

**THE ROLE OF WORK-LIFE BALANCE, NON-PHYSICAL WORK ENVIRONMENT, AND
WORKLOAD ON EMPLOYEE PERFORMANCE AT AURA SYIFA HOSPITAL KEDIRI**

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Abstract

Human resources are a vital component of any organization, as competent human resources provide excellent service to consumers. The objective of this research is to explain the partial and simultaneous effects of work-life balance, non-physical work environment, and workload on employee performance at Aura Syifa Hospital Kediri. This research employs a quantitative method. The population consists of 333 employees, using a non-probability sampling technique. A sample of 59 respondents was obtained using the Slovin formula. Data processing was conducted using the SPSS program. The results of this study show that work-life balance has a significant partial effect on employee performance at Aura Syifa Hospital Kediri; the non-physical work environment has a significant partial effect on employee performance at Aura Syifa Hospital Kediri; workload has a significant partial effect on employee performance at Aura Syifa Hospital Kediri; and work-life balance, non-physical work environment, and workload have a significant simultaneous effect on employee performance at Aura Syifa Hospital Kediri. This can be seen from the correlation analysis results, with an r value of 0.525 or 52.5%, which means the averages.

Abstrak

Sumber daya manusia menjadi komponen yang sangat penting sebuah perusahaan, karena sumber daya manusia yang kompeten akan memberikan pelayanan yang baik bagi konsumen. Tujuan penelitian adalah untuk menjelaskan pengaruh *work-life balance*, lingkungan kerja non fisik dan beban kerja secara parsial dan secara simultan terhadap kinerja pegawai pada Rumah Sakit Aura Syifa Kediri. Penelitian ini menggunakan metode kuantitatif. Populasi yang diambil sejumlah 333 pegawai menggunakan teknik *Non Probability*. Sampel yang diperoleh sejumlah 59 responden menggunakan rumus slovin. Pengolahan data menggunakan program SPSS. Hasil dari penelitian ini adalah *work-life balance* berpengaruh signifikan secara parsial terhadap kinerja pegawai pada Rumah Sakit Aura Syifa Kediri; lingkungan kerja non fisik berpengaruh signifikan secara parsial terhadap kinerja pegawai pada Rumah Sakit Aura Syifa Kediri; beban kerja berpengaruh signifikan secara parsial terhadap kinerja pegawai pada Rumah Sakit Aura Syifa Kediri; dan *work-life balance*, lingkungan kerja non fisik dan beban kerja berpengaruh signifikan secara simultan antara terhadap kinerja pegawai pada Rumah Sakit Aura Syifa Kediri. Hal tersebut dapat diketahui dari hasil analisis korelasi sebagai berikut: nilai r : 0,525 atau 52,5% yang berarti rata-rata

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INTRODUCTION

The improvement of hospital service quality is closely related to employee performance as a hospital's human resource. Hospital employees are valuable assets for the hospital's sustainability. Therefore, management must pay attention to this to ensure that employees can work optimally and maximally. Human resource management often determines the efficiency of a company's operations. This means that every manager must be able to solve any problems related to human resources. It is often the case that a company's performance can be undermined by employee behavior, either directly or indirectly.

Hospital employees, especially medical professionals, play an important role in achieving the goal of health recovery. The progress of healthcare services depends on healthcare professionals working together to provide quality care to patients. It is essential to have nurses available 24 hours a day to care for patients. Second, the proportion of medical staff in hospitals has risen to 40-60%. Therefore, it is crucial for hospitals to have competent medical staff to ensure optimal performance and patient satisfaction.

Currently, the balance between work and personal life has become a major issue in the workplace. This phenomenon affects workers across various parts and levels of the organization. According to Badrianto and Ekhsan (2021:952), every individual needs a balance between personal life and work life (work-life balance). According to Ricardianto (in Fajar and Luturlean, 2023:139), work-life balance is defined as the balance between two simultaneous demands on an individual: work and personal life, which must be managed without one interfering with the other. In the view of some employees, work-life balance is the ability to manage responsibilities as a worker while also being responsible for their personal and family life. On the other hand, companies see work-life balance as a challenge to create a work environment that meets the individual's demands.

In the era of globalization, the healthcare sector faces many challenges in maintaining excellence in its services. As a leading healthcare provider, hospitals must consider not only medical aspects but also human resource management and the work environment. According to Y.S.A and Haryani (2018:30), the work environment in hospitals differs from that in the banking, trade, education, and tourism sectors. Working in a hospital, especially in the medical field, requires special skills that, if not taken into account, can have fatal consequences for individuals' lives. According to Afandi (in Ariyati et al., 2021:111), the work environment refers to elements within the employee's environment that can impact their work, such as noise, equipment availability, lighting, and ambient temperature. A supportive work environment can enhance productivity and job satisfaction.

According to Nikmah (2021:18), the work environment is the atmosphere in which employees perform their daily work activities. The work environment is divided into two types: physical and non-physical work environments. According to Nikmah (2021:21), the non-physical work environment pertains to social and organizational relationships. Meanwhile, Fajar and Luturlean (2023:139) define the non-physical work environment as a condition that needs to be created to support daily activities in a close-knit familial atmosphere. The non-physical work environment includes employee safety, employee loyalty, and job satisfaction or the fulfillment of employee needs.

The work environment plays a significant role in shaping employee performance because it influences employees' ability to complete tasks and helps improve overall company performance. The continuous and rapid global changes can make companies more cautious of any changes in the external and internal environments. A positive work environment creates a comfortable atmosphere for employees, positively impacting their performance. Therefore, the work environment is crucial in the context of the company. Discomfort in the work environment can affect aspects of employee performance, such as speed, accuracy, and concentration.

Currently, workload has become a major issue in the workplace. In the study by Y.S.A and Haryani (2018:30), it is stated that hospital employees face different workloads than those working outside the hospital. Generally, providing services to healthy individuals is different from providing services to sick individuals. Through

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workload analysis developed by Tarwaka et al. (in Y.S.A and Haryani, 2018:30), the workload in hospitals is related to the responsibility of providing care to patients. Additionally, working in hospitals with a shift system requires physical preparation for working at night, which is typically a rest time.

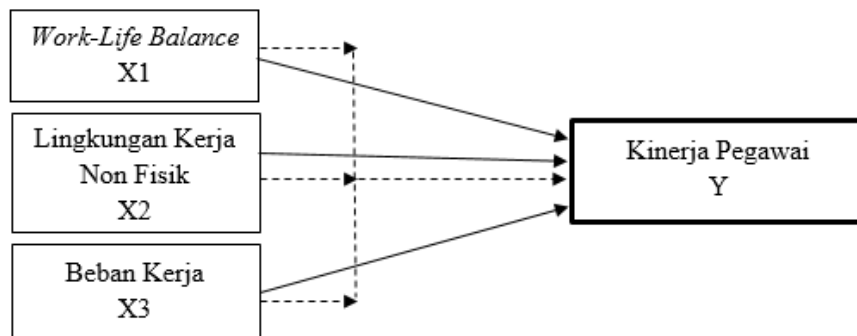
This phenomenon affects workers across various parts and levels of the organization. Workload can be caused by a high number of patients, the need for intensive care, and increased administrative and documentation demands. Excessive workload can lead to physical and mental exhaustion, affecting healthcare professionals' efficiency and patient safety. Effective workload management can help improve employee health and optimize performance.

According to Yustikasari and Santoso (2024:662), the workload perceived by each employee varies due to differences in job type and volume. There are two types of workload: quantitative and qualitative. Quantitative workload occurs when the tasks that need to be completed exceed an individual's capacity. Qualitative workload refers to stress caused by complex tasks that demand mental and technical skills. According to Mahawati et al., (in Yustikasari and Santoso, 2024:662), workload involves various tasks requiring physical and psychological effort, which become the responsibility of the employees. According to Ariyati et al., (2023:193), workload refers to the job conditions that match the tasks to be completed within a given time frame. Thus, it can be said that workload influences performance, as indicated by the study by Ariyati et al., (2021), which found that the workload variable significantly affects employee performance.

According to Khasmir (in Fajar and Luturlean, 2023:139), employee performance is defined as the behavior of employees in completing their tasks and responsibilities to achieve the company's goals legally, ethically, and morally. Meanwhile, Mangkunegara (in Fajar and Luturlean, 2023:139) defines employee performance as the results produced by employees because they have performed their duties and responsibilities assigned to them.

Aura Syifa Hospital is one of the hospitals owned by the Kediri Company, managed by a foundation. The hospital has been registered since 16/02/2012 with the license number HK.03.05/i/1063/12 and a permanent license issued on 22/06/2012 by the Ministry of Health of the Republic of Indonesia. The East Java Provincial Health Office designated Aura Syifa Hospital Kediri as a Class C Private General Hospital. The hospital was built on approximately 6,500 m² of land located on Joyoboyo Street No. 42 Dlopo, Karangrejo Village, Ngasem District, Kediri Regency. The hospital consistently emphasizes timely, accurate, reliable, and professional care at affordable prices, with a strong focus on customer satisfaction. It provides comprehensive and integrated healthcare services, from examinations and treatments to rehabilitation. With a focus on quality service and patient safety, this hospital has become a top choice for many people.

The purpose of this research is to determine the partial and simultaneous effects of work-life balance, non-physical work environment, and workload on employee performance at Aura Syifa Hospital Kediri. Based on this research, the theoretical framework can be described as follows :



Source : Data processed, 2024
 Picture 1. Framework Research

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RESEARCH METHOD

This study uses a quantitative approach, which is a research approach that produces findings using statistical techniques. The quantitative approach focuses on variables, which represent specific phenomena in human life. The relationships between different variables are analyzed quantitatively using objective theory. The data collection technique in this study employs Non-Probability Sampling. Based on the calculation using the Slovin formula, the sample used in this research is 58.847, rounded up to 59 medical staff employees at Aura Syifa Hospital Kediri. The data analysis technique uses multiple linear regression.

RESULT AND DISCUSSION

Deskriptive of Respondent

Table 1. Deskriptive Statistic

No.	Gender	Total	Present
1	Laki-laki	17	28,8%
2	Perempuan	42	71,2%
Summary		59	100%
No.	Age	Total	Present
1	< 20 tahun	0	0%
2	20 – 25 tahun	25	42,4%
3	26 - 30 tahun	15	25,4%
4	> 30 tahun	19	32,2%
Summary		59	100%
No.	Education	Total	Present
1	SMA/SLTA Sederajat	0	0%
2	Diploma	34	57,6%
3	S1	25	42,4%
4	S2	0	0%
Summary		59	100%
No.	Length Of Work	Total	Present
1	< 1 tahun	13	22%
2	1 – 5 tahun	28	47,5%
3	6 - 10 tahun	18	13,6%
4	> 10 tahun	10	16,9%
Summary		59	100%

Source : Data Processed, 2024

There are 17 male respondents, or 28.8%, out of 59 respondents. Meanwhile, there are 42 female respondents, or 71.2%, out of 59 respondents. Thus, it can be concluded that the majority of employees at Aura Syifa Hospital Kediri are female. The reason for the high number of female respondents working at Aura Syifa Kediri, based on the distributed questionnaires, is that most of the medical staff at Aura Syifa Kediri are women. Traditionally, nursing and midwifery roles have been filled predominantly by women because these roles are often associated with caregiving and empathy, qualities typically linked to women. Females tend to possess the skills and flexibility necessary to carry out their duties, as well as the patience needed to care for others. There is 1 respondent aged under 20 years, or 1.7% of the 59 respondents; 25 respondents aged between 20 and 25 years, or 42.4%; 15 respondents aged between 26 and 30 years, or 25.4%; and finally, 19 respondents aged over 30 years, or 32.2% of the 59 respondents. Thus, it can be concluded that the average age of respondents at Aura Syifa Hospital Kediri is between 20 and 25 years, with 25 respondents in this range. The reason why the majority of respondents fall within this age range is that at this stage, many individuals have completed their formal

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education in healthcare fields, such as bachelor's degrees in health sciences or medicine. They possess a strong understanding of current medical theories and practices. Respondents with a high school education or equivalent amounted to 0 people, or 0%; respondents with a diploma amounted to 34 people, or 57.6%; respondents with a bachelor's degree amounted to 25 people, or 42.4%; and respondents with a master's degree amounted to 0 people, or 0% out of 59 respondents. Thus, it can be concluded that the majority of employees at Aura Syifa Hospital have a diploma education level, with 34 respondents. The reason why respondents with a diploma dominate the results is that this level of education is the minimum requirement for the selection of medical staff at Aura Syifa Hospital. Many medical positions, such as nurses, doctors, radiologists, laboratory technicians, and therapists, require formal education to understand the medical principles, ethics, and clinical practices necessary for the job. The number of respondents with less than 1 year of work experience amounted to 13 people, or 22% of the 59 respondents; respondents with 1 to 5 years of work experience amounted to 28 people, or 47.5%; respondents with 6 to 10 years of work experience amounted to 18 people, or 13.6%; and respondents with more than 10 years of work experience amounted to 10 people, or 16.9% of the 59 respondents. Thus, it can be concluded that the average work experience of respondents at Aura Syifa Hospital is between 1 and 5 years, with 28 respondents. The reason why the majority of respondents have work experience between 1 and 5 years is that many of the medical staff have recently graduated and started their careers at the hospital. They are in the early stages of their careers, where they are gaining the necessary clinical experience.

Table 2. Multiple Regression Analysis

Variable	B	Std. Error	Beta	t	Sig.
(Constant)	5,786	4,317		1,340	0,186
Work-Life Balance	0,279	0,113	0,261	2,461	0,017
Non-Physical Environment	0,371	0,142	0,317	2,621	0,011
Workload	0,344	0,125	0,318	2,762	0,008
R	=		0,725 ^a		
R square	=		0,525		
Adjusted R Square	=		0,499		
F	=		20,260		
Sig. F	=		0,000 ^b		
Std Error of the estimate	=		2,928		

Source : Data By Processed, 2024

The regression equation or model is as follows: $Y=5.786+0.279X_1+0.371X_2+0.344X_3$, If there is no influence from X_1 , X_2 , and X_3 on Y , then the value of $Y = 5.786$. The constant of 5.786 indicates the baseline value of Employee Performance (Y) at Aura Syifa Hospital Kediri when Work-Life Balance (X_1), Non-Physical Work Environment (X_2), and Workload (X_3) have no effect. The coefficient of Work-Life Balance (X_1) is 0.279, meaning that for every one-unit increase in Work-Life Balance (X_1), Employee Performance increases by 0.279 units. The coefficient of Non-Physical Work Environment (X_2) is 0.371, meaning that for every one-unit increase in Non-Physical Work Environment (X_2), Employee Performance increases by 0.371 units. The coefficient of Workload (X_3) is 0.344, meaning that for every one-unit increase in Workload (X_3), Employee Performance increases by 0.344 units.

There is a significant effect of Work-Life Balance on Employee Performance at Aura Syifa Hospital Kediri. Based on the calculations, the significance value is 0.017. Since the significance value (sig. t) is less than 0.05, it can be concluded that Work-Life Balance significantly affects Employee Performance. In this case, $0.017 < 0.05$, meaning that the first hypothesis is accepted: Work-Life Balance significantly influences Employee Performance. There is also a significant effect of Non-Physical Work Environment on Employee Performance at Aura Syifa Hospital Kediri, with a significance value of 0.011. Since $0.011 < 0.05$, it can be concluded that the second hypothesis is accepted: Non-Physical Work Environment significantly affects Employee Performance. Additionally, there is a significant effect of Workload on Employee Performance, with a significance value of 0.008. Since $0.008 < 0.05$, it can be concluded that the third hypothesis is accepted: Workload significantly influences Employee Performance.

The F significance value is less than 0.05, indicating that the independent variables (X_1 , X_2 , X_3) have a simultaneous effect on Y (Employee Performance). With a significance of $0.000 < 0.05$, the hypothesis is accepted based on the comparison of the sample using a significance test. Thus, Work-Life Balance, Non-

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Physical Work Environment, and Workload have a simultaneous effect on Employee Performance. The R square value is 0.525, which when converted to a percentage is 52.5%. This means that Work-Life Balance, Non-Physical Work Environment, and Workload contribute 52.5% to Employee Performance at Aura Syifa Hospital Kediri, while the remaining 47.5% is influenced by factors not studied in this research

DISCUSSION

The first hypothesis states that there is a significant effect of Work-Life Balance on Employee Performance at Aura Syifa Hospital Kediri. Based on the calculations, the significance value is 0.017. Since the significance value is less than 0.05, it can be concluded that the first hypothesis, or variable X1 (Work-Life Balance), significantly affects Employee Performance. The results of this research support the first hypothesis, showing that Work-Life Balance has a significant effect on Employee Performance at Aura Syifa Hospital Kediri. This is because employees feel they still have time for their families and other activities outside of work while maintaining their responsibilities at work. This indicates that the employees at Aura Syifa Hospital Kediri have a good Work-Life Balance, which may be influenced by both internal and external factors. A good Work-Life Balance is one of the key factors contributing to optimal employee performance. This finding is supported by research conducted by Fajar and Luturlean (2023), which also showed that Work-Life Balance has a significant effect on Employee Performance, with a significance value of 0.000, which is less than 0.05.

The second hypothesis posits that there is a significant effect of the Non-Physical Work Environment on Employee Performance at Aura Syifa Hospital Kediri. Based on the calculations, the significance value is 0.011. Since the significance value is less than 0.05, it can be concluded that the second hypothesis, or variable X2 (Non-Physical Work Environment), significantly affects Employee Performance. The results support this hypothesis, indicating that the Non-Physical Work Environment has a significant effect on Employee Performance at Aura Syifa Hospital Kediri. This is because employees feel that their supervisors appreciate their work and treat them fairly. A positive relationship between subordinates and supervisors creates a good work environment, especially in non-physical aspects. A good non-physical work environment encourages employees to stay and perform well for the hospital. This is also supported by the research of Fajar and Luturlean (2023), which found that the Non-Physical Work Environment significantly affects Employee Performance, with a significance value of 0.000, which is less than 0.05.

The third hypothesis asserts that there is a significant effect of Workload on Employee Performance at Aura Syifa Hospital Kediri. Based on the calculations, the significance value is 0.008. Since the significance value is less than 0.05, it can be concluded that the third hypothesis, or variable X3 (Workload), significantly affects Employee Performance. The results confirm that Workload has a significant effect on Employee Performance at Aura Syifa Hospital Kediri. Employees feel that their speed in providing services results in short waiting times, yet they also feel that their workload is heavy and must be completed within tight deadlines. This is due to the hospital's demand for quick patient handling, which requires employees to handle many tasks efficiently and within short time frames. Delays in patient care can result in negative outcomes, which could affect the hospital's reputation. This finding is supported by research conducted by Rohman et al. (2023) and Kumalasari et al. (2023), both of which found that Workload significantly affects Employee Performance, with significance values of 0.000, indicating that the effect is significant at less than 0.05.

CONCLUSION

Based on the results of the research and data analysis conducted by the researchers, the following conclusions can be drawn: There is a significant partial effect of Work-Life Balance on the performance of employees at Aura Syifa Hospital Kediri. The significance value is 0.017. Since the significance value is less than

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0.05, it indicates that variable X has a significant effect on variable Y; thus, H_a is accepted. There is a significant partial effect of the Non-Physical Work Environment on the performance of employees at Aura Syifa Hospital Kediri. The significance value is 0.011. Since the significance value is less than 0.05, it indicates that variable X has an effect on variable Y; thus, H_a is accepted. There is a significant partial effect of Workload on the performance of employees at Aura Syifa Hospital Kediri. The significance value is 0.008. Since the significance value is less than 0.05, it indicates that variable X has an effect on variable Y; thus, H_a is accepted. There is a significant simultaneous effect of Work-Life Balance, Non-Physical Work Environment, and Workload on the performance of employees at Aura Syifa Hospital Kediri. The significance value is 0.000, which is less than 0.05; therefore, H_a is accepted.

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