinic

The study findings indicate that the implementation of the Behaviorally Anchored Rating Scale (BARS) significantly reduces Emotional Exhaustion, as shown by a negative regression coefficient. This means that higher BARS scores are associated with lower levels of emotional fatigue, (Russeng et al., 2020).A structured and behavior-based performance appraisal such as BARS helps reduce workplace stress by promoting clarity, fairness, and objectivity. Theories such as the Burnout Model, Stress and Coping Theory, and Organizational Justice support the idea that fair and transparent evaluations enhance emotional well-being by reducing anxiety and role ambiguity, (Rambe & Pareke, 2024)

Therefore, BARS can serve as an effective performance management strategy to create a healthier and more productive work environment. Its implementation not only improves performance but also supports employees' psychological well-being, (Rambe & Pareke, 2024a). Organizations are encouraged to adopt BARS as a primary assessment method, along with training for managers to ensure evaluations are fair, constructive, and focused on development. In doing so, BARS plays a vital role in reducing Emotional Exhaustion and enhancing employee well-being.

The Effect of BARS on Quality of Work Life in Nurses at Bhayangkara Clinic

The regression results show that the Behaviorally Anchored Rating Scale (BARS) has a positive and significant effect on nurses' Quality of Work Life (QWL). A regression coefficient of 0.699 and a significance value of 0.000 indicate that better implementation of BARS leads

to higher perceptions of QWL. This suggests that behavior-based performance appraisals can enhance perceptions of fairness, recognition, and job satisfaction key elements of QWL, (Widayati, 2020)

However, several studies warn that a rigid application of BARS, without considering emotional and social support, can increase pressure and anxiety, potentially lowering QWL, (Muthiah et al., 2022) An overly behavior-focused evaluation process, lacking flexibility and communication, can lead to job stress and emotional exhaustion, particularly in healthcare settings, (Muthiah et al., 2022)

The implication is that organizations must implement BARS wisely while prioritizing employees' psychological well-being. Appraisals should be accompanied by constructive feedback, open communication, and emotional support. With this balanced approach, BARS can function effectively not only as a performance management tool but also as a means to support and improve the Quality of Work Life among healthcare professionals.

The Effect of Emotional Exhaustion on Quality of Work Life in Nurses at Bhayangkara Clinic

The results of the study indicate that Emotional Exhaustion has a negative and significant effect on Quality of Work Life (QWL). An increase of one unit in emotional exhaustion leads to a decrease of 0.536 units in QWL. Emotional Exhaustion, which results from prolonged workplace stress, diminishes employees' motivation, engagement, and psychological well-being key components in shaping their perception of QWL, (Pratiwi et al., 2023)

Several theories support this finding, such as Ryff's psychological well-being theory (1989) and Karasek's job stress model (1979). Emotional Exhaustion disrupts the balance between job demands and personal resources, leading to dissatisfaction, mental fatigue, and disengagement. Prior studies have consistently shown that burnout, particularly Emotional Exhaustion, is strongly linked to a decline in QWL, (Priyono & Saraswati, 2023)

As a practical implication, organizations must implement effective stress management strategies, provide social support, and enhance employee engagement to prevent or reduce Emotional Exhaustion. These efforts are essential to improving overall QWL, creating a healthier, more productive, and sustainable work environment.

Emotional Exhaustion mediates the relationship between BARS and Quality of Work Life

The results of this study reveal that Quality of Work Life (QWL) has a stronger influence on Emotional Exhaustion than the Behaviorally Anchored Rating Scale (BARS). Poor QWL can trigger stress, frustration, and anxiety, ultimately leading to emotional exhaustion. This finding aligns with existing theories and research that highlight the role of workplace well-being as a protective factor against burnout, (Priyono & Saraswati, 2023).

Nevertheless, BARS also has a significant effect on Emotional Exhaustion, although to a lesser degree, (Suparto et al., 2018) Behavior-based evaluations like BARS help clarify performance expectations, but if applied inconsistently or with overly demanding standards, they may become an additional source of stress. Misalignment between performance expectations and workplace support can worsen emotional fatigue, (Suparto et al., 2018)

Therefore, to reduce Emotional Exhaustion, organizations must enhance QWL by fostering a supportive work environment, balancing demands with resources, and ensuring that performance appraisal systems like BARS are implemented fairly, transparently, and with

constructive feedback. A combined focus on both these factors can effectively promote emotional well-being and long-term employee productivity.

CONCLUSIONS

This study demonstrates that the implementation of the Behaviorally Anchored Rating Scale (BARS) significantly reduces emotional exhaustion among nurses and enhances their quality of work life (QWL). A structured and objective performance appraisal using BARS promotes clarity and fairness, which in turn reduces emotional strain and increases job satisfaction. The findings also reveal that emotional exhaustion acts as a mediator in the relationship between BARS and QWL, indicating that lowering emotional exhaustion through BARS indirectly contributes to the improvement of work life quality. These results suggest that healthcare management should adopt structured performance appraisal systems and cultivate supportive work environments to enhance nurses' emotional well-being. Furthermore, integrating QWL improvement programs with BARS-based evaluations may serve as an effective strategy to support the mental health and productivity of nursing staff. Future research could explore the long-term impact of BARS in various healthcare settings and its role in improving staff retention and performance.

RECOMMENDATION

It is recommended that management optimize the implementation of the Behaviorally Anchored Rating Scale (BARS) by conducting regular training sessions for evaluators. Additionally, BARS indicators should be reviewed and updated every six months based on performance evaluation results and constructive feedback. This will help ensure that the system remains relevant, objective, and aligned with current performance expectations.

To enhance trust and transparency in the evaluation process, it is important that management ensures all assessment results are communicated directly and constructively. This practice not only reinforces accountability but also encourages continuous professional development among staff.

Improving the quality of work life should be prioritized by providing regular recognition and rewards to staff, as well as ensuring the availability of adequate work facilities and resources. These efforts can significantly contribute to employee satisfaction, motivation, and overall well-being.

It is advisable for management to actively involve nurses in the planning and development of workplace policies and environments. Moreover, regular evaluations should be conducted and fully integrated with the BARS system to support a more inclusive, responsive, and data-driven approach to organizational improvement.

REFERENCES

Bernardin, H. J. (2015). Behaviorally Anchored Rating Scales (<scp>BARS</scp>). In Wiley Encyclopedia of Management (pp. 1–2). Wiley. https://doi.org/10.1002/9781118785317.weom050113

Dharma Putra, Y., Kumara, I. N. S., Ariyani, N. W. S., & Swamardika, I. B. A. (2021). Literature Review Analisis Kinerja SDM Menggunakan Metode Behaviorally Anchored Rating Scale (BARS). Majalah Ilmiah Teknologi Elektro, 20(1), 103. https://doi.org/10.24843/MITE.2021.v20i01.P12

Guest, D. E. (2022). Quality of Working Life. In Oxford Research Encyclopedia of Psychology. Oxford University Press. https://doi.org/10.1093/acrefore/9780190236557.013.904

Gultom, L. A., & Abidin, Z. (2024). Emotional Exhaustion among Child Protection Workers in Indonesia.

Psikostudia : Jurnal Psikologi, 13(2), 200. https://doi.org/10.30872/psikostudia.v13i2.14275

Karnia, R. (2024). Relationship between the Adoption of BARS Teacher Evaluation Model and its Impact on Student Performance. International Journal of Psychiatry, 9(3), 01–18. https://doi.org/10.33140/IJP.09.03.04

Muthiah, L., Dulahu, W. Y., & Hunawa, R. D. (2022). Relationship Of Age And Work Experience With The Quality Of Nursing Work Life (QNWL) Nurses. Jurnal Keperawatan Dan Fisioterapi (Jkf), 4(2), 198–206. https://doi.org/10.35451/jkf.v4i2.966

Narni, N. (2024). A Study On Quality Of Work Life. International Journal of Progressive Research in Engineering Management and Science. https://doi.org/10.58257/IJPREMS35054

Pratiwi, E., Rochka, M. M. R., & Anwar, A. A. (2023). Quality of Work Life with Nurse Organizational Commitment During the Covid-19 Pandemic Period. Jurnal Ilmiah Kesehatan (JIKA), 5(2), 190–197. https://doi.org/10.36590/jika.v5i2.407

Priyono, A. A., & Saraswati, E. (2023a). Quality of Work Life dan Burnout terhadap Kinerja Paramedis: Mediasi Kepuasan Kerja di Era Pandemi. Jurnal Samudra Ekonomi Dan Bisnis, 14(1), 100–112. https://doi.org/10.33059/jseb.v14i1.6221

Priyono, A. A., & Saraswati, E. (2023b). Quality of Work Life dan Burnout terhadap Kinerja Paramedis: Mediasi Kepuasan Kerja di Era Pandemi. Jurnal Samudra Ekonomi Dan Bisnis, 14(1), 100–112. https://doi.org/10.33059/jseb.v14i1.6221

Rahayu, T. W., Rahim, Agus Hadian., & Suwarni, S. (2022). *SWOT model bisnis canvas untuk rumah sakit*. Bandung: UPT Publikasi Ilmiah UNISBA.

Rahim, Agus Hadian., & Raksanagara, Ardini (2022). *Pengantar epidemiologi*. Bandung: UPT Publikasi Ilmiah UNISBA.

Rambe, H., & Pareke, F. J. (2024a). Peran Mediasi Burnout dalam Pengaruh Emotional Exhaustion dan Work Overload Terhadap Job Performance PNS Pemerintah Daerah Provinsi Bengkulu. Jesya, 7(1), 814–829. https://doi.org/10.36778/jesya.v7i1.1483

Rambe, H., & Pareke, F. J. (2024b). Peran Mediasi Burnout dalam Pengaruh Emotional Exhaustion dan Work Overload Terhadap Job Performance PNS Pemerintah Daerah Provinsi Bengkulu. Jesya, 7(1), 814–829. https://doi.org/10.36778/jesya.v7i1.1483

Rizal Nazarudin A, Herman, & Arie Ambarwati. (2022). Analisis Penilaian Kinerja Karyawan Studi pada Waiters Cafe Belly Buddy dengan Metode Behaviorally Anchor Rating Scale (BARS). Journal Of Accounting and Business, 42–53. https://doi.org/10.30649/jab.v1i2.106

Russeng, S. S., Saleh, L. M., & Diah, T. A. T. (2020). The Effect of Workload on Emotional Exhaustion and Its Impact on the Performance of Female Nurses at Hospital Dr . Tadjuddin Chalid Makassar. 32(24), 46–51. https://doi.org/10.9734/JPRI/2020/v32i2430808

Sarabia-Alcocer, B., Velázquez-Sarabia, I., López-Gutiérrez, T. J., Aké-Canché, B., Gutiérrez-Alcántara, E. J., & Pérez-Balan, R. (2024). EMOTIONAL EXHAUSTION IN HEALTH PROFESSIONALS. International Journal of Health Science, 4(34), 2–6. https://doi.org/10.22533/at.ed.1594342428036

Setiawan, R., Cahyana, R., & Hakim, P. (2022). Implementasi Konsep

Behaviorally Anchor Rating Scale pada Sistem Informasi Penilaian Kinerja Karyawan Berbasis Web. Jurnal Algoritma, 18(2), 562–573. https://doi.org/10.33364/algoritma/v.18-2.970

Suparto, T. A., Puspita, A. P. W., Hermayanti, Y., Rohaedi, S., & Fitriani, L. A. (2018). Pengaruh Faktor Demografi Terhadap Quality of Nursing Work Life (QNWL) Perawat di Puskesmas Kota Bandung pada Era BPJS. Jurnal Pendidikan Keperawatan Indonesia, 4(1), 13. https://doi.org/10.17509/jpki.v4i1.12338

Tanoni, E. R., & Saputra, B. W. (2024). Designing a Human Resource Management System for Performance Assessment using Behaviorally Anchored Rating Scales (BARS) for Operators at PT. Polyland Indoteknik Bandung. Journal of World Science, 3(11), 1449–1468. https://doi.org/10.58344/jws.v3i11.1227

Widayati, D. (2020). Quality Nursing Work Life Dan Burnout Syndrome Pada Perawat. Jurnal Ners Dan Kebidanan (Journal of Ners and Midwifery), 7(1), 123–129. https://doi.org/10.26699/jnk.v7i1.art.p123-129

Yin, C., Zuo, B., Huang, H., & Sang, Y. (2022). Analysis of Evaluation Method of Employee Ability and Quality based on Behaviorally Anchored Rating Scale. 2022 IEEE 6th Information Technology and Mechatronics Engineering Conference (ITOEC), 878–882. https://doi.org/10.1109/ITOEC53115.2022.9734590