
THE RELATIONSHIP BETWEEN WORK-LIFE BALANCE AND PSYCHOLOGICAL WELL-BEING AMONG EMERGENCY DEPARTMENT NURSES IN HOSPITALS

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Abstract

This study examines the relationship between work-life balance and psychological well-being among nurses working in the Emergency Department (ED) at hospitals in the Bekasi region. The background of this research is based on the high workload and professional demands faced by ED nurses, which have the potential to impact their psychological well-being. The study aims to analyze the relationship between work-life balance and psychological well-being. The research method employed was non-probability sampling, involving 100 ED nurses as respondents. Data collection instruments consisted of questionnaires with work-life balance and psychological well-being scales that had been tested for validity and reliability. The data analysis results revealed a very strong positive relationship between work-life balance and psychological well-being ($r = 0.877$, $p < 0.01$). This indicates that an improvement in the balance between work and personal life correlates with an enhancement in psychological well-being. The discussion highlights that ED nurses who can maintain a balance between professional responsibilities and personal life tend to have better mental health, reducing stress and anxiety levels. In conclusion, this study emphasizes the importance of work-life balance in improving the psychological well-being of ED nurses. Therefore, it is recommended that hospitals consider the needs of nurses when formulating work policies, such as providing flexible working hours and social support, to enhance the well-being of healthcare professionals and the quality of services provided.

Keywords: *Work-Life Balance, Psychological Well-Being, Emergency Room Nurses.*

A. INTRODUCTION

Hospitals hold a crucial position in advancing healthcare services, especially in ensuring effective coordination and integration of patient care. As stated in Article 1 of the Indonesian Hospital Code of Ethics, hospitals are mandated to deliver emergency services as part of their humanitarian responsibilities, adhering to their operational capacities. The Emergency Department (ED), which functions around the clock, is designed to address a wide range of patient conditions, from minor ailments to critical emergencies, providing prompt and precise services without time constraints (Santoso, 2017).

Data from jabarprov.go.id (2020) recorded 19,115,572 patient visits, highlighting the critical need for professional healthcare workers in both administrative and technical fields. According to the Indonesian Ministry of Health Regulation No. 129/Menkes/SKII/2018, the standard response time in EDs is less than five minutes after a patient's arrival. This requirement demands quick and precise responses, with healthcare professionals playing a pivotal role in the success of hospital services. ED nurses are required to adhere to nursing care standards, including assessment, diagnosis, intervention, implementation, evaluation, and documentation (Achmadi et al., 2015). Furthermore, nurses must possess triage skills to organize, monitor, and evaluate patients and available resources, ensuring that treatment aligns with clinical urgency (Ahsan et al., 2019).

However, challenges in the field reveal a disparity between the number of nurses and the patients served. According to data from the Indonesian Ministry of Health (2023), nurses constitute the largest group of healthcare workers (41.33%). Nevertheless, a WHO report indicates that nurses in Southeast Asia are often burdened with non-nursing tasks, increasing their workload (Setiyawan, 2020). For instance, at Ambarawa General Hospital, an ED nurse manages an average of 45 patients per day, leading to an imbalance between workload and available personnel (Arifin, 2017). High workloads disrupt the nurses' work-life balance, exacerbated by long working hours, high patient numbers, and stress during the COVID-19 pandemic (Nurwahyuni, 2019). Working in the Emergency Department (ED) imposes demands that go beyond physical endurance, significantly impacting the mental health of nurses. The high-pressure environment, coupled with unpredictable and often prolonged shifts, can lead to both physical and psychological strain. Studies indicate that night shifts, which are common for ED nurses, heighten the risk of various health problems, including cancer, chronic fatigue, stress, and eating disorders (Occupational Cancer Research Centre, 2018). These findings emphasize the multifaceted challenges that ED nurses encounter in maintaining psychological well-being.

Balancing professional responsibilities with personal life becomes a daunting task for nurses working under such demanding conditions. The effects of irregular work hours extend beyond immediate health concerns, potentially disrupting sleep patterns, family relationships, and overall quality of life. This highlights the critical need for healthcare institutions to implement strategies that support the mental and physical health of ED nurses, such as structured rest periods, counseling services, and wellness programs. By addressing these challenges, hospitals can help nurses achieve a better balance, ultimately enhancing their psychological well-being and ability to provide high-quality care. Job satisfaction is a key factor that greatly influences psychological well-being, as it directly impacts how individuals perceive and handle challenges in their work and personal lives. Research highlights that nurses who feel fulfilled and valued in their roles often experience better mental health, displaying lower tendencies toward symptoms of depression and anxiety (Tutupary et al., 2021). This suggests that satisfaction in the workplace is not only about professional fulfillment but also plays a critical role in maintaining emotional balance.

Psychological well-being, on the other hand, encompasses a person's ability to positively assess their life and function effectively in various aspects of daily living. It involves maintaining emotional stability, a sense of purpose, and the ability to cope with stress, all of which contribute to positive psychological functioning (Garcia & Alandete, 2020). In the context of nurses, fostering job satisfaction through supportive policies, opportunities for career growth, and recognition of their efforts can significantly enhance their overall psychological well-being, leading to improved performance and a healthier work environment. Previous research has demonstrated that work-life balance significantly influences psychological well-being. Imbalances between work demands and personal life can negatively impact psychological well-being, especially for nurses managing dual roles (Arif, 2023). Based on these findings, further research is needed to explore the relationship between work-life balance and psychological well-being among ED nurses in hospitals in Bekasi..

B. METHOD

The target population of this study comprises nurses employed in the Emergency Departments (EDs) of hospitals located in the Bekasi region. To select participants, the research utilized a non-probability sampling method with an accidental sampling approach. In this method, individuals encountered during the data collection process were included in the sample if they met the predefined criteria for participation in the study. This approach was chosen to ensure accessibility to respondents while maintaining relevance to the research objectives.

The final sample size consisted of 100 ED nurses, which was calculated using Lemeshow's formula. This formula is particularly useful for estimating sample sizes in studies where the total population is either unknown or considered infinite. By employing this technique, the study ensured that the sample was sufficient to produce statistically reliable results while being manageable within the research's logistical constraints. This sampling strategy reflects the challenges of accessing a highly dynamic and busy workforce like ED nurses, emphasizing the need for practical and efficient methods of participant selection.

The research instrument consisted of a closed-ended questionnaire comprising a 17-item *work-life balance* scale and a 54-item *psychological well-being* scale. A Likert scale format was used in this questionnaire, featuring two types of statements: *favourable* and *unfavourable*. For the *work-life balance* scale, response options ranged across five categories: Never, Rarely, Sometimes, Often, and Very Often. For the *psychological well-being* scale, responses were categorized into six levels: Strongly Disagree, Moderately Disagree, Slightly Disagree, Slightly Agree, Moderately Agree, and Strongly Agree.

The validity of each questionnaire item in this study was evaluated using the Rank Spearman correlation formula, while reliability was measured through the Cronbach's Alpha coefficient. These tests ensured that the instruments used were both accurate and consistent in capturing the intended data. The analysis of validity, reliability, correlation, and other statistical evaluations was performed using the Statistical Package for the Social Sciences (SPSS) software, version 26.0 for Windows, which is widely recognized for its efficiency in managing and analyzing quantitative data.

The Rank Spearman test, specifically, was employed to assess the strength and direction of the relationship between two variables measured on an interval scale. This method allowed the researchers to examine the correlation between work-life balance and psychological well-being comprehensively. The study's objective was to uncover not only the presence of a relationship between these variables but also the extent of the connection, thereby providing a deeper understanding of how these factors interact and influence one another.

Table 1. Work-Life Balance Scale

No	Dimensions	Item	
		<i>Favorable</i>	<i>Unfavorable</i>
1	WIPL	-	1, 5, 6, 7, 8
2	PLIW	-	2, 9, 10, 11, 12, 17
3	WEPL	3, 13, 14	-
4	PLEW	4, 15, 16	-

Table 2. Psychological Well-Being Scale

No	Dimensions	Item	
		<i>Favorable</i>	<i>Unfavorable</i>
1	Autonomy	1, 18, 20, 24	2, 19, 21, 22, 23
2	Environmental Mastery	3, 4, 5, 28, 30	25, 26, 27, 29
3	Personal Growth	7, 8, 33	6, 31, 32, 34, 35, 36
4	Positive Relations with Others	9, 10, 11, 42	37, 38, 39, 40, 41
5	Purpose in Life	14, 46, 47	12, 13, 43, 44, 45, 48
6	Self-Acceptance	15, 16, 49, 53, 54	17, 50, 51, 52

This study began with the preparation of a questionnaire using Google Form, consisting of questions based on the *work-life balance* and *psychological well-being* scales. The initial page of the Google Form included an *informed consent* section to obtain respondents' agreement to participate in the survey. After providing their consent, respondents were directed to answer demographic questions, including gender, age, marital status, and length of service.

The data collection process was conducted online via Google Form over a two-week period. To maintain the validity of responses, each email address was allowed to submit the questionnaire only once. The Google Form link was distributed through various communication platforms, such as WhatsApp by contacting the heads of ED nurses, as well as social media platforms like Twitter.

C. RESULTS AND DISCUSSION

The *work-life balance* measurement instrument consisted of a 17-item questionnaire. Based on validity analysis using the Rank Spearman test, 17 items were deemed valid, while 10 items were invalid and eliminated, with a minimum correlation coefficient threshold of > 0.30 . Items were considered valid if their correlation coefficient exceeded 0.30. Meanwhile, the *psychological well-being* measurement instrument consisted of 54 items, all of which were declared valid based on the same validity test, with a minimum correlation coefficient threshold of > 0.30 .

Reliability testing revealed that the reliability coefficient for the *work-life balance* scale was 0.955, and for the *psychological well-being* scale was 0.977. Both values indicate high reliability, as the coefficients exceed the threshold of 0.60. Therefore, both instruments were determined to be consistent and suitable for use in the subsequent stages of the study.

This research applied the Rank Spearman correlation formula to analyze the relationship between work-life balance and psychological well-being among Emergency Department (ED) nurses working in hospitals in Bekasi. The results revealed a very strong positive correlation between the two variables, with a correlation coefficient of $r = 0.877$ and a significance level of $p < 0.01$. These findings indicate that improvements in work-life balance are closely associated with higher levels of psychological well-being, and conversely, a decline in work-life balance may negatively impact psychological health.

Further statistical analysis using Spearman's rho test yielded a significance value (Sig. 2-tailed) of 0.000, which is well below the threshold of 0.05. This confirms that the correlation between the two variables is statistically significant. The results emphasize the critical role of work-life balance in fostering better psychological well-being among ED nurses. To provide additional clarity and support for these findings, a correlation table is included, detailing the values and statistical outcomes derived from the analysis. This comprehensive approach strengthens the conclusion that work-life balance is a pivotal factor influencing the mental health of healthcare professionals.

Table 3. Correlation Results Between Work-Life Balance and Psychological Well-Being

Spearman's rho	X	Correlation Coefficient	1.000	.877**
		Sig. (2-tailed)	.	.000
		N	100	100
	Y	Correlation Coefficient	.877**	1.000
		Sig. (2-tailed)	.000	.
		N	100	100

Based on descriptive statistical analysis, it was found that the dimensions of *Work Interference with Personal Life* (WIPL) and *Personal Life Interference with Work* (PLIW) had average scores of 9.55 and 10.92, respectively. These findings indicate that ED nurses generally face significant challenges related to conflicts between work and personal life, both when work disrupts personal life and vice versa. This reflects a notable imbalance in their *work-life balance*.

Meanwhile, the dimensions of *Work Enrichment to Personal Life* (WEPL) and *Personal Life Enrichment to Work* (PLEW) had average scores of 13.44 and 13.20, respectively. These results suggest that despite the challenges, work and personal life also

complement and enrich each other. In other words, work does not merely impose burdens but can also provide satisfaction or other benefits to personal life, and vice versa.

The score ranges for each dimension show significant variability among ED nurses, namely 5–24 for WIPL, 6–30 for PLIW, 5–15 for PLEW, and 6–15 for WEPL. This indicates substantial differences in *work-life balance* experiences. While some nurses experience significant imbalances, others feel that their work and personal lives are relatively well-balanced. A table of descriptive statistics for the *work-life balance* variable is presented to provide a more detailed overview of these findings.

Table 4. Descriptive Statistics of Work-Life Balance

Descriptive Statistics					
	N	Minimum	Maximum	Mean	Std. Deviation
WIPL	100	5	24	9.55	5.658
PLIW	100	6	30	10.92	6.031
PLEW	100	5	15	13.44	2.320
WEPL	100	6	15	13.20	2.490
Valid N (listwise)	100				

Based on the descriptive statistical analysis, the average score for the autonomy dimension is 44.40. This indicates that, on average, nurses feel they have a sufficient level of control over their lives, although there is considerable variation, with scores ranging from 22 to 54. The average score for the environmental mastery dimension is 47.29, suggesting that most nurses feel reasonably comfortable and supported by their social environment.

The average score for the personal growth dimension is 47.67, reflecting that many nurses perceive themselves as continuously developing and reaching their potential. For the positive relations with others dimension, the average score is 46.67, indicating that, in general, nurses maintain good relationships with those around them. The average score for the purpose in life dimension is 45.82, demonstrating that most nurses have a clear sense of life purpose and feel their lives are meaningful. Lastly, the average score for the self-acceptance dimension is 44.08, signifying that the majority of nurses are relatively accepting of themselves as they are.

The descriptive statistics for the psychological well-being variable are summarized in the table below, providing a detailed overview of these findings:

Table 5. Descriptive Statistics of Psychological Well-Being

Descriptive Statistics					
	N	Minimum	Maximum	Mean	Std. Deviation
Autonomy	100	22	54	44.40	10.277
Environmental Mastery	100	29	54	47.29	7.864
Personal Growth	100	26	54	47.67	7.745
Positive Relations with Others	100	26	54	46.67	8.657
Purpose in Life	100	20	54	45.82	9.238
Self-Acceptance	100	19	54	44.08	10.238
Valid N (listwise)	100				

The categorization results indicate that the work-life balance levels among 100 ED nurses show that 7% fall into the very low category, 7% into the low category, 2% into the moderate category, 1% into the high category, and 83% into the very high category. Therefore, overall, the majority of ED nurses have a very high level of work-life balance, with a percentage of 83%. These findings suggest that most ED nurses are able to achieve a balance between their work and personal lives. The table below presents the categorization results for the work-life balance variable in greater detail:

Table 6. Categorization of Work-Life Balance

Criteria	Frequency	Percentage
Very Low	7	7%
Low	7	7%
Moderate	2	2%
High	1	1%
Very High	83	83%
Total	100	100%

The categorization results indicate that the psychological well-being levels among 100 ED nurses reveal that 6% fall into the very low category, 35% into the low category, 9% into the moderate category, 50% into the high category, and 0% into the very high category. Therefore, overall, half of the ED nurses exhibit a high level of psychological well-being, with a percentage of 50%. These findings suggest that while 50% of ED nurses experience a satisfactory level of psychological well-being, there remains a considerable proportion of nurses in the low and very low categories, indicating a need for further support. The table below presents the categorization results for the psychological well-being variable in greater detail:

Table 7. Categorization of Psychological Well-Being

Criteria	Frequency	Percentage
Very Low	6	6%
Low	35	35%
Moderate	9	9%
High	50	50%
Very High	0	0%
Total	100	100%

The findings of this study, based on statistical tests, confirm a significant and positive relationship between work-life balance and psychological well-being among Emergency Department (ED) nurses. This means that the better ED nurses can maintain a balance between their work and personal lives, the higher their psychological well-being tends to be. Fisher et al. (2009) describe work-life balance as the capacity of an individual to effectively manage multiple roles they perform. For ED nurses, these roles often encompass professional responsibilities, such as providing medical care, alongside personal roles, such as being a family member, whether as a child, spouse, parent, or in-law.

Managing these overlapping roles can be particularly challenging for ED nurses, given the demanding and unpredictable nature of their work environment. Achieving balance requires them to consciously prioritize and allocate their time, energy, and attention across these roles. Fisher (2001) further elaborates that work-life balance can be viewed through several dimensions: time balance, which involves dedicating sufficient time to both work and family; involvement balance, which ensures meaningful engagement in both areas; and satisfaction balance, which reflects equal contentment derived from both professional and personal lives.

For ED nurses, this balance is not only about managing their schedules but also about addressing the emotional and psychological strains that come with their roles. Factors such as time management, behavior adjustment, stress management, and energy distribution are critical in achieving this equilibrium. Supporting nurses in finding this balance can lead to better mental health, reduced stress, and an overall improvement in their ability to perform effectively both at work and in their personal lives. This underscores the importance of organizational support, such as providing flexible schedules, stress-relief programs, and family-friendly policies, to help nurses thrive in all aspects of their lives.

Parkes and Langford's study (2008) highlighted a significant relationship between work-life balance and psychological well-being, emphasizing that work-life balance plays a crucial role in shaping an individual's mental health. This finding underscores that maintaining equilibrium between work responsibilities and personal life directly impacts a person's psychological well-being.

In this research, the challenges posed by job demands and the intricate responsibilities of various roles were identified as major obstacles to achieving psychological well-being. These demands can create stress and disrupt the ability to maintain a balanced and healthy mental state. Psychological well-being itself is defined as an individual's capacity to positively evaluate their life and function effectively in various aspects of living. It reflects mental health that aligns with criteria for positive psychological functioning, such as resilience, emotional stability, and a sense of purpose.

The complexity of balancing professional demands with personal responsibilities highlights the importance of supporting individuals in managing these aspects of their lives. Effective strategies, such as workplace flexibility and mental health initiatives, can help mitigate these barriers, enabling individuals to achieve better psychological well-being and overall life satisfaction. The connection between work-life balance and psychological well-being can be understood through the ability of individuals to maintain harmony between their professional and personal lives. When individuals allocate sufficient time to both work and family, find satisfaction in each role, and actively participate in both areas, they are less likely to experience role conflict. This reduced conflict fosters a sense of balance, ensuring that responsibilities in one area do not interfere with or hinder fulfillment in another. This harmony is essential for maintaining both mental health and overall life satisfaction.

For instance, extended working hours and workloads that exceed the capacity of nurses in the Emergency Department (ED) can interfere with their personal life responsibilities. When excessive time and energy are devoted to work, it limits the resources available for participating in and enjoying family activities. On the other hand, when working hours and workloads are managed effectively, ED nurses can fulfill their personal obligations without neglecting their professional responsibilities. This balance helps them achieve a sense of harmony, reducing conflicts that might otherwise lead to heightened stress, anxiety, and negative impacts on mental health.

By minimizing negative mental states, ED nurses are more likely to foster positive emotions. These positive emotions play a crucial role in helping individuals realize their full potential by meeting the benchmarks of positive psychological functioning. According to Ryff (1989), psychological well-being extends beyond mere happiness; it is a progressive journey towards achieving personal excellence and fulfilling one's true potential. This encompasses life satisfaction, positive emotional experiences, and the fulfillment of essential psychological functioning criteria. Additionally, Ryff (1996) highlights that meeting these criteria significantly enhances an individual's overall psychological well-being.

The effective functioning of positive psychological functioning or the dimensions of psychological well-being among ED nurses is evident from the categorization results, where six dimensions of psychological well-being are categorized as high, with three dimensions ranking highest. These results show that most ED nurses can build warm and empathetic relationships with their patients. The high-category dimension of personal growth reflects nurses' awareness of their potential and openness to new experiences. Another high category, environmental mastery, shows that even in crowded ED conditions or when patient numbers increase, ED nurses can manage their environment effectively by taking actions aligned with their competencies.

The categorization results for the dimensions of work-life balance reveal notably high scores in the Personal Life Enhancement of Work (PLEW) and Work Enhancement of Personal

Life (WEPL) dimensions. These findings indicate that many ED nurses view their professional roles as positively contributing to the quality of their personal lives, while their personal lives, in turn, enhance their ability to perform effectively in their work.

Additionally, the high scores in these dimensions highlight minimal conflict between work and personal life. Low levels of interference in the Work Interference with Personal Life (WIPL) and Personal Life Interference with Work (PLIW) dimensions suggest that ED nurses are experiencing fewer disruptions between these two areas. According to Fisher (2001), reduced interference between work and personal life contributes to a more balanced and harmonious work-life dynamic, ultimately improving overall well-being and performance. From the dimensional categorization results, it was found that the highest-scoring dimension of the work-life balance variable was Personal Life Enhancement of Work (PLEW), with the highest percentage compared to the other three dimensions. Similarly, the highest-scoring dimension of psychological well-being was positive relationships with others. The correlation between these two dimensions indicates that when personal life does not interfere with work and instead supports professional performance, it creates a more enjoyable work environment. This enjoyable environment encourages individuals to interact warmly and positively with others, reflecting the achievement of the positive relationships with others dimension. This depiction is supported by Wicaksana (2020), who reported that employees who feel happy while working are motivated to establish good relationships with others and their surroundings.

In terms of role complexity, married ED nurses face more complex roles than those who are unmarried. For example, women often take on additional roles as wives, mothers, and in-laws, along with their respective responsibilities. As stated by Mustapha & Brimah (2020), women often manage multiple roles simultaneously, both at work and at home, and those who successfully balance and manage their roles tend to be more satisfied. Similarly, married male nurses also take on additional roles as husbands, fathers, and in-laws, in addition to their traditional roles as decision-makers and heads of households (Purbasari et al., 2015).

However, the complexity of roles experienced by married ED nurses does not hinder them from achieving work-life balance. The categorization results indicate that overall, married ED nurses maintain a high level of work-life balance. This indicates that individuals with complex roles can still perform all their tasks and responsibilities well by allocating time equally between work and personal life, staying involved in managing work and family responsibilities, and feeling satisfied in each role. A high category means there is a low prevalence of interference in work and personal life.

The success in achieving a high category of work-life balance among married ED nurses is supported by several factors. As explained by Poulose and Sudarsan (in Pratiwi et al., 2020), there are four factors that influence work-life balance, two of which are related to marital status: environmental factors and organizational factors. Environmental factors refer to the number of children impacting caregiving responsibilities. Therefore, the presence of others, such as parents or in-laws in the household, can facilitate ED nurses who work. Additionally, the presence of parents or in-laws in childcare or household management provides emotional support for ED nurses who are parents themselves. This family support is crucial for building mental balance and psychological satisfaction. The next factor is organizational support, particularly policies or company programs that allow for flexible work arrangements. Flexibility, such as limiting working hours, ensures that personal life time is not redirected toward completing work, allowing ED nurses to remain involved in their family roles.

In conclusion, the presence of work-life balance significantly facilitates ED nurses in attaining a good level of psychological well-being. Achieving balance between professional and personal life implies that essential needs—such as sufficient time, meaningful involvement, and satisfaction in each role—are adequately fulfilled. When these needs are

understood and addressed, harmony between work and personal life can be maintained, reducing the likelihood of conflicts between roles. This reduction in role conflicts helps ED nurses avoid negative mental states, such as stress or anxiety, and fosters the development of positive emotions.

Positive emotions, in turn, play a vital role in enabling ED nurses to realize their potential and achieve psychological well-being. This is reflected in fulfilling key criteria for positive psychological functioning, including self-acceptance, the ability to build positive relationships, mastery of their environment, autonomy, having a purpose in life, and personal growth. Importantly, complex role demands, such as being married or unmarried, do not necessarily impede the achievement of work-life balance. Factors such as the presence of family support, the number of children, and organizational initiatives—such as flexible policies and workplace support—are crucial in helping nurses successfully balance their responsibilities, contributing to their overall well-being and effectiveness in their roles.

D. CONCLUSION

The findings of this study confirm a significant positive correlation between work-life balance and psychological well-being among Emergency Department (ED) nurses working in hospitals in Bekasi. These results highlight that enhancing work-life balance leads to an improvement in the psychological well-being of nurses. Achieving this balance is essential for ED nurses, as it helps them effectively manage their dual responsibilities in professional and personal domains.

To maintain this harmony, ED nurses can focus on strategies such as effective time management, cultivating meaningful involvement in both work and personal roles, and seeking support from their work environment as well as their families. Support systems, whether from colleagues, supervisors, or loved ones, can play a critical role in fostering this balance and mitigating stress.

For future research, it is recommended to expand the scope by investigating additional variables that may influence work-life balance and psychological well-being. Factors such as job satisfaction, social support, and organizational policies could provide deeper insights into the dynamics that shape nurses' well-being. A broader exploration of these aspects would contribute to a more holistic understanding of how to support healthcare professionals in achieving optimal mental health and performance.

For hospital management, it is essential to consider the needs of ED nurses when designing policies that support the balance between work and personal life. Strategic steps that can be taken include offering flexible work schedules, providing stress reduction programs such as counseling or stress management training, and strengthening social support through fostering relationships among colleagues and emotional support programs. By enhancing work-life balance through such policies, hospitals can expect to improve nurse retention, reduce the risk of burnout, and ultimately enhance the quality of healthcare services provided.

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