

QUALITY OF NURSING WORK LIFE AS A DETERMINING FACTOR OF NURSES' PERFORMANCE: AN EMPIRICAL STUDY AT KASIH HERLINA HOSPITAL, SORONG

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Abstract. This study aims to explore the impact of Quality of Nursing Work Life (QNWL) on the performance of nurses at Kasih Herlina Sorong Hospital, focusing on key dimensions such as working conditions, job satisfaction, work-life balance, and various factors that either support or hinder nurses' ability to perform effectively. The research employs a quantitative approach, utilizing observational methods, specifically a cross-sectional research design, which involves collecting data from a defined population at a single point in time. The intent is to examine how different elements of QNWL contribute to overall job performance. Based on the results obtained, it is evident that components such as work-home life balance, job design, and external work conditions have a significantly positive effect on nurses' performance. These factors contribute to a more supportive and conducive work environment, thereby enhancing motivation, reducing burnout, and increasing job efficiency. Consequently, when nurses experience better work-life integration, clearly structured job roles, and favorable external work influences, their performance levels tend to improve. Interestingly, the study also reveals that the internal work environment, which encompasses factors such as interpersonal dynamics, organizational culture, and internal policies, does not have a statistically significant impact on performance outcomes within this context. This finding underscores the importance for hospital administrators to prioritize enhancing external factors and job design elements that directly impact nurses' daily functions. Ultimately, this research provides valuable insights for hospital management seeking to enhance nursing performance through strategic improvements in work-life quality.

Keywords: quality of nursing work life, nurse performance, hospital

I. INTRODUCTION

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Nurses play a crucial role in the healthcare system, working to improve client well-being and quality of care. They act as caregivers with a holistic approach, serving as case managers, clinical assessors, advocates, and guardians for clients, coordinating the healthcare team. In addition, nurses act as rehabilitators, comfort givers, communicators, and counselors in health education (Nopriyanti, 2023).

The study results (Rahmadhani et al., 2024) showed that 66.6% of nurses at Regional General Hospital Haji Makassar experienced poor performance, as evaluated according to the criteria used. This indicates a challenge in achieving optimal performance at the institution. The results of the study (Kamila & Fauziah, 2024) showed that as many as 51.4% of nurses at South Tangerang City General Hospital still exhibited substandard performance, indicating challenges in achieving optimal performance within the institution. This suggests a

need to enhance nurse performance through enhanced training, increased motivation, and improved managerial support. Aligning nurses' needs with available resources, as well as improving supporting facilities, can be a strategic step to overcome these challenges and improve nurses' overall performance.

The researcher has conducted a preliminary study to identify the main challenges faced by nursing staff at Kasih Herlina Sorong Hospital. Based on the results of an initial survey conducted among 30 nurses in various service units, it was found that 76% of respondents reported a high workload, characterized by an unbalanced patient-to-nurse ratio, excessive overtime, and administrative demands that exceeded their primary nursing responsibilities. This condition contributes significantly to burnout; 63% of nurses reported often feeling physically and emotionally exhausted after work, while 42% admitted to experiencing symptoms of prolonged work stress.

In terms of rewarding performance, more than 61% of nurses felt underappreciated by management, whether in the form of incentives, verbal recognition, or career development opportunities. This dissatisfaction leads to a decrease in work motivation, which, in the long run, can trigger the desire to

change workplaces. Internal hospital data also show an 18% increase in nurse turnover over the last two years, indicating a decline in job satisfaction levels.

Based on the research results (Damanik et al., 2021), the quality of nurses' work life (QNWL) has a significant effect on nurse performance, with a significance value of 0.004, which is smaller than 0.005. This indicates that the better the quality of nurses' work-life balance, the higher the performance they demonstrate in providing nursing services. However, this result contradicts the findings of the research (Rohmayanti & Wijayanti, 2023), which show that there is no significant relationship between Quality of Nursing Work Life (QNWL) and nurse performance. However, optimal nurse performance still has an essential contribution in providing quality nursing services.

Overall, this condition highlights that Kasih Herlina Sorong Hospital faces significant challenges in human resource management, particularly in the nursing sector. If not addressed immediately, these problems not only impact the performance and welfare of nurses but can also reduce the quality of service to patients and the overall image of the hospital. Consequently, this study is relevant for further investigation of the elements that contribute to nurses' job dissatisfaction and potential actions to improve retention and motivation of hospital nursing staff. Based on the above background and phenomena, the problem formulation that the researcher proposes is how does the quality of nursing work life affect the performance of nurses at Kasih Herlina Hospital in Sorong? The purpose of this study was to determine the effect of the quality of nursing work life on nurse performance at Kasih Herlina Hospital in Sorong.

Employee Welfare Theory

Bakker and Demerouti (2007) in (Rahayu, 2021) classify job characteristics within a model known as the JD-R model (job demands and job resources). Demerouti et al. (2001), as cited in (Rahayu, 2021), define job demands as job characteristics that encompass psychological, physical, social, and organizational aspects, which require physical and mental energy, potentially leading to physical and psychological fatigue in employees. Meanwhile, job resources refer to job characteristics that support goal achievement, encourage employee self-development, and help overcome physical and psychological fatigue.

The JD-R model serves as a guide for supervisors and work teams in solving problems and improving work performance. For example, in an ATC (air traffic controller) job that requires a high level of concentration, enormous mental job demands can cause stress if not balanced with adequate job resources. If the job demands are too high and the available job resources are too low, ATCs risk experiencing excessive stress, which can lead to turnover or even accidents due to lack of focus. In this case, the job resources needed are not autonomy but support and rewards that can help reduce stress and increase work motivation (Rahayu, 2021).

Nurse Performance

According to Sutrisno, Suryoputro, & Fatmasari (2017) in (Kurniawan K & Khatimah, 2020) the effectiveness of nursing services is measured by nurse performance. The way nurses use the skills and information they have learned in

nursing school is reflected in their performance when providing nursing care. Evaluation of nursing proficiency is often based on the level of patient satisfaction, both those undergoing treatment and those who have completed it.

Ilyas, (2017) in (Sembiring, et al., 2022) defines performance as a reflection of employee work both in terms of quality and quantity in a company. Both individuals and work groups can show performance. These results reflect the efforts of all employees at all levels of the company, not just those in structural or functional positions. In contrast, Kuntoro (2017) wrote in (Sembiring et al., 2022) that nurse performance involves a series of actions taken by nurses to fulfill their obligations as optimally as possible, thereby achieving the main objectives of the nursing profession and realizing the vision and mission of the organizational unit in providing nursing care.

Mangkunegara (2011) in (Rattu et al., 2022) define performance as the amount and quality of work that people have done by their obligations. Meanwhile, Mangkuprawira and Hubeis (2007), as cited in (Rattu et al., 2022), explain that an organized work process carried out by organizations and workers at specific times and locations results in improved performance.

Quality of Nursing Work Life (QNWL)

Brooks and Anderson (2005), as cited in (Hayulita et al., 2023), define the quality of nurses' work life (QNWL) as a term that describes how nurses perceive their work experiences as meeting their personal needs. This concept aims to achieve synergy between nurses' satisfaction and the achievement of organizational goals by managing superior and productive human resources. Through QNWL, nurses feel satisfied in fulfilling their needs while making maximum contributions to the institutions where they work. Based on various definitions and research, the concept of Quality of Nurses' Work Life (QNWL) measures how effectively nurses balance their personal demands with their professional responsibilities within the organizations in which they work. QNWL plays a crucial role in enhancing nurses' physical and psychological well-being, which has a direct impact on their job satisfaction, productivity, and retention within the nursing workforce.

Relationship between Variables

The correlation between nurse performance and the Quality of Nurses' Work Life (QNWL) is substantial, where QNWL plays a significant role in shaping optimal performance. QNWL encompasses various dimensions, including job satisfaction, work-life balance, support from colleagues and management, and supportive working conditions (Suaib, 2020). Previous research shows that nurses with better QNWL tend to perform better because they feel more inspired and satisfied with their work. This can be reflected in increased productivity, effectiveness in providing nursing services, as well as decreased turnover rates. Additionally, good QNWL can also enhance patient satisfaction and improve the overall quality of healthcare services (Agustin et al., 2022).

Improving nurses' performance in hospitals is primarily dependent on the quality of nurses' work life, or QNWL, including at Kasih Herlina Hospital in Sorong. QNWL reflects nurses' work well-being, which consists of the work environment, personal and professional life balance, and

organizational support. When QNWL is high, nurses tend to be more motivated, feel valued, and have a greater commitment to their work. This contributes to improved performance, including more optimal care, increased efficiency in nursing tasks, and enhanced patient satisfaction. Conversely, if QNWL is low, nurses may experience job stress, burnout, and decreased productivity, which can ultimately have a negative impact on the quality of health care. Therefore, understanding the relationship between QNWL and nurse performance is crucial for hospital management to improve the effectiveness of health services through strategies that support the well-being of nursing staff.

Hypothesis

Sugiyono (2021) defines a hypothesis as a short-term solution to a research topic that is connected to the variables under study. Through data collection, the truth of this theory will be checked. According to the conceptual and theoretical framework, the hypotheses of this study are:

- H1: The work-life-home life balance has a positive impact on nurse performance.
 H2: The work design has a positive impact on nurses' performance.
 H3: The work context has a positive impact on nurses' performance.
 H4: The work world has a positive impact on nurse performance.
 H5: The Quality of Nursing Work Life (QNWL) simultaneously has a positive impact on nurse performance.

II. RESEARCH METHODS

Observational research involves observing a phenomenon without intervening in it to obtain the study's results (Ramji, 2022). Quantitative research is a type of research that utilizes data collection methods to get facts in the field that can be measured and analyzed systematically (Ali et al., 2022). Observational research, employing a quantitative approach, forms the core of this study. A type of observational research approach known as cross-sectional research involves collecting information from a population at a specific point in time. The ideal sample size for SEM-PLS is 150-250 respondents, with an absolute minimum of 100 to maintain model stability. With only 59 respondents at this time, this research remains exploratory and requires further study to generalize the findings.

II. RESULTS AND DISCUSSION

A flow chart will be created using the theoretical model that has been developed as a result of the hypothesis. To facilitate the observation of the causal relationship being investigated, a flowchart is used.

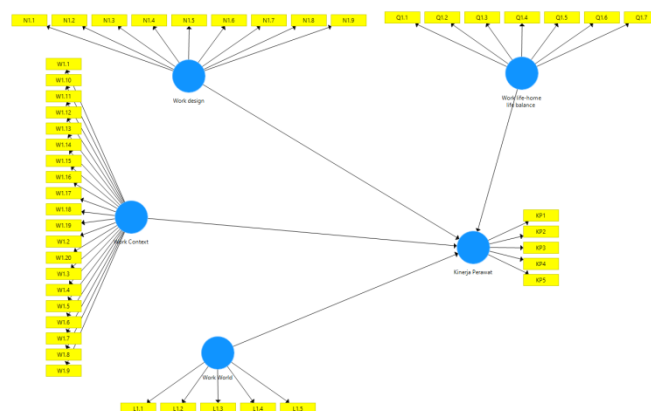


Figure 1. Research Flow Diagram

Using the questionnaire, the observation variables are represented by the blue circle in the figure. In the same way, the shape of each indication serves as the basis for the subsequent structure. Flow charts are valuable tools for illustrating causal relationships within PLS applications.

Outer Model Evaluation

In PLS-SEM, measurement model assessment involves constructing non-parametric evaluation criteria, as well as utilizing bootstrapping and blindfolding processes. During measurement model evaluation, the primary objective is to assess the validity and reliability of the measurement of the constructs or indicators. In this study, the reflective measurement model was evaluated using measures of convergent validity, discriminant validity, average variance extracted, composite reliability, and Cronbach's alpha. These are the variables used to evaluate the measurement model.

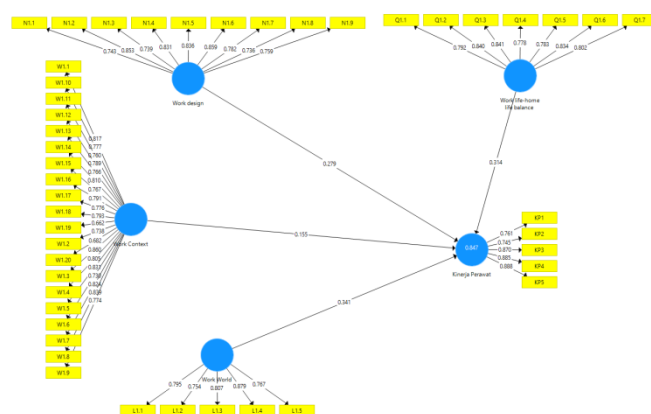


Figure 2. Outer Model

Influence of Work life-home life Balance on Nurses' Performance

Hypothesis testing findings indicate that nurses perform better when they have a work-life balance. The T-statistic value of 2.088, which is higher than the critical limit of 1.96, and the p-value of 0.037, which is lower than the significance level of 0.05, both support this. Therefore, the theory proposed in this study is approved. Thus, the more nurses feel that their

professional and personal lives are balanced, the better their performance in nursing tasks.

The amount of influence exerted by the work-life home-life balance variable on nurse performance is 0.314. This value indicates a statistically significant relationship, although it is not classified as very strong. This figure indicates that the balance between work and home roles has an important contribution to improving nurses' work performance. Research by Taufan et al. (2024) revealed that the work-life-home-life dimension of nurses primarily consisted of the moderate group. Indicators of work-life balance, post-work energy levels, the impact of work on personal life, and organizational rules can all be used to measure this dimension.

These results reinforce the understanding that nurses' psychological and social conditions outside the workplace can impact their productivity and effectiveness in delivering services. When nurses feel that work demands do not interfere with their personal lives, they are more likely to be enthusiastic about their work and able to maintain the quality of health services provided. Conversely, an imbalance between work and home life can lead to reduced performance due to fatigue, stress, and prolonged role conflict. Therefore, work-life balance is a crucial element that should not be overlooked in understanding the performance of healthcare workers.

Influence of Work Design on Nurses' Performance

Nurses' performance was found to be positively influenced by the work design variable, as indicated by the hypothesis testing findings. The p-value of 0.033, which is below the significance level of 0.05, and the T-statistic value of 2.135, which is above the critical value of 1.96, indicate that the impact is statistically significant. Consequently, the concept that job design affects nurses' performance is accepted. Thus, reasonable and appropriate job design metrics can encourage nurses to work more optimally in carrying out their tasks.

The influence value of 0.279 indicates that job design makes a significant contribution to nurse performance; although not as substantial as other variables, it still has a notable influence. Effective job design includes aspects such as role clarity, task variety, work autonomy, and feedback. When nurses feel that their jobs are well-designed, they tend to be more motivated, feel valued, and can work more efficiently and with higher quality.

Taufan et al.'s research (2024) indicates that the work design dimension for nurses falls into the sufficient category. Staffing, autonomy, workload percentage, and job satisfaction can all be used to measure this dimension. Another study conducted by Azhar A. (2022) showed that 49 respondents (68.1%) out of 72 had a working design classified as good. These results reinforce the notion that organizational structural factors, such as the design and organization of work, can impact individual performance. Nurses who have a clear and supportive work structure will be better able to adjust to job demands and provide services to a good standard. Conversely, ineffective work design can lead to role confusion, burnout, and a decline in performance. To improve nurse performance, work design is a crucial factor that cannot be ignored.

Influence of Work Context on Nurses' Performance

According to the findings of the third hypothesis testing, nurses' performance is not significantly influenced by the work situation variable. The T statistic value of 1.503, which is smaller than the critical limit of 1.96, and the p-value of 0.133, which is higher than 0.05, indicate this. Thus, the theory that work situation and nurse performance are positively correlated is statistically unacceptable. This suggests that, within the context of this study, the work environment has no significant impact on nurses' performance.

However, the work context variable still shows an influence value of 0.155, indicating a positive relationship, albeit weak. Work context typically encompasses factors such as the physical condition of the workplace, relationships among employees, organizational culture, and support from superiors. A low influence value may indicate that nurses in the context of this study have become accustomed to the existing working conditions or that other factors are more dominant in determining their performance than the work environment itself.

Taufan et al.'s (2024) research indicate that the dimensions of nurses' work context reveal that most of the 37 nurses (61.7%) among 60 respondents fall into the sufficient category. Indicators, including communication, supervision, teamwork, career advancement, workplace facilities, and safety, are used to measure the dimensions of the work context. A total of 36 nurses (44.4%) of the 81 nurses were the subjects of another study on inpatient nurses by Shiqina R. et al. (2023) in the poor category.

These findings indicate that under certain conditions, nurses can maintain their performance despite working conditions that are not ideal or are not the primary factor influencing performance. This could also indicate that internal factors, such as personal motivation, or other factors, like work design and work-life balance, have a greater influence on performance achievement. Therefore, although work context is theoretically considered necessary, the results of this study illustrate that its impact on nurse performance in this case is not significant.

Influence of Work World on Nurses' Performance

According to the findings of the fourth hypothesis test, nurses' performance is significantly improved by the variables of the working world. The T-statistic value of 3.433, which is higher than the critical value of 1.96, and the p-value of 0.001, which is significantly lower than the significance threshold of 0.05, both support this conclusion. Therefore, the idea that the working environment improves nurses' performance is statistically supported. This means that the working world, or the external environment of the nursing profession, plays a significant role in shaping nurses' performance.

The influence of the Work World variable on nurse performance has a magnitude of 0.341, which is the highest compared to other research variables. This suggests that external factors—such as professional regulations, public perceptions of the nursing profession, and the dynamics of the healthcare industry—have a significant impact on the performance of nurses. When the work environment offers support and recognition for the nursing profession, it can

enhance nurses' enthusiasm, sense of responsibility, and commitment to their duties.

Taufan et al. (2024) researched the work environment of nurses in inpatient wards. Among the 60 respondents, 30 nurses (50%) were categorized as being in the "quite good" group. This evaluation was based on several factors, including the safety index, impact on patients, self-confidence, and salary adequacy. Additionally, a study by Agustin I (2022) during the COVID-19 pandemic found that 29 nurses (80.6%) fell into the less favorable category.

These results indicate that nurse performance is influenced not only by internal variables or the immediate workplace but also by how the outside world perceives and impacts the nursing profession. Aspects such as career opportunities, job stability, and professional recognition contribute to improved performance. With a significant influence from the Work world, it can be concluded that conditions and perceptions formed outside the hospital environment or institution where nurses work have an essential contribution to the effectiveness and quality of their work.

III. CONCLUSIONS

Based on the analysis from the previous chapter, this study presents the following findings Nurses' performance is positively impacted by their work-life balance. This means that the more nurses feel they have a good balance between their personal and professional lives, the more effectively they can carry out their nursing duties. Nurses' performance is positively influenced by work design. This shows how effective and appropriate work design can motivate nurses to do their jobs more effectively. The work context has little impact on nurse performance. This suggests that the work environment has no significant influence on nursing performance in the context of this study. The work world positively influences nurses' performance. This shows that the workplace or external environment of the nursing profession has a significant impact on nurses' performance. The researcher suggests that further research can expand observations to include other variables that also theoretically affect nurse performance, such as self-motivation and leadership style. In addition, the researcher suggests that hospitals improve the quality of nurses' work life by enhancing the work environment, managing a more balanced workload, and providing ongoing professional development programs to support improved nurse performance.

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