
The Effect Of Work Life Balance On Nurses' Job Satisfaction In Hospitals : Literature Review

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Abstract

Work life balance is an important aspect that can affect the job satisfaction of health workers, especially nurses. Knowing the influence work life balance on health workers, especially nurses in hospitals, on the job satisfaction they get. This study uses a literature review methodology, by reviewing relevant articles from google scholar, science direct, springer link, and portal garuda using the search keyword Work life Balance AND Impact AND Hospital AND Health workforces OR Health Workers AND Job and Satisfication with journal inclusion criteria published at least the last 5 years, open access, and relevant to the objectives of the research to be carried out. 6 articles relevant to the research were obtained from national articles. This review focuses on the balance between work and personal life that can affect positive the level of job satisfaction and the quality of service that will be provided by health workers on organizational performance with the results showing that WLB generally has a significant effect on nurse job satisfaction. However, there is a negative influence obtained from other factors originating from individuals, organizations and the environment such as job stress, burnout, compensation and intrinsic motivation. The article obtained that there is an influence of work life balance on job satisfaction of health workers which contributes positively. However, it is not the only determinant of nurses' job satisfaction, but various other factors that influence each other.

Keywords: *Work Life Balance, Health Workforces, Job Satisfaction, Hospital*

INTRODUCTION

In the current era of globalization and rapid industrial development, companies are required to be able to improve the performance of their employees optimally in order to achieve a competitive advantage. The welfare of health workers, especially nurses, is one of the important aspects of the health service system. Nurses as the spearhead in the implementation of health services have a very vital role in ensuring the quality of care and patient safety. Therefore, the quality of nurse performance has a great influence on the success of the health service system as a whole. One of the aspects that is very crucial in health services is the quality of services provided by health workers, especially nurses. The quality of these services is not only influenced by the technical factors and facilities available, but also greatly influenced by the psychological condition and well-being of the health workers themselves.

One of the factors that affect job satisfaction and service quality among health workers is very important to increase the effectiveness and efficiency of services in hospitals *work life balance*. (WLB) The definition of WLB is an individual's perception that work and non-work activities support each other and are in line with current life priorities, thus encouraging personal and professional growth (Muliawati & Frianto, 2020). One of the concepts that is often used to understand this relationship is WLB, which is a balance between work and personal life that can affect the level of job satisfaction and the quality of services provided which if achieved well can increase motivation and job satisfaction. An imbalance between the two can lead to stress, fatigue, decreased work motivation, physical health, and even *Burnout* which ultimately has a negative impact on the quality of service. Nurses' well-being and job satisfaction are key factors that affect their performance and productivity in the workplace.

WLB includes three main aspects, namely: (1) *time balance*, which relates to the amount of time that can be allocated to work and extracurricular activities (2) *involvement balance*, which refers to the level of psychological involvement and commitment to work and personal life and (3) *satisfaction balance*, namely the level of individual satisfaction with work activities and activities

outside of work. A good balance can help individuals manage stress, improve well-being, and support work productivity (Rabani & Budiani, 2021). At the organizational level, WLB can affect loyalty, commitment, performance, and overall organizational culture. WLB not only affects the personal aspect, but also on organizational results such as identification of the organization and employee loyalty.

This phenomenon is increasingly relevant as the pressure and workload that must be faced by workers in various sectors, ranging from health services, industry, to other sectors. Job satisfaction itself is an important indicator that shows the level of comfort and happiness of workers with their work. High job satisfaction usually correlates positively with performance, as satisfied workers tend to be more motivated and committed to carrying out their duties. On the other hand, dissatisfaction can cause instability and reduce the quality of service. In an individualistic society, for example, work-life balance tends to be more valued because it can increase worker satisfaction and motivation. In general, WLB is not only concerned with timing, but also includes the psychological and emotional aspects that support that balance.

Nurses will be satisfied with their work if the hospital provides adequate time and opportunities to enjoy their work. On the other hand, when nurses do not feel job satisfaction, it can hinder the performance of their duties. Low job satisfaction levels in nurses have the potential to reduce hospital productivity and reduce trust from the public (Rokhayati & Irianto, 2025). Therefore, it is important for hospitals to maintain nurses' job satisfaction levels to ensure optimal performance and the achievement of organizational goals.

The nursing profession has an important role in building social interaction with the community. This shows that the community gives continuous trust to nurses to maintain and improve the quality of services provided. When patients feel they are receiving satisfactory service, they are more likely to show loyalty and voluntarily share their positive experiences with others regarding hospital services (Prameswari & Asih, 2021). One of the important factors that affect the job satisfaction of nurses is the balance between work and personal life of WLB. Nurses are required to achieve the targets set by the hospital. Excessive workload without a life balance can reduce job satisfaction. An imbalance between work and personal life can be an obstacle in carrying out tasks. If job satisfaction decreases, the quality of service will also be affected and the hospital's goals will be difficult to achieve.

Therefore, hospitals as health service institutions need to pay attention to and manage factors that support the creation of a good WLB for their health workers, especially nurses, so that they can work optimally without sacrificing aspects of their personal lives. Thus, the importance of WLB in influencing nurses' job satisfaction, this study aims to determine the influence of WLB on nurses' *job satisfaction* in hospitals through a literature review. Some previous studies have shown mixed results regarding the strength of the relationship between the two variables.

RESEARCH METHODS

The research in this article uses a *literature review* method taken from various related journals. This method aims to create new knowledge by reviewing previous studies from different perspectives. Several articles will be analyzed and reviewed to understand the relationship of WLB to healthcare worker satisfaction in hospitals.

The search process for Literature review is carried out through platforms such as Science Direct, Garuda Portal, Springer Link and Google Scholar. The keywords used in the search were "*Work life balance*" and "*Impact*" and "*Hospital*" and "*Health workforce*" or "*Health workers*" and "*Job*" and "*Satisfaction*". The selected journal must meet the inclusion criteria, which is published in the last five years and is relevant to the purpose of this article, which is to find out the relationship between WLB and job satisfaction of health workers. The journals selected are not limited to a specific

region or country. Review and analysis are carried out by filtering journals based on the year of publication at least 2020, *original article, full text and open access.*

RESULTS AND DISCUSSION

Most of the articles reviewed took national research in Indonesia. Of the 6 articles, all were indexed by Indonesian journals. The study was taken specifically to look at the relationship between WLB and Job Satisfaction of Health Workers, especially Nurses in Hospitals. A review was conducted on 6 articles which were then extracted to find the relationship between WLB and *job satisfaction* can be seen in table 1.

Figure 1. Article Review Results

Name of Writing and Year of Publication	Purpose	Design Studies	Sample	Test Results (Percentage)	Research Location	Results
(Pratiwi et al., 2023)	The research aims to understand the relationship between these variables and provide practical recommendations for companies in improving employee performance and welfare through increasing <i>employee engagement</i> and <i>work-life balance</i> through job satisfaction at a cigarette manufacturing factory in Malang Regency.	The type of research used is quantitative, with a survey approach using a 5-point Likert scale questionnaire.	The research sample amounted to 87 respondents from a total population of 111 employees in the company.	$R^2 = 0.452$ (45%) $p < 0.05$ Positive and significant WLB has a significant positive effect on job satisfaction by 45.2%	The research location was conducted in one of the cigarette manufacturing factories in Malang Regency, East Java.	The results of the study show that in general, the <i>work-life balance variable</i> has a positive and significant effect on job satisfaction, which then has implications for improving employee performance with a hypothesis that tests the effect of <i>work-life balance</i> on nurses' job satisfaction showing positive results. These findings

						indicate that <i>work-life balance</i> has a positive and significant effect on the job satisfaction of nurses at Soedarso General Hospital Pontianak, which means that the better the ability of nurses to balance the demands of work and personal life, the higher the level of job satisfaction they feel.
(Rizan et al., 2022)	The purpose of this study is to analyze the influence of <i>work life balance</i> and work stress on job satisfaction and quality of services provided by health workers in private hospitals in Karawang.	The method used was a causal survey, with primary data collection through participatory observation, interviews, and questionnaire dissemination.	The number of respondents involved in this study was 200 health workers, especially nurses in private hospitals in Karawang.	<i>Path coefficient</i> = 0,387 (39%) p < 0.01 Positive and significant WLB has a significant positive direct influence on job satisfaction and the quality of	The research location is in several private hospitals in the Karawang area, Indonesia. Data was collected from the hospital's environment, including food court areas, restaurants, and cafes operating around the hospital.	The results of the study show that <i>work-life balance</i> has a positive and significant influence on job satisfaction with the hypothesis that H1 is accepted with the variable <i>work-life balance</i> has a positive effect on job satisfaction

				services provided by health workers.		of 0.237, and a t-value of 3.230 (Significant: calculate > 1.96) so that improving work-life balance can increase the satisfaction of health workers. In addition, this study also found that the influence of WLB on service quality showed that the work-life balance variable had a positive effect on service quality which was shown with a value of 0.149 and a t-value of 2.221 (Significant: calculate > 1.96). These findings show that work-life balance has a positive and statistically significant impact on service quality. This
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						shows that work-life balance can improve the quality of service.
(Malini et al., 2023)	To find out and analyze the influence of <i>Work life balance</i> , <i>Burnout</i> , and <i>Competence</i> on the job satisfaction of health workers, especially nurses at Soedarso General Hospital Pontianak	The survey was conducted with the distribution of questionnaires designed by the author to health workers at the hospital, then the data was analyzed using multiple linear regression analysis to identify the relationship and influence of variables on job satisfaction.	80 nurses were selected probably, from a total population of 338 health workers at Soedarso General Hospital.	b = 0.523 R ² = 0.486 P < 0.05 Positive and significant WLB contributes 52.3% to nurses' job satisfaction	Soedarso General Hospital in Pontianak, West Kalimantan.	The results of the first hypothesis test showed that the Work-Life Balance variable had a positive effect and the work-life balance felt by nurses, the higher their level of job satisfaction. The second hypothesis tests the influence of burnout on job satisfaction and shows statistically significant negative outcomes. The significance value of the T-test for burnout was 0.002 with a negative regression coefficient of -0.160. This means that the

					<p>higher the level of emotional and physical fatigue experienced by nurses, the lower their job satisfaction level.</p> <p>The third hypothesis regarding the influence of Competency on job satisfaction also showed positive and significant results. With a significance value of 0.000 and a positive coefficient of 0.493. This means that nurses with high levels of competence, both in terms of knowledge, skills, and attitudes, tend to have greater levels of job satisfaction.</p>
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<p>(Indrian et al., 2023)</p>	<p>The purpose of this study is to find out and analyze the influence of <i>burnout</i> and <i>work life balance</i> on job satisfaction and performance of nurses at Prasetya Bunda Tasikmalaya Hospital.</p>	<p>The method used was a quantitative survey with the Structural Equation Modeling -Partial Least Square (SEM-PLS) approach using SmartPLS 3 software. Data was collected through questionnaires from the nursing population in the hospital.</p>	<p>The sample in this study is all nurses at Prasetya Bunda Hospital as many as 103 people, which are taken from the total population of nurses in the hospital.</p>	<p>Path coefficient = 0,416 $P < 0.05$ Positive and significant WLB and <i>burnout</i> have a significant positive direct effect on job satisfaction</p>	<p>The location of the research is at Prasetya Bunda Hospital located in Tasikmalaya, Indonesia.</p>	<p>The results of the study show that <i>burnout</i> and <i>work-life balance</i> have a positive and significant effect on job satisfaction directly. In the first hypothesis test, it was found that both <i>burnout</i> and <i>work-life balance</i> had a positive and significant effect on job satisfaction. The results of the SEM-PLS analysis show that increasing positive perceptions of <i>burnout</i> and <i>work-life balance</i> directly increase nurses' job satisfaction. Job satisfaction then has a positive and significant effect on performance.</p>
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<p>(Sundry & Emmelya, 2023)</p>	<p>The purpose of this study is to determine the influence of intrinsic motivation, peer support, and <i>work life balance</i> on the job satisfaction of nurses at Bakti Timah Pangkalpinang Hospital.</p>	<p>The method used is a quantitative approach with a causality design. Data were analyzed using Structural Equation Modeling-Partial Least Square (SEM-PLS)</p>	<p>The number of research respondents was 91 nurses at Bakti Timah Pangkalpinang Hospital.</p>	<p><i>Path coefficient</i> $t = 0,345$ $P < 0.05$ Positive and significant WLB has a positive but smaller effect than intrinsic motivation, peer support has no effect on nurses' job satisfaction</p>	<p>The location of the research is at Bakti Timah Pangkalpinang Hospital.</p>	<p>The results of the study show that intrinsic motivation and <i>work-life balance</i> have a positive and significant influence on nurses' job satisfaction. The work-life balance variable has also been shown to have a positive and significant effect on job satisfaction. This variable is an important factor in creating a sense of satisfaction at work. Meanwhile, the support of colleagues had no significant effect on job satisfaction with a T-statistic value of only 0.9 (<1.96) and a p-value of 0.368, far above the significance threshold.</p>
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						The coefficient of influence is 0.094.
(Alni, 2024)	The purpose of this study is to find out and analyze the factors that affect <i>work-life balance</i> and their impact on job satisfaction and employee performance, especially in the context of the modern world of work which is increasingly complex and demanding.	This study uses a quantitative approach by collecting primary data through surveys. Data were analyzed using statistical analysis, including normality tests and residual analysis, as well as testing relationships between variables. Then continued with interview and observation methods.	The number of samples used in this study was 40 nurses.	$R^2 = 0.478$ (48%) $P < 0.05$ Positive and significant There is a significant relationship between WLB and job satisfaction	The location of the research is the Surabaya Army Health Service Hospital.	The results of the study show that there is a significant relationship between <i>work life balance</i> and job satisfaction. Residual data and statistical tests show that the <i>work-life balance</i> variable has a positive effect on job satisfaction and employee performance, which shows that the better the work-life balance felt by nurses, the higher their job satisfaction levels. In addition, factors such as social support, company policies, and flexibility in working hours also play a role

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In the context of the influence of WLB on nurses' job satisfaction, there are several studies that show mixed results. Research by (Pratiwi et al., 2023) shows that WLB has a positive and significant influence on job satisfaction, which has implications for improving employee performance. This is in line with the understanding that work-life balance can increase motivation and job satisfaction, which in turn can increase productivity. However, the study emphasizes that although WLB has a positive effect on job satisfaction, work stress factors also play an important role in determining the quality of services provided by health workers (Rizan et al., 2022).

Meanwhile, research by (Malini et al., 2023) affirmed that WLB and *Burnout* has a significant influence on nurses' job satisfaction. This study shows that nurses who have a good work-life balance tend to experience high levels of *Burnout* lower ones, thus increasing their job satisfaction. This shows that WLB not only has a direct effect on job satisfaction, but can also affect other factors such as *Burnout* which contributes to overall job satisfaction.

On the other hand, research by (Indrian et al., 2023) found that although WLB has a positive effect on job satisfaction, there are other factors such as competence that also play an important role. This study shows that improving the competence of health workers can increase their job satisfaction, thus emphasizing the importance of professional development in the context of WLB. This shows that WLB is not the only factor that affects job satisfaction, but must be combined with competency development to achieve optimal results. Research by (Sundry & Emmelya, 2023) also highlights the importance of intrinsic motivation in increasing nurses' job satisfaction. The results of this study show that intrinsic motivation and WLB have a positive and significant influence on job satisfaction, while peer support does not have a significant effect. This suggests that while social support is important, individual motivation and work-life balance are more influential in improving job satisfaction.

Meanwhile, research by (Alni, 2024) emphasizing that factors such as social support, company policies, and flexibility of working hours also play a role in improving WLB. This research shows that a supportive work environment can help nurses achieve a better work-life balance, which in turn can improve job satisfaction. This shows that organizations need to pay attention to various factors that can support the creation of a good WLB.

Overall, while there is evidence to suggest that WLB has a positive effect on nurses' job satisfaction, it is important to consider a variety of other factors that may affect this relationship. Internal factors such as work stress, burnout, and social support have a significant impact on job satisfaction as well as the quality of services provided. On the other hand, external factors such as organizational culture, healthy work environment, and innovation also play an important role in shaping the perception and performance of health workers. The work environment, including the organizational climate and social relations between colleagues, also influences individual satisfaction and performance levels. According to Rondonuwu et al. (2018), a high commitment to work can make employees feel more responsible for delivering good performance, even if they experience an imbalance between work and personal life. This is in line with the theory put forward by Zerwas (2019), which states that a good WLB can encourage personal and professional growth.

WLB is strongly linked to various other elements, such as social support from colleagues, flexibility in working hours, and company policies that favor a balance between personal and professional life. All of these factors interact with each other and contribute to creating a positive work atmosphere, which in turn can increase the motivation and productivity of health workers. Thus, effective WLB management can contribute to improving the quality of health services and the overall well-being of health workers.

CONCLUSION

Based on the literature review conducted, it can be concluded that the influence of WLB on job satisfaction and the quality of health workers' services have a positive effect on each other and still need further research because there are gaps in the literature studied. Although there is evidence that WLB contributes positively to job satisfaction, it is not the only determinant of nurses' job satisfaction in hospitals. Many studies have not explored in depth the specific mechanisms and factors involved in this relationship. Most of the studies that have been conducted focus on individual factors such as WLB, work stress and social support, but have paid less attention to organizational culture and work environment to job satisfaction.

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