

Original Research

The Role of Employee Characteristics and Quality of Work Life in Improving Performance at Mother and Children Glamour Husada Kebun Hospital, Bangkalan, Indonesia

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ABSTRACT

Background: Human resource management plays a vital role in achieving hospital goals, including improving service quality by optimizing human resource talent efficiently. The quality of work significantly affects employee performance. Employees who experience a supportive and conducive work environment are more motivated, engaged, and likely to provide optimal results, contributing to organizational success. This study aims to analyze the influence of employee characteristics and quality of work life on employee performance at RSIA Glamour Husada Kebun Bangkalan. **Methods:** A quantitative research method with a cross-sectional approach was employed. The study involved all employees of RSIA Glamour Husada Kebun Bangkalan, with a sample of 74 respondents selected through total sampling. Data were collected via questionnaires covering employee characteristics, quality of work life, and employee performance. Binary logistic regression was used for data analysis. **Results:** Employee characteristics ($p = 0.265$) did not have a significant influence on performance simultaneously. However, the quality of work life ($p = 0.000$) significantly influenced performance simultaneously. Among the employee characteristics, the length of service ($p = 0.008$) had a significant effect on performance. All dimensions of quality of work life were proven to partially affect employee performance. **Conclusion:** Employee performance is significantly influenced by the length of service and various dimensions of quality of work life. These findings highlight the importance of fostering a supportive work environment and recognizing the critical role of tenure in enhancing the performance of hospital employees.

Keywords: Employee characteristics; work quality; employee performance; mother and child hospital

1. INTRODUCTION

Human resources (HR) are important assets for an organization to achieve its goals, both in the business and government sectors. The success of human resource management greatly determines the survival of an organization.

As individuals with specific needs and expectations, employees need a work environment that supports the optimal development of their abilities and skills to achieve common goals. HR management is carried out through clear policies as guidelines for organizational activities. This policy aims to overcome noncompliance, prevent miscommunication, and ensure employee disciplinary behavior.⁽¹⁾ One of the important indicators of discipline is attendance, which reflects the responsibility and involvement of employees in their work. Attendance is influenced by the work environment and motivation.

RSIA Glamour Husada Kebun is a class C private maternal and child hospital in Bangkalan Regency that was established in 2022 with the goal of becoming a quality and trusted health service institution. To realize this vision, this hospital continues to improve the quality of services through the evaluation and monitoring of human resources, including employee time discipline. Punctuality is an important indicator in the assessment of discipline that affects awards and sanctions. Disciplined employees receive high remuneration, whereas undisciplined employees are subject to sanctions through salary deductions. However, the policy has not fully succeeded in overcoming employee delays. Optimal performance is the hope of every organization, including RSIA Glamour Husada Kebun; to support it, the hospital implements quality of work life (QWL) as an indicator of the success of human resource management. QWL aims to improve the welfare of employees and create their attachment to hospitals.^(2,3) However, even though there has been a standard tolerance of working hours of 15.00% on the basis of the Decree of the Director of RSIA Glamour Husada Kebun, the late rate still exceeds the specified tolerance limit.

A hospital's success in improving HR performance depends not only on formal policies but also on efforts to create a supportive work environment and a strong culture of discipline. A comprehensive approach that includes intrinsic motivation and active participation from all the elements of the hospital is needed to realize the common goal effectively.

2. METHODS

2.1 Study Design

This study utilized a quantitative research design with a cross-sectional approach. The cross-sectional

design was selected to allow for the analysis of data collected at a single point in time, facilitating the assessment of the relationship between employee characteristics, quality of work life, and employee performance at RSIA Glamour Husada Kebun Bangkalan, Indonesia.

2.2 Study Location and Setting

The study was conducted at RSIA Glamour Husada Kebun Bangkalan, a specialized hospital for maternal and child health located in Bangkalan, Indonesia. The hospital serves as an important healthcare facility in the region, employing diverse healthcare and administrative staff.

2.3 Study Population

The population consisted of all employees working at RSIA Glamour Husada Kebun Bangkalan during the study period. A total sampling method was used to ensure the inclusion of all 74 employees in the study. Inclusion criteria include: a) All employees currently employed at RSIA Glamour Husada Kebun Bangkalan; b) Employees willing to participate and provide informed consent. Exclusion criteria include: a) Employees on extended leave or unavailable during the data collection period; b) Employees with incomplete or missing responses in the questionnaire.

2.4 Data Collection

Data were gathered through self-administered questionnaires distributed to all participants. The questionnaire was carefully designed to capture information related to the independent variables (employee characteristics and quality of work life) and the dependent variable (employee performance). Respondents completed the questionnaires anonymously to ensure confidentiality and minimize response bias.

2.5 Questionnaire Design

The questionnaire was structured into three sections: 1) Employee Characteristics: Included questions related to age, gender, education level, length of service, distance of residence from the hospital, and routine before work; 2) Quality of Work Life: Assessed using nine dimensions: equitable compensation, career development, safe environment, communication, employee participation, conflict resolution, wellness, pride, and job security; and 3) Employee Performance:

Evaluated using indicators relevant to hospital performance standards.

The questionnaire underwent a pilot test to ensure validity and reliability before full deployment.

2.6 Data Analysis

The collected data were entered into a statistical software program for analysis. Descriptive statistics were used to summarize the demographic characteristics of the respondents and their responses. Binary logistic regression was applied to test the influence of independent variables (employee characteristics and quality of work life) on the dependent variable (employee performance). The significance level was set at $p < 0.05$.

2.7 Ethical Clearance

Ethical approval for this study was obtained from the institutional ethics committee of RSIA Glamour Husada Kebun Bangkalan (Approval Number: 0572/HRECC.FODM/VI/2024). All participants provided informed consent before participating in the study. The confidentiality and anonymity of the participants were strictly maintained throughout the study.

3. RESULTS AND DISCUSSION

The data indicate that the delay of RSIA Glamour Husada Kebun employees consistently exceeds the tolerance standard of 15.00% set by the hospital. From January to May 2024, the percentage of delays increased from 83.84% in January to 95.03% in April, with an average of 89.84%. This low timeliness reflects the failure to achieve performance targets, especially in terms of discipline. Punctuality is considered important because it provides immediate benefits to the organization.⁽⁴⁾ This study was conducted to analyse the influence of employee characteristics and quality of work life on employee performance at RSIA Glamour Husada Kebun. Significant delays indicate that punctuality, as one of the performance indicators, has not been optimally achieved. Therefore, this phenomenon deserves to be studied to understand the factors causing delays and provide relevant solutions. Through more in-depth analysis, solutions can hopefully be found to improve the quality of the work environment and employee engagement so that the rate of tardiness can be reduced and the overall performance of the hospital can be improved.

Table 1. Percentage of delay of Glamour Husada Kebun Mother and Child Hospital employees against the tolerance determined

Month	Standard (%)	2024 achievement (%)
January	15.00	83.84
February	15.00	86.55
March	15.00	90.79
April	15.00	95.03
May	15.00	93.01
Rate	15.00	89.84

The results of the study are presented in sequence from the characteristics of employees shown in the following table on the basis of age, gender, last education, working period, distance of residence, and routine before leaving for work (Table 2). This study examines nine dimensions of quality of work life.

Table 2 shows that 47 people or 63.50% of the respondents were aged as many as 54 or 72.97% and were between the ages of 20–30 years. Education was relatively balanced, with 23 (31.10%) and 25 (33.80%) respondents having obtained an undergraduate education, with a working period of more than 1 year for as many as 47 or 63.50% of the respondents, respectively. The distance from their residence was less than 5 km for as many as 35 or 47.30% of the respondents, and as many as 33 or 36.50% of the respondents took care of the household before going to work.

3.1 Analysis of the Quality of Work Life RSIA Glamour Husada Kebun

Quality of work life is an important aspect that affects the performance and productivity of RSIA Glamour Husada Kebun hospital employees on the basis of their level of quality of work life, with the following results.

As shown in Table 2, as many as 26 respondents, or 35.10%, stated that RSIA Glamour Husada Kebun has a good quality of working life, and 4 respondents, or 5.40%, stated that the quality of working life at RSIA Glamour Husada Kebun is in the sufficient category. Employee performance is one of the most important aspects of the success of hospital services. In this case, performance can be measured into 4 indicators, namely, work quantity, work quality, independence and punctuality. Measuring tools used to measure the performance of hospital employees is important because they can help encourage the progress of hospitals through employee performance management.

Table 2. Employee characteristics

Employee characteristics	Frequency	Percentage
Age		
20 – 30 years old	54	72.97
>30 – 40 years old	16	21.63
>40 – 50 years old	13	4.05
>50 years	1	1.35
Gender		
Man	27	36.50
Woman	47	63.50
Last education		
Junior school	5	6.80
High school	21	28.40
Diploma	23	31.10
Under graduate	25	33.80
Working period		
<1 year	18	24.30
1 year	9	12.20
>1 year	47	63.50
Distance of Residence		
<5 km	35	47.30
11-15 km	19	25.70
>15 km	20	27.00
Routine before going to work		
Taking care of the household	33	36.50
Taking care of side hustles	10	13.50
Sport	27	36.50
Other	4	5.60
Total	74	100.00

Source: Primary data.

There were 64 respondents, or 86.49%, who stated that RSIA Glamour Husada Kebun had a good level of performance, and 10 respondents, or 13.51%, stated that the performance of employees at RSIA Glamour Husada Kebun was poor.

Table 3. Quality of work life and performance analysis at RSIA Glamour Husada Kebun in 2024

Category	Sum	Percentage (%)
Quality of work life		
Enough	4	5.40
Good	26	35.10
Excellent	44	59.50
Total	74	100.00
Performance analysis		
Bad	10	13.51
Good	64	86.49
Total	74	100.00

3.2 Influence of Demographic and Routine Variables on Employee Performance at RSIA Glamour Husada Kebun

On the basis of the Table 4, 83.33% of the respondents aged 20--30 years and 93.75% of the respondents aged >30--40 years have good performance; thus, the binary logistic regression test results in a significance value of 0.613 (sig>0.05), which indicates that age does not have a significant effect on employee performance. Although the majority of employees are productive, the results of this study support the view that work enthusiasm, not age, affects performance.⁽⁵⁾ In terms of gender, 82.98% of the women and 92.59% of the men performed well. The results of the logistic regression test show that a significance value of 0.244 (sig>0.05) means that it is not significant for performance. Factors such as skills, experience, training, and motivation determine performance more.⁽⁶⁾ Hospitals are advised to prioritize skills development and an inclusive work environment.

In terms of education, 88.00% were bachelor's degree graduates, 100.00% were junior high school graduates, 85.71% were high school graduates, and 82.61% were diploma graduates who met good criteria; the results of the binary logistic regression test revealed a significance value of 0.768 (sig> 0.05), indicating that the last education did not have a significant effect on performance. Factors such as work experience and motivation play greater roles.^(7,8) Regarding the length of service, 95.74% of employees had a work period of >1 year, and 72.22% had a work period of <1 year. The test results showed a significance value of 0.008 (sig <0.05) so that the length of service had a significant effect. Length of service increases experience and task mastery, in line with research by Rangkuti and Tarigan (2023) and Mahawati et al. (2021).^(9,10)

In terms of distance of residence, 88.57% of employees with a distance of <5 km, 84.21% with a distance of 5–15 km, and 85% with a distance of >15 km have good performance, with a significance value of 0.882 (sig>0.05), indicating that distance of residence is not significant for performance. Rivai et al. reported that factors such as motivation and training are more relevant to improving than the distance of residence.⁽¹¹⁾ Moreover, 87.88% of the respondents who take care of the household, 70% who take care of side jobs, and 92.59% who exercise have good performance. The binary logistic regression test yielded a significance value of 0.297, indicating that morning routines do not have a

significant effect on employee performance. The flexibility of morning routines, such as exercising or taking care of the household, allows employees to remain productive even though their priorities are different. Internal factors such as stress management,

motivation, and the work environment play a greater role in determining performance. Employees who adjust their personal needs can still achieve optimal productivity without being influenced by their prework routines.

Table 4. Effects of the variables age, gender, last education, working period, distance of residence, and routine before working on the performance of RSIA Glamour Husada Kebun employees

Variable	Bad performance		Good performance		Total		Sig.
	Σ	%	Σ	%	Σ	%	
Age (year)							0.613
20 – 30	9	16.67	45	83.33	54	100.00	
>30 – 40	1	6.25	15	93.75	16	100.00	
>40 – 50	0	0.00	3	100.00	3	100.00	
>50	0	0.00	1	100.00	1	100.00	
Gender							0.244
Male	2	7.41	25	92.59	27	100.00	
Female	8	17.02	39	82.98	47	100.00	
Last education							0.768
SMP	0	0.00	5	100.00	5	100.00	
SMA	3	14.29	18	85.71	21	100.00	
Diploma	4	17.39	19	82.61	23	100.00	
Sarjana	3	12.00	22	88.00	25	100.00	
Working period							0.008
<1 year	5	27.78	13	72.22	18	100.00	
1 year	3	33.33	6	66.67	9	100.00	
>1 year	2	4.26	45	95.74	47	100.00	
Distance of residence							0.882
<5 km	4	11.43	31	88.57	35	100.00	
5-15 km	3	15.79	16	84.21	19	100.00	
>15 km	3	15.00	17	85.00	20	100.00	
Routine before going to work							0.297
Taking care of the household	4	12.12	29	87.88	33	100.00	
Complete office tasks	0	-	0	-	0	-	
Taking care of side hustles	3	30.00	7	70.00	10	100.00	
Sport	2	7.41	25	92.59	27	100.00	
Other	1	25.00	3	75.00	4	100.00	
Total	10		64		74		

Source: Primary data.

3.3 Analysis of the influence of employee characteristics on employee performance

This research was conducted on all employees at RSIA Glamour Husada Kebun Bangkalan. The characteristics of the employees studied include age, gender, last education, working period, distance of residence and routine before leaving for work. Research that has been conducted on 74 RSIA Glamour Husada Kebun employees shows that the majority of RSIA Glamour Husada Kebun employees are married women.

This is related to the routine of the majority of employees, namely, taking care of the household before going to work.

A binary logistic regression test on employee characteristics at RSIA Glamour Husada Kebun has been carried out, where there is an influence of independent variables on dependent variables simultaneously, which can be determined through *the output of the omnibus test*. On the basis of the output table of *the omnibus test* above, the calculated chi-square value is smaller than the chi-square value of 7.650 < 95.081, and the calculated value is

greater than 0.05, which is 0.265. This shows that the characteristics of the respondents simultaneously have no effect on the performance of employees at RSIA Glamour Husada Kebun. The results of the study revealed that the variable of employee characteristics did not have a significant influence on employee performance, but only the subvariable of the service period had a significant influence on the performance of employees of RSIA Glamour Husada Kebun. In line with research conducted by Rusilowati *et al.*, who stated that the working period has an attachment to *skills*.⁽¹²⁾

Table 5. Influence of employee characteristics on the performance of RSIA Glamour Husada Kebun employees

		Chi-square	Df	Sig.
Step 1	Step	7.650	6	0.265
	Block	7.650	6	0.265
	Model	7.650	6	0.265

3.4 Effects of Equitable Compensation, Career Development, a Safe Environment, Communication, Employee Participation, Conflict Resolution, Wellness, Pride, and Job Security Dimension on Employee Performance

Research at RSIA Glamour Husada Kebun shows various dimensions that affect employee performance. In the equitable compensation dimension, 100.00% of the respondents have very good performance, with a binary logistic regression test showing a significant value of 0.000 (sig <0.05); thus, there is a significant influence of equitable compensation on employee performance. Therefore, fair compensation, both financial and nonfinancial, encourages work motivation and productivity.⁽¹³⁾ With respect to the career development dimension, 97.44% of the respondents performed very well. A significance value of 0.000 (sig <0.05) indicates that career development significantly influences employee performance. Thus, job training, especially in the digital era, helps employees face work challenges and achieve organizational goals.⁽¹⁴⁾ The safe environment dimension also has a significant influence on employee performance, with a significance value of 0.001 (sig <0.05), where 94.44% of the respondents performed very well. This is in accordance with the results of Soane *et al.*, who reported that a safe work environment, including protection from occupational diseases and hazard control, increases employee compliance and performance.⁽¹⁵⁾

In the communication dimension, 100.00% of the respondents performed very well, with a significance value of 0.000 (sig <0.05), which means that there is a significant influence between communication and employee performance. Effective communication is needed to reduce conflict and increase work enthusiasm.⁽¹⁶⁾ In the employee participation dimension, 97.06% of the respondents performed very well, with a significance value of 0.001 and a value <0.05, indicating that employee participation influences employee performance. This was conveyed by Shuck *et al.*, who stated that participation in team assignments and meetings and the expression of opinions support workplace democracy and employee performance.⁽¹⁴⁾ The conflict resolution dimension shows that 97.62% of the respondents performed very well, with a significance value of 0.001 (sig <0.05), indicating that conflict resolution influences employee performance. Fair conflict resolution supports employee cooperation and work ethics, which contributes to improved performance.⁽¹⁷⁾

The wellness dimension also has a significant influence on employee performance, where the significance value is 0.000 (sig <0.05). Specifically, programs such as supplements, counselling, and relaxation rooms support employees' physical and mental health so that they can increase employee motivation and productivity.⁽¹⁸⁾ In the pride dimension, there is a significant influence on employee performance, with a value of 0.011 (sig <0.05), where 93.02% of the respondents have very good performance. Pride in institutions motivates employees to maintain their image and work productivity.^(19,20) The job security dimension also has a significant influence on employee performance (sig <0.05), where 100.00% of the respondents performed very well. Clear job security is the main driver of optimal employee performance.

3.5 Analysis of the Influence of Quality of Work Life on Employee Performance

On the basis of the results of the research, employees stated that RSIA Glamour Husada Kebun has a good quality of work life. According to Darmawan, employee satisfaction with a quality work environment provides a sense of comfort in doing work.⁽²¹⁾ The results of this study also show that *the quality of work life* of RSIA Glamour Husada Kebun employees simultaneously affects employee performance.

Table 6. The effects of equitable compensation, career development, a safe environment, communication, employee participation, conflict resolution, wellness, pride, and the job security dimension on the performance of RSIA Glamour Husada Kebun employees

Variable	Bad performance		Good performance		Total		Sig.
	Σ	%	Σ	%	Σ	%	
Equitable compensation							0.000
Less	1	100.00	0	0.00	1	100.00	
Enough	6	85.71	1	14.29	7	100.00	
Good	3	11.54	23	88.46	26	100.00	
Excellent	0	0.00	40	100.00	40	100.00	
Career development							0.000
Less	1	100.00	0	0.00	1	100.00	
Enough	7	77.78	2	22.22	9	100.00	
Good	1	4.00	24	96.00	25	100.00	
Excellent	1	2.56	38	97.44	39	100.00	
Safe environment							0.001
Less	2	100.00	0	0.00	2	100.00	
Enough	0	-	0	-	0	100.00	
Good	6	16.67	30	83.33	36	100.00	
Excellent	2	5.56	34	94.44	36	100.00	
Communication							0.001
Less	3	100.00	0	0.00	3	100.00	
Enough	0	-	0	-	0	100.00	
Good	7	20.59	27	79.41	34	100.00	
Excellent	0	0.00	37	100.00	64	100.00	
Employee participation							0.001
Less	1	100.00	0	0.00	1	100.00	
Enough	1	50.00	1	50.00	2	100.00	
Good	7	18.92	30	81.08	37	100.00	
Excellent	1	2.94	33	97.06	34	100.00	
Conflict resolution							0.001
Less	1	100.00	0	0.00	1	100.00	
Enough	2	66.67	1	33.33	2	100.00	
Good	6	21.43	22	78.57	28	100.00	
Excellent	1	2.38	41	97.62	42	100.00	
Wellness							0.000
Less	1	100.00	0	0.00	1	100.00	
Enough	2	100.00	0	0.00	2	100.00	
Good	5	16.67	25	83.33	30	100.00	
Excellent	2	4.88	39	95.12	41	100.00	
Pride							0.011
Less	1	100.00	0	0.00	1	100.00	
Enough	0	-	0	-	0	-	
Good	6	20.00	24	80.00	30	100.00	
Excellent	3	6.98	40	93.02	43	100.00	
Job security							0.000
Less	2	100.00	0	0.00	2	100.00	
Enough	1	33.33	2	66.67	3	100.00	
Good	7	21.21	26	78.79	33	100.00	
Excellent	0	0.00	36	100.00	36	100.00	
Total	10		64		74		

Source: Primary data.

Table 7. The effect of quality of work life on the performance of RSIA Glamour Husada Kebun employees

		Chi-square	Df	Sig.
Step	Step	51.729	9	0.000
1	Block	51.729	9	0.000
	Model	51.729	9	0.000

On the basis of the binary logistic regression test, the influence of independent variables on dependent variables can be known simultaneously through *the output of the omnibus test*. On the basis of the *omnibus test output table* above, the calculated *chi-square* value is smaller than the *chi-square table* (51,279 < 95,081), and the calculated value is smaller than 0.05, which is 0.000. This shows that *the quality of work life* simultaneously affects the performance of employees at RSIA Glamour Husada Kebun.

The results of this study are in line with the findings of Darmawan, who reported that the creation of a quality work environment can affect employee performance, which is characterized by increased employee compliance with applicable regulations.⁽²¹⁾ According to Fancha *et al.*, if employees are not satisfied with the quality of work life, it will be difficult for employees to complete work that has an impact on employee performance.⁽²⁰⁾

On the basis of the results of this study, the characteristics of hospital employees can affect their performance. Importantly, RSIA Glamour Husada Kebun needs to pay close attention to the characteristics of employees, both those who have been working for a long time and those who have just been accepted as new employees. If this quality of work life can be well maintained at RSIA Glamour Husada Kebun, then in the future, a good performance culture can be formed in the health services provided. This finding emphasizes the importance of creating a supportive work environment and acknowledging the role of the working period in improving the performance of hospital employees by paying more attention to employees, who are the majority of women who prioritize their household routines before work hours in the morning; therefore, RSIA Glamour Husada Kebun can develop a policy that is useful and beneficial for both parties on the basis of the characteristics of employees related to the work environment, working period, and quality of work life, including arranging morning working hours; managing work shifts; providing fair performance-based compensation; providing additional incentives for employees with good performance; and implementing effective performance evaluations to monitor violations.

The study at RSIA Glamour Husada Kebun highlighted the significant impact of quality of work life (QWL) on employee performance. This finding is consistent with research by Purniawati and Mas'ud, which demonstrated that a positive work environment enhances organizational behavior and employee productivity.⁽²²⁾ Furthermore, Sajitha noted that balancing work-life demands is crucial for enhancing employee satisfaction and output.⁽²³⁾ Equitable compensation emerged as a critical factor influencing employee performance at RSIA. This aligns with the findings of Darmawan, who reported that fair financial and non-financial rewards significantly boost motivation and productivity.⁽²¹⁾ Additionally, Amelia *et al.* emphasized the role of compensation in reducing stress and enhancing job satisfaction.⁽²⁴⁾ Michael similarly identified compensation as a key determinant of improved performance.⁽²⁵⁾

Career development opportunities were found to positively influence employee performance. According to Setyaningrum and Ekhsan, continuous skill development enhances engagement and work outcomes.⁽²⁶⁾ Likewise, Wiastuti *et al.* highlighted the role of training in boosting productivity.⁽¹⁹⁾ Additionally, Fancha *et al.* emphasized the importance of career growth in fostering organizational commitment.⁽²⁰⁾ A safe work environment also significantly impacted performance at RSIA. This observation is consistent with findings by Thakur and Sharma, who reported that secure workplaces enhance task efficiency.⁽²⁸⁾ Similarly, Joyce and Magesh noted that workplace safety contributes to emotional well-being, which positively influences productivity.⁽²⁸⁾ Fortes *et al.* similarly highlighted the psychological benefits of a safe and secure work environment.⁽²⁹⁾ Employee engagement emerged as a crucial determinant of performance at RSIA. This is in line with Kusuma, who emphasized that engaged employees are more accountable and productive.⁽³⁰⁾ Furthermore, Navya highlighted the role of inclusive policies in strengthening organizational loyalty.⁽³¹⁾

Effective conflict resolution and wellness programs played integral roles in employee performance. Pereira *et al.* demonstrated that managing workplace conflicts fosters collaboration and cooperation. Additionally, Amelia *et al.* emphasized that wellness initiatives reduce burnout and enhance motivation.⁽²⁴⁾ Darmawan similarly highlighted the importance of wellness programs in sustaining high

employee performance. Job security and pride were also crucial in boosting performance.⁽²¹⁾ Employees who felt secure and valued were more likely to excel in their roles, as noted by Suci.⁽³²⁾ Wiastuti *et al.* noted comparable findings in the hospitality industry, where employee pride was linked to higher productivity.⁽¹⁹⁾

Despite the positive findings, the study had limitations, including reliance on self-reported data and a single-institution scope. As noted by Fancha *et al.*, expanding the sample across sectors could improve generalizability.⁽²⁰⁾ Setyaningrum and Ekhsan recommended using longitudinal designs to establish causality.⁽²⁶⁾ Additionally, Navya suggested integrating qualitative methods for deeper insights into employee experiences.⁽³¹⁾

In this study that is several limitations into the relationship between employee characteristics, quality of work life, and employee performance at RSIA Glamour Husada Kebun. However, several limitations should be noted. First, the study relied solely on self-reported questionnaires, which may introduce response bias due to the subjective nature of the data collection. Second, the cross-sectional design limits the ability to infer causality, as the relationships observed are based on data collected at a single point in time. Third, the study was conducted in a single hospital setting, which may restrict the generalizability of the findings to other healthcare institutions or industries with different organizational cultures or employee demographics. Additionally, factors such as cultural differences, personal attitudes, and external influences (e.g., family responsibilities) that might impact performance were not extensively explored. Future studies could benefit from employing longitudinal designs, expanding the sample size to include multiple institutions, and incorporating qualitative methods to gain a deeper understanding of employee experiences and perspectives. Despite these limitations, the study highlights important considerations for enhancing employee performance by focusing on quality of work life and demographic characteristics.

4. CONCLUSION

This study shows that the respondent characteristic variable is only the length of service that has a significant effect on employee performance, and the quality of work life variables, consisting of 9 (nine) variables, including compensation, career development,

a safe work environment, communication, participation, conflict resolution, wellness programs, institutional pride, and job security, have a significant effect on employee performance at RSIA Glamour Husada Kebun. This finding shows that factors such as motivation, skills, and the work environment play important roles in improving the quality of employee work. Suggestions that can be given to improve the quality of work and reduce delays so that employees can be more productive and increase sustainable employee satisfaction are to prioritize important things, namely, providing fair compensation, good career development, building a safe work environment, improving the wellness of all employees, and providing job security.

Ethical Approval

Ethical approval for this study was obtained from the institutional ethics committee of RSIA Glamour Husada Kebun Bangkalan (Approval number: 0572/HRECC.FODM/VI/2024).

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Competing Interests

All the authors declare that there are no conflicts of interest.

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Underlying Data

Derived data supporting the findings of this study are available from the corresponding author on request.

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