

# The Influence Of Quality Of Work Life On The Performance Of Nurses At Majene Regency General Hospital

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## The Influence Of Quality Of Work Life On The Performance Of Nurses At Majene Regency General Hospital

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**Abstract.** One thing that hospitals must consider is the performance of nurses. Performance is the achievement or result in terms of quality and quantity of an employee for their work in accordance with the directions and responsibilities given by their superiors. The aim of this research is to analyze the influence of Quality of Work Life on the performance of Inpatient Installation Nurses at Majene Regency General Hospital. The research method uses a quantitative approach using an analytical observational design with a cross sectional approach, sampling was carried out using random sampling of 85 respondents. The population in this study were all nurses with employee status who provided services and were on duty in the patient Room at Majene Regency General Hospital, namely 134 people. The results of the research show that there is an influence on the variable quality of work life based on the work life dimension with a p value of  $0.008 < 0.05$ , work world with a p value of  $0.001 < 0.05$ , work context with a p value of  $0.004 < 0.05$ , and work design with a p value  $0.013 < 0.05$ . It is recommended that hospital management improve the Quality of Work Life for nurses by revising the system for distributing compensation for medical services, improving and the work environment security system.

**Keywords:** Quality of Work Life, Performance, Nurses, Hospital

### BACKGROUND

Human resources are one of the most important strategic resources of every organization. Undoubtedly, the success of organizations and work environments depends on the efficient use of human resources based on behavioral science. Leveraging human and behavioral sciences to better coordinate organizations with changing environments to improve organizations is undeniable. To face the challenges of using human resources efficiently, it is necessary to know the concepts, structures and tools related to them more comprehensively and finally the most important thing is the skills to use these structures and tools (Batvandi & Ghazavi, 2017).

Employee performance will influence how much they contribute to the organization (Robert L. Mathis - John H. Jackson, 2006). High levels of performance can be increased through increasing the quality and quantity of work. One of the efforts made to improve performance and improve the quality of output is through employee participation and involvement in the decision-making process and to meet employee needs by implementing Quality of Work Life (Sondang P. Siagian, 2009).

To help balance work with the needs, interests and pressures faced by employees so that it is useful for improving company performance and reducing employee turnover by developing QWL (Pramdhana, 2013). Efforts to improve the Quality of Work Life are not easy

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because in the process there are many challenges, even if it is not supported by various parties, this effort can usually fail. Manager support is very necessary and important because it will determine employee performance. It should be noted that individual employee performance is greatly influenced by QWL, in other words it has a significant relationship (Beh & Rose, 2007).

Quality of Work Life is a major issue that deserves attention by organizations. This statement shows that QWL is seen as being able to increase the role and contribution of employee members to the organization. Therefore, serious attention is needed by organizational leaders in realizing QWL, because this will help organizations retain their best employees and can improve organizational performance. Apart from QWL, discipline really plays an important role in shaping behavior. Just as rewards are effective in motivating people, discipline, if used appropriately, can improve performance. Discipline must be implemented fairly and consistently (Hasibuan, 2007). Effective disciplinary action will encourage individuals to improve performance which benefits the individual and of course also the organization.

Based on the results of interviews with several nurses at Majene Hospital, it was stated that nurses lacked enthusiasm for their work and always felt tired quickly because there was too much work to be done. Some nurses also stated that they felt dissatisfied with their work because they felt that what they were doing was not commensurate with what they were getting.

The results of evaluating the performance of nurses in hospitals were measured using nursing care standards based on the standards of the Indonesian National Nurses Association (PPNI) in 2010, achieving achievements with nursing assessment indicators of 85%, nursing diagnoses of 97%, nursing planning of 86%, nursing actions of 89%, and nursing evaluation was 82%. Based on these results, it was found that in 2019 the performance level of nurses in the Majene Regency Hospital Inpatient Installation was an average of 87.80%, which means that this did not meet the nursing care standards of 100%.

Therefore, researchers hope to be able to carry out further analysis regarding the influence of the quality of work life variable by analyzing using indicators of work life, world of work, work context and work design on the performance of nurses at the Majene District Hospital so that the hospital is able to provide quality health services and can increase patient satisfaction.

## THEORETICAL STUDY

### A. General Overview of Quality of Work Life

Quality of Work Life is a management system approach to coordinating and connecting the potential of Human Resources, the quality of work life in an organization as an effort by leaders to meet the needs of members and the organization simultaneously and continuously. Quality of work life can be interpreted as the degree of fulfillment of human needs in a work environment. If human needs are met, organizational productivity can increase. The concept of quality of work life contains the meaning that organizational goals must be able to work together (Bharati, 2011).

In short, Cascio (2006) states that quality of work life is employees' perception of their mental and physical well-being at work. Meanwhile, according to Bernardin and Russell (2003), Quality of work life is related to the level of satisfaction, motivation, involvement and personal commitment experienced regarding their life at work. Quality of work life is the level of individuals (employees) in meeting their personal needs (a need for freedom) while they are still employed. Companies interested in improving the quality of work life in general try to instill in employees comfort, fairness, family pride, democracy, ownership, autonomy, responsibility and flexibility.

### B. Performance Overview

Performance is the result of work functions/activities of a person or group in an organization which is influenced by various factors to achieve organizational goals within a certain time period (Pabundu, 2006). Mangkunegara (2009), performance is the result of work in terms of quality and quantity achieved by an employee in carrying out his duties in accordance with the responsibilities he carries out. According to Robbins (2013), performance is a form of work produced by a person. Lerner & Henke (2008) stated that performance is a record of outcomes resulting from a particular activity, over a certain period of time. Employee performance is a result achieved by workers in their work according to certain applicable criteria and makes a positive contribution to their organization.

Nurses as one of the health workers in hospitals play an important role in efforts to achieve health development goals. The success of health services depends on the participation of nurses in providing quality nursing care for patients (Potter & Perry, 2021). This is related to the presence of nurses on duty 24 hours a day serving patients, as well as the number of nurses on duty 24 hours a day serving patients, as well as the number of nurses who dominate health workers in hospitals, which is around 40-60%.

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Nurse performance is a nurse's activity in implementing as well as possible his authority, duties and responsibilities in order to achieve the goals of the main duties of the profession and the realization of the goals and objectives of the organizational unit. Nurse performance is actually the same as work performance in the company. Nurses want their performance to be measured based on objective standards that are open and communicable. If nurses are cared for and appreciated with superior respect, they will be more motivated to achieve higher levels of achievement (Ahmad, 2008).

## RESEARCH METHODS

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The type of research used is a quantitative approach using an analytical observational design with a cross sectional approach, namely a design that examines the dynamics of the correlation between the independent variable and the dependent variable at the same time. This research was carried out at the Majene Hospital in January 2022 - March 2022. The population in this study were all nurses with employee status who provided services and served in the Inpatient Room namely 134 people. Sampling was carried out using random sampling of 85 respondents. Data analysis in this research uses statistics to answer the objectives of the research, namely Univariate analysis functions to summarize a collection of measurement results so that the data collection turns into information. and Data analysis is carried out to find out whether there is a relationship between each independent variable and the dependent variable. Data analysis will use the Chi-square test.

## RESULTS AND DISCUSSION

### A. Univariate Analysis

Respondent characteristics are a description or characteristics inherent in the respondent, consisting of age, education and length of work.

**Tabel 1. Distribution of Respondent Characteristics in Inpatient Installations  
Majene Regency General Hospital in 2022**

Respondent Characteristics	Majene Regency General Hospital	
	(n)	(%)
<b>Age Group (Years)</b>		
25-30	20	23.3
31-35	<b>38</b>	<b>44.2</b>
36-40	17	19.8
41-48	10	11.6
<b>Gender</b>		
Man	20	23.3
Woman	<b>65</b>	<b>75.6</b>
<b>Education</b>		
Diploma	<b>42</b>	<b>48.8</b>
Bachelor	24	27.9

Respondent Characteristics	Majene Regency General Hospital	
	(n)	(%)
NERS	19	22.1
<b>Employment status</b>		
Civil servants	28	32.6
Honorary	57	66.3
<b>Total</b>	<b>85</b>	<b>100</b>

Source: Primary Data

Based on the table, it can be seen that the largest number of respondents in the Majene Regency Hospital Inpatient Installation were in the 31-35 year age group, namely 38 respondents or 44.2% and the least were in the 41-44 year age group, namely 10 respondents or 11.6%.

It is known that the largest number of respondents in terms of gender characteristics in the Majene Regency Inpatient Installation, namely female, was 65 respondents or 75.6% and in the last educational characteristic the highest number was DIII education level, 42 respondents or 48.8%. Meanwhile, the most common employment status characteristic in the Majene Regency Hospital Inpatient Installation is honorary, namely 57 respondents or 66.3%.

The research variables consist of the independent variable Quality of Work Life with the variables Work Life, Work Design, Work Context, Work World and Organizational Commitment with the variables Affective Commitment, Normative Commitment, Continuous Commitment. And the dependent variable is Nurse Performance.

#### 1) Work Life

The distribution of respondents' assessments on the Quality of Work of Life variable in the Majene Regency Hospital Inpatient Installation can be seen in the following table:

**Table 2. Distribution of Quality of Work Assessment Work of Life Variables in the Majene District Hospital Inpatient Installation Year 2022**

Work Life	Frequency (n)	Percentage (%)
Good	39	45.9
Not Good	46	54.1
<b>Total</b>	<b>85</b>	<b>100</b>

Source: Primary Data

Based on the table, it shows that as many as 39 respondents or 45.9% of nurses said it was good for Quality of Work on the Work of Life variable, and as many as 46 respondents or 54.1% of nurses said it was poor for Quality of Work on the Work of Life variable.

#### 2) Work World

The distribution of respondents' assessments on the Quality of Work variable Work of World in the Inpatient Installation of Majene District Hospital can be seen in the following table:

**Table 3. Distribution of Quality of Work Assessment for Work World Variables in the Inpatient Installation of Majene District Hospital in 2022**

<i>Work Life</i>	<b>Frequency (n)</b>	<b>Persentase (%)</b>
Good	39	45.9
Not Good	46	54.1
<b>Total</b>	<b>85</b>	<b>100</b>

Source: Primary Data

Based on the table, it shows that as many as 39 respondents or 45.9% of nurses said it was good for Quality of Work in the Work World variable, and as many as 46 respondents or 54.1% of nurses said it was poor for Quality of Work in the Work World variable.

### 3) Work Context

The distribution of respondents' assessments on the Quality of Work Work of Context variable in the Majene Regency Hospital Inpatient Installation can be seen in the following table:

**Table 4. Distribution of Quality of Work Assessment for Work Context Variables in the Inpatient Installation of Majene District Hospital in 2022**

<i>Work Life</i>	<b>Frequency (n)</b>	<b>Persentase (%)</b>
Good	40	47.1
Not Good	45	52.9
<b>Total</b>	<b>85</b>	<b>100</b>

Source: Primary Data

Based on the table, it shows that as many as 40 respondents or 47.1% of nurses said it was good for Quality of Work on the Work Context variable, and as many as 45 respondents or 52.9% of nurses said it was poor for Quality of Work on the Work Context variable.

### 4) Work Design

The distribution of respondents' assessments on the Quality of Work Work of Design variable in the Majene District Hospital Inpatient Installation can be seen in the following table:

**Table 5. Distribution of Quality of Work Assessment for Work Design Variables in the Inpatient Installation of Majene District Hospital in 2022**

<i>Work Life</i>	<b>Frequency (n)</b>	<b>Persentase (%)</b>
Good	40	47.1
Not Good	45	52.9
<b>Total</b>	<b>85</b>	<b>100</b>

Source: Primary Data

Based on the table, it shows that as many as 40 respondents or 47.1% of nurses said it was good for Quality of Work on the Work Design variable, and as many as 45 respondents or 52.9% of nurses said it was poor for Quality of Work on the Work Design variable.

### 5) Nurse Performance

The distribution of respondents' assessments on nurse performance variables in the Majene Regency Hospital Inpatient Installation can be seen in the following table:

**Tabel 6. Distribution of Nurse Performance Variable Assessments in the Inpatient Installation of Majene District Hospital Year 2022**

Nurse Performance	Frequency (n)	Persentase (%)
Good	35	41.2
Not Good	50	58.8
<b>Total</b>	<b>85</b>	<b>100</b>

Source: Primary Data

Based on the table, it shows that as many as 35 respondents or 41.2% of nurses said they were good on the nurse performance variable, and as many as 50 respondents or 58.8% of nurses said they were poor on the nurse performance variable.

### B. Bivariate Analysis

Work life is the space between life and experiences as a nurse at work and at home.

**Tabel 7. The Influence of Work Life Variables on Nurse Performance in the Inpatient Installation of Majene District Hospital in 2022**

No	Work Life	Nurse Performance				Total	%	P value	R
		Not Good	%	Good	%				
1	Low	22	25.9	17	20	39	45.9	0,008	0,496
2	High	13	15.3	33	38.8	46	54.1		
	Jumlah	35	41.6	50	58.8	85	100		

Source: Primary Data

Based on the table showing the results of bivariate analysis with a linear regression test to see the influence of the work of life variable on nurse performance, it can be seen that the p value = 0.008 < 0.05 with a coefficient of determination R square = 0.496 so it can be concluded that there is an influence of the work life variable on the performance of nurses at the Majene Regency Hospital Inpatient Installation.

The work world is the effect of social influence and changes in nursing practice.

**Tabel 8. The Influence of Work World Variables on Nurse Performance in Majene District Hospital Inpatient Installation Year 2022**

No	Work Life	Nurse Performance				Total	%	P value	R
		Not Good	%	Good	%				
1	Low	25	29.4	16	18.8	41	48.2	0,000	0,441
2	High	10	11.8	34	40	44	51.8		
	Jumlah	35	41.6	41.2	50	58.8	85		

Source: Primary Data

Based on the table showing the results of bivariate analysis with a linear regression test to see the influence of the work world variable on nurse performance, it can be seen that the p value = 0.000 < 0.05 with a coefficient of determination R square = 0.441 so it can be concluded that there is an influence of the work world variable on performance of nurses at the Majene Regency Hospital Inpatient Installation.

Work context is the place where nurses work and are impacted by the work environment, including how nurses relate to management, how the system works, the benefits and growth obtained, which support the work.



**Tabel 9. The Influence of Work World Variables on Nurse Performance in Majene District Hospital Inpatient Installation Year 2022**

No	Work Life	Nurse Performance				Total	%	P value	R
		Not Good	%	Good	%				
1	Low	23	27.1	17	20	40	47.1	0,004	0,650
2	High	12	14.1	33	38.8	45	52.9		
Jumlah		35	41.6	41.2	50	50.8	85		

Source: Primary Data

Based on the table showing the results of bivariate analysis with a linear regression test to see the influence of the work context variable on nurse performance, it can be seen that the p value = 0.004 < 0.05 with a coefficient of determination R square = 0.650 so it can be concluded that there is an influence of the work context variable on performance of nurses at the Majene Regency Hospital Inpatient Installation.

Work design is a composition between nurses' work and the actual description of what nurses do, including workload and an unbalanced number of nurses, so it takes a lot of time to complete the work.

**Table 10. The Influence of Work Design Variables on Nurse Performance in Majene District Hospital Inpatient Installation in 2022**

No	Work Life	Nurse Performance				Total	%	P value	R
		Not Good	%	Good	%				
1	Low	22	25.9	18	21.2	40	47.1	0,013	0,568
2	High	13	15.3	32	37.6	45	52.9		
Jumlah		35	41.6	41.2	50	61.7	85		

Source: Primary Data

Based on the table showing the results of bivariate analysis with a linear regression test to see the influence of work design variables on nurse performance, it can be seen that the p value = 0.013 < 0.05 with a coefficient of determination R square = 0.568 so it can be concluded that there is an influence of work design variables on performance of nurses at the Majene Regency Hospital Inpatient Installation.

### 1. The Influence of Work Life Variables on Nurse Performance

Brooks and Anderson (2005) developed dimensions that can influence the Quality of Work Life of nurses, where according to Brooks and Anderson the factors that influence the Quality of Work Life of nurses consist of internal factors (individual, social, operational and administrative factors) and external factors . This illustrates that the Quality of Work Life variable can also influence performance. A meta-analysis study conducted by Muindi and Obonyo (2015) stated that the Quality of Work Life variable can directly influence a person's performance. The better the management of Quality of Work Life, the better employee performance.

<sup>12</sup> The results of this research are in accordance with research conducted by Artiningsih and Rasyid (2013) who conducted research on employees of the Kotabaru Regional General Hospital, concluding that Quality of Work Life was able to have a positive and significant influence on improving employee performance as indicated by a parameter coefficient of 0.344. Handayani (2013) shows that nurse performance is directly influenced by the Quality of Work Life variable by 20%. This influence is a direct and significant influence. Kheradmand et al (2010) in their research concluded that the Quality of Work Life program has a positive and significant influence on employee performance. The Quality of Work Life program implemented in an organization will be able to reduce the level of absenteeism, work accidents, employee claims and also the turnover rate. Jofreh et al (2012) in their research <sup>8</sup> concluded that the Quality of Work Life program will improve employee performance because employees feel that their needs are met, they have authority to complete work, and they feel cared for by their superiors.

Based on the table in this study showing the results of bivariate analysis with a linear regression test to see the influence of work life variables on nurse <sup>6</sup> performance, it can be seen that the p value = 0.008 < 0.05 with the coefficient of determination R square = 0.496 so it can <sup>3</sup> be concluded that there is an influence of the variables work life on the performance <sup>2</sup> of nurses at the Majene Regency Hospital Inpatient Installation.

Research conducted by Arifin (2012) concluded that Quality of Work Life influences the performance of CV employees. AMBASSADOR Senenan Jepara. Davoodi (2020) concluded that <sup>2</sup> there is an influence of Quality of Nursing Work Life on performance (p = 0.0001). The parameter coefficient of the influence of Quality of Nursing Work Life on performance is 0.536, meaning that there is a positive and significant influence, so that the better the Quality of Nursing Work Life, the better the performance of nurses in providing nursing care.

## 2. Influence of Work World Variables on Nurse Performance

Brooks and Anderson (2005) stated that the factors that influence the Quality of Work Life of nurses consist of internal factors (individual, social, operational and administrative factors) and external factors (patient pressure on the system, health service policies and labor market conditions Work). states that the factors that can determine performance consist of <sup>19</sup> individual factors (abilities and skills, family background, work experience, social level, and demographics), psychological factors (perceptions, roles, attitudes, personality, motivation, and job satisfaction), as well as organizational factors (organizational structure, job design,

leadership, reward systems). A meta-analysis study conducted by Muindi and Obonyo (2015) stated that the Quality of Work Life variable can directly influence performance. This matter provides an illustration that the variables Quality of Work Life and job satisfaction can directly influence performance, or in other words the variables Quality of Work Life and satisfaction can simultaneously influence performance. Gayathiri and Ramakrishnan (2013) stated that a good Quality of Work Life is determined by the concept of employee welfare, physical and structural design, environmental settings and policies that are able to have a direct effect on the quality of work and employee psychology (positive behavior, commitment and job satisfaction) that direct influence on organizational performance.

Muindi and K'Obonyo (2015) stated that Quality of Work Life and job satisfaction can have an effect on increasing employee performance. Good Quality of Work Life management accompanied by efforts to increase nurses' job satisfaction can improve nurses' performance in managing the provision of nursing care to clients so that it can indirectly improve the quality of hospital services.

Based on the table in this study showing the results of bivariate analysis with a linear regression test to see the influence of the work world variable on nurse performance, it can be seen that the p value = 0.000 < 0.05 with the coefficient of determination R square = 0.441 so it can be concluded that there is an influence of the variable work world on the performance of nurses at the Majene Regency Hospital Inpatient Installation.

States that work quality in the context of the world of work is about payments provided by companies, where according to most of the payments provided by respondents are not fully met (Niartingsih et al, 2023). The work and duties of each employee make them tired, there is no tolerance for times when employees are sick so they cannot come in, therefore respondents think that some of them will feel tired and intend to leave work and look for work that is more appropriate in the sense that they are working. from salary. and working hours (Azhar et al., 2022).

### 3. The Influence of Work Context Variables on Nurse Performance

Sojka (2014) defines Quality of Work Life as a collection of phenomena and attributes that arise in the interaction of a person and the environment where he or she works in an organization. In other words, Quality of Work Life is an employee's perception due to the work environment and human resource conditions (Zin, 2004). According to Dechawatanapaisal (2017), Quality of Work Life refers to the process in organizations that recognize their responsibility to provide and encourage working conditions so that employees can discover their interests and needs. Quality of Work Life includes positive feelings towards work because

motivation shows work and a good balance between life and personal values and needs are met. So Quality of Work Life can be defined as physical and psychological well-being in the work environment which is related to employee integration into all areas of their life (El Badawy et al., 2018). The relationship with the quality of nursing work life can be seen from each dimension, namely work environment, work environment, work stress, professional development, compensation and rewards, and social support (Nayak et al., 2021).

Nurses as the largest health workforce must have a good quality of work life so they can provide quality services to patients (Moradi et al., 2014). Quality of work life is a perception or assessment of all dimensions that influence the quality of work life related to experiences in the workplace and in order to achieve organizational goals. The Performance Concept states that performance is the result of work achieved by a person or group of people in an organization, in accordance with their respective responsibilities and authority, to achieve organizational goals legally, without violating the law. and in accordance with ethics and morals. Performance is the level of success of a person or institution in carrying out its work. Factors that Influence Performance: (a) Effectiveness and efficiency (b) Authority (c) Discipline (d) Initiative (Dewi, 2020; Niartiningsih et al, 2023).

Quality of Work Life influences employee attitudes and behavior towards Nurse Performance. Nurse performance is also influenced by perceptions, roles, attitudes and reward systems, this is part of the Quality of Work Life. Based on Hosseini et al., (2010), professional development and fair payment (compensation) which are also part of Quality of Work Life directly influence Nurse Performance. Fair compensation is given on the basis of the work that has been done, namely the responsibilities and skills that have been carried out (Nanjundeswaraswamy & Swamy, 2013).

Based on the table in this study showing the results of bivariate analysis with a linear regression test to see the influence of the work context variable on nurse performance, it can be seen that the p value = 0.004 < 0.05 with the coefficient of determination R square = 0.650 so it can be concluded that there is an influence of the variable work context on the performance of nurses at the Majene Regency Hospital Inpatient Installation.

This research is in line with research by Suratno (2018) which states that there is an influence of work context on the performance of nurses at the Baubau City Regional Hospital, this is because respondents feel that the benefits or needs obtained while working really support increased performance.

#### 4. Influence of Work Design Variables on Nurse Performance

Quality of Work Life for employees is an effort to improve welfare, increase job satisfaction, fulfill family hopes and needs, and fulfill employee expectations such as a better life, a more meaningful work life and benefits for themselves.

Work design is a composition between nurses' work and the actual description of what nurses do, including workload and an unbalanced number of nurses, so it takes a lot of time to complete the work. Workload is related to staff arrangements and imbalances which cause a burden on nurses, resulting in dissatisfaction at work, and can be the cause of nurses leaving their jobs, involvement in decision making, nurses towards patients, work outside of nursing duties that must be done.

Based on the table in this study showing the results of bivariate analysis with a linear regression test to see the influence of work design variables on nurse performance, it can be seen that the p value = 0.013 < 0.05 with the coefficient of determination R square = 0.568 so it can be concluded that there is an influence of the variables work design on the performance of nurses at the Majene Regency Hospital Inpatient Installation.

The results of this research are also in accordance with the results of research by Kaihatu (2007) which concluded that performance has a correlation with Quality of Work design by examining issues of extra-role behavior, compensation systems received by employees, opportunities to participate, work safety and comfort, work design, and quality of interaction. between members in the organization. Ramesh, et al (2012) who studied 671 nurses concluded that it is very important to think about work design because it is an important aspect to improve nurse performance and nurse productivity.

#### CONCLUSIONS AND RECOMMENDATIONS

Based on research on the Influence of Quality of Work Life on Nurse Performance in the Inpatient Installation of Majene District Hospital, researchers formulated the following conclusions:

1. Quality of Work Life based on the Work Life variable at the Majene Regency Hospital Inpatient Installation has an influence on nurse performance.
2. Quality of Work Life based on the Work World variable in the Inpatient Installation of Majene District Hospital has an influence on nurse performance.
3. Quality of Work Life based on the Work Context variable in the Inpatient Installation of Majene District Hospital has an influence on nurse performance.

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4. Quality of Work Life based on the Work Design variable in the Majene District Hospital Inpatient Installation has an influence on nurse performance.

Based on the research results and conclusions, the suggestions that researchers can convey are as follows:

Majene Regency Regional General Hospital can improve the Quality of Work Life of nurses by revising the system for distributing compensation for medical services, improving the work environment security system, and meeting the need for the number of nursing staff in accordance with hospital needs so as to increase nurse satisfaction and performance in providing services nursing.

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