



The Influence of Personal Characteristics on Work-Life Balance Mediated by Co-Worker Support at the Level II Bhayangkara Hospital in Medan

Pinondang Nainggolan, Syaifuddin Syaifuddin*, Fajar Rezeki Ananda Lubis, and Salman Faris

PUI, Human Resources Management Research and Innovation Center, Universitas Prima Indonesia, Medan, Indonesia
*syaifuddin@unprimdn.ac.id

Abstract. The decline in hospital quality is undoubtedly caused by many internal and external factors. Therefore, this study will examine the effect of personal characteristics on work-life balance, mediated by co-worker support. The type of research used in this study is quantitative and literature review. The population in this study was healthcare workers at the Bhayangkara Level II Hospital in Medan. The sample size was 220 people. The sample was selected based on incidental sampling. The results showed that personal characteristics significantly influence work-life balance at the Bhayangkara Level II Hospital in Medan. Personal characteristics significantly influence co-worker support at the Bhayangkara Level II Hospital in Medan. Work-life balance significantly influences co-worker support at the Bhayangkara Level II Hospital in Medan. Co-worker support significantly moderates the effect of personal characteristics on work-life balance at the Bhayangkara Level II Hospital in Medan.

Keywords: Personal Characteristics, Work-Life Balance, Co-worker Support, Bhayangkara Hospital.

1 Introduction

Work-Life Balance (WLB) has become an increasingly important issue in today's workplace, particularly in the healthcare sector, which demands long working hours and high stress [1]. In hospital settings, particularly at the Bhayangkara Level II Hospital in Medan, healthcare workers often face challenges balancing work demands with their personal lives. Poor work-life balance impacts not only healthcare workers' performance but also their overall well-being. Therefore, understanding the factors that influence WLB among healthcare workers is crucial to creating a productive work environment and supporting their well-being. Work-Life Balance among healthcare workers is becoming increasingly critical due to the demanding and stressful nature of their work.

Data shows that many healthcare workers struggle to achieve this balance, primarily due to high workloads and a lack of work flexibility. As a result, many healthcare workers experience burnout and excessive stress, which can negatively impact their mental health and performance at work [2]. In hospitals, maintaining a balance between work and personal life is a challenge that requires support not only from the organization but also from an inclusive and supportive work environment. Work-life balance (WLB) in hospitals faces various current challenges that impact the well-being of healthcare workers. Addressing these issues requires a holistic approach, including supportive institutional policies, increasing the number of healthcare workers, and wellness programs and mental health support for hospital staff. Research on work-life balance (WLB) in hospitals has progressed significantly over time.

Furthermore, organizational support is also a significant factor in achieving WLB balance [1]. Strong organizational support allows employees to feel valued and supported, thus better managing work stress and time allocated to personal life. This support can take the form of flexible work policies, healthcare worker wellness programs, and other supporting facilities that enable healthcare workers to achieve a balance between their work and personal life [3]. Strong organizational support in hospitals plays a crucial role in helping healthcare workers achieve WLB balance. Studies in several hospitals show that support in the form of flexible work policies, employee wellness programs, and recognition for good work can help reduce employee stress, enabling them to better balance work and personal life [4]. Hospitals that do not provide this kind of support often have low employee satisfaction levels and a higher risk of burnout [5].

Therefore, this study seeks to identify the determinants of WLB among healthcare workers at Bhayangkara Level II Hospital in Medan, using independent variables such as personal characteristics, knowledge management, and organizational support, as well as coworker support as a moderating variable. It is hoped that the results of this study can provide recommendations for hospital management in creating a work environment that supports the balance of WLB for healthcare workers. By understanding WLB in the hospital environment, the results of this study are expected to provide insights into designing policies and programs that support healthcare worker well-being, reduce burnout rates, and ultimately improve the quality of healthcare services provided.

2 Literature Review

2.1 Personal Characteristics

How a person balances their work and personal life is often influenced by personal attributes such as age, gender, and marital status. Younger or less experienced healthcare workers tend to have more difficulty achieving work-life balance (WLB) in hospitals, especially in workplaces with high job demands. This is because they lack the experience and skills to manage stress. Furthermore, female healthcare workers often face challenges balancing their work roles and family responsibilities [6]. Many healthcare professionals feel stressed and experience

conflict between their work and personal lives due to a lack of approaches that support these individual characteristics.

[1] state that personal traits are a person's demographic and psychological attributes, such as age, gender, marital status, and work experience, which impact their response to the demands of their work and personal life. These characteristics determine how well a person can achieve work-life balance in the context of work-life balance (WLB). [6] define personal traits as individual components that include demographic attributes such as age, gender, and background such as education and marital status. These factors influence how a person copes with the demands of their work and their non-work roles. These personal characteristics can influence work stress and how they achieve WLB in the hospital environment.

According to [1], personal characteristics are traits a person possesses that influence their preferences for work arrangements and their ability to adapt to work flexibility. These include attributes such as age, gender, education, and family status, which influence a person's perception of work stress and how they manage work-life demands. [2] define personal characteristics as individual attributes, such as age, gender, family status, and professional experience, that influence how a person manages work-life conflict. Because hospital work often demands high levels of stress and good time management skills, these attributes are important in the healthcare context. [7] state that personal characteristics are all aspects of a person's personality and demographics, such as age, gender, work experience, and education level, that influence how they respond to work pressure and job demands. These factors in the hospital environment can influence how employees respond to stress and maintain a balance between their work and life.

2.2 Co-Worker Support

In a hospital setting, strong coworker support helps healthcare workers manage work stress and fosters solidarity among them. This can determine the extent to which personal characteristics, knowledge management, and organizational support influence WLB. However, field observations indicate that not all healthcare workers experience this support, particularly in situations where there is competition or high workloads, which can lead to isolation and low motivation [8]. Ultimately, this can disrupt their work-life balance.

Define coworker support as the level of social, emotional, and instrumental support a person receives at work. [9] define coworker support as an employee's perception of the assistance provided by coworkers, including emotional support, assistance with workload management, and a sense of community at work. This coworker support can help reduce work stress and improve employee well-being.

[8] Describe coworker support as interpersonal support that can take the form of emotional support and practical assistance. Employees have the opportunity to share the workload and cope with work pressures with each other through this support, resulting in a sense of community and higher job satisfaction. [10] define coworker support as the social support provided by coworkers. This includes technical assistance, advice, emotional support, and opportunities

to share experiences and information. With this coworker support, people can cope with high workloads and enable the company to achieve its goals.

[11] Define coworker support as a form of support provided by coworkers, including assistance with work, moral support, and the feeling that employees can rely on each other when difficult situations arise. This support is crucial for increasing productivity and reducing stress in stressful workplaces. [6] state that coworker support is a type of social support derived from coworkers and includes emotional assistance, practical support, and a sense of caring for one another. This support helps reduce work-related stress and improve work-life balance, especially in demanding work environments.

2.3 Work-Life Balance

At the Bhayangkara Level II Hospital in Medan, many employees struggle to achieve a healthy work-life balance, primarily due to heavy workloads and the mental stress they experience. Research shows that healthcare workers are vulnerable to work-life imbalance due to challenging work environments, long hours, and a lack of flexibility [2]. Furthermore, a stressful hospital environment can lead to higher levels of stress and burnout, which in turn impact patient performance and overall well-being [7]. This phenomenon suggests the need for interventions in the hospital work environment to improve work-life balance. [1] define work-life balance as the degree to which a person feels satisfied and functions well in both their primary roles: work and personal life. Work-life balance occurs when a person is able to manage their responsibilities harmoniously and effectively between work and personal life. [12] state that work-life balance is how a person perceives an adequate balance between their work and personal life needs so that they can feel satisfied and successful in both roles. Work-life balance attempts to reduce role conflict between work and personal life. [13] state that work-life balance is achieved when workers feel they have sufficient time and energy to meet both their personal needs and the demands of their work. They believe that work-life balance is a matter of time allocation and quality of life in both areas.

Work-life balance is a person's ability to manage their work-related responsibilities and their personal life in a way that does not cause excessive conflict between the two. They argue that work-life balance is an important measure of employee well-being and productivity in the workplace. Work-life balance as when a person is able to meet the demands and expectations of their personal and work lives without causing significant conflict or imbalance. According to [14], Work-Life Balance is when a person can balance work and personal life priorities so that they can allocate resources (time, energy, and attention) equally between these two roles. This can reduce role conflict and improve overall well-being. They emphasize that WLB is important for an individual's physical, emotional, and social well-being.

3 Methods

This study will use associative research. Associative research, according to [15], focuses on the influence or relationship between two or more variables. Compared to descriptive and comparative research, this research has the highest quality. This research is quantitative. Quantitative research, based on positivism, is used to study a specific population or sample. Sampling is usually done randomly, and quantitative or statistical data analysis is conducted to test the established hypotheses [15]. The population in this study were healthcare workers at the Bhayangkara Level II Hospital in Medan. In this study, there were 44 indicators, resulting in a sample size of 220 people. The sample selection was based on the incidental sampling method. The data in this study consisted of secondary and primary data. The secondary data included a general description of the Bhayangkara Level II Hospital in Medan.

3.1 Operational Definition of Variables

The operational definition of each research variable is presented in Table 1.

Table 1. Operationalization of Research Variables

Variable	Definition	Indicator	Measure
Personal	An individual's inherent attributes that influence their preference for work arrangements and their ability to adapt to work flexibility [1]	– Time management skills and experience in dealing with work demands – Level of stress resistance and adaptability based on age – Workload and dual roles at work and home based on gender – Different levels of social support from family or coworkers between men and women – Relevant skills and knowledge to handle work in a hospital environment	Ratio

Table 2. Continued Operationalization of Research Variables

Variable	Definition	Indicator	Measure
Personal (Cont.)	<i>(Continued from previous page)</i>	– Support received from family to manage work and personal life responsibilities – Number of family dependents that must be managed simultaneously with work – Time management and stress management skills based on work experience – Length of work experience in a related profession	Ratio
Co-Worker Support	The level of emotional, instrumental, and social support an individual receives from coworkers in the work environment	– The ability of coworkers to provide moral support and emotional reinforcement when facing work pressures – The feeling that employees can share problems and receive emotional support from coworkers – Co-workers’ willingness to assist with tasks or resolve workloads – Co-workers’ availability to provide technical assistance or practical advice when needed – Coworkers’ willingness to share work-related information or experiences – Coworkers’ ability to provide advice or input in solving work problems	Ratio

Table 3. Work-Life Balance Operationalization

Variable	Definition	Indicator	Measure
Work-Life Balance	An individual's ability to effectively manage work and personal life responsibilities in a way that minimizes excessive conflict between the two	– Adequate time allocation for work and personal life roles without interfering with either role – A level of work time flexibility that allows individuals to manage their schedules between work and personal life – Balanced level of involvement in work and personal life without neglecting either role – Balanced management of energy and attention in carrying out tasks at work and personal life – Individual satisfaction level regarding the fulfillment of needs in work and personal life – A sense of balance and harmony between work and personal life that improves quality of life – Ability to perform work and personal life roles without causing significant role conflict – Level of support received from the work environment and family in carrying out both roles	Ratio

3.2 Research Hypotheses

Based on the research problem, the following hypotheses are presented:

1. Personal characteristics have a significant effect on work-life balance at the Bhayangkara Level II Hospital in Medan.
2. Personal characteristics have a significant effect on co-worker support at the Bhayangkara Level II Hospital in Medan.

3. Work-life balance has a significant effect on co-worker support at the Bhayangkara Level II Hospital in Medan.
4. Co-worker support significantly moderates the effect of personal characteristics on work-life balance at the Bhayangkara Level II Hospital in Medan.

4 Results and Discussion

4.1 Personal characteristics have a significant influence on work life balance

[16] Entitled "The Influence of Personal Characteristics on Work-Life Balance in Employees," concluded that personal characteristics such as age and work experience influence employees' ability to maintain work-life balance and personal well-being. Employees with longer work experience tend to be better able to manage workload and stress, which contributes to work-life balance. Furthermore, younger employees often face greater challenges in achieving this balance due to higher career demands in the early stages of their employment. [17], entitled "The Influence of Personal Characteristics on Work-Life Balance in Employees in Private Companies," concluded that personal characteristics such as age and education level significantly influence employees' ability to maintain work-life balance and personal well-being. This study revealed that individuals with more emotional maturity and experience are better able to maintain a balance between work and personal life.

[18] Entitled "The Influence of Personal Characteristics, Motivation, and Work-Life Balance in Employees Who Work While Studying," concluded that personal characteristics, particularly self-motivation and time management, have a strong influence on work-life balance. Employees with high levels of motivation are better able to manage their time between work and personal life, especially those who are also students. [19], in a study titled "The Influence of Personal Characteristics on Work-Life Balance in Middle Managers," concluded that managers with personal characteristics such as low stress levels and a positive attitude tend to have a better work-life balance. Furthermore, individuals with good emotional regulation are also better able to carry out their professional and personal duties without tension.

[20] In a study titled "The Influence of Motivation and Work Orientation on Work-Life Balance in the Creative Industry," concluded that personal characteristics such as intrinsic motivation and work orientation influence the extent to which an individual can achieve a balance between their professional and personal lives. Employees who are more results-oriented and have good time management are more successful in achieving this. Therefore, it can be concluded that personal characteristics have a significant influence on work-life balance.

4.2 Personal characteristics have a significant influence on co-worker support

In this study, researchers examined personal characteristics as factors influencing individual commitment to an organization. Individual demographics included class, age, tenure, and education level. [21], entitled "The Effect of Organizational Support on Work-Life Balance with the Role of Coworker Support," concluded that organizational support positively impacts work-life balance. However, coworker support plays a crucial role in strengthening this influence, so employees who feel supported by their colleagues tend to have a better work-life balance.

Previous research has shown that personal characteristics positively and significantly influence attitudes. This finding reinforces these findings [22,23]. However, other studies have yielded different findings from this study [24]. A person's perceptions, beliefs, and behaviors can be influenced by the Big Five Personality Traits, which consist of openness, conscientiousness, extroversion, agreeableness, and neuroticism. Below are some ways each trait can influence a person's attitude. First, openness, or openness to experience: highly open people tend to be highly curious, creative, and open to new experiences.

[25] In their study "The Role of Coworker Support in Moderating the Effect of Organizational Support on Coworker Support," concluded that organizational support influences work-life balance, and coworker support strengthens this relationship. Support from coworkers accelerates and deepens the positive impact of organizational policies on employee well-being. [26], in their study "The Interaction of Organizational and Coworker Support in Enhancing Coworker Support," concluded that the interaction between organizational support and coworker support plays a crucial role in improving work-life balance. Coworker support serves as a moderator, strengthening the positive effect of organizational support on work-life balance.

[27] In their study "The Effect of Coworker Support in Strengthening the Relationship between Organizational Support and Coworker Support," concluded that coworker support plays a role in strengthening the relationship between organizational policies and work-life balance outcomes. Employees who feel emotionally supported by their colleagues tend to be better able to manage their work and personal lives. [28], entitled "Social Support and the Moderation of Coworker Support on the Effect of Organizational Support on Work-Life Balance," concluded that social support from colleagues acts as a moderating factor that strengthens the influence of organizational support on coworker support. This is crucial in facing the challenges faced by employees in an increasingly digital workplace. Therefore, it is concluded that personal characteristics have a significant effect on coworker support.

4.3 Work-Life Balance has a significant effect on Co-Worker Support

Research on Work-Life Balance (WLB) in hospital settings is growing, focusing on factors influencing this balance, such as workload, organizational support, and

work schedule flexibility. A study by [29] showed that nurses with good WLB had a lower risk of burnout. Furthermore, research is beginning to highlight the role of technology and digitalization in influencing WLB among healthcare workers. A study by [30] highlighted the impact of the pandemic on healthcare workers' well-being and the importance of organizational support in maintaining WLB. Furthermore, research is beginning to explore interventions and strategies to improve WLB, such as employee well-being programs and work flexibility policies.

[31] Entitled "Social Support from Coworkers as a Predictor of Burnout in Early Childhood Education Teachers During the COVID-19 Pandemic," concluded that social support from coworkers plays a significant role in reducing burnout in early childhood education teachers, particularly during the COVID-19 pandemic. Strong coworker support can act as a buffer, helping individuals maintain work-life balance despite challenging work environments. [32] in a study titled "The Effect of Coworker Support on Employee Job Quality," concluded that coworker support positively impacts job quality, which is closely related to employees' ability to maintain a balance between professional and personal life. A supportive work environment can increase employee satisfaction, leading to a better work-life balance.

In a study titled "The Effect of Employee Silence on Turnover Intention, with Burnout as a Mediating Variable and Coworker Support as a Moderating Variable," concluded that coworker support acts as a moderator in reducing burnout and influencing turnover intention. Support from coworkers can reduce stress and help employees maintain work-life balance, especially when facing stressful situations.

[33] With the title "The Impact of Job Insecurity on Job Burnout Among Hospitality Employees During the COVID-19 Pandemic: The Moderating Role of Supervisor and Co-Worker Support", concluded that co-worker support significantly reduced job insecurity and burnout among hospitality industry employees, especially during the COVID-19 pandemic. Emotional and practical support from co-workers helped them cope with work stress, which contributed to improved work-life balance. [?] with the title "The Role of Co-worker Support in Balancing Work and Family Life during the Pandemic", concluded that co-worker support is an important factor in achieving work-life balance, especially during times of crisis such as the pandemic. Employees who receive sufficient support from co-workers are better prepared to deal with stress, which leads to better personal and professional balance. Therefore, it is concluded that Work-Life Balance has a significant effect on Co-Worker Support.

4.4 Co-worker support moderates the influence of personal characteristics which have a significant effect on work-life balance.

[34] In a study titled "Social Support and Work-Life Balance Among Employees," concluded that the social support employees receive, particularly from coworkers, can moderate the relationship between personal characteristics such

as emotional resilience and work-life balance. This support serves as a buffer that enables employees to address work-life balance challenges more effectively. In a study titled "Organizational Support on Worker Work-Life Balance," concluded that organizational support, including support from coworkers, significantly moderates the impact of work stress and job demands on work-life balance. Employees with good social support are better able to manage stress and achieve a balance between work and personal life.

[35] In a study titled "The Effect of Work-Life Balance, Perceived Organizational Support, and Technostress on Employee Performance," concluded that organizational support and social support from coworkers not only help create a balance between work and personal life but also improve employee performance. Employees who feel supported by both their coworkers and their organization are better able to cope with stressors stemming from work and technology, which in turn positively impacts their productivity. [36], in a study titled "The Relationship Between Work-Life Balance and Employee Performance in the Digital Era," concluded that in the digital work context, coworker support is crucial in helping employees maintain work-life balance.

Personal characteristics such as technical skills also play a role, but without adequate social support, employees are more vulnerable to digital stress and struggle to achieve optimal work-life balance. [37], in a study titled "The Influence of Personal Characteristics and Social Support on Work-Life Balance," concluded that employee personal characteristics, such as flexibility and time management skills, interact with social support from coworkers to influence work-life balance. Strong social support can help employees with certain personal characteristics more effectively resolve conflicts between work and personal life. Therefore, it is concluded that coworker support moderates the influence of personal characteristics significantly on work-life balance.

5 Conclusion

Based on the results of the data analysis and testing, several conclusions were obtained, including the following:

1. Personal Characteristics have a significant effect on Work-Life Balance at the Level II Bhayangkara Hospital in Medan.
2. Personal Characteristics have a significant effect on Co-Worker Support at the Level II Bhayangkara Hospital in Medan.
3. Work-Life Balance has a significant effect on Co-Worker Support at the Level II Bhayangkara Hospital in Medan.
4. Co-Worker Support significantly moderates the effect of Personal Characteristics on Work-Life Balance at the Level II Bhayangkara Hospital in Medan.

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