



DEVELOPMENT OF A MODEL FOR QUALITY OF NURSING WORK LIFE TO IMPROVE NURSES' PERFORMANCE

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ABSTRACT

Kualitas kehidupan kerja perawat yang rendah (QWL) dapat menyebabkan perasaan frustrasi, ketidakberdayaan, dan rasa bersalah, sehingga mengganggu kinerja perawat. Jika hal ini berlanjut, dapat mengakibatkan tingkat pergantian perawat yang tinggi. Tujuan penelitian ini adalah untuk meneliti pengembangan model Kualitas Kehidupan Kerja Perawat untuk meningkatkan kinerja perawat. Penelusuran literatur dilakukan selama periode 5 tahun dari tahun 2020 hingga 2024. Penelusuran literatur dilakukan pada Mei 2024. Tinjauan literatur ini menggunakan basis data dengan jumlah artikel yang banyak. Penelusuran juga diperluas untuk mencakup beberapa basis data jurnal seperti SAGE. Karena banyaknya literatur yang dikumpulkan, perangkat lunak Mendeley digunakan untuk memfasilitasi manajemen literatur. Setelah mengidentifikasi 76 artikel dan menyaring 33 abstrak, 6 artikel dipilih untuk disintesis setelah penilaian kelayakan. Rata-rata kualitas kehidupan kerja perawat dinilai rendah, yang berdampak negatif pada kinerja dan kualitas perawatan pasien. Beberapa jurnal penelitian menunjukkan bahwa kualitas kehidupan kerja perawat dapat meningkatkan kinerja perawat karena mencakup aspek-aspek seperti gaji dan upah, peluang untuk kemajuan karier, lingkungan kerja, keselamatan dan kesehatan kerja, kepuasan kerja, dan gaya kepemimpinan. Dengan demikian, semakin baik aspek-aspek tersebut dalam kualitas kehidupan kerja perawat, semakin besar pula dukungan yang akan diberikan kepada perawat dalam menjalankan tugasnya secara lebih efektif.

Keywords: nurses; performance; quality of work life

INTRODUCTION

Nursing performance is a trending issue today. This is due to the public's growing demands for high-quality care. High-quality care can be achieved by improving efficiency and effectiveness (Afnina & Sartika, 2020). High-quality and reliable human resources are also necessary to provide the best care for patients. Nurses must have a strong commitment to performing their best so they can adapt to changes in the medical environment and meet patients' needs in line with the times by applying their skills and knowledge (Cho & Kim, 2022). The reality in Indonesia is that many people still complain about suboptimal nursing performance (Habibi et al., 2021). The results of a study by in Egypt show that nearly half (49.80%) of nurses have low performance levels. The results of a study by at Dr. Mahmud Zubair Idi Regional General Hospital show that 44.4% of nurses have poor performance. This is supported by a study by Habibi et al. (2021) at Sitanala Regional General Hospital, which indicates that 36.7% of nurses still exhibit subpar performance. This finding is further supported by a study by Sabebeen and Nainggolan (2022) at Sundari Regional General Hospital in Medan, which shows that 54.5% of nurses have poor performance.

Nurses' performance is influenced by individual factors, psychological factors, and organizational factors, which include organizational structure, job design, leadership, salary systems or rewards, and quality of work life (Nursalam, 2015). Nurses' Quality of Nursing Work Life (QWL) is a concept that describes nurses' perceptions of the fulfillment of their needs through their work experiences within an organization; thus, the goal of QWL aligns with management's function of managing high-performing human resources who achieve maximum work productivity, while also ensuring that employees derive personal satisfaction from the fulfillment of their needs. There are four dimensions

that influence nurses' QWL: the work/home life dimension, the work design dimension, the work context dimension, and the work world dimension (Kau et al., 2021).

The quality of nurses' QWL is a condition in which the organization—in this case, the hospital—provides employees with opportunities for self-development, whether through career advancement or training, and allows employees to participate in decision-making and manage their own QWL. Low QWL among nurses can lead to feelings of frustration, helplessness, and guilt, thereby impairing nursing performance. If this persists, it can result in nurse turnover (Kau et al., 2021). Nurses' QWL comprises social and environmental factors, operational factors, administrative factors, and work culture. Organizational culture influences the quality of nurses' QWL, thereby affecting their performance and significantly influencing their job satisfaction, which in turn impacts their performance (Pahlawan, 2023). The quality of QWL has a significant impact on job satisfaction in hospitals. When a hospital fosters a conducive QWL environment, nurses' job satisfaction tends to increase; a conducive QWL environment combined with high nurse participation can enhance job satisfaction (Pramana et al., 2022).

Efforts that can be made to improve and develop nurses' performance include attending seminars and training sessions to enhance knowledge and skills in nursing care; improving the quality of nursing work life by fostering good relationships with coworkers and supervisors to create a comfortable work environment; effectively managing workloads; arriving on time; and preparing all necessary equipment to be used, and completing all nursing documentation in accordance with procedures (Tulasi et al., 2021). Providing recognition for their work, whether in the form of financial rewards, can also improve nurses' performance (Isnainy & Nugraha, 2019).

METHOD

Design this study employs a *systematic review* design, which involves a review of the evidence regarding clearly formulated research questions using systematic and explicit methods to identify, select, and critically appraise relevant primary studies, and to extract and analyze data from the studies included in the review. The population consisted of 10 journals. The time frame covered journals published from 2020 to 2024.

Table 1.
Inclusion and Exclusion Criteria Using the PICOS Format

Criteria	Inclusion
<i>Population</i>	Nurses
<i>Intervention</i>	National and international journals related to the research topics, namely <i>quality of work life</i> , work culture, and nurse performance
<i>Comparison</i>	No comparators
<i>Outcomes</i>	<i>Quality of work life</i> , work culture, and nurse performance
<i>Study design</i>	Descriptive, analytical correlation
Year of Publication	2020 and later
Language	Indonesian and English

The literature search was conducted over a 5-year period from 2020 to 2024. The literature search was conducted in May 2024. The data used in this study are secondary data obtained not from direct observation but from the results of previous research conducted by other researchers. The secondary data sources consisted of articles in reputable national and international journals on predetermined topics. The literature search for this review utilized *databases* with high- and medium-quality criteria (Q1–Q4), namely *Scopus*, *PubMed*, and *ScienceDirect*. The search was also expanded to include several journal *databases* such as SAGE; due to the large volume of collected literature, Mendeley *software* was used to facilitate literature management. The search for articles or journals utilized *keywords* and *Boolean operators* (AND, OR, NOT, or AND NOT) to broaden or narrow the search, thereby simplifying the selection of relevant articles or journals.

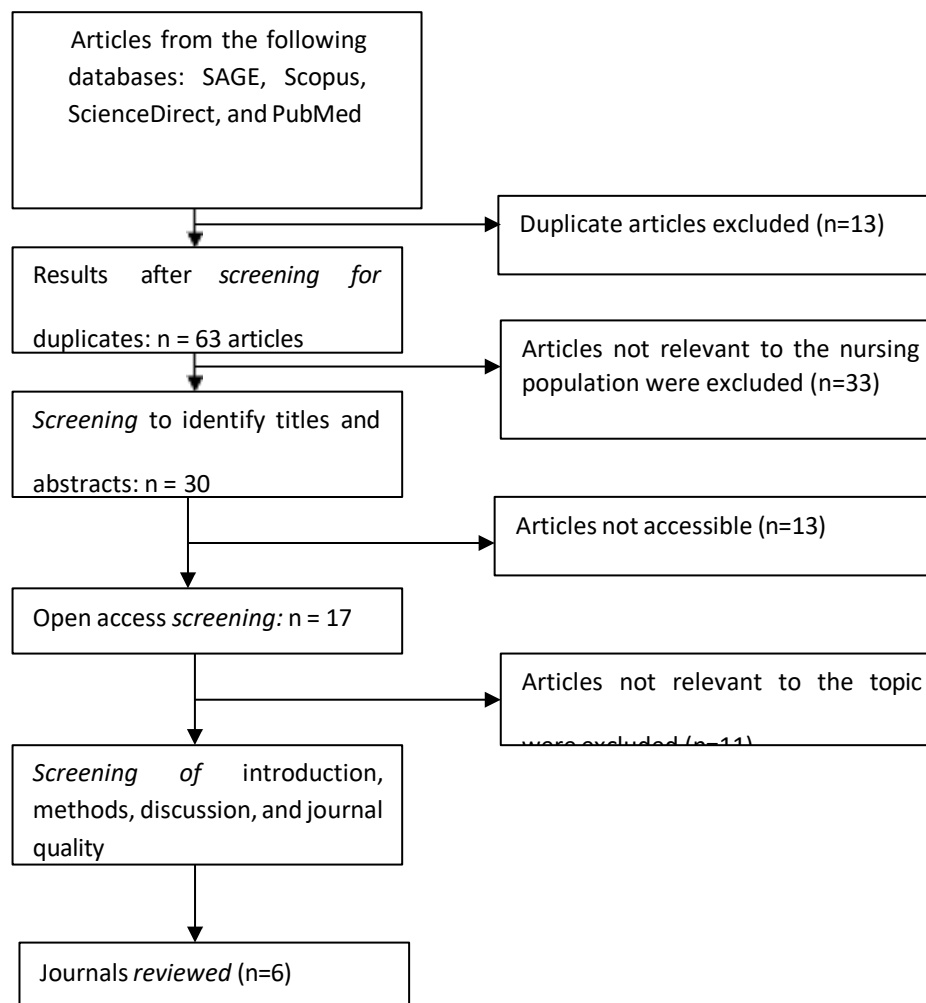


Figure 1. Article Screening

Critical Appraisal

According to the literature review utilized the JBI Critical Appraisal to assess the methodological quality of each journal article. This allowed for the evaluation of methodological quality in each study using *the Checklist for Qualitative Research*, which aligns with the research methods employed in the studies. This tool uses a checklist to evaluate the appropriateness, consistency, and accuracy of the title, design, sample, objectives, results, and discussion. Subsequently, this checklist is adapted to the type of research and the studies are assessed. The purpose of using this critical appraisal tool is to determine whether the quality of the journal is adequate, sufficient, or lacking as relevant material. The methodological quality of each study ($n = 6$) was analyzed using an evaluation checklist consisting of several questions to assess the quality of the studies. Responses of “yes,” “no,” “unclear,” or “not applicable” were assigned to the evaluation criteria, with a “yes” response receiving one point and other responses receiving zero points; each study’s score was then calculated and totaled. The researchers conducted a critical appraisal to assess the eligible studies. A study was considered eligible if its score met at least 50% of the critical appraisal criteria, using a cutoff point agreed upon by the researchers.

Table 2.
Summary of *Critical Appraisal*

Author, Year	(Al-Otaibi, 2020)	(Sunar yadi et al., 2020)	(Nursala m et al., 2020)	(Al-Dossary , 2022)	(Hidayah & Putri, 2020)	(Ardelia & Mas'ud, 2024)
1. Is there consistency between the stated philosophical perspective and the research methodology?	Yes	Yes	Yes	Yes	Yes	Yes
2. Is there a good fit between the research methodology and the research questions or objectives?	Yes	Yes	Yes	Yes	Yes	Yes
3. Is there consistency between the research methodology and the methods used to collect data?	Yes	Yes	Yes	Yes	Yes	Yes
4. Is there consistency between the research methodology and the presentation and analysis of the data?	Yes	Yes	Yes	Yes	Yes	Yes
5. Is there consistency between the research methodology and the interpretation of the results?	Yes	Yes	Yes	Yes	Yes	Yes
6. Are there any statements that situate the researcher culturally or theoretically?		Not explained	Yes	Yes	Not specified	Not specified
7. Is the influence of the researcher on the research—and vice versa—addressed?	Yes	Yes	Yes	Yes	Yes	Yes
8. Are the participants—and their voices adequately represented?	Yes	Yes	Yes	Yes	Yes	Yes
9. Is the research ethical according to current criteria or those for the most recent studies, and is there evidence of ethical approval by the appropriate body?	Not specified	Not specified	Yes	Yes	Not specified	Not specified
10. Do the conclusions drawn in the research report follow logically from the analysis and interpretation of the data?	Yes	Yes	Yes	Yes	Yes	Yes

RESULT

Table 2.
Journal Review Results

Author, Year	Country/Setting	Phenomenon of Interest	Participants	Data Collection/Data Analysis	Conclusion
(Al-Otaibi, 2020)	Dawadami General Hospital, Saudi Arabia	To determine the effect of work-life quality on the performance- s of employees, including nurses	231 hospital employees	<i>Pearson correlation coefficient, Mann-Whitney test, the Crosal and Wallace's</i>	There is a strong direct correlation between all dimensions of work-life quality (wages and salaries, occupational safety and health, job satisfaction, opportunities for promotion and career advancement, leadership style, and the prevailing work environment) and the performance of Dawadami Hospital staff.

Author, Year	Country/Setting	Phenomenon of Interest	Participants	Data Collection/Data Analysis		Conclusion
(Sunaryadi et al., 2020)	11 Type D Muhammadiyah Hospitals in East Java	To determine the effect of QWL on work-related stress, mental health, organizational citizenship behavior, and the performance of inpatient nurses	100 respondents	<i>Partial Squares</i>	<i>Least</i>	QWL has a significant positive effect on the performance, mental health, and OCB of inpatient nurses, and a significant negative effect on work-related stress
(Nursalam et al., 2020)	Hospitals in East Java	To determine the effect of the Caring-based QNWL model on improving the performance of hospital nurses	430 nurses	Data were collected using the Brooks & Anderson Nursing QWL Quality Questionnaire. Data analysis was performed using <i>Partial Least Squares</i>		The development of a Caring-based QNWL model has a positive impact on improving nurses' performance. According to the developed model, nurses' performance is related to individual factors, social and environmental factors, and administrative factors
(Al- Dossary, 2022)	Hospitals in Saudi Arabia	To determine the relationship between nurses' quality of work life (QWL) and organizational loyalty and job performance in hospitals in Saudi Arabia	209 nurses	t-test and <i>Pearson correlation</i>		Quality of work life (QWL), organizational loyalty, and job performance are positively correlated, and poor QWL can have a negative impact on nurses' performance and organizational loyalty.
(Hidayah & Putri, 2020)	Hospitals in Central Java	To analyze the factors that influence nurses' performance in implementing patient safety systems in hospitals	40 nurses	<i>Partial Squares</i>	<i>Least</i>	Nurses with good QWL will have a positive impact on their performance in implementing patient safety systems.
(Ardelia & Mas'ud, 2024)	PKU Muhammadiyah Hospital, Yogyakarta	To determine the effect of Islamic leadership and Islamic organizational culture on employee performance, with quality of work-life (QWL) as an intervening variable	170 nurses	<i>Partial squares</i>	<i>least</i>	The results of the study indicate that organizational culture and quality of work life influence nurses' performance

DISCUSSION

QWL refers to various components and their measurements, including the work environment, job satisfaction, opportunities for promotion and advancement, fair and appropriate compensation, emotional intelligence, organizational commitment, organizational culture, interpersonal and work relationships, job security, career burnout, leadership style, job characteristics, facilities, work

autonomy, employee status, job challenges and responsibilities, training and development, and adequacy of resources. The most important dimensions of QWL, which will be examined in this study, can be narrowed down to the following: salary and wages, opportunities for advancement and growth, work environment, job security and occupational health, job satisfaction, and leadership style (Al-Otaibi, 2020) .

QWL has a significant impact on nurses' performance, meaning that QWL significantly influences improvements in nurses' performance; consequently, increased efforts to improve QWL in hospitals will also enhance nurses' performance. The QWL indicator most strongly felt by nurses is salary. This means that salary is the most important indicator in improving nurses' performance. QWL is important for nurses in carrying out their duties and work; good QWL can have a positive impact on nurses' performance (Al Mutair et al., 2022) . The QWL model can improve individual, social, environmental, and administrative factors that will impact nurses' performance. Seven indicators that can play a significant role in improving individual factors are age, gender, marital status, highest level of education, clinical level (career level), length of service, and income. This can help nurses improve their performance in providing nursing care (Faizin et al., 2020) .

The aspects identified in this study—such as training and development, team member relationships, job satisfaction, and the work environment—were identified as factors that more significantly influence QWL. Counterproductive behavior (negative behavior that affects work, tasks, or activities) was rated low by both nursing managers and nurses. Nurses' performance is often linked to QWL because counterproductive behavior is negatively correlated with various work life subscales—such as relationships and cooperation, work autonomy, and resource adequacy—and shows a weak positive correlation with all other work life subscales (Al Mutair et al., 2022). Significant positive correlations were found between QWL and job performance, such as task, contextual, and adaptive performance. Job satisfaction, work autonomy, and resource adequacy showed stronger correlations with nurses' performance. Job satisfaction is one of the important “QWL” subscales identified as significantly influencing job performance and organizational loyalty. Thus, it can be analyzed and concluded that QWL has a moderate influence on organizational loyalty and nurses' job performance in Saudi Arabia, based on a hypothesis-analysis .

A satisfactory quality of work life (QWL) is crucial for hospital nurses, who require attention so they can provide quality care to patients. Hospital authorities must develop strategies to improve nurses' working conditions and their QWL, so that nurses can enhance the quality of care they provide to their patients (Hidayah & Putri, 2020) . A satisfactory quality of work life (QWL) is crucial for hospital nurses, who require attention so they can provide quality care to patients. Hospital authorities must develop strategies to improve nurses' working conditions and their QWL, so that nurses can enhance the quality of care they provide to their patients (An Le et al., 2020).

The role of QWL is crucial because it relates to what employees receive and experience, which in turn impacts their ability to fulfill their job responsibilities; in other words, it is not only leadership and organizational culture that influence employee performance, but QWL also serves as an aspect that can integrate the interests of the organization or company with those of the employees (Riyono et al., 2022) . QWL is also linked to employee happiness and well-being; employees who feel happy are satisfied, productive, dedicated, and loyal. QWL fosters greater employee loyalty, flexibility, and motivation—all of which are crucial for a company's competitive advantage (Sri Reski et al., 2023).

CONCLUSION

Several research journals indicate that the quality of nursing work life can improve nurses' performance because it encompasses aspects such as salary and wages, opportunities for advancement and growth, the work environment, occupational safety and health, job satisfaction, and leadership style; thus, the better these aspects of the quality of nursing work life are, the more they will support nurses in performing their duties more effectively.

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