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The Effect of *Work-Life Balance* and Workload on the Performance of Inpatient Installation Nurses at Pagelaran Cianjur Hospital

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Abstract
Nurse performance is one of the main indicators in determining the quality of hospital services. The high demands of health services require nurses to be able to provide professional, fast, and quality services. However, the high workload and difficulties in maintaining a work-life balance have the potential to affect nurses' performance. This condition was also found at Pagelaran Cianjur Hospital which was characterized by the presence of nurses who had sufficient performance categories, high levels of delays, and fluctuations in the number of patient visits which had an impact on increasing workload. This study aims to analyze the influence of work-life balance and workload on the performance of nurses at Pagelaran Cianjur Hospital, both partially and simultaneously. The research uses a quantitative approach with a survey method. The research population is all inpatient installation nurses of Pagelaran Cianjur Hospital totaling 34 people, which is also used as a research sample through saturated sampling techniques. Data were obtained through observation, interviews, documentation, and questionnaire deployment, then analyzed using multiple linear regression analysis with the help of IBM SPSS Statistics. Hypothesis testing was carried out using a partial test (t-test) and a simultaneous test (F-test). The results of the study showed that work-life balance did not have a significant effect on the performance of nurses. Workload has a significant effect on nurse performance according to the direction of the relationship shown by the results of regression analysis. In addition, work-life balance and workload simultaneously have a significant effect on the performance of nurses at Pagelaran Cianjur Hospital. The findings of the study show that improving work-life balance and proportional workload management are important factors in improving nurse performance so that it can support the improvement of hospital service quality.

INTRODUCTION

In health sector organizations, the quality of human resources is a very important factor because it is directly related to the quality of service received by the community. Organizational commitment can be defined as a strong desire to remain a member of the organization, where members of the organization strive to work in accordance with the organization's expectations, values, and goals (Romi et al., 2021). The highest order of managerial competence knowledge is*Analytical Thinking*(critical thinking), while the lowest order is occupied by*Developing Other*(develop others) (Mulyana & Abdurahman, 2021).Hospitals as health service institutions are required to be able to provide professional, effective, efficient, and safety-oriented services for patients. To realize these services, hospitals need health workers who have high competence and are able to show optimal performance in carrying out their duties.

Nurses are health workers who have the highest intensity of interaction with patients during the health service process. Nurses are not only responsible for providing nursing measures, but also play a role in observing patients' conditions, coordinating with other health workers, health education, and providing psychological support to patients and their families. Therefore, nurse performance is one of the important indicators in assessing the success of hospital services. Good

performance will have an impact on improving service quality, patient satisfaction, and public trust in hospitals. On the other hand, the decline in nurse performance has the potential to hinder the effectiveness of health services and reduce the quality of services provided.

Globally, healthcare organizations still face various challenges in human resource management. The World Health Organization (WHO) through *World Health Statistics 2025* explained that although people's access to health services continues to increase, health systems in various countries still face limitations of health workers, increasing service needs due to demographic changes, and high workload pressures for medical personnel. This condition causes health workers, especially nurses, to face an increasingly complex workload so that human resource management is needed that is able to maintain productivity and welfare of health workers.Behavioral intention has an important role in showing consumer behavior based on experience to maintain relationships with customers in the long term (Wibowo et al., 2020).

In Indonesia, the need for health services has also increased along with the increase in population, increasing public awareness of health, and the development of national health insurance programs. This condition causes hospitals to be required to provide faster, quality, and safety-oriented services for patients. On the other hand, the increase in the number of patients is often not followed by the addition of adequate health workers, which has an impact on increasing the workload of nurses. If these conditions are not balanced with good human resource management, it can affect the performance of health workers in providing services to the community,Romi (2024) states that non-technical skills, such as emotional intelligence, are important factors that affect performance.

One of the factors that is widely studied in human resource management is *work-life balance. Work-life balance* It is a condition in which individuals are able to achieve a balance and comfort between the demands of work and life outside of work. This work-life balance reflects the ability of individuals to carry out their roles optimally both in the context of work and in personal life, thus creating a harmonious quality of life in both aspects. In a hospital setting, the application of (Nanik Istianingsih et al., 2025) *Work-life balance* It becomes increasingly important considering that nurses work with a shift system, face high work pressure, and are required to provide services for twenty-four hours.

In addition to *Work-life balance*, workload is also a factor that affects the performance of health workers. Workload is the amount of work that an employee must complete in a given period, which involves various dimensions, such as time load, mental workload, and psychological stress load (Amelia et al., 2025). Romi et al. (2022) explained that the high rate of burnout in health workers can have a long-term impact on service quality.Therefore, workload management is one of the important aspects in maintaining the quality of hospital services.

This phenomenon was also found at the Cianjur Pagelaran Hospital. Based on the 2025 performance assessment data, there are still nurses who have received an assessment in the sufficient category, which shows that nurses' performance is not fully optimal. In addition, attendance data shows that there are still delays for nurses every month with fluctuating numbers. This condition indicates that there are challenges in human resource management that have the potential to affect the effectiveness of health services.

Based on the results of observations and interviews conducted by researchers, one of the causes of nurses' delays is difficulty in dividing time between work and family life responsibilities, such as taking children to school or completing household chores before entering working hours. This phenomenon shows that the *Work-life balance* is still a challenge faced by some nurses. On the other hand, the increasing number of patient visits also causes the workload of nurses to increase, thus demanding higher adaptability in providing health services.

Theoretically, *Work-life balance* is a state in which an individual is able to balance the demands of his job with his personal needs and social life Meanwhile, the theory of workload explains Roswiyanti. (2025:129) Workload is the amount of work that must be completed by an individual within a certain time limit or period, which includes physical, mental, and

emotional aspects. Moko et al. (2021:85) In the context of healthcare organizations, the two variables have a close relationship with nurse performance because they relate to the individual's ability to carry out their professional duties optimally.

Previous studies have shown that *Work-life balance* and workload is a factor that affects employee performance. A number of studies have found that *Work-life balance* Good is able to increase productivity, organizational commitment, and employee performance. Other research also shows that proportionate workload management contributes to increased work effectiveness and service quality. However, there are still research results that show that *Work-life balance* It does not always have a direct effect on performance, especially in organizations that have the characteristics of a job with high professional demands such as hospitals.

The difference in the results of the study shows that the relationship between *Work-life balance*, workload, and performance still require further study. Most previous research has been conducted on the manufacturing sector, service companies, and government agencies, while research that specifically examines these two variables in hospital nursing personnel is still relatively limited. In addition, previous studies generally tested each variable separately so there have not been many studies that have analyzed the influence *Work-life balance* and workload simultaneously on nurse performance.

The research gap of this research lies in the research object and the combination of variables used. This study focuses on nurses at Pagelaran Cianjur Hospital who have different job characteristics from other sectors because they require twenty-four hours of service, cross-professional coordination, and high responsibility for patient safety. In addition, this study examined the influence of *Work-life balance* and workload simultaneously on the performance of nurses so that it is expected to be able to provide a more comprehensive picture of the factors that affect the performance of health workers.

The novelty of this research lies in the use of empirical data regarding performance assessment, delay rates, and hospital operational conditions as a basis for explaining the relationship between *Work-life balance*, workload, and nurse performance. This research also provides perspective on the importance of managing work-life balance and proportional workload sharing as part of human resource management strategies in the healthcare sector.

This study aims to analyze the influence of *Work-life balance* on nurse performance, the effect of workload on nurse performance, and the influence of *Work-life balance* and simultaneous workload on the performance of nurses at Pagelaran Cianjur Hospital. The results of the research are expected to make an empirical contribution to the development of Human Resource Management science, especially in the field of hospital management, as well as be a consideration for the Pagelaran Cianjur Hospital in formulating human resource management policies that are able to improve the performance of nurses while maintaining the welfare of health workers.

METHODS

This study uses a quantitative approach with an *explanatory survey method*. The quantitative approach was chosen because the study aimed to test the causal relationship between *work-life balance* variables and workload on nurse performance through hypothesis testing based on numerical data. The survey method was used to obtain information directly from respondents regarding their perception of the variables studied through the distribution of questionnaires.

The research was carried out at the Pagelaran Cianjur Regional General Hospital (RSUD) located in Cianjur Regency, West Java Province. The selection of the research location was based on the discovery of phenomena regarding fluctuations in nurse performance, high delays, and increased workload due to the increase in the number of patient visits, so that the location was considered relevant to the research objectives.

The research population is all inpatient installation nurses of Pagelaran Cianjur Hospital

which totals 34 people. Because the population is relatively small, the study uses a saturated sampling technique (census), where all members of the population are used as research respondents. Thus, the number of samples used in this study was 34 respondents.

This study consists of two independent variables, namely *work-life balance* (X_1) and workload (X_2), as well as one dependent variable, namely nurse performance (Y). Work-life *balance* variables are measured based on the dimensions of *time balance*, *involvement balance*, and *satisfaction balance*. Workload variables are measured through indicators of work conditions, work time usage, and targets to be achieved. Meanwhile, nurse performance variables were measured based on indicators of work quality, work quantity, punctuality, effectiveness, independence, and work commitment in accordance with the operationalization of the variables used in the study.

The source of research data consists of primary data and secondary data. Primary data was obtained through the distribution of questionnaires to all respondents, interviews with hospitals, and direct observation of nurses' working conditions. The secondary data was obtained through hospital documents, performance reports, attendance data, reference books, and scientific articles relevant to the research topic.

The research instrument used a five-level Likert scale, with alternative answers ranging from strongly disagree to strongly agree. Before being used as a data collection tool, all statements are tested through validity tests and reliability tests to ensure that the instrument is able to measure research variables accurately and consistently.

Data analysis was conducted using IBM SPSS Statistics. The analysis stage begins with a descriptive analysis to describe the characteristics of respondents and perceptions of each research variable. Furthermore, a validity test, a reliability test, and a classical assumption test were carried out which included a normality test, a multicollinearity test, and a heteroscedasticity test. Hypothesis testing was carried out using multiple linear regression analysis, determination coefficient (R^2), partial test (t-test), and simultaneous test (F test) with a significance level of 5% ($\alpha = 0.05$).

RESULTS AND DISCUSSION

RESULTS

Validity Test

Table 1 Results of the Validity Test of *Work-Life Balance* Variables, Workload, and Nurse Performance

Work-life Balance			
Statement	R count	R Table	Remarks
WLB1	0,787		Valid
WLB2	0,784		Valid
WLB3	0,734		Valid
WLB4	0,750		Valid
WLB5	0,615		Valid
WLB6	0,742	0,338	Valid
WLB7	0,840		Valid
WLB8	0,607		Valid
WLB9	0,844		Valid
WLB10	0,755		Valid
WLB11	0,746		Valid
Workload			

Statement	R count	R Table	Remarks
BK1	0,753	0,388	Valid
BK2	0,786		Valid
BK3	0,703		Valid
BK4	0,778		Valid
BK5	0,827		Valid
BK6	0,735		Valid
Nurse Performance			
Statement	R count	R Table	Remarks
KP1	0,702	0,388	Valid
KP2	0,736		Valid
KP3	0,761		Valid
KP4	0,795		Valid
FP5	0,739		Valid
KP6	0,621		Valid
KP7	0,791		Valid
FP8	0,719		Valid
KP9	0,748		Valid
KP10	0,721		Valid
KP11	0,799		Valid
KP12	0,718		Valid
KP13	0,714		Valid
KP14	0,605		Valid

Based on Table 1, the validity test results show that all statements in the questionnaire are valid because each calculated table r is greater than **the r-table (0.338).** This means that the measurement instrument used to collect data in this study is able to measure the variables that should be measured.

Reliability Test

Table 2 Results of Reality Test of *Work-Life Balance* Variables, Workload, Nurse Performance

Variable	Cronbach Alpha	Conditions	Remarks
X1iWork-Life Balance	0,920	0,70	Reliable
X2 Workload	0,857		Reliable
Y Nurse Performance	0,931		Reliable

Source: SPSS Output Version 26.

The results of the reliability test showed that all variables were declared reliable, reaching an AlphaCronbach value of > 0.70. This means that the measurement instruments used to collect data in this study are consistent and reliable.

Normality Test

The normality test is carried out to find out whether the research data is normally distributed so that it meets one of the basic assumptions in multiple linear regression analysis.

In this study, the normality test was carried out using *the Kolmogorov-Smirnov* method by looking at the significance value. If the significance value **(sig.) > of 0.05**, the data is declared to be normally distributed. On the other hand, if the significance value (**sig.) is < 0.05**, then the data is categorized as not normally distributed.

The normality test hypothesis in this study is as follows:

Table 3. Normality Test Results

H0	: Residual data is normally distributed if (sig.) > 0.05
Ha	: Residual data is not normally distributed if (sig.) ≤ 0.05

Based on Table 1, it is known that the results of the normality test:
The results of the Kolmogorov-Smirnov One-Sample test showed **an Asymp. Sig. (2-tailed) value of 0.076 (>0.05).** Thus the residual is normally distributed so that the assumption of normality has been met.

Multicollinearity Test

The **Tolerance** value of each variable is **0.294 (>0.10),** while the **VIF** value is **3.402 (<10).** These results show that there is no multicollinearity so that *the Work-Life Balance* and Workload variables can be used together in the regression model.

Heteroscedasticity Test

The significance value of the *Work-life Balance* variable is **0.394** and Workload is **0.205**, both of which are greater than **0.05.** This shows that the regression model is free of the symptoms of heteroscedasticity.

Table 4. Heteroscedasticity Test Results

H0	: Data do not occur heteroscedasticity
Ha	: Data occur heteroscedasticity

Based on Table 2, it is known that the significance value of all independent variables meets the test criteria. Thus, it can be concluded that the regression model does not experience symptoms of heteroscedasticity, making it feasible to use for hypothesis testing.

Multiple Linear Regression Analysis

Table 5 Multiple Linear Regression Analysis Results

Variable	**Coefficient (β)**
Constant	13,026
Work-life Balance (X_1)	0,151
Workload (X_2)	1,441

Regression equations:

$Y = 13.026 + 0.151X_1 + 1.441X_2$

Interpretation of regression equations:

- The constant value of **0.151** indicates that if *the Work-life balance* and workload are considered constant, then the performance of the nurse is estimated to **be 13.026**
- The work-life balance *coefficient* of **0.151** indicates that the direction of the relationship is positive (unidirectional). This means that every increase in Work-life Balance by one unit, assuming a fixed Workload variable, will increase Nurse Performance by **0.151 units**.
- The workload coefficient of **1.441** indicates that the direction of the relationship is

positive (unidirectional). This means that any increase in Workload by one unit, assuming a fixed *Work-life Balance* variable , will increase Nurse Performance by **1,441 units**.

Coefficient of Determination

Table 6 Coefficient of Determination

Models	R	R Square	Adjusted R Square
1	0,789	0,622	0,598

The results of the analysis showed an **R Square value of 0.789 (78.9%).** This means that Nurse Performance can be explained by the *Work-life Balance* and Workload variables of **78.9%,** while the **remaining 21.1%** is influenced by other factors outside the research model. These values show that both independent variables have **a strong** influence on Nurse Performance.

Partial Test (t-test)

Table 7 Partial Test Results

Variable	t count	t table	Sig.	Remarks
Work-life Balance	0,592	1,695	0,558	Not Influential
Workload	3,365	1,695	0,002	Influential

The Effect of *Work-life Balance* on Nurse Performance

The calculated t-value **of 0.592** is greater than **the t-table of 1.695**, with a significance value **of 0.558 < 0.05**. Thus, H_0 is accepted and H_1 is rejected. These results show that *Work-life Balance* has no effect and is significant on the performance of nurses.

The Effect of Workload on Nurse Performance

The **calculated t value of 3.365** is greater than **the t of the table of 1.695,** with a significance value **of 0.002 < 0.05**. These results show that Workload has a positive and significant effect on nurse performance.

Simultaneous Test (F Test)

Table 8 Simultaneous Test Results

Variable	F count	F Table	Sig.	Remarks
Work-life Balance and Workload on Nurse Performance	25,545	3,28	0,000	Significant

The results of the simultaneous test showed that **the F count of 25.545** was greater than **the F of the table of 3.28,** with a significance value **of 0.000 < 0.05.** Therefore, H_0 is rejected and H_1 is accepted. This proves that *Work-life Balance* and Workload together have a positive and significant effect on the Performance of Inpatient Installation Nurses at Pagelaran Cianjur Hospital.

This study shows that the regression model has fulfilled all classical assumptions so that it is worth using. The regression equation shows that *Work-life Balace* and Workload have a positive influence on nurse performance. A determination coefficient value of **78.9%** indicates that both variables are able to explain most of the variation in nurse performance. In addition, the results of the partial test proved that *Work-life Balance* had no significant effect and Workload had a significant effect on Nurse Performance. The results of the simultaneous test also showed that the two variables together had a positive and significant influence on nurse performance. Thus, improving nurse performance can be realized through efforts to create a good *work-life*

balance and proportionate workload management. A balance between work and personal life, accompanied by the distribution of workload in accordance with the capacity of nurses, is expected to be able to increase work effectiveness, productivity, and quality of nursing services.

DISCUSSION

The Effect of *Work-Life Balance* on Nurse Performance

The results of the hypothesis test showed that *work-life balance* did not have a significant effect on the performance of nurses at Pagelaran Cianjur Hospital. These results show that the work-life balance of nurses has not been able to have a direct influence on performance improvement. Thus, the hypothesis that the *work-life balance* has an effect on nurses' performance is unacceptable based on the results of the statistical analysis carried out.

These findings indicate that although most nurses have a relatively good *level of work-life balance*, these conditions are not yet the main factor determining high and low performance. In a hospital environment, nurses have professional responsibilities that must be carried out according to service standards and professional code of ethics. The demands of work related to patient safety, twenty-four-hour service, and compliance with operational standards mean that nurses are still required to provide optimal performance despite facing various challenges in their personal lives.

Theoretically, *work-life balance* is an individual's ability to maintain a balance between the demands of work and life outside of work so that it is able to create physical and psychological well-being. Individuals who have a good *work-life balance* are generally better able to manage stress, have higher job satisfaction, and are able to maintain mental health. However, the theory does not necessarily show that *work-life balance* will have a direct effect on performance. In some conditions, the relationship is influenced by other factors such as organizational culture, supervisory system, leadership, competence, and job characteristics.

At Pagelaran Cianjur Hospital, the results of the study showed that the performance of nurses was more influenced by professional demands in providing health services than by the conditions of work-life balance. Nurses are still required to complete tasks according to procedures despite facing various challenges outside of work. This condition explains why *work-life balance* has not had a significant impact on nurses' performance.

The results of this study are in line with the research of Udmah and Al Banin (2025) which concluded that *work-life balance* does not have a significant effect on employee performance. The study explained that work-life balance affects psychological well-being and job satisfaction more than direct performance improvement. The findings also show that in organizations with high levels of responsibility, such as hospitals, operational factors are often more dominant in determining employee performance than work-life balance.

The implications of this study show that Pagelaran Cianjur Hospital still needs to pay attention to the implementation of *work-life balance* as part of efforts to improve the welfare of nurses. Although it does not have a direct effect on performance, work-life balance is still important in reducing work burnout, maintaining mental health, increasing job satisfaction, and preventing *burnout*. Therefore, policies such as setting more flexible work schedules, providing adequate rest time, and supporting employee welfare still need to be maintained.

The Effect of Workload on Nurse Performance

The results of the study show that workload has a significant effect on the performance of nurses at Pagelaran Cianjur Hospital. The findings show that workload is one of the factors

that determine the level of performance of nurses in carrying out health service tasks. Workload management in accordance with the capabilities of nursing personnel will support the effectiveness of work implementation and improve the quality of service to patients.

Workload is a number of activities that must be completed by employees within a certain period of time in accordance with the responsibilities given by the organization. In a hospital environment, workload is influenced by the number of patients, the level of service complexity, the shift system, and the availability of health workers. A proportionately managed workload will encourage nurses to work more effectively, while excessive workload can lead to physical and mental fatigue and potentially reduce the quality of service.

Based on the results of the descriptive analysis, the workload of nurses at Pagelaran Cianjur Hospital is in a good category. This shows that in general the division of labor has been quite effective. However, there are still several aspects that require attention, especially related to the use of working time and adjustments to the number of nursing personnel with the increasing service load. Therefore, periodic workload evaluation is still necessary so that the distribution of work can take place more balanced.

The results of this study support the theory of human resource management which explains that workload is one of the factors that affect the effectiveness of employee work. The division of tasks according to individual abilities will increase productivity, reduce the level of work burnout, and support the achievement of organizational goals. On the other hand, workloads that are not in accordance with employee capacity have the potential to reduce the quality of work results and increase the risk of errors in the implementation of tasks.

The findings of this study are also consistent with various previous studies that stated that workload affects employee performance. These studies explain that good workload management can increase the effectiveness of work implementation, improve service quality, and encourage increased labor productivity.

The practical implications of this study show that Pagelaran Cianjur Hospital needs to evaluate the workload periodically through adjustments to the number of nursing personnel, the preparation of more effective work schedules, and the equitable distribution of tasks between nurses. This step is expected to be able to maintain and even improve the performance of nurses in providing health services to the community.

The Effect of *Work-Life Balance* and Workload on Nurse Performance

The results of the simultaneous test showed that *work-life balance* and workload together had a significant effect on the performance of nurses at Pagelaran Cianjur Hospital. These findings suggest that nurse performance is not only influenced by a single factor, but is the result of an interaction between individual factors and organizational factors in the work environment.

Based on the results of the determination coefficient analysis, the two variables were able to explain most of the variation in nurse performance, while the rest were influenced by other factors outside the research model, such as leadership, work motivation, competence, work environment, job satisfaction, and reward system. This shows that human resource management requires a comprehensive approach and not just focusing on one specific aspect.

Although *work-life balance* does not show a significant effect partially, its existence still contributes when analyzed together with the workload. This condition shows that work-life balance can support the effectiveness of workload management in creating a more productive work environment. In other words, a combination of proportional workload management and attention to employee well-being will have a better impact on performance than if the two aspects

were managed separately.

The results of this study strengthen the concept of human resource management which states that improving performance requires synergy between organizational factors and individual factors. Workload reflects the organization's demands on employees, while *work-life balance* describes an individual's ability to manage the demands of work and personal life. When these two aspects are managed in a balanced manner, the organization will get a more productive workforce, have good work endurance, and be able to provide optimal services.

For Pagelaran Cianjur Hospital, the results of this study imply that improving nurse performance needs to be carried out through integrated policies, including by conducting periodic workload evaluations, improving the work scheduling system, adjusting the number of nursing personnel to service needs, and providing programs that support employee welfare. The policy is expected to be able to improve the performance of nurses while maintaining the quality of health services in a sustainable manner.

CONCLUSION

This study aims to analyze the influence of *Work-life balance* and workload on the performance of nurses at Pagelaran Cianjur Hospital. Based on the results of data analysis and hypothesis testing, it can be concluded that *Work-life balance* does not have a significant effect on nurse performance. These results show that work-life balance has not yet been a factor that directly determines the level of performance of nurses. Nonetheless, *Work-life balance* It still has a role in supporting the welfare of nurses, reducing the potential for work fatigue, and creating more balanced working conditions.

Furthermore, workload has a significant effect on nurse performance. Workload management that is in accordance with the capacity of nursing personnel can support the effectiveness of work implementation, increase productivity, and help nurses provide more optimal health services. These findings show that the regulation of work distribution and the utilization of working time are important aspects that need to be considered by hospital management in an effort to improve nurse performance.

The results of the study also show that *work-life balance* and workload simultaneously have a significant effect on the performance of nurses at Pagelaran Cianjur Hospital. This indicates that nurses' performance is influenced by a combination of individual factors and organizational factors. Therefore, proportionate workload management needs to be balanced with policies that support work-life balance so that the quality of health services can continue to be improved in a sustainable manner.

Overall, this study provides empirical evidence that workload management is a factor that has a direct influence on nurse performance, while *work-life balance* plays a more supporting role in creating healthy and sustainable working conditions. The findings of this study are expected to be

a reference for hospitals in formulating human resource management policies and become additional literature for further research on factors that affect the performance of health workers.

RESEARCH IMPLICATIONS

The results of this study provide practical implications for the management of Pagelaran Cianjur Hospital to evaluate the workload periodically so that the distribution of tasks is in accordance with the capacity of nursing personnel. Adjusting the number of nurses to the volume of services, setting more effective work schedules, and equitable distribution of tasks needs to be done to maintain productivity and quality of service to patients. In addition, even though *work-life balance* does not have a significant effect on performance, hospitals still need to provide policies that support work-life balance, such as more flexible *shift* schedule management , adequate rest time, and employee welfare improvement programs to reduce the risk of *burnout*.

From the academic side, this study enriches the study of Human Resource Management, especially regarding the relationship between *work-life balance*, workload, and performance in the health service sector. The results show that the influence of *work-life balance* on performance is not always direct, thus opening up opportunities for further research to examine the role of mediation or moderation variables, such as job satisfaction, work motivation, organizational commitment, or burnout levels.

LIMITATIONS OF THE RESEARCH

This research has several limitations. First, the research was only conducted in one hospital with a limited number of respondents so that the results of the study could not be generalized to all hospitals or other health service institutions. Second, the study only used two independent variables, namely *work-life balance* and workload, while nurses' performance can also be influenced by other factors such as leadership, work motivation, work environment, compensation, competence, organizational culture, and job satisfaction. Third, the study uses a quantitative approach with questionnaire instruments so that the results of the study are highly dependent on the perception of respondents when filling out the questionnaire.

ADVICE

Based on the results of the research, the management of Pagelaran Cianjur Hospital is advised to continue to evaluate the workload of nurses through adjusting the number of nursing personnel, preparing a more proportional work schedule, and evenly distributing tasks according to the level of service needs. This step is expected to be able to increase work effectiveness and maintain the quality of service to patients. In addition, hospitals still need to develop policies that support *work-life balance*, such as more adaptive work schedule arrangements, the provision of

employee welfare programs, and support for nurses' mental health in order to create a healthy and productive work environment.

For the next researcher, it is recommended to expand the research object to hospitals or other health care facilities with a larger number of respondents and add other variables that have the potential to affect nurses' performance, such as work motivation, job satisfaction, leadership, work environment, or *burnout*. Further research can also use a mixed methods approach to obtain a more comprehensive understanding of the factors that affect the performance of health workers.

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