



RELATIONSHIP BETWEEN QUALITY OF WORK LIFE AND NURSE'S PERFORMANCE IN EMERGENCY ROOM RSUD KARSA HUSADA BATU CITY

Jiwani Alvina Dharma Pratiwi¹, Elsa Yosinda Widya Kusuma Putri².

¹Department of Health Policy and Administration, Universitas Airlangga, Indonesia

²Faculty of Health Technology and Management, Bhakti Wiyata Institute of Health Science

Corresponding Email: jiwanialvinadp@gmail.com

ABSTRACT	Keywords
Quality of Work Life (QWL) is an important factor affecting nurse performance, especially in the Emergency Room (ER) with high work pressure. This study aims to analyze the relationship between QWL and the performance of ER nurses at RSUD Karsa Husada, Batu City. The research design used a quantitative method with a cross-sectional study approach. The total sampling used involved 17 ER nurses. QWL measurement was carried out through a structured questionnaire, while nurse performance was measured based on hospital performance evaluation indicators. The statistical test used was chi-square. The results showed a significant relationship between QWL and nurse performance with a p-value <0.005, which was 0.002 ($\alpha = 0.05$). This indicates that improvements in QWL can contribute positively to improving nurse performance. These findings provide important implications for hospital management to improve the quality of the nurse work environment to achieve better performance in health services.	Emergency room, nurse performance, QWL

INTRODUCTION

Quality of Work Life (QWL) is a concept that has received increasing attention in various health studies because it is considered as one of the important factors that affect the well-being and performance of health workers, especially nurses. In high-pressure work environments, such as the Emergency Department (ED), the role of QWL becomes even more vital. This is due to the physical and mental challenges faced by nurses in the ED, who often work in emergency conditions, dealing with complex cases, and

heavy workloads. Based on research conducted, it was found that QWL has been identified as one of the key determinants of nurse performance in emergency departments (IGD) and has been recognized as an important factor affecting nurse performance, especially in high-stress work environments such as emergency departments (IGD) (Satriyanto et al., 2023). Previous studies have consistently shown that QWL is a significant predictor of professional practice, professionalism, leadership, legal, and ethical (Satriyanto et

al., 2023; Wahyuni & Sulistyanto, 2023). A study conducted by Chang et al., (2022) found that QWL was positively associated with job satisfaction and negatively associated with burnout among emergency room nurses.

The importance of QWL in the health sector has been emphasized by the Ministry which has launched various initiatives to improve the working conditions and well-being of health professionals (Direktorat Kesehatan dan Gizi Masyarakat, 2023). Despite these efforts from both the public and private sectors, Indonesian hospitals still face challenges in providing a conducive working environment for their nurses (Afaya et al., 2021). This is especially true in the emergency room where the workload is high and the pressure to provide quality health services is intense and continuous.

Several studies have investigated the relationship between QWL and nurse performance in various healthcare settings. For example, a study by Chang et al., (2022) found that QWL was significantly related to nurses' performance in Taiwanese hospitals with the result that nurses who had high QWL performed better by 25% compared to nurses who had low QWL. Similarly, another study found that QWL was a significant predictor of job satisfaction and performance among Indonesian nurses, with the result that 80% of nurses who had high QWL also had high job satisfaction (Wahyuni & Sulistyanto, 2023).

QWL encompasses various dimensions, including work-life balance, fair compensation, a safe working environment, opportunities for professional development, and participation in decision-making. The effective implementation of QWL principles has been shown to enhance job satisfaction, motivation, and healthcare workers' loyalty to their institutions. Indirectly, this also contributes to increased

productivity and improved service quality. Conversely, poor QWL is associated with high turnover rates, absenteeism, decreased performance, and suboptimal service quality (Diana et al., 2022).

Based on this background, a study was conducted on QWL in the emergency department of RSUD Karsa Husada Batu City. This study aims to investigate the relationship between QWL and nurses' performance in the emergency department of RSUD Karsa Husada Batu City, a public hospital in Indonesia that has just changed its status from type C to type B, making it the only hospital with type B in Batu City while other hospitals still have types below it.

The transformation of RSUD Karsa Husada Kota Batu from a type C to a type B hospital has led to increased service complexity and heightened public expectations. As one of the hospital's priority services, the Emergency Department (ED) faces greater pressure to deliver prompt, accurate, and high-quality care. In this context, strengthening the Quality of Work Life (QWL) for ED nurses becomes essential to maintain optimal service performance amid increasing workload demands. However, empirical studies examining the relationship between QWL and nurse performance in hospitals undergoing capacity expansion remain limited, thus highlighting the need for relevant research in this area.

The literature suggests that QWL is influenced by various factors, including workload, autonomy, and social support (Chang et al., 2022). Research in Indonesia on the relationship between QWL and nurse performance remains limited, particularly in high-stress environments such as emergency departments. Given the growing demands placed on healthcare workers and the critical nature of emergency services, understanding

how QWL affects nurse performance is essential (Eliyana et al., 2020).

The theoretical framework for this study is Kanter's Structural Empowerment Theory, which postulates that access to opportunity, information, support, and resources has the potential to empower nurses to perform at peak levels. Existing nursing literature shows that structural empowerment improves performance on the job, reduces stress, increases intent to stay, and promotes thriving at work, a pathway to better performance and reduced turnover intentions (Al-Otaibi et al., 2024).

The Job Demands–Resources (JD–R) model elucidates how job resources serve as cushions for high demands in settings like emergency departments and are translated into higher engagement and performance. Contemporary healthcare research always verifies JD–R processes linking resources and performance/well-being (Nurmeksela et al., 2025). This study aims to address that gap by identifying specific QWL-related factors that influence the performance of nurses in the ED. By emphasizing the importance of QWL as a determinant of performance, this study underscores the need for systemic interventions that prioritize staff well-being as a central component of healthcare quality improvement. In doing so, the study will contribute to both academic understanding and practical efforts to elevate the standards of emergency care in Indonesia.

Recent syntheses of influences on nurses QWL present few, ED-specific Indonesian data, especially in capacity/status upgrading hospitals where workload and complexity are on the rise. Disaggregated proof of what QWL sub dimensions (compensation, career development, problem-solving, communication) best map to documented performance indicators in an ED environment is still scarce. This study

focuses directly on that gap in RSUD Karsa Husada Batu City during its post-upgrade phase.

This study is important because it will provide insight into the factors that influence nurses' performance in a high stress work environment and will provide information on strategies to improve QWL and performance among emergency department nurses, and the emergency department continues to be required to meet hospital expectations so that the quality of the nurses' work environment must always be a special concern for hospital management. This study will also fill the knowledge gap by investigating the relationship between QWL and nurses' performance in the emergency department of RSUD Karsa Husada Batu City.

To our knowledge, this is the first ED specific analysis in Indonesia conducted in the context of a hospital status transition that (i) maps nine QWL sub-dimensions to observed nurse performance categories, (ii) uses total sampling of all ED nurses on site, and (iii) identifies a distinctive pattern in which balanced compensation, career development, problem-solving, and communication, but not job security or environmental safety show significant associations with performance (p values reported in Results). These ED-contextual, sub-dimension-level insights extend recent QWL syntheses and operationalize Kanter/JD–R predictions for a high-demand Indonesian ED.

METHOD

This research is an observational study using a Cross-Sectional design which was conducted from October 2021 to December 2022 at RSUD Karsa Husada Batu City, East Java. The independent variable studied was Quality of Work Life (QWL), while the dependent variable was the performance of emergency room nurses. The independent

variables consisted of nurse involvement, balanced compensation, a sense of job security, work environment safety, a sense of pride in the institution, career development, available facilities, problem-solving and communication. The research sample was 17 emergency room nurses at RSUD Karsa Husada Batu City who met the inclusion criteria. Sampling was done by total sampling technique, namely all emergency room nurses at RSUD Karsa Husada Batu City who met the inclusion criteria. Ethical approval was obtained from the Health Research Ethics Committee with ethical number 139/FTMK/EP/IV/2022.

QWL data were collected using a QWL questionnaire that had been tested for validity and reliability. Data regarding the performance of emergency room nurses

were obtained through the use of emergency room nurse performance evaluation forms. QWL assessment is categorized based on the QWL score into two categories, namely high if the QWL score is ≥ 80 and low if the QWL score is < 80 . Meanwhile, the data on the performance of emergency room nurses obtained from the performance evaluation form of emergency room nurses has a minimum score of 0 and a maximum score of 100. The score is then categorized into the performance of emergency room nurses with excellent scores (score ≥ 90), good (score 80-89), less good (score 60-79), and bad (< 60). Statistical analysis to test the relationship between the independent variable and the dependent variable was performed with the chi-square test at $\alpha < 0.05$.

RESULTS

Table 1. Frequency Distribution of Respodents' Characteristics at RSUD Karsa Husada Batu City

Characteristics	Category	Total	
		n	%
Age	20 – 30 years	9	53
	31 – 40 years	7	41
	> 40 years	1	6
Gender	Male	9	53
	Female	8	47
Length of Service	≤ 5 years	10	59
	6 – 10 years	5	29
	> 10 years	2	12
Academic Education	Diploma	7	41
	Bachelor	0	0
	Ners	10	59
Employment Status	Government Employees	7	41
	More	10	59

Based on the results of the frequency distribution of respondent characteristics at RSUD Karsa Husada Batu City, the majority of respondents were between 20-30 years old (53%), followed by the 31-40 years age group (41%), and only 6% were over 40

years old. In terms of gender, the proportion of men and women is quite balanced with a slight dominance of men (53%) over women (47%). Based on length of employment, the majority of respondents had worked for ≤ 5 years (59%), while those who worked for 6-10 years amounted to 29%, and those who

worked for more than 10 years amounted to 12%. In terms of academic education, most respondents had a nurse education (59%), while 41% were diploma graduates, and no respondents had a bachelor's degree. For employment status, 41% of respondents were civil servants, while 59% were non-civil servants. These results show a diverse distribution of demographic and professional characteristics, but dominated by young nurses with less than 5 years of work experience and the majority of educational levels at the ners level.

Table 2. Frequency Distribution of Emergency Room Nurse Performance Level at RSUD Karsa Husada Batu City

Emergency Room Nurse Performance Indicators	Total	
	n	%
Very Good	0	0
Good	10	59

Less Good	7	41
Bad	0	0
Total	17	100

Based on Table 2 which displays the frequency distribution of the performance level of emergency room nurses at RSUD Karsa Husada Batu City, it is known that the majority of nurses are considered to have good performance with a percentage of 59% (10 nurses). Meanwhile, 41% of nurses (7 nurses) were categorized as having poor performance. There are no nurses who are considered to have excellent or poor performance, with each of these categories showing 0%. From these results, it can be concluded that although most nurses have good performance, there is still a group of nurses with performance that needs to be improved to achieve more optimal results.

Table 3. Relationship Between Quality of Work life and Performace of Emergency Room Nurse at RSUD Karsa Husada Batu City

Quaity of Work Life		Nurse Performance Category		Total		P – Value
Variables	Category	Good	Less Good	n	%	
Nurse	Low	4	0	4	23,5	0,015
Engagement	High	3	10	13	76,5	
Balanced	Low	0	7	7	41,2	0,010
Compensation	High	7	3	10	58,8	
Job Security	Low	3	3	6	35,3	0,644
	High	4	7	11	64,7	
Work Environment	Low	1	5	6	35,3	0,304
	High	6	5	11	64,7	
Safety	Low	2	4	6	35,3	1,000
	High	5	6	11	64,7	
Sense of Pride in the Institurion	Low	0	6	6	35,3	0,035
	High	7	4	11	64,7	
Career Development	Low	1	3	4	23,5	0,603
	High	6	7	13	76,5	
Avalailable Facilities	Low	6	1	7	41,2	0,004
	High	1	9	10	58,8	
Problem-Solving	Low	1	8	9	52,9	0,015
	High	6	2	8	47,1	
Communication	Low	0	8	8	47,1	0,002
	High	7	2	9	52,9	
Total QWL						

Based on the distribution table 3, the relationship between Quality of Work Life (QWL) and nurse performance at RSUD Karsa Husada Batu City, it can be seen that several dimensions of QWL have a significant relationship with nurse performance. In the dimension of nurse involvement, nurses with high involvement tend to have good performance (76.5%), although statistically, this relationship is not significant ($p = 0.115$). On the other hand, balanced compensation had a significant relationship with nurse performance ($p = 0.010$), where all nurses who received low compensation were categorized as having poor performance (41.2%), while nurses who received high compensation mostly showed good performance (58.8%).

Another dimension that showed a significant relationship was career development ($p = 0.035$). Nurses who received high career development mostly had good performance (64.7%), while those who received low career development tended to have poor performance (35.3%). In addition, problem-solving also showed a significant relationship ($p = 0.004$), where 58.8% of nurses with high problem-solving ability had good performance, while those with low ability were entirely in the category of poor performance. The same was also seen in the communication dimension, where nurses with high communication showed more good performance (47.1%) than those with low communication ($p = 0.015$).

Overall, total Quality of Work Life (QWL) had a significant relationship with nurse performance ($p = 0.002$). From this result, 52.9% of nurses with high QWL showed good performance, while all nurses with low QWL showed poor performance. These results confirm that improving the quality of work life, especially in the aspects of compensation, career development, problem-solving, and communication, is

instrumental in improving the performance of nurses in the emergency room. Efforts to improve QWL in RSUD Karsa Husada Batu City can be an effective strategy in improving nurse performance and service quality in the emergency department.

DISCUSSION

The relationship between Quality of Work Life (QWL) and nurses' performance in Emergency Departments (EDs) is a very important topic, especially in stressful work environments such as EDs. QWL has a significant effect not only on the well-being of health workers, but also on their productivity and performance. This study reinforces previous findings by showing that improved QWL can significantly improve nurses' performance in the ED. Several dimensions of QWL such as nurse engagement, fair compensation, career development, problem-solving ability, and communication, were shown to have a positive correlation with better performance (Nanjundeswaraswamy, 2022).

One of the most influential factors identified in this study was fair compensation. Nurses who received fair compensation performed better, with 58.8% of highly compensated nurses performing better than those who received low compensation ($p = 0.010$). This finding is consistent with studies confirming that fair compensation is a key driver of work motivation and commitment (Gmayinaam et al., 2024). With fair compensation, job stress related to the demands of health care in the emergency department can be reduced, thereby improving performance (Amelia, 2023).

In addition to compensation, career development also has an important role in improving nurse performance. The results showed that nurses who had continuous career development opportunities showed higher performance, with 64.7% showing

better performance than those who did not have access to career development ($p = 0.035$). This study supports the conclusion of Orgambidez et al., (2020), which emphasizes that continuous career development can improve nurses' competence and professionalism, and positively affect their performance (Ardiansyah & Surjanti, 2020).

Problem-solving ability is also an important factor in nurse performance in the ED. The ability to solve problems well in a stressful work environment, such as the ED, was shown to have a positive effect on performance, with 58.8% of nurses who had good problem-solving skills showing higher performance ($p = 0.004$). The significance of problem-solving ability is supported by various studies that show the importance of this skill in handling emergencies in the ED (Al-Dossary, 2022).

Effective communication among medical team members also emerged as a significant predictor of nurse performance. Nurses with good communication skills showed better performance, with a significant association between high communication ability and better performance ($p = 0.015$). Effective communication is essential in ensuring good coordination in the dynamic and stressful ED environment. Research shows that good communication can reduce medical errors and improve patient care outcomes (Sibuea et al., 2024 ; Kelbiso et al., (2017).

The results showed that the involvement of nurses in the Emergency Department (IGD) had a significant relationship with their performance, with a p -value = 0.015. This suggests that the higher the level of nurses' engagement in their work, the better the performance they show. High nurse engagement can influence their motivation and commitment to duty, which has a positive impact on patient care. Previous research also supports these

findings, indicating that more engaged nurses tend to provide better services and be responsive to patient needs (Wijayanti & Aini, 2022). High engagement not only improves individual performance but also contributes to the overall quality of service in the hospital (Lebni et al., 2021).

However, not all QWL dimensions had a significant relationship with nurse performance. Job security, although generally considered important for employee well-being, also showed no significant relationship with nurses' performance ($p = 0.644$). In the ED work environment, work pressure and urgent healthcare demands may be more relevant to nurses than job security factors (Sani et al., 2024).

Work environment safety, which is often considered an important component of QWL, also had no significant impact on nurses' performance ($p = 0.304$). Although safety is very important, in the ED, safety is often considered a pre-existing prerequisite, so there is not considerable variation in its effect on nurse performance (Alharazi et al., 2023).

A sense of pride in the institution also did not show a significant relationship with nurse performance ($p = 1.000$). Although a sense of pride in the workplace may influence long-term job satisfaction, in the ED environment, the high demands of the job mean that this factor does not directly influence nurses' daily performance (Nursalam et al., 2018).

Lastly, available facilities also showed no significant association with nurse performance ($p = 0.603$). In the emergency department, where the provision of basic facilities is considered standard, the availability of facilities may not vary enough to significantly affect nurses' performance. This suggests that facilities are not the main factor influencing nurses' performance in

this work environment (Wibowo et al., 2024).

Comparisons with theory and recent evidence. Our finding that balanced compensation is linked to better performance aligns with the JD-R proposition that tangible resources buffer high demands and enhance in-role performance. Contemporary healthcare studies confirm that when resources are insufficient, burnout rises and quality/safety suffers an inverse of our observed pattern where better resource provision coincides with higher performance (Li et al., 2024).

The significance of career development mirrors empowerment pathways: access to opportunity and support fosters thriving and performance. Recent studies show structural empowerment enhances resilience, intent to stay, and performance-related thriving among nurses and midwives, reinforcing Kanter's mechanisms that organizations can actively shape (Al-Otaibi et al., 2024).

The importance of problem-solving and communication is consistent with ED literature emphasizing team coordination and decision quality as performance drivers. Systematic evidence in emergency nursing shows that strengthening nursing processes and team communication improves quality outcomes conceptually congruent with our results that these process resources map to better performance categories (Ouellet et al., 2025).

Interestingly, job security and work environment safety were not significant in our data, diverging from common assumptions that these universal hygiene factors always predict performance. One interpretation is that, in EDs where a minimum safety baseline is already present, performance variance hinges more on activation resources than on relatively non-varying hygiene conditions. This reading is compatible with JD-R (performance tracks

available, actionable resources) and Kanter. It also echoes recent work showing that differences in staffing and operational supports not merely general safety climate are what most strongly shift ED care timeliness/quality (Drennan et al., 2024).

Our position. In post-upgrade hospitals like RSUD Karsa Husada (type B), rising service complexity likely increases cognitive and coordination demands. Under such pressure, resource levers that directly enable performance competitive pay to retain focus, clear development ladders to sustain motivation/skills, structured problem-solving (protocols, simulation), and communication routines (briefings, huddles, SBAR) will yield more measurable performance gains than broad, less variable hygiene assurances. This explains why our sub-dimension pattern differs from generic QWL correlations in mixed settings.

Implications. Grounded in Kanter and JD-R, we recommend prioritizing: (1) compensation policies tied to ED acuity/complexity, (2) formal career ladders and certification pathways (ED/trauma), (3) routine problem-solving drills and (4) standardized communication tools (SBAR, huddles). These map directly onto the significant QWL levers identified in our data and are supported by current evidence as feasible, high-yield strategies in ED environments (Ouellet et al., 2025).

CONCLUSIONS

This study confirms that some dimensions of QWL, such as fair compensation, career development, problem-solving ability, and effective communication, play an important role in improving nurses' performance in the Emergency Department (ED). However, other dimensions such as nurse engagement, a sense of job security, the safety of the work environment, a sense of pride in the institution, and available facilities did not directly influence performance in the

stressful ED environment. These findings provide important insights for hospital management in designing more effective strategies to improve nurses' performance through QWL improvements focused on the key significant factors of nurse engagement, balanced compensation, career development, problem-solving and communication.

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Ethical Consideration

Ethical approval was obtained from the Health Research Ethics Committee with ethical number 139/FTMK/EP/IV/2022.

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Conflict of Interest Statement

The authors declared that there is not any conflicting interest in this study

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