Workload, Work-Life Balance, and Job Satisfaction: Their Impact on Nurse Performance at Goenawan Partowidigdo Pulmonology Hospital

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ABSTRACT

This study explores the relationship between workload and work-life balance with nurses' performance, with job satisfaction as a mediating factor, at Goenawan Partowidigdo Pulmonology Hospital in Bogor. The study is based on the demands for providing optimal patient care, which requires optimal nurse performance. However, there are still suboptimal work outcomes, such as patient safety incidents involving nurses, where nurse performance can be influenced by several factors, including workload, work-life balance, and job satisfaction, which serves as a mediating variable in this relationship. A quantitative research design was applied using a survey method and total population sampling. Of the 171 nurses, 140 completed the questionnaire. Data were analyzed using descriptive statistics and Structural Equation Modeling (SEM). The results show that workload does not significantly affect job satisfaction, while work-life balance has a positive and significant effect. Additionally, job satisfaction was found to have no significant effect on nurses' performance. In contrast, workload shows a marginally significant positive impact on performance, while work-life balance has no direct influence. Neither workload nor work-life balance affects performance indirectly through job satisfaction. The implications of this research suggest that improving nurse performance can be achieved through fair workload distribution and better workload management. Furthermore, policies that support nurses in balancing work and personal life are also important. Although work-life balance does not have a direct impact on performance, such policies still contribute to job satisfaction, which in turn can improve the quality of care and support overall nurse performance improvement.

Keywords: Workload; Work-Life Balance; Job Satisfaction; Performance; Nurses; Hospital

INTRODUCTION

Human Resource Management (HRM) is one of the key foundations in an organization's efforts to achieve its goals. (Dessler, 2020) explains that HRM encompasses a series of processes, including recruitment, training, evaluation, compensation, and the management of workplace relationships, health, safety, and fairness. Human resources (HR) are viewed as the most important asset of an organization, as the success in achieving organizational goals is highly dependent on employee contributions. Therefore, HRM plays a crucial role in ensuring that employees can work effectively, efficiently, and result-oriented, aligned with the organization's vision. In the healthcare sector, the role of HR becomes even more critical. Hospitals are not only required to provide fast and accurate medical services but also to ensure quality, safety, and patient satisfaction. Healthcare professionals, especially nurses, are the frontline of service and interact directly with patients. The performance of nurses significantly determines the effectiveness of medical actions and simultaneously shapes the hospital's image in the eyes of the public. In other words, the quality of nursing human resources not only reflects internal service standards but also serves as an indicator of public trust in healthcare institutions.

Nurses, as healthcare professionals, play a vital role in ensuring the quality of services both nationally and globally. However, this profession is also one of the most vulnerable to physical and mental exhaustion. The World Health Organization (WHO, 2020) notes that high workloads, long working hours, and the emotional demands of caring for patients are major contributors to stress and burnout. This condition not only reduces individual performance but also increases patient safety risks. International studies have also shown that an imbalance between work and personal life (work-life balance) exacerbates nurses' psychological conditions and lowers their job satisfaction (Clark in Wahyu *et al.*, 2021; Greenhaus in Dennira & Ekowati, 2020). Therefore, the management of nursing HR requires serious attention to ensure that nurses remain productive while also thriving. A similar condition is observed in Indonesia, where the uneven distribution of healthcare workers and inflexible shift systems often lead to nurses experiencing heavy workloads. Juru and Wellem (2022) point out that excessive workload may reduce both job satisfaction and performance among nurses. On the other hand, initiatives to improve work-life balance, such as flexible scheduling and strong organizational support, have been shown to increase job satisfaction and enhance performance outcomes (Grandey *et al.*, 2019). Research by Hati *et al.* (2024) also confirms that workload influences job satisfaction and performance, with job satisfaction serving as a mediating factor. Likewise, Pratama *et al.* (2024) found that work-life balance significantly contributes to job satisfaction and nurses' performance, where job satisfaction plays a mediating role linking work-life balance with performance. Collectively, these findings highlight that job satisfaction is a key mechanism connecting workload and work-life balance with nurses' performance.

Furthermore, the need for high-quality HR becomes even more specific in hospitals with specialized services, such as pulmonology hospitals. Nurses in pulmonology hospitals face more complex challenges because they deal with diseases with high transmission risks, such as tuberculosis, chronic obstructive pulmonary disease (COPD), and other respiratory infections. This situation demands not only technical competence but also psychological skills, such as the ability to implement isolation protocols, infection control, and empathetic communication with patients. Therefore, the operational success of a pulmonology hospital is heavily determined by the quality and performance of its nurses.

The empirical condition at Goenawan Partowidigdo Pulmonology Hospital in Bogor highlights real challenges in nursing HR management. The Hospital's Community Satisfaction Index (IKM) has shown a positive trend from 2021 to 2023, with scores of 81.25 in 2021, 85.35 in 2022, and 86.95 in 2023. However, in 2024, seven key performance indicators failed to meet their targets, including increased visits from non-JKN patients, timeliness of polyclinic services, end-to-end service time, online registration services, BLU governance achievements, BLU revenue realization, and EBITDA margin. Additionally, 20 patient safety incidents involving nurses were recorded in 2024, including cases of phlebitis, patient misidentification, patient elopement, use of oxygen without a humidifier, and medication errors. While these incidents are considered low to moderate risk according to ISO 31000, their frequency indicates underlying issues with nursing performance and supervision. Internal surveys also show a decrease in employee job satisfaction from "Good" in the first semester to "Poor" in the second semester of 2024. A pre-survey conducted by the researcher confirmed that many nurses face heavy workloads, struggle with work-life balance, and are dissatisfied with salary and promotion opportunities. This highlights the urgent need for attention to improve nurse performance at Goenawan Partowidigdo Pulmonology Hospital.

Theoretically, this study relies on two main conceptual frameworks. The first is the Tri-Component Model of Attitudes (Rosenberg & Hovland, 1960), which describes attitudes as a multidimensional construct made up of cognitive, affective, and behavioral (conative) components. In this perspective, job satisfaction is seen not only as a belief-based evaluation but also as an emotional response and behavioral inclination that jointly influence how individuals perceive and react to their work. The second framework is the Antecedents and Consequences of Job Attitudes (Truxillo *et al.*, 2016), which explains that job attitudes, particularly job satisfaction and organizational commitment, are shaped by antecedents such as job characteristics, leadership style, stress levels, organizational support, and person-environment fit. Positive job attitudes, in turn, bring about essential organizational outcomes, including improved performance, greater organizational citizenship behaviors (OCBs), reduced absenteeism and turnover, and overall higher effectiveness. Together, these frameworks offer a comprehensive lens for analyzing how workload and work-life balance affect nurses' performance, with job satisfaction functioning as a mediating mechanism.

Drawing from this theoretical context, the research seeks to fill a current void by exploring how workload and work-life balance affect nurses' performance via the pathway of job satisfaction. It introduces originality through its focus on a specialized pulmonology facility in Indonesia, an area where comparable investigations remain scarce. The anticipated contributions of this work span two dimensions. On the theoretical front, it expands the body of knowledge regarding the interplay among workload, work-life balance, job satisfaction, and nurses' performance. From a practical standpoint, it delivers actionable policy suggestions to the leadership of Goenawan Partowidigdo Pulmonology Hospital for refining human resource management practices. Ultimately, this methodology is poised to aid in elevating nurses' performance while fostering ongoing advancements in the hospital's care standards.

LITERATURE REVIEW

Workload, work-life balance, job satisfaction, and nurse performance are crucial variables in human resource management studies, particularly in the healthcare sector. These four variables are interconnected and influence how individuals perform their

tasks, experience job satisfaction, and achieve the performance expected by the organization. Several previous studies have highlighted that high workload can negatively impact employee well-being, while a good work-life balance promotes satisfaction and loyalty. Job satisfaction itself is viewed as a psychological factor that mediates the relationship between workload, work-life balance, and performance. To understand this relationship, this study refers to theories and previous research that discuss each variable in detail.

Tri-Component Model of Attitudes

The Tri-Component Model of Attitudes, proposed by (Rosenberg & Hovland, 1960), views attitudes as multidimensional constructs composed of three interrelated components: cognitive, affective, and conative (behavioral). The cognitive aspect encompasses individuals' beliefs and perceptions regarding an object, the affective aspect reflects the emotional responses linked to the attitude, while the conative aspect indicates the inclination to act consistently with that attitude. These components ideally work together to create a stable attitude, although discrepancies among them may arise and lead to attitude change. This model is recognized as an early systematic framework for analyzing how attitudes are established, sustained, and altered, and it has been extensively applied in social psychology and organizational studies, particularly in the contexts of job satisfaction and employee commitment.
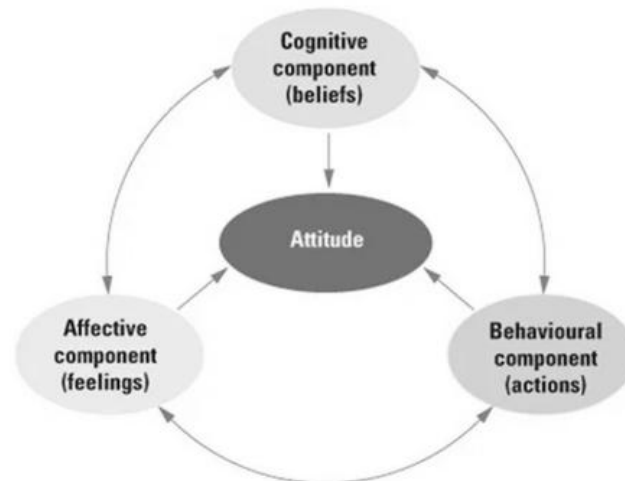

Figure 1. Tri-Component Model of Attitudes
Source: Rosenberg and Hovland, 1960

Antecedents and Consequences of Job Attitudes

The framework of Antecedents and Consequences of Job Attitudes developed by (Truxillo *et al.*, 2016) explains that employees' job attitudes particularly job satisfaction and organizational commitment are influenced by a variety of individual and situational antecedents. These include factors such as job characteristics, leadership style, stress, organizational support, justice, personality traits, and the degree of personal environment fit. When employees develop positive job attitudes, they are more likely to contribute to favorable organizational outcomes, such as improved performance, stronger organizational citizenship behaviors (OCBs), reduced absenteeism and turnover, and enhanced overall effectiveness.

Figure 2. Antecedents and Consequences of Job Attitudes
Source: Truxillo *et al.*, 2016

Workload

Workload refers to the total volume of tasks and responsibilities that an individual is required to complete within a specified timeframe. A high workload is frequently linked to physical, mental, and emotional strain, which can diminish both motivation and job satisfaction. Hart and Staveland, cited in Balqis and Sugiono (2020), categorize workload into mental demand, physical demand, temporal demand, performance, and effort. According to Karasek, as referenced in Ningrat and Mulyana (2022), situations with high job demands coupled with limited job control can provoke stress and adversely affect employees' health. Additionally, Grandey *et al.* (2019) highlight that excessive workload elevates the risk of emotional exhaustion and lowers work performance. In the context of nursing, workload is strongly influenced by patient volume, the complexity of cases, and the availability of healthcare personnel.

Work-Life Balance

Work-life balance refers to an individual's capacity to manage and harmonize the demands of professional responsibilities with those of personal life. Fisher, as cited in Sari and Sahrah (2023), identifies four primary dimensions of this balance: Work Interference with Personal Life (WIPL), Personal Life Interference with Work (PLIW), Work Enhancement of Personal Life (WEPL), and Personal Life Enhancement of Work (PLEW). Greenhaus, in Dennira and Ekowati (2020), emphasizes that maintaining equilibrium between work and personal domains increases employees' satisfaction with their roles and strengthens their commitment to the organization. Conversely, imbalance may trigger role conflicts and prolonged stress. Within the nursing profession, aspects such as rotating shifts, night duties, and the urgency of patient care further intensify the challenges of achieving balance. Clark, as noted by Wahyu *et al.* (2021), underlines the importance of institutional support such as flexible scheduling policies and social support networks to ensure the well-being of nursing staff.

Job Satisfaction

Job satisfaction can be understood as an employee's emotional reaction toward their work. Locke, as cited in Pranata and Haryanto (2024), defines it as a positive emotional state that arises from evaluating one's job experiences, which include elements such as the nature of the work, salary, promotion opportunities, supervision, and coworker relationships. Herzberg, as elaborated by Fachry and Witono (2024) in the Two-Factor Theory, distinguishes between motivator factors (e.g., achievement and recognition) that enhance satisfaction and hygiene factors (e.g., pay and working conditions) that primarily prevent dissatisfaction. In the nursing field, job satisfaction is shaped not only by financial

compensation but also by aspects such as workplace conditions, opportunities for career advancement, and organizational support.

Employee Performance

Employee performance refers to an individual's achievement in carrying out tasks in accordance with organizational standards. According to Robbins and Judge (2022), performance encompasses aspects such as quantity, quality, timeliness, effectiveness, and independence. In healthcare, nurse performance is related to service quality, adherence to medical procedures, and contributions to patient safety. Research by Park *et al.* (2014) shows that innovative behavior and organizational commitment play crucial roles in improving performance (Efawati, 2023). Nurse performance is also influenced by individual factors (such as motivation), job factors (such as workload), and organizational factors (such as work culture).

Interrelationships Between Variables

The relationship between workload, work-life balance, job satisfaction, and performance has been widely investigated, although the findings remain somewhat inconsistent. Several studies indicate that workload can significantly affect job satisfaction (Astika *et al.*, 2022; Herawati *et al.*, 2023; Rizki *et al.*, 2022) and has a notable influence on performance (Alfida & Widodo, 2022; Nurhandayani, 2022; Shinta & Laily, 2020). Likewise, work-life balance has been shown to play an important role in shaping both job satisfaction (Kamara *et al.*, 2023; Nurjayati *et al.*, 2024; Wulandari & Dirbawanto, 2022) and performance outcomes (Ismanto *et al.*, 2024; Pratama *et al.*, 2024; Wijaya & Suwandana, 2022). Job satisfaction itself has been identified as a key mediating factor between workload and performance (Hati *et al.*, 2024), as well as between work-life balance and performance (Pratama *et al.*, 2024).

To better explain these dynamics, this study draws on two theoretical perspectives. The first is the Tri-Component Model of Attitudes (Rosenberg & Hovland, 1960), which conceptualizes attitudes as consisting of cognitive, affective, and conative (behavioral) components. In this framework, job satisfaction is seen as a multidimensional construct shaped by beliefs, emotions, and behavioral tendencies that influence how employees evaluate and respond to their work. The second is the Antecedents and Consequences of Job Attitudes framework (Truxillo *et al.*, 2016), which emphasizes that job attitudes particularly job satisfaction and organizational commitment are influenced by antecedents such as job characteristics, leadership style, stress, organizational support, justice, personality, and person–environment fit. Positive job attitudes, in turn, contribute to important outcomes such as higher performance, greater organizational citizenship behaviors (OCBs), reduced absenteeism and turnover, and enhanced organizational effectiveness.

By integrating these two perspectives, this research provides a comprehensive foundation for examining how workload and work-life balance shape job satisfaction and, consequently, influence nurses' performance. The Tri-Component Model clarifies the multidimensional nature of job satisfaction, while the Antecedents and Consequences of Job Attitudes framework underscores its role as a mediating mechanism linking contextual factors to performance outcomes.

Research Model and Hypotheses

The Effect of Workload on Job Satisfaction

Workload, according to Spector and Jex in Ali (2021), refers to the amount of tasks and responsibilities that an individual must complete within a specific time frame, which can be quantitative (e.g., volume of work) or qualitative (e.g., task complexity). Karasek, as cited in Ningrat and Mulyana (2022), argues that a high workload without adequate control can lead to stress. Similarly, Bakker *et al.* (2023) in the Job Demands-Resources (JD-R) Theory state that excessive job demands can drain physical and mental energy, impacting productivity. Therefore, it is important to balance workload to prevent exceeding the employee's capacity.

Job satisfaction, as explained by Locke in Pranata and Haryanto (2024), is an emotional state derived from job evaluations. Herzberg in Fachry and Witono (2024) states that job satisfaction is influenced by motivator and hygiene factors, while Hackman and Oldham in Claudi and Hadiani (2024) emphasize the importance of job characteristics such as task variety and autonomy in enhancing satisfaction. According to Rosenberg and Hovland (1960) attitude theory, excessive workload can affect the cognitive and affective components of attitudes, ultimately reducing job satisfaction. Based on research by Permadi *et al.* (2023), Hati *et al.* (2024), and Barlian *et al.* (2025), workload has a significant effect on job satisfaction. Therefore, the hypothesis proposed is:

H1: There is an effect of workload on job satisfaction.

The Effect of Work-Life Balance on Job Satisfaction

Work-life balance refers to a condition where an individual can manage and balance the demands of work with personal life in a proportional manner, without causing conflict between the two. According to Greenhaus in Dennira and Ekowati (2020), work-life balance refers to the extent to which an individual can meet the demands of work and life in a balanced way. This balance allows individuals to fulfill their job responsibilities without sacrificing personal time, including family, health, and social activities. Imbalance between work and personal life can lead to stress and burnout, ultimately reducing quality of life and job performance (Clark in Wahyu *et al.*, 2021).

Job satisfaction is a positive feeling towards one's job, arising from an evaluation of job experiences (Robbins & Judge, 2022). Job satisfaction is influenced by factors such as salary, work conditions (Efawati, 2020), opportunities for promotion, relationships with colleagues, and the alignment of job values with personal values. Spector and Jex in Ali (2021) state that job satisfaction is related to how much an individual likes their job, influenced by their perceptions of various aspects of work. In the framework of attitude theory, Rosenberg and Hovland (1960) assert that work-life balance affects the affective (feeling of satisfaction or stress) and cognitive (belief that work aligns with life) components. Truxillo *et al.* (2016) explain that work-life balance is an antecedent factor that shapes job satisfaction, which plays an important role in enhancing employees' psychological well-being. Research by Indrian *et al.* (2023), Pratama *et al.* (2024), and Manuel and Priyowidodo (2025) shows that work-life balance significantly affects job satisfaction. Therefore, work-life balance is an important factor in improving job satisfaction. When individuals successfully balance work and personal life, they tend to feel more satisfied with their work. Thus, the hypothesis proposed is:

H2: There is an effect of work-life balance on job satisfaction.

The Effect of Job Satisfaction on Employee Performance
Job satisfaction is a psychological condition that reflects the extent to which an individual feels comfortable, valued, and has their needs met in performing their job. According to Newstrom and Davis in Azmi and Kamaruddin (2024), job satisfaction is the feeling of happiness or dissatisfaction that employees have towards their job. Factors influencing job satisfaction include family responsibilities, relationships with colleagues, work environment, and perceptions of organizational justice (Brief & Weiss in Yee & Nor, 2020; Schermerhorn, 2020). Therefore, job satisfaction is not only dependent on material aspects such as salary and benefits but also on intrinsic factors such as job meaning and social support, all of which contribute to work enthusiasm and employee loyalty.

Employee performance, according to Robbins and Judge (2022), is the result of individual behaviors that contribute to the achievement of organizational goals. Vroom's Expectancy Theory in Dahrani and Sohiron (2024) explains that performance is influenced by the expectation that effort will lead to desired results. Job satisfaction, as an affective component of work attitude, encourages positive work behavior, which is reflected in performance. Research by Permadi *et al.* (2023), Indrian *et al.* (2023), Hati *et al.* (2024), Pratama *et al.* (2024), and Barlian *et al.* (2025) shows that job satisfaction significantly affects performance, as satisfied employees tend to show more disciplined, responsible, and enthusiastic work behavior. Therefore, it can be concluded that the higher the level of job satisfaction, the greater the likelihood that employees will demonstrate optimal performance. Thus, the hypothesis proposed is:

H3: There is an effect of job satisfaction on employee performance.

The Effect of Workload on Employee Performance
Workload refers to the total activities that an individual must complete within a certain period, taking into account physical capacity, mental capacity, and available time. According to Gibson in Dewi *et al.* (2023), workload occurs when an individual is faced with too many tasks or insufficient time to complete them. High workload can reduce concentration, increase stress, and lead to repeated mistakes. Conversely, proportional workload can enhance focus, responsibility, and drive optimal work results. Therefore, proper workload management is essential to creating a productive work environment that supports maximum employee performance (Efawati, 2024).

Employee performance, according to Colquitt *et al.* (2021), is a series of behaviors that contribute to the achievement of organizational goals. High workload, according to the Job Demands-Resources Model by Bakker *et al.* (2023), can reduce performance if not balanced with adequate resources, such as support from supervisors or job autonomy. In the context of attitude theory, Rosenberg and Hovland (1960) state that excessive workload affects cognitive (belief that the job is too heavy) and affective (stress feelings) components, ultimately reducing work productivity. Research by Hati *et al.* (2024), Barlian *et al.* (2025), and Manuel and Priyowidodo (2025) shows that workload significantly affects performance. Therefore, excessive workload can reduce quality and productivity, while proper workload management can enhance overall employee performance. Thus, the hypothesis proposed is:

H4: There is an effect of workload on employee performance.

The Effect of Work-Life Balance on Employee Performance

Work-life balance is the condition in which individuals are able to balance work demands with personal life in harmony, without causing long-term conflicts. According to Fisher in Sari and Sahrah (2023), work-life balance is when someone can optimally manage both their role as a worker and in their personal life. Parkes and Langford in Nurwahyuni (2019) also explain that work-life balance refers to an individual's ability to balance work and personal life, meet commitments, and take responsibility for activities outside of work. Key dimensions of work-life balance include balancing work and personal life, family and work responsibilities, and having time for social activities and hobbies, all of which positively contribute to employee performance.

Employee performance is the result of behaviors that contribute to achieving organizational goals and can be measured both in terms of results and observable actions (Aguinis, 2019). In the perspective of attitude theory, Rosenberg and Hovland (1960) explain that good work-life balance strengthens the cognitive component (the belief that work and life can align), creates positive affective feelings (such as satisfaction), and encourages more productive work behavior (the conative component). Research by Wijaya and Suwandana (2022), Pratama *et al.* (2024), and Ismanto *et al.* (2024) shows that work-life balance has a significant effect on employee performance. Therefore, work-life balance is an important factor in improving employee performance, as balancing work and personal life enables individuals to work more focused and productively. Thus, the proposed hypothesis is:

H5: There is an effect of work-life balance on employee performance.

The Indirect Effect of Workload on Employee Performance Through Job Satisfaction

Workload refers to the amount or intensity of work that must be completed by an individual within a certain period, which affects both psychological conditions and work performance. According to Gopher and Donchin in Husain *et al.* (2023), workload arises from job demands exceeding the worker's capacity, potentially reducing work quality and causing stress. Research by Gartner and Murphy in Cahyani *et al.* (2022) explains that workload involves three main dimensions: task demands, effort exerted, and achievement. These dimensions reflect that proportional workload management can improve employee performance, while excessive workload can reduce concentration and productivity.

Job satisfaction, as a mediating variable, plays an important role in linking workload to employee performance. According to Rosenberg and Hovland (1960), high workload affects the cognitive and affective components of work attitudes, such as stress or fatigue, which ultimately leads to decreased performance. Truxillo *et al.* (2016) in their framework of Antecedents and Consequences of Job Attitudes assert that job satisfaction acts as a mediator between workload and employee performance. Research by Hati *et al.* (2024), Barlian *et al.* (2025), and Manuel and Priyowidodo (2025) indicates that workload has a significant effect on performance through job satisfaction. Therefore, the proposed hypothesis is:

H6: There is an indirect effect of workload on employee performance through job satisfaction.

The Indirect Effect of Work-Life Balance on Employee Performance Through Job Satisfaction

Work-life balance is the condition in which individuals are able to balance work demands with personal life harmoniously without causing detrimental conflicts. According to Hudson in Sukardi and Saputro (2024), work-life balance includes an individual's ability to manage both their roles as workers and family members in balance. When this balance is achieved, individuals can handle both work and personal demands without sacrificing one, which in turn contributes to job satisfaction. Research by Allen *et al.* (2020) shows that individuals with good work-life balance tend to have better mental health, be more productive, and demonstrate greater loyalty to the organization.

Employee performance is the outcome of work behavior that contributes to the achievement of organizational goals (Colquitt *et al.*, 2021). In the perspective of attitude theory, Rosenberg and Hovland (1960) explain that good work-life balance strengthens the cognitive component (belief that work and life can align), which then drives the affective component of job satisfaction and ultimately leads to more productive performance. Research by Indrian *et al.* (2023), Pratama *et al.* (2024), and Subarto and Solihin (2025) shows that work-life balance affects performance through job satisfaction. Therefore, the proposed hypothesis is:

H7: There is an indirect effect of work-life balance on employee performance through job satisfaction.

Based on the theoretical foundations and previous studies, this research develops a model that investigates both the direct and indirect impacts of workload and work-life balance on employee performance, with job satisfaction positioned as a mediating factor.
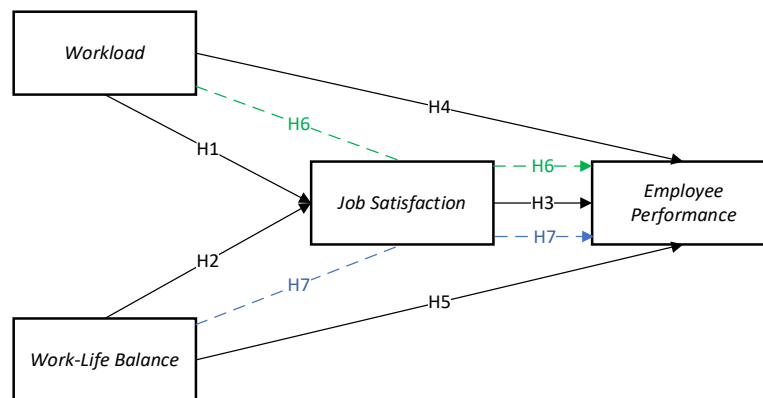

Figure 3. Research Constellation
Source: Own Compilation, 2025

The hypotheses of this study are formulated as follows:

H1: Workload has an effect on job satisfaction.
H2: Work-life balance has an effect on job satisfaction.
H3: Job satisfaction has an effect on employee performance.
H4: Workload has an effect on employee performance.
H5: Work-life balance has an effect on employee performance.
H6: Workload has an effect on employee performance through job satisfaction.
H7: Work-life balance has an effect on employee performance through job satisfaction.

This research model is visualized in the form of a conceptual framework linking these variables.

RESEARCH METHOD

This research was conducted at Goenawan Partowidigdo Pulmonology Hospital in Bogor, employing a quantitative design with a survey approach, which is suitable for analyzing the relationships among variables through statistical techniques. The study population comprised all 171 nurses working at the hospital. A saturated sampling method was applied. According to Sugiyono (2019), this technique is used when all members of the population are used as the sample because the number is relatively small. This ensured that every member of the population was included. Out of the total, 140 nurses completed the questionnaires, which were subsequently analyzed. The total number of completed questionnaires (140) was considered sufficient for analysis, as this figure exceeded the minimum required sample size of 120 respondents, when calculated using the Slovin formula (with a 5% margin of error).

The questionnaire was designed based on established theories and prior research, and was adjusted to the nursing context at the hospital. Measurement of work-life balance, job satisfaction, and employee performance employed a five-point Likert scale ranging from 1 ("strongly disagree/never") to 5 ("strongly agree/always"). According to Hart and Staveland (in Balqis & Sugiono, 2020), workload is assessed using the NASA-TLX method, which combines six dimensions: mental demands, physical demands, temporal demands, performance, effort, and frustration, and then combined into a composite workload score. Fisher (in Sari & Sahrah, 2023) stated that work-life balance is evaluated using four dimensions: Work-Life Interference (WIPL), Work-Life Interference (PLIW), Work-Life Enhancement (WEPL), and Work-Life Enhancement (PLEW). Locke (in Pranata & Haryanto, 2024) proposed that job satisfaction be measured using five aspects: the work itself, salary, promotion opportunities, supervision, and coworker relationships. And then, (Robbins & Judge, 2022) stated that nurse performance is assessed through indicators such as work quality, quantity, timeliness, effectiveness, and autonomy in task execution.

Prior to use, the research instrument underwent validity and reliability testing. Validity was assessed using confirmatory factor analysis (CFA) to verify that each indicator achieved a loading factor value greater than 0.5 (Hair *et al.*, 2017). Reliability, on the other hand, was evaluated through Cronbach's Alpha, with all constructs showing values above 0.7 (Ghozali, 2016). These results are consistent with the criteria proposed by (Hair *et al.*, 2017), which suggest that loading factor values ranging from 0.50 to 0.60 are acceptable for models that are still in the development phase.The data analysis was carried out in two stages. The first stage applied descriptive demographic analysis to present respondents' profiles, covering variables such as gender, age, education, employment status, and years of service, accompanied by descriptive statistics for each research variable to illustrate data distribution.

The second stage involved inferential analysis using Structural Equation Modeling (SEM) through the Partial Least Squares (PLS-SEM) method, which was selected due to its suitability for analyzing complex models that incorporate mediating variables. In PLS-SEM, the outer model was assessed to establish construct quality, specifically convergent validity (using the Average Variance Extracted (AVE) criteria > 0.5), discriminant validity, and construct reliability (using Composite Reliability > 0.7 (Hair *et al.*, 2017)). Subsequently, the inner model was examined to evaluate the coefficient of determination (R^2), which is categorized as weak (0.25), moderate (0.50), or strong (0.75) (Hair *et al.*, 2017); predictive relevance (Q^2), where a value greater than 0 indicates predictive relevance (Chin in Hair *et al.*, 2017); and model fit indices. For model fit, the Standardized Root Mean Square Residual (SRMR) was used, with criteria ≤ 0.08 indicating a good fit (Henseler *et al.*, 2014), alongside the Normed Fit Index (NFI),

where values approaching 1 increasingly indicate a good model fit (van Laar *et al.*, 2022). Finally, hypothesis testing was conducted by analyzing the path coefficients and t-statistics obtained through the bootstrapping procedure, applying a significance level of 5% (p < 0.05) (Hair *et al.*, 2017).

RESEARCH RESULTS

Descriptive Demographic of Respondents

This study involved 140 nurses at Goenawan Partowidigdo Pulmonology Hospital in Bogor. The majority of respondents were female nurses (77.1%), with the highest age group being between 26 and 35 years (48.6%). Regarding educational background, most respondents were graduates of nursing diplomas or bachelor's degrees, in line with the hospital's recruitment standards. Additionally, more than half of the respondents had worked for more than five years, indicating that the majority of nurses had adequate work experience and a good understanding of the hospital's operational system. These characteristics reflect workforce stability, which strengthens the validity of the responses in the study.

Descriptive Variables of the Study

To provide an overview of respondents' status in relation to the study variables, descriptive analysis was conducted for each construct, namely workload, work-life balance, job satisfaction, and employee performance. The results of this analysis are presented in the following table, which reports the mean, standard deviation, as well as the minimum and maximum values for each variable. The subsequent section details respondents' responses concerning the workload variable.

Table 1. Respondents' responses on the workload variable

N	140
Mean	82.36
Standard Deviation	14.06
Minimum	10
Maximum	100

Source: Own Compilation (2025)

As shown in Table 1, the workload variable has a mean score of 82.36 with a standard deviation of 14.06. The minimum value recorded is 10, while the maximum value is 100, indicating a substantial variation in the workload perceived by respondents. The high mean score suggests that most nurses experience a heavy workload. The variation between the minimum and maximum scores also indicates differences in experiences among nurses, with some perceiving very low workloads, while others face significantly higher workloads.

Furthermore, the responses from respondents regarding the work-life balance, job satisfaction, and employee performance variables are shown in the following table:

Table 2. Responses on the work-life balance, job satisfaction, and employee performance variables

	Work-life balance	Job Satisfaction	Employee performance
N	140	140	140
Mean	3.48	3.58	4.43
Standard Deviation	0.47	0.40	0.32
Minimum	2.50	2.42	3.41

	Work-life balance	Job Satisfaction	Employee performance
Maximum	4.88	4.89	5

Source: Own Compilation (2025)

Based on Table 2, the work-life balance variable has a mean score of 3.48 on a 1–5 scale, with a standard deviation of 0.47. The minimum value is 2.50, and the maximum value is 4.88, indicating that the majority of nurses rate their work-life balance as moderate to high. However, there are still respondents who rate their work-life balance as low, as reflected by the minimum score, suggesting that some nurses struggle to balance work demands with personal life. The descriptive results for the job satisfaction variable show a mean score of 3.58 with a standard deviation of 0.40. The minimum value is 2.42, and the maximum value is 4.89, indicating that respondents' job satisfaction varies from low to very high. Overall, the average score suggests that the majority of nurses are fairly satisfied with their jobs. However, the presence of a relatively low minimum score indicates that there are still some respondents who have not achieved optimal job satisfaction.

The employee performance variable has the highest mean score compared to the other variables, at 4.43 with a standard deviation of 0.32. The minimum value is recorded at 3.41, and the maximum value is 5. This suggests that, overall, nurses' performance is rated as good to excellent by respondents. The relatively small variation between the minimum and maximum scores indicates that almost all respondents provide positive evaluations of their performance, with a high level of consistency in work quantity, work quality, and timeliness.

Outer Model Evaluation

Prior to analyzing the structural relationships among variables, the measurement model (outer model) was first evaluated. This step was intended to verify that the indicators applied in the study demonstrated sufficient validity and reliability in representing the latent constructs. The assessment involved testing convergent validity (outer loadings and AVE), reliability (Composite Reliability and Cronbach's Alpha), and discriminant validity (Fornell–Larcker Criterion). The results of these evaluations are summarized in the following table:

Table 3. Measurement model of work-life balance, job satisfaction, and employee performance

Variable	Dimension	Type	Outer Loading	AVE	Composite Reliability	Full Colinearity VIF
Employee performance	Quality	Reflective	0.792	0.549	0.858	1.808
	Quantity	Reflective	0.727			
	Timeliness	Reflective	0.821			
	Effectiveness	Reflective	0.736			
	Independence	Reflective	0.612			
Job Satisfaction	The job itself	Reflective	0.603	0.400	0.768	1.436
	Salary	Reflective	0.591			
	Promotion opportunities	Reflective	0.609			
	Supervision	Reflective	0.757			
	Coworkers	Reflective	0.589			
Work-Life Balance	WIPL	Reflective	0.753	0.502	0.801	1.952
	PLIW	Reflective	0.703			
	WEPL	Reflective	0.730			
	PLEW	Reflective	0.643			

Source: Own Compilation (2025)

Table 4. Discriminant validity

	Employee performance	Job Satisfaction	Work-Life Balance	Workload
Employee performance	(0.741)	0.222	0.268	0.208
Job Satisfaction	0.222	(0.663)	0.591	0.013
Work-life Balance	0.268	0.591	(0.708)	0.065
Workload	0.208	0.013	0.065	(1.000)

Source: Own Compilation (2025)

The outer model evaluation was conducted to test the validity and reliability of the research constructs. The results presented in Table 3 indicate that most indicators have outer loading values above 0.70, which meets the criteria for convergent validity. However, several indicators, particularly within the job satisfaction construct (e.g., the job itself, salary, promotion opportunities, and coworkers), have loadings below 0.70. Nevertheless, since the AVE for this construct remains above 0.50 (0.40 slightly below the cut-off, but composite reliability is still > 0.7), these indicators were retained due to their significance in supporting the construct.

Furthermore, the Average Variance Extracted (AVE) values are as follows: 0.502 for work-life balance, 0.549 for employee performance, and 0.400 for job satisfaction, which is below the threshold of 0.50. However, the composite reliability of job satisfaction is 0.768, exceeding the minimum criterion of 0.7, thus satisfying internal consistency reliability. According to Hair *et al.* (2017), constructs with AVE < 0.5 are still acceptable as long as composite reliability is > 0.7. The Composite Reliability (CR) values for all constructs range from 0.768 to 0.858, indicating that internal consistency reliability has been achieved. Full collinearity VIF values for all constructs are < 3.3, suggesting no multicollinearity issues among the indicators.

Discriminant validity was evaluated using the Fornell–Larcker criterion, as presented in Table 4. The square root of the AVE (shown in parentheses) for each construct exceeded its correlations with other constructs. For instance, the square root of AVE for employee performance was 0.741, which is greater than its correlations with job satisfaction (0.222), work-life balance (0.268), and workload (0.208). This consistent pattern across all constructs confirms that the measurement model meets the requirements for discriminant validity.

Overall, the outer model evaluation demonstrates that the research instrument is valid and reliable for measuring the constructs of workload, work-life balance, job satisfaction, and employee performance.

Inner Model Evaluation

Once the outer model's validity and reliability were established, the subsequent step involved evaluating the inner model to investigate the relationships among the constructs. This assessment was performed by examining the R^2 values, Q^2 predictive relevance, and goodness-of-fit indices (SRMR, NFI) to determine each construct's contribution to the endogenous variables.

The results revealed an R^2 of 0.348 for job satisfaction and 0.163 for employee performance, indicating that workload and work-life balance account for 34.8% of the variance in job satisfaction and 16.3% of the variance in employee performance. The Q^2 value of 0.454 suggests that the model possesses satisfactory predictive relevance. In

terms of model fit, the SRMR value of 0.126 and the NFI of 0.445 indicate that the estimated structural model exhibits a limited level of fit relative to ideal thresholds, though it remains acceptable for analyzing the hypothesized relationships among the study variables.

Hypothesis Testing

The hypotheses were tested using the Partial Least Squares (PLS) approach. The analysis produced estimates of path coefficients, t-statistics, and p-values, the results of which are summarized in the following table:

Table 5. Results of path coefficients and t-statistics

Effect	Path Coefficient	t-Statistic	p-Value	Description
Workload -> job satisfaction	-0.025	0.324	0.746	Not significant
Work-life balance -> job satisfaction	0.592	11.226	0.000	Significant
Job satisfaction -> employee performance	0.105	0.830	0.407	Not significant
Workload -> employee performance	0.194	1.964	0.050	Significant
Work-life balance -> employee performance	0.193	1.837	0.069	Not significant
Workload -> job satisfaction -> employee performance	-0.003	0.204	0.838	Not significant
Work-life balance -> job satisfaction -> employee performance	0.062	0.790	0.430	Not significant

Source: Own Compilation (2025)

The analysis results indicate that workload has no significant effect on job satisfaction, as reflected in a path coefficient of -0.025, a t-statistic of 0.324, and a p-value of 0.746. Conversely, work-life balance demonstrates a strong and statistically significant positive influence on job satisfaction, with a path coefficient of 0.592, a t-statistic of 11.226, and a p-value of 0.000, significant at the 1% level.

Furthermore, job satisfaction does not significantly affect employee performance, with a path coefficient of 0.105, a t-statistic of 0.830, and a p-value of 0.407. In contrast, workload shows a marginally significant positive effect on employee performance (path coefficient = 0.194, t-statistic = 1.964, p-value = 0.050), while work-life balance has a path coefficient of 0.193, a t-statistic of 1.837, and a p-value of 0.069, which is not significant but close to the threshold.

With regard to mediation, the indirect effect of workload on employee performance through job satisfaction is insignificant (path coefficient = -0.003, t-statistic = 0.204, p-value = 0.838). Similarly, the mediating role of job satisfaction in the relationship between work-life balance and employee performance is also non-significant (path coefficient = 0.062, t-statistic = 0.790, p-value = 0.430).

Taken together, the findings reveal that out of seven hypotheses tested, only two were supported: the positive effect of work-life balance on job satisfaction and the marginal influence of workload on employee performance. The remaining five hypotheses were not supported.

DISCUSSION

This study was conducted at Goenawan Partowidigdo Pulmonology Hospital, which is a specialized pulmonology hospital, providing a different context compared to previous studies conducted by Indrian *et al.* (2023), Permadi *et al.* (2023), Hati *et al.* (2024),

Pratama *et al.* (2024), and Barlian *et al.* (2025), which focused on general hospitals. Nurses at a specialized pulmonology hospital face unique workload characteristics, such as managing diseases with high transmission risks and complex chronic cases, requiring greater clinical precision and psychological resilience. In such conditions, the way nurses balance work-life and maintain job satisfaction can impact their performance differently compared to nurses in general hospitals.

The results of this study show that workload does not significantly affect job satisfaction. This finding contrasts with studies by Permadi *et al.* (2023), Hati *et al.* (2024), and Barlian *et al.* (2025), which found that workload significantly affects job satisfaction, due to nurses' professional commitment and emotional relationships with patients. This suggests that high workload does not automatically reduce job satisfaction. From the perspective of the Three-Component Attitude Model (Rosenberg & Hovland, 1960), this shows that nurses' cognitive and affective components remain positive despite heavy workloads, preventing dissatisfaction. These findings are also consistent with the study by Kirana *et al.* (2021), which posits that workload is not always the primary determinant of job satisfaction, especially when employees have effective coping strategies or receive adequate organizational support.

On the other hand, work-life balance was found to have a statistically significant positive effect on job satisfaction. This supports previous studies by Indrian *et al.* (2023), Pratama *et al.* (2024), and Manuel and Priyowidodo (2025), which all reported that work-life balance substantially affects job satisfaction. Furthermore, Clark in Wahyu *et al.* (2021) and Greenhaus in Dennira and Ekowati (2020) emphasize that maintaining balance between work demands and personal life increases employee satisfaction. In the framework of Antecedents and Consequences of Job Attitudes (Truxillo *et al.*, 2016), work-life balance and organizational support are considered key antecedents shaping positive work attitudes. For nurses, flexible scheduling and social support from colleagues are crucial factors that strengthen the antecedent of job satisfaction.

The study also reveals that job satisfaction does not have a significant effect on nurse performance. This contrasts with studies by Permadi *et al.* (2023), Indrian *et al.* (2023), Hati *et al.* (2024), Pratama *et al.* (2024), and Barlian *et al.* (2025), which found that job satisfaction significantly affects nurse performance. This difference is attributed to the high workload and emotional challenges nurses face while managing patients with high transmission risks, which requires greater professional abilities and psychological resilience. Therefore, environmental factors and organizational support play a more significant role in influencing performance than job satisfaction itself. From the attitude model framework, this implies that while the cognitive and affective components of job satisfaction may be positive, the behavioral component is constrained by structural and operational constraints, such as staff shortages or patient safety protocols, which have a more direct impact on performance. These findings are also in line with those by Pawerangi *et al.* (2023) and Rahmawati and Irwana (2020), which indicate that job satisfaction does not directly translate into performance outcomes.

Moreover, workload was found to have a marginally significant positive effect on nurse performance. This supports the findings of Hati *et al.* (2024), Barlian *et al.* (2025), and Manuel and Priyowidodo (2025), who reported that workload significantly impacts nurse performance. According to the Three-Component Attitude Model (Rosenberg & Hovland, 1960), well-managed workload can activate the conative (behavioral) component of attitudes, motivating nurses to work more effectively and productively. However, when workload becomes excessive, the mismatch between cognitive (assessment of the job) and affective (feelings about the job) components can lead to stress, fatigue, and decreased motivation, ultimately undermining performance. This

shows that while workload can enhance performance if managed well, excessive workload can negatively affect nurse performance.

In contrast, work-life balance did not show a significant direct impact on nurse performance. This differs from studies by Wijaya and Suwandana (2022), Pratama *et al.* (2024), and Ismanto *et al.* (2024), which found that work-life balance significantly affects nurse performance. This is due to the fact that the effect of work-life balance on performance does not always manifest directly, but depends on the job context, individual capacity, and available organizational support. While work-life balance improves job satisfaction, its direct effect on performance appears to be limited. This is consistent with findings from Permadi *et al.* (2023) and Zafirah and Budiono (2024), which show that the impact of work-life balance on performance depends more on situational factors and external support available to individuals. In the framework of Antecedents and Consequences of Job Attitudes, work-life balance serves more as an antecedent to job satisfaction, rather than a direct antecedent to performance.

Mediation analysis further revealed that workload does not significantly affect nurse performance through job satisfaction. This differs from studies by Hati *et al.* (2024), Barlian *et al.* (2025), and Manuel and Priyowidodo (2025), which found that workload significantly impacts nurse performance through job satisfaction. This is because workload is considered a normal part of the job, so it does not significantly reduce or increase job satisfaction, which would affect performance. These findings are consistent with research by Permadi *et al.* (2023), which shows that workload does not significantly affect nurse performance through job satisfaction. From the perspective of the attitude framework, this suggests that job satisfaction does not always serve as an effective mediator, particularly when structural and operational demands of the hospital directly influence performance outcomes, thus reducing the mediating role of attitude variables.

Moreover, work-life balance does not significantly affect nurse performance through job satisfaction. This is different from studies by Indrian *et al.* (2023), Pratama *et al.* (2024), and Subarto and Solihin (2025), which found that work-life balance significantly affects nurse performance through job satisfaction. This is because high workload, individual competence, and organizational support have a more dominant effect on nurse performance than job satisfaction itself. Therefore, while work-life balance is achieved, its influence on nurse performance through job satisfaction becomes limited. This finding aligns with research by (Permadi *et al.*, 2023), showing that work-life balance does not significantly affect nurse performance through job satisfaction. From the attitude framework perspective, this suggests that job satisfaction does not always serve as an effective mediator, especially when structural and operational demands of the hospital directly influence performance outcomes, thus diminishing the mediating role of attitude variables.

Overall, the findings of this study provide valuable insights into the impact of workload, work-life balance, and job satisfaction on nurse performance. While some previous studies indicate significant relationships between these factors, this research highlights the importance of the specialized hospital context, where structural and operational factors have a more dominant influence on nurse performance than job satisfaction as a mediator. Therefore, it is important for hospital management to focus more on organizational support, workload management strategies, and enhancing nurses' competencies as factors that more directly impact nurse performance.

Practical implications from this study suggest that, although work-life balance is important for job satisfaction, it does not always directly impact nurse performance, particularly when operational challenges and hospital structures limit nurses' ability to maintain optimal performance. Therefore, hospitals need to support better workload

management, strengthen social support, and provide ongoing training to help nurses manage work pressure and improve their performance, regardless of their level of job satisfaction.

CONCLUSIONS

This study investigates the impact of workload and work-life balance on nurse performance, with job satisfaction as a mediating variable, at Goenawan Partowidigdo Pulmonology Hospital in Bogor. The results indicate that workload does not significantly affect job satisfaction, while work-life balance has a strong positive influence. These findings suggest that nurses' satisfaction is more influenced by their ability to align personal and professional responsibilities than by the intensity of their workload.

Furthermore, job satisfaction was found not to directly affect performance, indicating that job satisfaction may not be the primary determinant of performance outcomes. Workload showed a significant effect on performance, while work-life balance did not show a direct impact. Further mediation analysis confirmed that job satisfaction does not significantly mediate the relationship between workload or work-life balance and nurse performance. This suggests that structural and operational aspects of the work environment may have a stronger influence on performance compared to psychological aspects such as job satisfaction.

Overall, these findings emphasize the need for strategies to improve nurse performance, particularly through fair workload distribution and better workload management, as excessive workload can negatively impact performance. Policies that enable nurses to better manage work-life balance are also important, although they do not directly influence performance, they can contribute to job satisfaction, which in turn supports more effective care.

This study has limitations in achieving the expected full population sampling (total sampling) and focuses solely on the variables of workload, work-life balance, job satisfaction, and employee performance. Future research may consider using qualitative or mixed methods to explore the dynamics between variables in more depth, and could include additional variables that may affect employee performance and job satisfaction, such as motivation, organizational commitment, and work stress, to provide a more comprehensive understanding of the factors influencing nurse performance.

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