

The Effect of Work Discipline and Work-Life Balance on the Nurse Performance of Mataram City Hospital

Annisa Dwi Setyaningrum^{1*}, Sri Wahyulina², Armi Sulthon Fauzi³
Faculty of Economics and Business, University of Mataram, Indonesia

Corresponding Author: Annisa Dwi Setyaningrum annisadwi612@gmail.com

ARTICLE INFO

Keywords: Discipline Work,
Work-Life Balance,
Performance

Received : 7, August

Revised : 22, August

Accepted: 23, September

©2025 Setyaningrum, Wahyulina,
Fauzi : This is an open-access article
distributed under the terms of the
[Creative Commons Atribusi 4.0
Internasional](https://creativecommons.org/licenses/by/4.0/).



ABSTRACT

This study targets to find out the effect of work discipline and Work-Life Balance to the performance of nurses in Mataram City Hospital. Pengumpulan data using the survey sample Method. The sampling technique utilized is purposive sampling with the criteria of nurses who are married, have a working period of at least 1 year, and are active employees with a sample of 56 people from a total population of 373 Nurses of Mataram City Hospital. The results unfold that work discipline and work-life balance possesses a positive and significant effect on performance.

INTRODUCTION

Health care is one of the important sectors in supporting the quality of life of the community, and hospitals as health care providers play a strategic role in realizing this goal. Mataram City Regional Public Hospital as one of the main referral hospitals in West Nusa Tenggara has a great responsibility to provide optimal health services to the community. On the other hand, the performance of health workers, especially nurses, is one of the key factors that determine the quality of hospital services and patient satisfaction. Therefore, the role and performance of nurses largely determine the success of hospitals in providing optimal services to the community. The phenomenon in the field shows from 2022 to 2023, which is shown by better performance appraisal data. However, behind the increase, there are still challenges that need attention, such as aspects of work discipline and work-life balance. Some nurses report that they often have to deal with a number of patients that exceed ideal capacity, thus affecting the timeliness and quality of care provided. The situation not only affects work discipline, such as compliance with procedures and responsibilities, but also affects the balance between work and personal life (work-life balance). Nurses must divide their time and energy between the high workload in the hospital and the needs of their families at home, so the risk of physical and mental fatigue is greater. If this condition is not managed properly, the performance of nurses can decrease and have an impact to the quality of overall health care.

Although various studies have examined the effect of work discipline and work-life balance to performance, most of them have been conducted in the private sector, so there has not been much to discuss the context of nurses in government hospitals. In addition, the results of previous studies showed that there was no significant effect of work discipline and work-life balance on performance improvement, but this study found that work discipline and work-life balance had a significant effect. This condition indicates the existence of a research gap, both in terms of organizational context, characteristics of respondents, and inconsistency of results, which is an important basis for this research.

This study targets to inspect the effect of work discipline and work-life balance to the performance of nurses in Mataram City Hospital. By understanding the factors that counterfeit performance, it is hoped that an effective strategy can be formulated to improve discipline, preserve a balance between work and personal life (work-life balance), also encourage improvement in the quality of health services in Mataram city hospitals.

LITERATURE REVIEW

Performance

Derived from Armstrong and Baron (1998) performance is the outcome of work acquired by individuals or groups within an organization, in conformity with the authority and responsibilities assigned to them. Whether the company has quality resources, then the problems faced by the company would be solved effectively on certain activities by a period of time. This shows that performance is not only the end result, but also can be observed and measured on an ongoing basis. The factors that affect performance according to Gibson, Ivancevich, and

Donnelly (1996) are individual factors, psychological factors, also organizational factors. In addition, there are performance indicators derived from Robbins (2006), for instance quality, quantity, timeliness, effectiveness, independence, also work commitment.

Derived from previous research belonging to the influence of work discipline and work-life balance to performance carried out by Noviani (2021), it unfolds that work discipline and work-life balance possess a positive and significant effect on performance. While research conducted by Timbuleng, Lengkong, and Lumantow (2023) Timbuleng, Lengkong, and Lumantow (2023) reveals that work discipline possesses a positive and insignificant effect and then work-life balance possess a negative and significant effect to performance.

Work Discipline

According to Steers and Black (1994) labor discipline is a condition in which employees act in accordance with the rules and standards of Conduct implemented by the organization. In practice, labor discipline reflects not only individual compliance with the rules, but is also the result of a system implemented by management to produce an orderly and efficient work environment. In line with this, Mathis and Jackson (2011) stated that work discipline is a system utilized by management to regulate employee behavior in accordance with established standards and rules, thus creating order and efficiency in the organization. Employees with a good level of discipline will try to execute their duties and responsibilities according to procedures and on time, of course, this will cause their performance in the organization to increase. Conversely, if employees are not disciplined about their work, it will cause their performance in the organization to decrease. The factors that affect work discipline according to Hasibuan (2020) are goals as well as abilities, leadership examples, remuneration, Justice, waskat (inherent supervision), punitive sanctions, also assertiveness of leaders. In addition, there are indicators of work discipline according to Rivai (2015), namely attendance, adherence to work regulations, adherence to work standards, high levels of vigilance, also ethical work.

Based on previous research appertaining to the influence of work discipline to employee performance conducted by Lestari, Violinda, and Gultom (2020), it unfolds that work discipline possesses a positive and significant effect on employee performance. As for research oversaw by Noviani (2021), it says that work discipline possess a positive and significant effect to employee performance. While research operated by Putri and Setia (2023) says that work discipline possesses no effect to employee performance.

H1: Work Discipline has a positive and significant effect on the performance of Mataram City Hospital nurses

According to Fleetwood (2007) work-life balance is a measurement of the control an individual has in the time, place, and manner in which the individual should work. This shows that individuals who have more control over the way and time of work tend to be able to maintain their life balance better. Meanwhile, according to McShane and Glinow (2010) work-life balance is a person's

capability to stabilize between the demands of work with personal and family needs. Thus, this balance depends not only on the work setting, but also on the individual's capability to handle priorities between professional and personal life. It could be assumed that someone who observes between work-life balance and personal life is an individual who prioritizes psychological well-being rather than pursuing wealth (Westman, Brough, and Kalliath, 2009). The factors that can affect work-life balance according to Schabracq (2003), namely personality characteristics, family characteristics, work characteristics, and attitudes. Selain itu, terdapat indikator work-life balance derived from McDonald dan Bradley (2005) which is time balance (*keseimbangan waktu*), involvement balance (*keseimbangan keterlibatan*), also satisfaction balance (*keseimbangan kepuasan*).

Based on previous research pertained to the effect of work-life balance on performance conducted by Putri, Muttaqin, and Akbar (2025), it unfolds that work-life balance possesses a positive and significant effect on employee performance. As for research conducted by Seninsari and Ridwan (2025), it reveals that work-life balance possesses a positive and significant effect to employee performance. While research managed by Timbuleng, Lengkong, and Lumantow (2023) shows that work-life balance possesses a negative and insignificant effect to employee performance.

H2: Work-Life Balance has a positive and significant effect on the performance of Mataram City Hospital nurses

Conceptual FrameWork

Based on the theory and the results of previous research that have been perceived, the conceptual framework could be developed as follows:

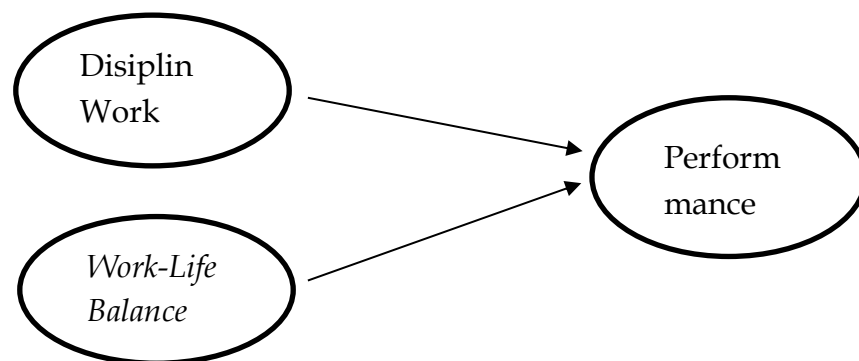


Figure 1. Conceptual Framework

METHODOLOGY

The kind of research utilized in this study is associative research, using a quantitative approach. According to Abdullah (2015) associative research is research to find out the relationship or influence between two or more variables. The population involved in this study are all nurses who are actively working in the Mataram City Hospital totaling 373 people who were then calculated using the Formula Arikunto (2017) which utters that if the subject is less than 100, then the entire population into a sample of research, but if the subject is bigger than 100 then it could be drawn 10-15% or 15-25%. Derived from the definition above, it can be said that the result of this research sample is $373 \times 15\% = 55.95$ so that it

becomes 56 people. In this study the method of data collection utilized by researchers is sample survey. In this study, the sampling technique utilized is nonprobability sampling with the technique taken is purposive sampling with the criteria of nurses who are married, have a working period of at least 1 year, and have the status of an active employee.

RESEARCH RESULT

Validity test refers to the measure of accuracy in the data that takes place in the research subject and the data that can be reported by the researcher (Sugiyono, 2022). Derived from the validity test, all of the statement items on Work Discipline and Work-Life Balance variables were proclaimed valid because the R-count value was bigger than r-table 0.268. The term reliability is used to denote the degree to which a measurement result is comparably steady in case of measuring device repetition, other steps should not be used as a tool to measure length because each step is not the same length (Abdullah, 2015). The reliability test revealed that *the Cronbach Alpha value* for all variables > 0.60 , so that all statements in the questionnaire were presumed reliable. The results of the classical assumption test unfold that the data of all research variables are normally distributed with the value of Asymp. Sig. (2-tailed) is $0.200 > 0.05$, there is no multicollinearity between independent variables Karena tolerance value $0.981 > 0.10$ and VIF value $1.019 < 10$ for each variable, and there is no heteroskedasticity because the residual points spread randomly, so that the data of this study is eligible for deeper analysis with a good and ideal modelregresi.

Table 1. B erganda linear regression test resultserganda

Coefficients ^a						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	0.978	4.586		4.344	0,000
	Disiplin_Kerja	0.670	0.078	0.606	8.593	0,000
	WLB	0.976	0.129	0.534	7.575	0,000

a. Dependent Variable: Kinerja

Source: primary Data processed with SPSS version 26

Based on the multiple linear regression equation can be obtained constant value (α) of 0.978. This shows that if there is no influence of work discipline and *work-life balance variables*, then the value of improving the performance of the Mataram City Hospital nurse is 0.978.

Derived from the multiple linear regression equation, the positive work discipline variable (X1) is 0.670 (67%) which denotes that every expansion in the unit of work discipline variable (X1) of Mataram City Hospital nurses is 0.670 units undertaking that other variables do not shift or stay still. Thus, it can be

said that if the work discipline (X2) in Mataram City Hospital nurses will be higher.

Based on the multiple linear regression equation obtained variable Work-Life Balance (X2) positive by 0.976 (97.6%) which means that any increase in the variable unit Work-Life Balance will improve the performance of nurses Mataram City Hospital by 0.976 units undertaking that other variables do not shift or stay still. Thus, it could be said that if the Work-Life Balance is applied effectively, the performance of Mataram City Hospital nurses will be higher.

Table 2. F Test Results (Feasibility Model)

ANOVA ^a						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	12704.957	2	6352.479	75.953	.000 ^b
	Residual	4432.757	53	83.637		
	Total	17137.714	55			
a. Dependent Variable: KINERJA						
b. Predictors: (Constant), WLB, DISIPLIN_KERJA						

Source: primary Data processed with SPSS version 26

Dervied from the results of the F test F , the calculated F value is 75,953 > F table 4,023, and the level is significantly beneath the standard significance level of $0,000 < 0.05$. This result unflods that the regression model utilized meets the eligibility requirements of a research model with research data analyzed and it could be deduced that the independent variable, for instance work discipline and Work-Life Balance together affect the dependent variable, which is employee performance.

Table 3. Results of the t-test (Parsial)

Variable	regression coefficient	t calculate	t Table	significance value	description
work discipline	0.670	8.593	2.007	0.000	significant
Work-Life Balance	0.976.976	7.575	2.007	0.000	significant

Source: primary Data processed with SPSS version 26

Looking at Table 3 above, it is known that the regression coefficient value of 0.670 , the value of 8.593 is greater than thetable valueof 2.007 and the significance value of < 0.000 . Therefore, the significance value of $0.000 < 0.05$ or 5%, it could be said that there is a positive and significant influence of the work discipline variable (X1) on performance. Thus, because H_a is accepted, namely work discipline possesses a positive and significant effect to the performance of Mataram City Hospital nurses.

Next, the level of significance Work-Life of the variable Work-Life Balance (X2) on the performance of Mataram City Hospital nurses obtained regression coefficient value of 0.976, 7.575 thitung value is biggerr than the value of ttable of

2.007 and the significance value of $0.000 < 0.05$ or 5% then it could be uttered that there is a positive and significant influence of Work-Life Balance to performance. Thus, H_a is accepted, which affirms that Work-Life Balance possesses a positive and significant effect to the performance of Mataram City Hospital nurses.

Table 4. Determination Test Results (R2)

Model Summary ^b				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.861 ^a	0.741	0,732	9.145
a. Predictors: (Constant), Disiplin Kerja, <i>Work-Life Balance</i>				
b. Dependent Variable: Kinerja				

Source: primary Data processed with SPSS version 26

Derived from Table 4 above, the results obtained R Square value of 0.741 is transformed into a coefficient of determination of 74.1%. Means the ability of independent variables, which are work discipline and work-life balance to the performance of nurses by 74.1% while the rest 25.9% is explained or could be influenced by other variables outside the research variables that are not involved in this research model.

DISCUSSION

Derived from the data obtained from the analysis, the following conclusions could be perceived:

1. The results of this study proved that the first hypothesis (H1) is the discipline of work possess a positive and significant effect to the performance of nurses Mataram City Hospital. This can be overseen from the results of the regression coefficient value of 0.670, the calculated t value of 8.593 is bigger than the table t value of 2.007 and the significance value of $0.000 < 0.05$ or 5%. It could be said that there is a positive and significant influence of the work discipline variable (X1) to performance (Y). The results of this study proved that the first hypothesis (H1) is the discipline of work possesses a positive and significant effect to the performance of nurses Mataram City Hospital. Thus, because H_a is accepted, namely work discipline possesses a positive and significant effect on the performance of Mataram City Hospital nurses. This specifies that if the work discipline is bigger, the performance would be higher as well. Conversely, if the work discipline is lower, the performance will also be lower. The results of this study are conformity with research managed by Nurjaya (2021) concluding that work discipline possesses a positive and significant effect to the performance of PT employees. Hazara Creates Enchantment.
2. The results of this study proved that the second hypothesis (H2), namely Work-Life Balance, possesses a positive and significant effect to the performance of Mataram City Hospital nurses. This can be seen from the results of the regression coefficient value of 0.976, the calculated t value of 7.575 is bigger than the table t value of 2.007 and the significance value of

- 0.000 < 0.05 or 5%. It could be said that there is a positive and significant influence of the variable Work-Life Balance (X2) on performance (Y). The results of this study proved that the second hypothesis (H2), namely Work-Life Balance, possesses a positive and significant effect to the performance of Mataram City Hospital nurses. Thus, because H_a is accepted, namely Work-Life Balance possesses a positive and significant effect to the performance of Mataram City Hospital nurses. This denotes that if the Work-Life Balance is more balanced, the performance will be higher. Conversely, if the Work-Life Balance is not balanced, the performance would also be lower. The results of this study are in conformity with research operated by Lestari, Violinda, and Gulton (2020) concluding that *work-life balance* possesses a positive and significant effect to the performance of high school teachers in Semarang City.
3. The results of multiple linear regression testing showed that the most influential variable to the performance of nurses in Mataram City Hospital is the variable work-life balance. This is evidenced by the results of regression coefficient analysis that work-life balance possesses a value of 0.976 or 9.76% compared with the work discipline variable which possesses a value of 0.670 or 67%.

CONCLUSIONS AND RECOMMENDATIONS

Derived from the results of the existing discussion about the influence of work discipline and Work-Life Balance on Mataram City Hospital nurses, it could be deduced that work discipline and Work-Life Balance possess a significant positive effect to performance. This means that the bigger the work discipline, the bigger the performance, then the more feasible the work-life balance, the bigger the performance will be.

To enhance work discipline and maintain the work-life balance of nurses in Mataram City Hospital, a comprehensive approach is needed that involves various aspects of HR management. M Hospital management needs to ensure a proportional distribution of tasks, proper work scheduling, and the use of technology to support work order. Discipline training programs and the management of work-personal balance are also important to equip nurses to face the demands of work and family. In addition, management needs to create a supportive work environment by rewarding performance, listening to feedback, and implementing flexible leave and rest policies. These measures are anticipated to enhance the motivation, performance, also quality of nursing services in Mataram City Hospital.

ADVANCED RESEARCH

There are some limitations that are experienced and can be a factor that needs to be considered for further research in order to refine the research, because the pattern of this study certainly has shortcomings that need to be improved, as for the limitations of this study, among others:

1. This study only examines the relationship and influence only, for further research, it is recommended to conduct a more varied test again by including several kinds of independent and bound variables.

2. In the process of data accumulation, information offered by respondents with questionnaires often occur distinguishes on perception, assumptions and various understandings of each respondent.
3. Factors that affect performance in this study only consists of 2 independent variables, which are work discipline and *Work-Life Balance*.

ACKNOWLEDGMENT

I would like to say a big thank you to all those who have supported me during this research. Daya expressed her sincere appreciation to the supervisor for his valuable guidance. Thank you to both my parents and siblings for their prayers and support, as well as to my friends who always provide motivation and enthusiasm while working on this final project. Finally, I would like to thank the Mataram City Hospital who has given permission to conduct research and to the nurses who have been willing to spend their time and energy during the research process.

REFERENCES

- Abdullah, M. (2015). *Quantitative Research Methodology*. Aswaja Pressindo.
- Arikunto, S. (2017). *Research procedures A Practical Approach* (14th ed.). PT. RinekaRineka Created.
- Armstrong, M., & Baron, A. (1998). *Performance Management: The New Realities*. CPID.
- Fleetwood, S. (2007). Re-thinking work-life balance: Editor's introduction. *International Journal of Human Resource Management*, 18(3), 351-359. <https://doi.org/10.1080/09585190601165486>
- Gibson, J. L., Ivancevich, J. M., & Donnelly, J. H. (1996). *Organization, behavior, structure ,and process* (8th ed.). A Different Script.
- Hasibuan, M. (2020). *Human Resource Management* (Revised). PT Bumi Aksara.
- Lestari, P., Violinda, Q., & Gultom, H. C. (2020). The effect of Work Life Balance and work discipline on the performance of high school teachers in Semarang City during the Covid-19 pandemic. *Journal Of Scientific Psychology*, 12(3), 307-315. <http://journal.unnes.ac.id/nju/index.php/INTUISI>
- Mathis, R. L., & Jackson, J. H. (2011). *Human Resource Management* (O. Mason, Ed.; 13th ed.). South-Western Cengage Learning.
- McDonald, P., Brown, K., & Bradley, L. (2005). Explanations For The Provision-Utilisation Gap in Work-life Policy. *Women in Management Review*, 20(1), 37-55. <https://doi.org/10.1108/09649420510579568>
- McShane, S., & Glinow, V. M. A. (2010). *Organizational Behaviour* (5th ed.). McGraw-Hill/Irwin.
- Noviani, D. M. (2021). The effect of Work Life Balance and work discipline on the performance of employees during Work from Home at the Office of the Ministry of Religious Affairs of Indramayu Regency. *Jurnal Syntax Admiration*, 2(11), 2036-2050. <https://doi.org/10.46799/jsa.v2i11.341>
- Daughter, D. M., Muttaqin, R., & Akbar, R. R. (2025). The effect of Work Life Balance, work discipline and work environment on employee performance

- at PT PrimaJaya Putra Sentosa. *JEMSI (Journal of Economics, Management, and accounting)*, 11(1), 39-49. <https://doi.org/10.35870/jemsi.v11i1.3497>
- Daughter, T. A., & Setia, S. (2023). The effect of Work Life Balance, work motivation and work discipline on employee performance at PT star Concord Indonesia Surabaya Branch. *COSTING:Journal of Economic, Business and Accounting*, 7(1), 313-320.
- Rivai, V. (2015). *Human Resource Management For Companies*. Raja Grafindo Persada.
- Robbins, S. P. (2006). *Organizational Behavior* (10th ed.). PT Index Gramedia Group.
- Schabracq, M. J., Winnubst, J. A., & Cooper, C. L. (2003). *The Handbook of Work and Health Psychology* (2nd ed.). John Wiley & Sons.
- Seninsari, W., & Ridwan, M. S. (2025). The effect of Work-Life Balance, work discipline, and Career Development on the performance of employees of the Department of Marine Affairs and Fisheries of East Java province. *Scientific Journal Of Economics And Management*, 3(2), 567-581.
- Steers, R. M., & Black, J. S. (1994). *Organizational Behavior* (5th ed.). HarperCollins College Publishers.
- Sugiyono. (2022). *Quantitative, Qualitative, and R&D research methods*. Alfabet.
- The Rise, C., Lengkong, V. P. K., & Lumantow, R. Y. (2023). The effect of Work Life Balance, workload and work discipline on employee performance in the Department of Cooperatives and small and medium enterprises of North Sulawesi province. *Journal of EMBA*, 11(4), 758-770.
- Westman, M., Brough, P., & Kalliath, T. (2009). Expert Commentary on Work-Life Balance and Crossover of Emotions and Experiences: Theoretical and Practice Advancements. *Journal of Organizational Behavior*, 30(5), 587-595.