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Research Article

ANALYSIS OF WORK-LIFE BALANCE AND JOB PERFORMANCE SATISFACTION AMONG NIGHT-SHIFT NURSES AT RSUD SAYANG RAKYAT MAKASSAR

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Abstract:

Background: Night-shift nursing duties impose severe physiological disruptions on circadian rhythms, elevate chronic fatigue, and constrain personal time, threatening nurses' work-life balance (WLB) and subsequent satisfaction with their clinical performance. Although RSUD Sayang Rakyat operates a continuous 24-hour shift roster, quantitative empirical evaluations delineating how specific WLB dimensions correlate with job performance satisfaction among nocturnal nurses remain vital.

Objective: To analyze the empirical relationship between work-life balance and job performance satisfaction among night-shift nurses at RSUD Sayang Rakyat Makassar. Methods: An observational analytic cross-sectional study was conducted in 2025. From a population of 120 night-shift nurses, a sample of 68 nurses was recruited using purposive sampling based on predetermined criteria. Primary data were gathered using validated 12-item WLB (measuring time, involvement, and satisfaction balance; Cronbach's alpha = 0.756) and 12-item job performance satisfaction questionnaires (measuring quality, timeliness, commitment, and target attainment; Cronbach's alpha = 0.903). Data were evaluated through descriptive univariate analysis and bivariate Pearson product-moment correlation.

Results: The mean score for job performance satisfaction was 50.04 ± 6.068 (range 23–60), and the mean score for WLB was 42.54 ± 7.440 (range 29–60). Bivariate correlation revealed a statistically significant, moderate positive relationship between overall WLB and job performance satisfaction ($r = 0.444$, $p < 0.001$). Sub-dimensional analyses demonstrated significant positive correlations across all three domains: time balance ($r = 0.312$, $p = 0.012$), involvement balance ($r = 0.396$, $p = 0.001$), and satisfaction balance ($r = 0.449$, $p < 0.001$), establishing satisfaction balance as the most dominant contributor.

Conclusion: Enhanced work-life balance is significantly associated with higher self-appraised job performance satisfaction among night-shift nurses, primarily driven by psychological satisfaction balance across life roles.

Keywords: Circadian disruption; Hospital nursing; Job performance satisfaction; Night-shift nurses; Satisfaction balance; Work-life balance

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1. INTRODUCTION

Within contemporary healthcare delivery systems, professional nurses constitute the critical vanguard safeguarding patient safety, therapeutic continuity, and clinical excellence around the clock. In Indonesia, official workforce data from the Ministry of Health indicate that registered nurses exceed 300,000 personnel; however, their regional and institutional deployment remains unevenly distributed, with the vast majority assigned to rotational hospital shift work (Kementerian Kesehatan Republik Indonesia, 2023). Rotational shift models, particularly nocturnal shifts, confront nursing professionals with profound multidimensional challenges. From a chronobiological perspective, inverted wake-sleep schedules disrupt endogenous circadian

rhythms, precipitating chronic sleep deficits, neuroendocrine dysregulation, and persistent psychophysiological exhaustion (Biechele et al., 2021; Silva & Costa, 2023a). Globally, the World Health Organization (WHO) warns that healthcare professionals lacking healthy work-life harmony are 60% more susceptible to occupational burnout, directly compromising cognitive vigilance, bedside handoffs, and patient clinical safety (WHO, 2022). Furthermore, the International Council of Nurses (ICN) highlights that poor work-life balance accelerates voluntary turnover intentions, which in developing healthcare settings frequently exceeds 25% annually (Stewart, 2021).

Work-life balance (WLB) reflects an individual's perceived capability to harmonize the temporal, emotional, and behavioral demands of professional employment with essential personal and family responsibilities (Greenhaus & Beutell, 1985; Greenhaus et al., 2003). In acute hospital care, maintaining this equilibrium is exceptionally precarious for night-shift nurses. Prolonged nocturnal shifts deprive personnel of normative social and domestic interactions, leading to chronic physical fatigue, emotional dissonance, and diminished subjective well-being (Zhao et al., 2023). When nurses experience pervasive disequilibrium between their professional obligations and personal lives, their intrinsic motivation, clinical attentiveness, and subjective appraisal of their own work performance are severely degraded (Putri & Amran, 2021; Silva & Costa, 2023a).

RSUD Sayang Rakyat is a public regional referral hospital in Makassar, South Sulawesi Province, operating an intensive three-shift continuous care system spanning Emergency Departments (IGD), Intensive Care Units (ICU), inpatient wards, and maternity units. Internal institutional audits revealed that out of 120 active bedside nurses, approximately 45% experienced chronic fatigue symptoms and 30% voiced dissatisfaction with their job performance after serving consecutive nocturnal rotations (Ilyas et al., 2020). Previous local studies at RSUD Sayang Rakyat confirmed that elevated patient acuity, clinical nurse-to-patient ratios, and environmental demands significantly heighten occupational stress (Ilyas et al., 2020). In the absence of adaptive managerial scheduling, night nurses face compounded risks of severe burnout and functional disengagement.

Extensive empirical research links work-life balance with elevated employee job satisfaction, organizational commitment, and clinical productivity (Abuhammad et al., 2025; Kim & You, 2017). Conversely, severe work-family conflict directly stimulates turnover intentions and absenteeism among hospital nurses (Kim & Tak, 2025; Liu & Aungsuroch, 2018). In regional Indonesian settings, Putri & Amran (2021) documented that lower work-life balance correlated with diminished job satisfaction across public hospitals in West Java. However, critical research gaps persist: prior inquiries have predominantly assessed general nursing cohorts during daylight hours or examined aggregated job satisfaction, leaving the specific statistical relationship between granular WLB dimensions (time balance, involvement balance, and satisfaction balance) and self-appraised job performance satisfaction among dedicated night-shift nurses largely unexamined.

Therefore, this study aimed to analyze the relationship between work-life balance encompassing time balance, involvement balance, and satisfaction balance and job performance satisfaction among night-shift nurses at RSUD Sayang Rakyat Makassar. The resulting evidence provides hospital directors and nurse managers with empirical foundations to design ergonomic shift-rostering frameworks and supportive psychosocial work environments.

2. METHODS

2.1 Research Design

This study employed a quantitative, analytical observational research design utilizing a cross-sectional survey approach. This design was chosen to examine and quantify the statistical

relationship between the independent variable (work-life balance and its sub-dimensions) and the dependent variable (job performance satisfaction) measured concurrently among night-shift nurses without experimental manipulation.

2.2 Research Population and Sample

The study population comprised all 120 nurses actively assigned to night-shift rotations across 24-hour service units at RSUD Sayang Rakyat Makassar. Initial sample size estimation using Slovin's formula with a 10% margin of error yielded a minimum requirement of 55 respondents, which was initially targeted at 60 respondents. Following full field screening, a final sample of 68 night-shift nurses was successfully recruited using non-probability purposive sampling. Inclusion criteria were: (1) registered nurses actively working night shifts for a minimum of the preceding six consecutive months; (2) permanent or active contract employment status; (3) stationed in inpatient wards, ICU, emergency room, or delivery suites; and (4) willing to complete the survey. Exclusion criteria were nurses on maternity or annual leave, those with incomplete questionnaire responses, or those in administrative supervisory roles without direct bedside night duties.

2.3 Research Setting and Time

The study was carried out across 24-hour clinical nursing units at RSUD Sayang Rakyat, located in Biringkanaya District, Makassar City, South Sulawesi Province, Indonesia. The study was conducted in 2025.

2.4 Research Procedures

The research procedure encompassed administrative licensing, instrument distribution, and data verification. Questionnaires were distributed directly to eligible night-shift nurses during morning shift handovers or pre-shift briefings. Respondents completed the questionnaires independently after receiving verbal explanations of the research objectives and assurance of confidentiality. Returned questionnaires were inspected immediately for data integrity.

2.5 Data Collection Techniques

Primary data were gathered using structured self-administered questionnaires. The survey captured demographic profiles (chronological age, biological sex, marital status, and total tenure working night shifts) alongside psychometric scales evaluating work-life balance and job performance satisfaction.

2.6 Research Instruments

Work-life balance was measured using a 12-item Likert-scale questionnaire adapted from Greenhaus et al. (2003) and Clark (2000), capturing three dimensions: time balance (4 items), involvement balance (4 items), and satisfaction balance (4 items). Job performance satisfaction was measured using a 12-item Likert-scale instrument evaluating self-appraised clinical care quality, procedural punctuality, professional commitment, and target attainment (Robbins & Judge, 2017). Prior reliability testing demonstrated high internal consistency, with a Cronbach's alpha of 0.756 for the WLB scale and 0.903 for the job performance satisfaction scale.

2.7 Data Analysis

Statistical analysis was conducted using SPSS software. Descriptive univariate statistics established frequency distributions, percentages, means, standard deviations, and minimum-maximum score ranges. For bivariate analysis, normality of continuous score distributions was verified, and Pearson product-moment correlation coefficients (r) were computed to test hypotheses regarding the relationship between overall WLB, individual WLB dimensions, and job performance satisfaction at a significance threshold of alpha = 0.05.

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2.8 Scope and Limitations

The study's scope was delimited to bedside night-shift nurses at a single regional public hospital in Makassar. Methodological limitations include the cross-sectional design that predetermines correlational rather than causal conclusions, reliance on self-report questionnaires without objective clinical supervisory performance audits or patient outcome metrics, and potential selection bias from purposive sampling.

2.9 Ethical Considerations

This study indicates that participant inclusion strictly required voluntary consent from the outset. Accordingly, the investigation was conducted with the patient's full informed consent. The research protocol adhered directly to the established ethical approval status. All procedures were carried out in compliance with these validated ethical standards. Furthermore, the authors formally confirm that all required permissions were secured. Specifically, appropriate written consent for publication was directly obtained. This formal documentation verifies that both participation and publishing rights were granted entirely on a voluntary basis.

3. RESULTS AND DISCUSSION

3.1 Result

A total of 68 night-shift nurses completed the study. Table 1 summarizes the socio-demographic characteristics of the respondents, including age group, biological sex, marital status, and duration of night-shift nursing experience.

Table 1. Socio-Demographic Characteristics of Night-Shift Nurse Respondents (n = 68)

No	Demographic Characteristic	Classification / Category	Frequency (f)	Percentage (%)
1	Age Group	< 20 years old	1	1.5
		20 – 35 years old	45	66.2
		> 35 years old	22	32.4
2	Biological Sex	Male	6	8.8
		Female	62	91.2
3	Marital Status	Unmarried	18	26.5
		Married	49	72.1
		Widowed / Divorced	1	1.5
4	Night-Shift Working Tenure	< 6 months	4	5.9
		1 – 3 years	27	39.7
		> 3 years	37	54.4
	Total		**68**	**100.0**

Source: Primary research survey data, RSUD Sayang Rakyat, 2025.

As detailed in Table 1, female nurses constituted the vast majority of respondents (91.2%, n = 62) compared to males (8.8%, n = 6). Two-thirds of respondents belonged to the young adult cohort aged 20–35 years (66.2%, n = 45), while 32.4% (n = 22) were older than 35 years. In terms of marital status, 72.1% (n = 49) were married, highlighting that the majority

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balanced professional duties with familial household obligations. Regarding night-shift tenure, over half (54.4%, n = 37) had worked night shifts for more than 3 years, and 39.7% (n = 27) had worked between 1 and 3 years, reflecting an experienced cohort familiar with nocturnal clinical demands.

Table 2. Univariate Descriptive Statistics of Continuous Variable Scores (n = 68)

Research Variable	Mean	Std. Deviation (SD)	Theoretical Range	Actual Min – Max	Mean Score Status
Work-Life Balance (WLB)	42.54	7.440	12 – 60	29 – 60	Moderate to Good
Job Performance Satisfaction	50.04	6.068	12 – 60	23 – 60	Good / High

Source: Primary research data, 2025.

The univariate descriptive statistics presented in Table 2 outline the baseline findings for the evaluated variables. Regarding job performance satisfaction, the analysis revealed a mean score of 50.04 ± 6.068. The observed values for this measure spanned an actual range of 23 to 60, compared to a maximum possible score of 60. This outcome reflects a generally high level of satisfaction with clinical performance across the sample. Concurrently, the mean score for overall work-life balance was documented at 42.54 ± 7.440. For this domain, the recorded individual scores ranged from 29 to 60. Taken together, this finding indicates a moderate to good overall balance across both professional and personal roles.

Table 3. Bivariate Pearson Correlation Between Work-Life Balance Dimensions and Job Performance Satisfaction (n = 68)

Variable & Dimensional Predictors	Pearson Correlation (r)	p-value (Sig. 2-tailed)	Strength & Direction	Statistical Decision
Time Balance (Keseimbangan Waktu)	0.312	0.012*	Low to Moderate Positive	Significant (Reject H0)
Involvement Balance (Keseimbangan Keterlibatan)	0.396	0.001*	Moderate Positive	Significant (Reject H0)
Satisfaction Balance (Keseimbangan Kepuasan)	0.449	< 0.001*	Moderate Positive (Dominant)	Significant (Reject H0)
Total Work-Life Balance (Overall WLB)	0.444	< 0.001*	Moderate Positive	Significant (Reject H0)

**Statistically significant at alpha < 0.05. Source: Processed SPSS correlation output, 2025.*

As delineated in Table 3, bivariate Pearson correlation demonstrated a statistically significant moderate positive relationship between total work-life balance and job performance satisfaction (r = 0.444, p < 0.001). Cross-tabulated categorical data showed that among nurses with high overall WLB, 29.4% (n = 20) exhibited high performance satisfaction, whereas among those with low WLB, 36.8% (n = 25) experienced low performance satisfaction. Sub-dimension analysis revealed that all three dimensions correlated

significantly with job performance satisfaction: time balance (r = 0.312, p = 0.012), involvement balance (r = 0.396, p = 0.001), and satisfaction balance (r = 0.449, p < 0.001). Satisfaction balance exhibited the highest correlation coefficient, establishing it as the most dominant dimensional contributor.

3.2 Discussion

The study found a significant positive correlation between work-life balance and job performance satisfaction among night-shift nurses at RSUD Sayang Rakyat Makassar (r = 0.444, p < 0.001). Satisfaction balance was the strongest contributing dimension (r = 0.449), followed by involvement balance (r = 0.396) and time balance (r = 0.312). These findings suggest that emotional fulfillment and perceived harmony between professional and personal roles are important factors in nurses' job performance satisfaction.

These findings support previous research showing that work-life balance improves job satisfaction, reduces burnout, and strengthens professional commitment among nurses (Abuhammad et al., 2025; Greenhaus et al., 2003; Kim & You, 2017). Studies in Indonesia also indicate that night-shift stress and poor work-life boundaries negatively affect nursing performance (Putri & Amran, 2021; Fatna et al., 2024a). Furthermore, subjective role satisfaction and emotional commitment may enhance nurses' well-being and clinical engagement (Fukuzaki et al., 2021).

The relationship can be explained through Work-Family Conflict Theory, Work-Family Border Theory, Conservation of Resources Theory, and the Job Demands-Resources Model. These theories suggest that effective management of professional and personal responsibilities reduces role conflict, protects psychological resources, and helps nurses cope with demanding night shifts. Work-Family Enrichment Theory further explains how positive experiences in family life can improve empathy, patience, and professional engagement.

However, the moderate correlation (r = 0.444) indicates that work-life balance accounts for approximately 19.7% of the variation in job performance satisfaction, while other factors also contribute. These may include clinical competence, staffing levels, workload, organizational support, and ward characteristics. The bivariate correlation design also limits conclusions about the independent effect of work-life balance. Overall, the findings highlight the importance of organizational policies that promote emotional well-being, supportive working environments, and adequate recovery opportunities for night-shift nurses.

3.3 Implications

Hospital management and nursing directors should formalize evidence-based shift-scheduling reforms: (1) Implementing participatory electronic rostering systems that limit consecutive night shifts to a maximum of two to three nights; (2) Establishing structured nocturnal rest breaks and quiet ergonomic nap rooms; (3) Training nurse supervisors in supportive, empathetic leadership; and (4) Integrating routine fatigue and WLB monitoring into hospital human resource dashboards.

3.4 Research contribution

This study offers quantitative empirical documentation detailing dimensional WLB correlations among public hospital night-shift nurses in South Sulawesi, providing valuable comparative reference metrics for Indonesian healthcare administration literature.

3.5 Limitations

Several limitations must be acknowledged: (1) The cross-sectional design precludes establishing temporal causality; (2) Purposive sampling at a single regional hospital restricts broader generalizability; (3) Exclusive reliance on self-report questionnaires introduces

potential common-method variance; and (4) The lack of multivariable regression modeling controlling for demographic and ward-level covariates

3.6 Suggestions

Future research should implement prospective longitudinal or intervention studies tracking objective clinical metrics (e.g., medication administration errors, patient satisfaction, and supervisor evaluations), recruit multi-center probability cohorts across public and private hospitals, and utilize structural equation modeling (SEM) to investigate burnout and organizational support as mediating mechanisms.

4. CONCLUSION

Work-life balance is positively and significantly correlated with job performance satisfaction among night-shift nurses at RSUD Sayang Rakyat Makassar ($r = 0.444$, $p < 0.001$). All three sub-dimensions demonstrated statistically significant relationships, with satisfaction balance emerging as the most dominant contributor ($r = 0.449$, $p < 0.001$), followed by involvement balance ($r = 0.396$) and time balance ($r = 0.312$). These findings demonstrate that nurses who achieve psychological harmony across professional and personal roles report greater satisfaction with their clinical quality, punctuality, and target attainment.

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AUTHOR CONTRIBUTIONS STATEMENT

FFM: Conceptualization, Methodology, Investigation, Data curation, Formal analysis, Writing original draft. AMH, AA: Supervision, Methodology, Validation, Writing review and editing, Project administration

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