

The Determinants of Work-Life Balance among Nurses in Public Hospital in Klang Valley

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Abstract: The need to have a healthy work-life balance is generally recognized across several professional domains. The present investigation was carried out within a public health institution situated in the Klang Valley region. The objective of this study is to investigate the impact of workload, time management, and work environment on the work-life balance of nurses, who serve as frontline healthcare professionals. The research utilized purposive sampling as one of the quantitative research methods. Online distribution was utilized as the means of data collection. A grand total of 276 questionnaires were appropriately completed and afterward returned. The findings indicate that workload negatively impacts employee work-life balance when compared to aspects such as time management and work environment. All the variables found have a significant impact on employees work-life balance in different positive and negative relationships.

Keywords: *Work-life balance, Workload, Time Management, Work Environment.*

1. Introduction and Background

The relationship between individuals' employment and personal lives is complicated. The notion of achieving a harmonious balance between one's professional and personal life has gained significant attention in contemporary times. According to Clark (2000), work-life balance refers to the state of experiencing satisfaction and smooth functioning in both professional and personal domains, without encountering any conflicts between these roles. The concept of work-life balance pertains to individuals' capacity to exert control over the timing, location, and manner in which they engage in work-related activities. Achieving a suitable work-life balance is possible when an individual successfully fulfills their familial, occupational, and societal obligations. There is a significant amount of contemporary scholarly attention in the field of social sciences on the concept of work-life balance (Warren, 2004). The prevalence of work-life conflicts has been observed to increase in tandem with the growing obligations and pressures associated with work and personal duties. According to Fleetwood (2007), organizations that implement effective work-life balance policies and practices tend to achieve higher levels of financial success. Another definition supports the concept of work-life balance (WLB), which is characterized as a multi-dimensional construct encompassing various criteria including communication, health and safety, job security, promotions, pay and benefits, physical work environment, teamwork, autonomy, employees' perceptions of job content, participation in decision-making, support from colleagues and managers, and work-life balance itself (Demerdash, 2019).

In circumstances where achieving the appropriate balance between work and life, the hospital plays a crucial role. The prioritization of work-life balance is of utmost importance as it is critical in maintaining a state of overall well-being. Due to the concurrent execution of two discrete tasks, they need to exhibit good judgment to efficiently allocate and manage their time. The concept of work-life balance (WLB) refers to the capacity of nurses to attain and sustain equilibrium between their professional responsibilities and their personal lives beyond the workplace. The concept of work-life balance (WLB) is predicated on the recognition that individuals are faced with various responsibilities and commitments in both their personal and professional domains. Furthermore, this perspective is based on the premise that the pursuit of paid employment and personal time should not be perceived as conflicting objectives, but rather as mutually beneficial elements that contribute to a satisfying existence. Nevertheless, individuals may encounter difficulties in achieving a harmonious equilibrium between their professional and personal lives as a result of factors such as excessive job demands, insufficient self-regulation, and unpredictable work timetables. The primary focus of this study will identify the correlation between work-life balance (WLB) and the workloads, time management, and working circumstances experienced by nurses in public hospital in Klang Valley.

The concept of work-life balance pertains to the equilibrium between professional and personal domains and is a matter of significance for employees in their commitment to the sustainability of an organization (Fukuzakiet; al., 2021). The concept of work-life balance is subject to varying perspectives among individuals or employees. It is considered a significant feature of human life. However, it poses considerable challenges in effectively managing work responsibilities, household duties, and other facets of life (Rangarajan, 2019). The healthcare industry is characterized by 24/7 working hours, which often leads to a conflict between professional and personal life. It is a facility that provides a range of medical services to patients, delivered by healthcare professionals such as doctors and nurses. Azeem and Akhtar (2014) emphasized the significant contribution of nurses to the overall performance of their respective organizations and the overall well-being of their families. Despite the extensive training programs undergone by nurses, patient complaints may still arise. Abdullah et al. (2018) have highlighted that hospitals may have difficulties if their personnel provide less than the expected service, resulting in consumer dissatisfaction. It will exert an influence on the performance and productivity of the health institution. This conflict contributes to the experience of stress among nurses, who frequently work overtime and under continuous pressure.

For that reason, it is important to maintain a harmonious balance between professional obligations and personal responsibilities to maintain one's physical and emotional well-being (Maiya, 2015). Given that a significant number of nurses encounter a repetitive nature in their job tasks, it is important to acknowledge that human limitations can impose constraints on their professional lives. The nursing profession entails working in demanding and high-pressure settings, thus requiring a significant emphasis on achieving a satisfactory work-life balance. Therefore, further research is needed to examine the correlation between workload, time management, and work environment in relation to work-life balance. Through comprehensive consideration of the above criteria, it is possible to ascertain the determinants of work-life balance (WLB) among nurses employed at public hospitals in Malaysia.

2. Literature Review

Work-Life Balances: There is continuous awareness of the interaction and correlation between an individual's personal and professional spheres. The task of achieving a balance between a profession and personal or familial existence can present challenges and exert an influence on an individual's satisfaction in their occupational and personal domains. This dilemma is particularly pertinent for nurses, who undertake multifaceted responsibilities in the realm of patient care. Employees and organizations are concerned about striking a good balance between work and personal commitments. Some evidence points to a work-life imbalance affecting individual and family health and well-being (Brough & Kalliath, 2008). According to Campbell (2000), work and home environments were incompatible, making work or family balance one of the most difficult concepts in the study of work and the study of families. As a result, improving their WLB is a critical issue because it is the foundation for quality of work life and overall life satisfaction among healthcare professionals. According to Prabhashani and Rathnayaka (2017), work-life balance is "correcting the working pattern" so that staff can take better advantage of their jobs and fit in better. Additionally, he asserted that the attainment of this objective over an extended period of time would lead to the realization of success and the establishment of sustainability.

Nurses perform a crucial part in enhancing the healthcare system of every given nation. The presence of female nurses is crucial to the proper functioning of the healthcare business. According to Kumari & De Alwis (2015), nurses play a significant role in ensuring the quality of healthcare services. Consequently, it is important for hospital administrators to consistently assess the work-life balance of nurses. Understanding work-life balance in its specific context refers to the security of personal, family, and work responsibilities as an individual. It implies that a person must consider equalizing responsibilities to achieve a good work-life balance. As a result, all of these must be equally attended to make an individual valuable in their life roles and society. As staff nurses, they perform multiple tasks or functions in educating other nurses. One of these functions is classroom-based instruction, in which staff nurses spend a significant amount of time trying to prepare for concept lectures. Another responsibility is to supervise nursing students during their community and hospital-based learning experiences. Staff nurses must also make time to assess students' output (i.e., Test papers, case studies, etc.). They frequently experience under-pressure work and are finding it challenging to balance between professional and personal responsibilities. Work and family conflict increases when either job or

family roles are prominent to a person's self-roles; the more essential the job is to the individual, hence more work and time they will put into it.

Workload: In their study, Prabhashani and Rathnayaka (2017) proposed that it is important to understand that by significantly reducing workload, work-life balance can sometimes be improved. It is emphasized that a lesser workload will result in higher WLB. Kumari & De Alwis (2015) investigated the impact of nurse scarcity on job outcomes and discovered a positive relationship between nurse scarcity and workload. It also shows a significant positive relationship between workload and superiority. It indirectly conveys the adverse influence of workload on work-life balance. Aside from that, the survey results conducted by French et al. (2013) precisely indicated that the impact of workload on the private lives of members of both public and commercial service unions is 71.7%. Most of the members claim to struggle with having to balance their household or personal matters with work. According to 21.0%, this is always a problem. According to Bruggen (2015), a study was conducted to examine the effect of the burden on both qualitative and quantitative job performance. The study's findings show that the volume of work has an impact on employee performance at all levels, and businesses must quantify the effect to improve judgment ability. As a result, to improve employee effectiveness, the organization must compromise its workload.

Understaffing, heavy workloads, lengthy work hours, shift or inflexible work schedules, and job pressure are all common issues in the nursing industry around the world (Lee et al. 2015). Registered nurses are in short supply (RN-Registered Nurse). The RNs workforce in the United States is predicted to increase from 2.71 million nurses in 2012 to 3.24 million in 2022, a 19% increase; also, there is a predicted need for 525 000 substitute nurses in the workplace, resulting in a total of job vacancies for nursing staff due to growth and replacement to 1.05 million by 2022. (American Association of College of Nursing 2014). According to that figure, a nursing shortage is expected to broadcast across the United States between 2009 and 2030. Taiwan's nurse-to-population ratio (5.7 nurses per 1000 people) is lower than the OECD average of 8.6 nurses (Taiwan Ministry of Health and Welfare 2013). Given the severe shortage of staff nurses, retaining skilled and qualified nurses is critical. This is due to work overload and multitasking as two issues that healthcare industries face. The highly disproportionate nurse-to-patient ratio, according to Lin et al. (2013), can increase the average length of patient hospitalization, comorbidities, and patient mortality in severe cases. According to Chang and Lin (2016), the present healthcare professional proportion in Taiwanese healthcare centers is 1: 10, 1: 7 in all shifts in Japan, and 1: 4-5 for day shifts in the United States and Australia. According to a survey conducted by Community Practitioner (2013), only 49% of nurses in the United States were satisfied with their work-life balance, citing heavily loaded workloads as well as shift plans as reasons for their dissatisfaction.

Increased workload creates a stressful environment at work and reduces work-life balance (Greenglass et al, 2003). According to a survey conducted in the United Kingdom among members of public and commercial service unions, the adverse effects of working time and workload on holidays, social events, and family relationships have increased substantially between 2006 and 2013 French et al. (2013). This research provides support for the finding made by Amat et al. (2003) that work-life balance and workload are interconnected, particularly in developing nations.

The study by Ahsan et al. (2009) agreed with the results by demonstrating a favorable correlation between workload and work-life balance. The observed positive correlation indicates that there is a direct relationship between an individual's workload and the occurrence of conflict, suggesting that as workload increases, conflict also tends to increase. The workload is the most significant factor preventing people from achieving a work-life balance. Jones et al. (2007) stated that role overload is the level of stress that an employee experiences as a result of multiple duties and responsibilities (Zainuddin et al., 2015) discovered a negative correlation between workload and work-life balance. Increasing workloads, according to Kamal & Irwani (2018), can indeed contribute to the onset of burnout. Individual people who do not have the resources and assistance to completely recover from stress are more vulnerable to emotional collapse. According to Bruggen (2015), the workload toward work performance found respectively positive and negative consequences of stress, with mixed results (Gilad et al., 2008) as a moderate workload always enhances performance seeing as employees carry out their duties successfully (Sinniah et al., 2018). Based on these findings, the researcher developed a hypothesis related to the workload of nurses in public health institutions

to further investigate the result.

H1: There is a positive relationship between workload and work-life balance among nurses in public health institutions.

Time Management: Time management is a method of developing and employing processes and tools to obtain optimum overall effectiveness, efficiency, and productivity. It entails knowledge and understanding of a set of competencies such as goal setting and planning. It is also an effective utilization of time to accomplish the desired outcomes. The effective management and organization of time facilitate the expeditious completion of tasks with less effort while enabling the exploitation of opportunities. This practice is closely associated with administrative work, which entails a continual cycle of planning, analysis, and evaluation of all administrative activities conducted within the designated work hours daily. The primary objective is to optimize the allocation of available time towards the attainment of desired goals. Effective time management is achieved via meticulous planning, efficient organization of one's schedule, skillful implementation of strategies, and maintaining a proactive mindset toward minimizing time wastage.

The comprehension of time management principles and the strategic allocation of leisure time can significantly influence an individual's physical and psychological well-being (Trenberth, 2005). The act of granting oneself the freedom to determine how one allocates their time, taking into consideration a holistic outlook on life, rather than being compelled and limited by a specific societal position, has the potential to yield increased levels of contentment and a more enduring self-identity (Bresciani, Duncan, & Cao, 2010). The 80-20 rule, also referred to as Pareto's Principle, posits that a mere 20% of a given entity or factor consistently accounts for 80% of the outcomes or effects seen. For instance, a notable proportion of the products, specifically twenty percent, will have defects ranging from 70 to 80 percent. This principle elucidates how it can be implemented to proficiently oversee our time allocation and many facets of our existence. Time management is a strategic approach to effectively organizing and allocating our time in a manner that ensures the decisions we make are purposeful, productive, and advantageous to the various aspects and systems of our lives. According to Hashemzadeh et al. (2011), the establishment of culturally appropriate histories is considered a prerequisite for the effectiveness of managers and a means of enhancing the conditions necessary for organizational survival inside a given organization.

Nursing students who learn time management skills can work smarter rather than harder. This skill is essential for surviving the hectic day-to-day shift (Rosario, 2012). The amount of time a nursing member spends on any task in nursing development is essential for nursing managers to schedule and assign tasks (Munyisia, Yu, & Hailey, 2011). Nevertheless, although it may be easy to attribute events to others, the responsibility for managing one's own time ultimately lies with the individual. The utilization of time management and its associated benefits is crucial for individuals to effectively harness the advantages offered by science and technology as well (Hashemzadeh et al., 2011). Proficient time management skills enable individuals to optimize productivity and effectively utilize every hour in a given day. This requires optimizing the allocation of time throughout our day to efficiently fulfill all necessary responsibilities. Increased time management leads to greater productivity and reduced stress levels. The healthcare industry is definitely a challenging and mentally demanding task, expecting nurses to possess strong organizational skills. To achieve optimal outcomes, it is important to possess proficient skills in time management, delegation, and critical thinking.

A study conducted by Hashim et al. (2021) examined the relationship between time management and work-life balance among 108 employees at a private firm in Malaysia. The findings of the study revealed a statistically significant positive correlation between time management and work-life balance. On the other hand, a study among married Pakistani women professionals revealed that long work hours and rigid schedules increase the likelihood of female employees having work-family conflicts (Jostell & Hemlin, 2018; Khursheed et al., 2019). This finding confirms recent research findings that demonstrate a substantial beneficial relationship between Personal Time Management and work-life balance (Saad et al., 2022), thus, to further investigate the association of time management and work-life balance among nurses in public hospitals, this hypothesis is developed.

H2: There is a positive relationship between time management and work-life balance among nurses in public health institutions.

Work Environment: According to Mabona, (2022), a healthy work environment for nurses requires leadership, effective communication, teamwork and professional autonomy. Four themes emerged from the integrative literature review regarding a healthy work environment for nurses including the need for effective nursing leadership, effective communication as central to the enhancement of a healthy environment, effective teamwork as an integral part of a healthy work environment and the need for professional autonomy. Wellness is “the *active process* of becoming aware of and making choices toward a successful existence, both as individuals within society and the work environment”. Wellness enhances physical, mental, and social well-being (Stoewen, 2016). On the other hand, Prabhashani and Rathnayaka (2017) stated that social support is important in promoting work-life balance programs because it can inspire or even dissuade staff from participating in work-life balance programs.

Perceptions of the workplace can encompass a range of favorable and negative evaluations. The presence of employee appreciation positively correlates with work attendance, while the absence of employee appreciation negatively correlates with work attendance. This statement can also be interpreted as a favorable sentiment that arises when individuals have satisfaction in their work environment, as demonstrated by their level of happiness while working. According to Milutinovic et al. (2012), nurse practitioners operate within a unique professional setting characterized by increased involvement in life-and-death scenarios, extended work hours, task rotation, and a supportive network of colleagues. Nurses often find themselves compelled to work additional hours beyond their regular shifts as a result of the inherent demands of their profession. Work overtime is necessary in the workplace because they are important and desirable to organizations in meeting demands, particularly in the health industry. Moreover, the fact that General Hospitals, there are simply too many patients who require care from time to time, and nurses are sometimes forced to work a double shift to cover tasks when staff shortages occur.

A workplace relationship is crucial because it contributes to personal contact, which can lead to strong teamwork. A good relationship aids in the resolution of any problem because it fosters a positive attitude toward teamwork. In the 1970s, Robert Greenleaf observed that leaders have significant power because they can serve as role models in developing relationships among team members and also motivate them. This happens because a leader serves as a point of reference for followers. Aside from that, Brooks and Anderson (2004) stated that quality at the workplace can be achieved by fostering affiliation among colleagues, resulting in mutual trust and good communication among employees. This is because all employees want a quality and comfortable workplace, whereas every organization wants more output in comparison to less input, both of which people show a connection where it is necessary to establish a positive relationship between workers and the working environment. Thus, the third hypothesis is developed.

H3: There is a positive relationship between work environment and work-life balance.

3. Research Methodology

This research is a quantitative study that tries to investigate the correlation between workload, time management and work environment with employees work work-life balance. A list of population components from which the sample was drawn including the sampling frame. The sampling frame for this study was obtained from the management department of the general hospital in Klang Valley. Since the research is focused on nurses in the designated sample frame, the medical staff were targeted. Approximately 460 nurses were identified as the staff attached to the care ward. Based on Kerjie & Morgan, at least a number of 210 samples must be retrieved from the population. The individual nurses were targeted as the unit of analysis. Fortunately, a number of 276 questionnaires were completely answered. Purposive sampling from non-probability procedures was utilized because selecting units for inclusion in a sample is easier, faster, and less expensive. As a result, the researcher would sporadically blast on WhatsApp and Telegram which can easily be accessed. These 460 targeted nurses at Hospital Tengku Ampuan Rahimah Klang were given access to an online survey created with Google Forms and a cover letter via email, WhatsApp, and Telegram. The questionnaire has various sections, including ones for measuring work-life balance, workload, time management, and demographic information. The necessary data were then displayed in documentation and statistics.

4. Results

To ensure the capacity of a measuring device to produce precise and dependable results, a reliability analysis is conducted. Cronbach's alpha will be employed to determine the dependability of the reliability analysis, indicating how strongly the items in a set are positively connected. The variables' level of internal variation will be higher if the coefficient is nearer 1.0. The result from the reliability test is shown in Table 1.

Table 1: Reliability Analysis

Reliability Statistics Scale: Workload			Reliability Statistics Scale: Time Management			Reliability Statistics Scale: Work Environment		
Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items	Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items	Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.876	.892	5	.909	.902	10	.904	.905	10

According to the data presented in Table 1, Cronbach's alpha coefficient for each variable exceeds 0.8, indicating a high level of internal consistency and reliability for all items. The study's dependent variable, work-life balance, exhibits a Cronbach's alpha coefficient of 0.96. The study also examined the independent variables of workload, time management, and work environment among a sample of 276 respondents. The corresponding values for these variables were found to be 0.876, 0.909, and 0.904, respectively. Based on Lee-Cronbach Alpha (1951), the result demonstrates that all objects possess a high level of strength, indicating both good and excellent performance.

The outcome of the data analysis is accessible in this study by using the SPSS version 26 database. The use of analysis is to distinguish the factors that influence work-life balance among nurses in public hospitals. This research analysis is based on the section in the questionnaires.

Table 2: Correlations Analysis Correlations

Com_Workload			com_time	com_workenv	com_wlb
com_workload	Pearson Correlation	1	-.151*	-.056	-.115
	Sig. (2-tailed)		.012	.350	.028
	N	276	276	276	276
com_time	Pearson Correlation	-.151*	1	.344**	.479**
	Sig. (2-tailed)	.012		.000	.000
	N	276	276	276	276
com_workenv	Pearson Correlation	-.056	.344**	1	.182**
	Sig. (2-tailed)	.350	.000		.000
	N	276	276	276	276
com_wlb	Pearson Correlation	-.115*	.479**	.182**	1
	Sig. (2-tailed)	.028	.000	.000	
	N	276	276	276	276

*. Correlation is significant at the 0.05 level (2-tailed).

** . Correlation is significant at the 0.01 level (2-tailed).

Table 2 presents a correlation analysis, indicating a moderate positive association ($r = .479$, $p < 0.05$) between time management and work-life balance. The correlation coefficient between work environment and work-life balance is $r = 0.182$, indicating a statistically positive but weak relationship at the $p < 0.05$ level. This finding demonstrates a fragile positive correlation between employees' work environment and their work-life balance. The correlation coefficient (r) between workload and work-life balance is -0.115 , indicating a statistically negative but weak relationship ($p < 0.028$). This finding suggests a substantial association between these variables, characterized by a weak downward linear trend. In summary, the findings of this study indicate that the factors examined, namely time management and work environment, exhibit a positive correlation with work-life balance. However, it was observed that workload demonstrates a negative association with the dependent variable.

Table: 3 Model Summary^b

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.915 ^a	.837	.836	5.58620

a. Predictors: (Constant), com_time, com_workload, com_workenv

a. Dependent Variable: com_all

Table: 4 Analysis of Variance

Sum of Model Squares	DF	Mean Square	F	Sig.	
1 Regression	43739.226	3	14579.742	467.215	.000 ^b
Residual	8487.933	272	31.206		
Total	52227.159	275			

a. Dependent Variable: com_all

b. Predictors: (Constant), com_time, com_workload, com_workenv

The findings presented in Tables 3 and 4 indicate that the collective influence of the independent variables, namely workload, time management, and work environment, accounts for 83.7% of the observed variability in work-life balance. This is reflected by the coefficient of determination (R) which has a value of 0.837. These findings suggest that the combination of independent variables, namely workload, time management, and work environment, accounts for 83.7% of the variability observed in the dependent variable, which pertains to work-life balance. The research findings indicate that the independent factors of workload, time management, and work environment do not account for 16.3% of the variance in work-life balance. The F statistic is calculated to be 467.215, which exceeds the threshold value of 1. Additionally, the associated p-value is determined to be 0.000, suggesting a high level of statistical significance. Furthermore, the p-value is found to be less than the critical value of 0.05, further supporting the conclusion that the model is well-fitted. The regression model is of significant importance in explaining the relationship between work-life balance and its effects on workload, time management, and the work environment.

Table: 5 Coefficients of Every Model

Model	Unstandardized Coefficients			Standardized Coefficients Beta		Sig.
	B	Std. Error		t		
1 (Constant)	3.042	3.328		.914	.362	
com_workload	.910	.110	.204	8.241	.000	
com_workenv	1.021	.062	.430	16.515	.000	
com_time	1.460	.056	.679	25.836	.000	

a. Dependent Variable: com_all.

Based on Table 5, the beta coefficient (β) with the highest value is associated with the variable of time, specifically time management ($\beta = 0.679$, $p = 0.000$, $p < 0.05$). This implies that, when considering the variability explained by the other variables in the model, time exerts the most significant influence on the comprehension of work-life balance. The subsequent variable under consideration is the work environment. It is noteworthy that the work environment explains 43% of the variability seen in work-life balance ($\beta = .43$, $p = 0.000$, $p < 0.05$). The final variable under consideration is workloads, which demonstrates a statistically significant association with work-life balance ($\beta = .204$, $p = 0.000$, $p < 0.05$). The findings of this study indicate that several factors, namely workload, time management, and workplace environment, significantly impact work-life balance. These variables were shown to have a statistically significant work-life balance with a p-value of less than 0.05 (0.000).

Discussion: The primary objective of this study is to examine the correlation between workload and work-life balance among nurses employed in public hospitals. The Pearson Correlation Coefficient was employed to examine the probable association between the variables. The results of the initial objective indicate a statistically significant negative correlation between workload and work-life balance ($r = -.115$, $p = .028$, $p < 0.05$). The analysis demonstrates a statistically significant weak negative correlation between workload and work-life balance. Based on the data, it is evident that an increase in workload has a negative impact on the work-life balance of nurses. This finding aligns with prior research indicating that nurses express an intention to leave their profession as a result of heavy workloads that negatively impact their ability to maintain a healthy work-life balance. According to the study conducted by Holland et al. (2019). An increased workload contributes to heightened levels of stress among employees (Kelly et al., 2019, Ching et al., 2020), diminishing their ability to maintain a satisfactory work-life balance. This finding aligns with the unfavorable outcome observed in the impact of working hours and workload on holidays, social events, and family relationships, which experienced significant growth from 2006 to 2013, as indicated by a survey conducted among members of public and commercial sector unions in the United Kingdom (French S, 2013).

The second objective of this study is to examine the correlation between nurses' time management and their ability to maintain a healthy work-life balance within the context of a public hospital. A favorable and significant correlation was observed between nurse time management and work-life balance at a public hospital in the Klang Valley. A correlation analysis was conducted to examine the potential relationship between the time management skills of nurses and their work-life balance. Based on the findings, a statistically significant positive correlation has been observed between the practice of time management and the achievement of work-life balance. ($r = .479$, $p = 0.000$, $p < 0.05$) This finding further supports the notion that effective time management positively impacts work-life balance according to the study conducted by Jamaluddin et al. (2022). The third purpose of this study is to investigate the correlation between the work environment and the work-life balance of nurses employed in public hospitals. Based on the findings, the results indicate a p-value of .000 which is less than 0.05, it may be concluded that there exists a statistically significant association between the work environment and work-life balance. The obtained data revealed a correlation coefficient of $r = .182$, with a p-value of 0.001, indicating statistical significance at the $p < 0.05$ level. The findings provided evidence for a moderate, positive correlation between the work environment of employees and their ability to maintain a satisfactory work-life balance. The results of this study are consistent with prior research, indicating that the family work environment has a substantial role in shaping the work-life balance of employees (Anila et al; 2016). The findings of this study suggest that the office environment has a positive impact on the performance of nurses as well as their work-life balance.

5. Managerial Implications and Recommendations

The findings indicate that the workload experienced by nurses in public hospitals has a significant impact on their work-life balance. The statement suggests that a significant increase in workload can negatively impact the balance between work and personal life. Despite the moderate and low association between time management and work environment, these factors have a favorable impact on employees' work-life balance. By effectively managing their time and cultivating a conducive work environment, employees can achieve a greater sense of equilibrium between their professional and personal domains. Hence, this study holds a significant contribution to the Malaysian Ministry of Health and all hospital administrative institutions as the authorized body to be responsible for overseeing and governing hospital operations. Through the

implementation of this study, hospital management will be able to strategically restructure and propose more effective approaches for the well-being of nursing staff. Employees who operate in a good, pleasant, and supportive workplace environment are likely to exhibit higher levels of motivation, make fewer errors, achieve greater production, and generate work of superior quality. Moyes, Shao, and Newsome (2008) described employee satisfaction as the level of contentment an individual experiences in relation to their employment role. Consequently, contemporary human resource managers engage in the assessment of personnel practices to align them with these requirements, aiming to enhance employee loyalty and thereby facilitate the efficient operation of a hospital. The significance of this lies in the fact that motivated nurses possess the ability to effectively execute their given duties, hence providing a distinct edge for hospital administration in terms of sustainability. This study holds significance for employees as it sheds light on the crucial role of the work-life balance aspect within the context of work-life. Employees who encounter challenges in a range of domains have the capacity to mitigate their stress levels and foster a state of well-being conducive to a healthy lifestyle. Furthermore, it has the potential to enhance an individual's health, overall sense of well-being, and job satisfaction.

Conclusion: When there is a negative correlation between time management and work-life balance, it indicates that the burden of employees has indeed had an impact on their ability to maintain a satisfactory balance between their work and personal lives. The first hypothesis is rejected. Although the research yielded only moderate and low levels of association, it provided support for the concept of a positive relationship between time management, work environment, and employees' work-life balance. This concluded that the second and third hypotheses were to be accepted. Therefore, the hospital as a healthcare institution should prioritize the employee's well-being issue in achieving a work-life balance between professional and personal commitments. Nurses are very important assets as the performance of each nurse significantly influences the overall efficiency of the hospital. To facilitate the attainment of a work-life balance that fosters a positive work environment inside hospitals, the human resources (HR) department of these institutions needs to engage in collaborative efforts. While it is true that a higher salary and other financial and non-financial benefits may contribute to sustaining a good work-life balance for employees, it is important to consider additional factors that might facilitate this balance. These factors include the provision of a convincing work environment, reduced workload, and the presence of well-equipped healthcare facilities that specifically address nursing-related concerns. The performance of nurses is subject to several factors, with the maintenance of a harmonious equilibrium between work and home responsibilities being seen as pivotal for achieving consistent levels of performance. The establishment of a work-life balance between professional and personal spheres enhances efficiency and augments levels of contentment within one's occupation. This phenomenon serves as a source of motivation for nurses, compelling them to assume their duties with heightened levels of responsibility and satisfying them with a feeling of fulfillment. This phenomenon facilitates the enhancement of the professional environment and fosters the establishment of interpersonal connections among nurses and their personal lives.

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