



THE INFLUENCE OF PERSONAL CHARACTERISTICS, KNOWLEDGE MANAGEMENT AND ORGANIZATIONAL SUPPORT ON WORK-LIFE BALANCE IN HOSPITALS

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ABSTRACT

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The decrease in the number of patient visits at one of the hospitals was largely due to poor Personal Characteristics, Knowledge Management and Organizational Support. Therefore, this study will examine the Influence of Personal Characteristics, Knowledge Management and Organizational Support on Work-Life Balance. Data collection in the study used literature studies and quantitative descriptive. Data collection was conducted at the Bhayangkara Level II Hospital in Medan. The research sample was 220 people. The results of the study showed that personal characteristics, knowledge management and organizational support had a positive effect on work-life balance at the Bhayangkara Level II Hospital in Medan. It was concluded that all independent variables had an influence on Work-Life Balance at the Bhayangkara Level II Hospital in Medan.

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INTRODUCTION

One of the increasingly important things in today's workplace is Work-Life Balance (WLB), especially in the healthcare sector, where long working hours and a highly stressful work environment are common (Greenhaus and Allen, 2014). Medical personnel often face difficulties in balancing their personal and work lives in a hospital environment, especially at the Bhayangkara Level II Hospital in Medan. The performance of healthcare workers is not only affected by the imbalance between work and personal life. Therefore, it is very important to understand the components that influence WLB among healthcare workers if we want to create a productive work environment and support the well-being of healthcare workers. Due to the difficult and stressful work carried out by healthcare workers, the importance of maintaining a balance between work and personal life is increasingly important. As a result, many healthcare workers experience excessive stress and fatigue, which can negatively impact their mental health and their performance at work (Garrosa et al., 2021; Amal et al., 2022).

In the hospital environment, there are a number of new issues that affect the well-being of healthcare workers. It requires an increase in the number of healthcare workers, well-being programs and mental health support for hospital employees, and supportive institutional policies to address these issues. Research on work-life balance in

hospitals has made great progress. Research on WLB in hospitals has grown, showing that healthcare workers need a balance between work and personal life. Personal characteristics and knowledge management are two examples of variables that can affect WLB, according to previous studies (Hill et al., 2016; Purba et al., 2019). According to the demographic phenomenon of healthcare workers, variables such as age, gender, marital status, and work experience affect how healthcare workers maintain a balance between their personal and work lives (Burke, 2017; Ingtyas et al., 2021).

According to recent research, younger and unmarried healthcare workers have more difficulty achieving Work-Life Balance (WLB). This is because they do not have enough experience or emotional support (Mazerolle & Goodman, 2016). In addition, a study by Martínez-Corts et al. (2017) found that factors such as marital status and family responsibilities increase mental burden, which can impact healthcare workers' WLB.

In contrast, Knowledge Management is essential to increase productivity and an individual's ability to adapt to tasks without adding to excessive workload (Nonaka and Takeuchi, 2015). WLB is successful because employees can access the information and skills needed to do their jobs better with effective knowledge management (Becerra-Fernandez and Sabherwal, 2015). Knowledge management

is an important component in the hospital environment that affects WLB. A good knowledge management system allows healthcare workers to access the information and knowledge they need to work more efficiently, which can reduce stress in the workplace and give them more time for their personal lives (Ali & Anwar, 2021). Many hospitals in Indonesia have started using technology-based knowledge management systems to support healthcare workers' tasks. However, due to limited employee training and adaptation, this system still often faces problems (Lubis & Munandar, 2019).

In addition, to achieve WLB balance, support from the organization is also very important (Allen et al., 2014). It is very important for medical personnel to get strong organizational support, because it makes them feel appreciated and supported, which helps them cope with work stress. This organizational support can be in the form of flexible work policies, health worker welfare programs, and other resources that help them balance their personal and work lives (Michel et al., 2016; Purba et al., 2018). The phenomenon in several hospitals shows that support in the form of flexible work policies, employee welfare programs, and good work recognition can help reduce stress felt by employees (Van der Heijden et al., 2018). Hospitals that do not provide this assistance usually have low levels of employee satisfaction and a higher risk of burnout

(Berg et al., 2020; Amin et al., 2021).

Thus, this study attempts to identify the determinants of WLB in health workers at the Bhayangkara Level II Hospital in Medan, using independent variables such as personal characteristics, Knowledge Management, and organizational support for Work-Life Balance. It is hoped that the results of this study can provide recommendations for hospital management in creating a work environment that supports WLB balance for health workers. Research on work-life balance (WLB) in the hospital environment is very important because the work environment in the hospital has unique and challenging characteristics. By understanding WLB in the hospital environment, the results of this study are expected to provide insight into designing policies and programs that support the welfare of health workers, reduce burnout levels, and ultimately improve the quality of health services provided.

LITERATURE REVIEW

Personal Characteristics

According to Greenhaus & Allen (2014), personal characteristics are a person's demographic and psychological attributes, such as age, gender, marital status, and work experience, that influence their response to the demands of their work and personal life. These characteristics affect a person's ability to achieve work-life balance (WLB). In this regard,

Choi et al. (2018) define personal characteristics as individual components consisting of demographic attributes (age, gender) and background (education, marital status) that influence how a person deals with the demands of their work and roles outside of their work. These personal characteristics can affect work stress and how they achieve WLB in the hospital environment. Allen et al. (2014) stated that personal traits are traits that a person has that influence their preferences for work arrangements and their ability to adjust to work flexibility. These include attributes such as age, gender, education, and family status that influence how a person manages conflict between work and personal life. According to Garrosa et al. (2021), individual characteristics, such as age, gender, family status, and professional experience, influence a person's perception of work stress and how they manage the demands of their work and personal life. Because hospital work often requires high levels of stress and good time management skills, these attributes are important in the health context.

Lin & Kellough (2020) said 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 can affect how hospital employees respond to stress and maintain a balance between their personal life and

work. Different from this study, the problem is whether there is a role for personal characteristics on Work-Life Balance at Bhayangkara Hospital.

Knowledge Management

According to Alavi and Leidner (2015), knowledge management is a process designed to generate, share, and use knowledge in an organization. Knowledge management ensures that relevant and useful information is accessible and used by people responsible for decision making and problem solving, resulting in increased organizational efficiency and effectiveness. Similarly, Becerra-Fernandez and Sabherwal (2015) describe Knowledge Management as a strategic approach used by companies to identify, store, and share important knowledge in every part of the organization. The purpose of this process is to improve performance and innovation through better utilization of information.

According to Ali & Anwar (2021), knowledge management is an organization's effort to collect, organize, disseminate, and utilize the information and knowledge it has. The goal is to help employees increase productivity and achieve work-life balance. Knowledge management is considered important in the contemporary work environment because it helps employees obtain information easily and quickly. Nonaka and Takeuchi (2015) also said that knowledge management is the process by

which an organization generates new knowledge, transforms tacit (implicit) knowledge into explicit knowledge, and disseminates that knowledge throughout the organization. In this context, knowledge management includes efforts to create an environment that supports continuous learning and innovation.

King (2014) describes knowledge management as a set of actions taken by an organization to acquire, store, and disseminate knowledge with the aim of creating value and supporting its strategic objectives. Furthermore, Grant (2016) The focus of knowledge management is how employees can use information optimally to improve their performance and help them make better decisions. This study will focus on explaining in detail whether knowledge management has an influence on Work-Life Balance at Bhayangkara Hospital. Knowledge management is very much needed so that Bhayangkara Hospital can be better.

Organizational Support

According to Eisenberger et al. (2016), the level of employee trust that the organization values their work and cares about their well-being is defined as a supportive organization. This support includes employee perceptions of the extent to which the organization provides the attention, trust, and resources needed to complete their work well, which can increase their loyalty and performance. According to Rhoades and Eisenberger (2015), organizational support includes the recognition,

rewards, and assistance provided by the organization to employees. Employees who feel supported by the organization tend to be more motivated and committed.

Kim et al. (2016) stated that organizational support includes the support received by employees of their company. This support can be in the form of direct support, such as training and job resources, as well as emotional support, such as attention to employees' personal needs and health. This support can help reduce the stress caused by work and help create a better balance between personal life and work. Similarly, Van der Heijden & Xu (2018) define organizational support as an organization's efforts to provide a supportive work environment, which includes wellness programs, work flexibility, and operational assistance. Considered as evidence of the company's concern for employee health, this support helps improve work-life balance and reduce burnout.

Michel et al. (2016) also said that organizational support is employees' perceptions of how much the organization supports them with policies and actions designed to help them do their jobs better. This support can include access to resources, flexibility in work arrangements, and attention to employee well-being. Furthermore, Allen et al. (2014) defines a supportive organization as a form of support that an organization provides to employees through flexible work arrangements, adequate access

to resources, and policies that support work-life balance. This support can help employees become closer to the organization and help them overcome conflicts between their personal and work lives (Wantu et al., 2021; Ade Galih et al., 2018). As this study will also explain that organizational support is needed to improve hospital quality. However, the study will focus on whether there is an influence of organizational support on Work-Life Balance at Bhayangkara Hospital.

Work-Life Balance

Greenhaus and Allen (2014) 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 in their work and personal life. Kalliath and Brough (2015) say that Work-Life Balance is how a person sees sufficient balance between their needs in their work and personal life so that they can feel satisfied and successful in both their jobs.

Haar et al. (2014) stated that work-life balance is achieved when workers feel they have enough time so that there is little role conflict between their work and personal lives. time and energy to meet professional and personal needs. They argue that WLB is not only a matter of time allocation but also a matter of maintaining quality of life in both areas. According to Allen et al. (2016), Work-Life Balance is a

person's ability to manage their responsibilities at work and in their personal life in a way that does not cause excessive conflict between the two. They argue that WLB is an important measure of employee well-being and productivity in the workplace. Voydanoff (2018) defines 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 Clark et al. (2017), Work-Life Balance is when a person can balance their 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 the importance of WLB for a person's physical, emotional, and social health. Work-Life Balance consists of Balance of Time, Balance of Engagement, Balance of Satisfaction, and Balance of Role. Therefore, Work-Life Balance is very much needed in improving the quality of Bhayangkara Hospital. So in this study, it will focus more on how the influence of Work-Life Balance, management capabilities, organizational support plays a role in Work-Life Balance.

RESEARCH METHODS

The study used literature and quantitative approaches. Quantitative research, based on positivism, is used to study a specific population or sample. Health workers at the

Bhayangkara Level II Hospital in Medan are the subjects of this study. The number of research indicators can be used to determine the sample size. The number of research samples must be at least five times the number of indicators and as high as ten times the number of indicators (Moore, 2021). In this study, there were 44 indicators, so the number of research samples was 220 people, or 5

times 44. The incidental sampling method is the basis for selecting the sample. The primary and secondary data in this study consist of a general description of the Bhayangkara Level II Hospital.

Operational Variables

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

Table 1. Operationalization of Research Variables

Variables	Definiton	Dimensions	Indicator	Measureme nt
<i>Personal Characteristics</i>	Attributes inherent in an individual that influence preference they to arrangement work and ability they For adapt self with flexibility Work 3. Allen et et al. (2014)	Age	<ul style="list-style-type: none"> • Ability management time and experience in face demands Work • Level resilience to stress and ability adaptation based on age 	Ratio
		Type Sex	<ul style="list-style-type: none"> • Workload and roles double in place work and home based on type sex • Support level social from family or colleague the work that different between men and women 	Ratio
		Education	<ul style="list-style-type: none"> • Skills and knowledge which is relevant For handle jobs in the environment House Sick • Adaptation to development technology and procedures in the environment Work House Sick 	Ratio

		Marital status	<ul style="list-style-type: none"> • Support received from family For manage not quite enough answer work and life personal • Amount liability family that must managed simultaneously with work 	Ratio
		Experience Work	<ul style="list-style-type: none"> • Ability management time and ability overcome stress based on experience Work • Long experience work in profession Related 	Ratio
<i>Knowledge Management</i>	Systematic process For create , share and use knowledge in organization (Alavi & Leidner, 2015)	<i>Knowledge Creation</i>	<ul style="list-style-type: none"> • Process share ideas and experiences between power health • The existence of a system or forum For push collaboration idea new 	Ratio
		<i>Knowledge Storage/Retrieval</i>	<ul style="list-style-type: none"> • Convenience access and capabilities search information by force health • Use database or system management knowledge For keep information 	Ratio
		<i>Knowledge Sharing</i>	<ul style="list-style-type: none"> • Availability platform or forum for share information and practice best among power health • Policies that encourage collaboration between department in share information 	Ratio
		<i>Knowledge Application</i>	<ul style="list-style-type: none"> • Ability power health apply knowledge which is obtained For increase performance Work • Support management For use knowledge in taking decision 	Ratio

		<i>Knowledge Protection</i>	<ul style="list-style-type: none"> • Use system security information For protect sensitive data and knowledge organization • Training security information For employee in protect knowledge organization 	Ratio
<i>Organizational Support</i>	Support Which Felt by employee from organization they in form help directly , such as training and resources Power work , and support emotional , such as attention to need personal and well-being employee (Kim et al., (2016)	<i>Emotional Support</i>	<ul style="list-style-type: none"> • Level of attention organization to welfare power health in a way emotional • Ability manager or superior in give support psychological to power health 	Ratio
		<i>Instrumental Support</i>	<ul style="list-style-type: none"> • Availability source Power and adequate facilities For support work power health • Help operations provided by the organization For finish task with more efficient 	Ratio
		<i>Work-Life Balance Support</i>	<ul style="list-style-type: none"> • Policy flexibility supportive work balance between work and life personal • Availability leave and time adequate rest For fulfil need personal power health 	Ratio
		<i>Career Development Support</i>	<ul style="list-style-type: none"> • Training and development programs For increase skills power health • Support organization in provide opportunity promotion or mobility career 	Ratio
<i>Work-Life Balance</i>	Ability individual For arrange not quite enough answer work and life personal in a way effective with the way that is	<i>Time Balance</i>	<ul style="list-style-type: none"> • Allocation time adequate For role work and life personal without disturb one role • Level flexibility time work that allows 	Ratio

not cause conflict excessive between both of them (Allen et al., 2016)		individual arrange timetable between work and life personal	
	<i>Involvement Balance</i>	<ul style="list-style-type: none"> • Level of engagement in work and life personal in a way balanced without ignore one role • Management energy and attention balanced in operate tasks in work and life personal 	Ratio
	<i>Satisfaction Balance</i>	<ul style="list-style-type: none"> • Level satisfaction individual to fulfillment need in work and life personal • Feeling balanced and harmonious between work and life personal improvement quality life 	Ratio
	<i>Role Balance</i>	<ul style="list-style-type: none"> • Ability For operate role work and life personal without cause conflict significant role • Level of support received from environment work and family in operate second role 	Ratio

RESULTS AND DISCUSSION

Personal Characteristics Have a Significant Influence on Work Life Balance

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 work demands. This is because they lack the experience and skills to

manage stress. In addition, female healthcare workers often face problems balancing their work roles and family responsibilities (Choi et al., 2018). Many healthcare professionals feel stressed and experience conflict between their work and personal lives due to the lack of approaches that support these individual characteristics.

Basalaman et al. (2023) found that factors such as age and work experience influence how

well an employee maintains work-life balance. Employees with more experience tend to be better at managing stress and workload, which helps maintain a balance between their work and life. In addition, due to higher career demands in the early stages of employment, younger employees often struggle to find this balance (Ingthias et al., 2022). Putri and Santoso (2020) said that personal attributes such as age and education level have a major impact on how well a worker maintains a balance between work and personal life. According to this study, people who are more emotionally mature and experienced are better able to maintain a balance between their personal life and work. In addition, Wijaya (2020) said that Personal Characteristics, Motivation, and Work-Life Balance in Employees Who Work While Studying, concluded that personal characteristics, especially time management and self-motivation, have a significant influence on work-life balance. Highly motivated employees are better able to manage their time between work and their personal life, especially for employees who are also students. Thus, Daulay et al. (2019) found that the personal characteristics of middle managers play a role and impact their work-life balance. Managers who have personal attributes such as low stress levels and positive attitudes are more likely to find a better balance between their personal and work lives. In addition, people who have stable

emotional conditions are better able to carry out their professional duties and personal lives without experiencing tension.

According to Megayani and Marlina (2019), personal characteristics such as intrinsic motivation and work orientation influence the extent to which a person can achieve balance between professional and personal life. Employees who are more focused on results and have good time management are more successful in achieving this balance. Therefore, good personal characteristics are needed in advancing the hospital. So that in the future patients will be interested in visiting the bhayangkara hospital again.

Knowledge Management Has a Significant Influence on Work Life Balance

WLB for healthcare workers can be hindered by an ineffective knowledge management system. Since hospital employees may need more time and effort to obtain the information needed to treat patients, lack of access to up-to-date and relevant information can increase their stress (Ali & Anwar, 2021). Certain hospitals still face problems in implementing a quality knowledge management system, such as lack of training or a low culture of knowledge sharing among healthcare employees (Lubis & Munandar, 2019). This lack of knowledge management can lead to overwork and stress on health,

which negatively impacts work-life balance.

According to Alavi and Leidner (2015), job satisfaction affects the attitude of organizational citizenship. This statement shows that well-implemented knowledge management can improve the balance between work life and personal life of employees. This will increase their level of job satisfaction. Employees who have better access to knowledge and information tend to manage their work better, reduce stress, and find a better balance between their personal life and work.

According to Muliawati et al. (2021), there is a relationship between Knowledge Management and Work-Life Balance and Employee Performance in Indonesian Companies. This explains that employees can improve their work-time balance by using an effective knowledge management system. An effective knowledge management system can also improve employee performance because employees feel more empowered and have more control over what they do.

In addition, research conducted by Indriani and Yulia in 2019 found that work stress affects work-life balance in the industrial sector. The conclusion is that work stress can have a negative impact on work-life balance. However, stress caused by work can be reduced by implementing effective knowledge management techniques (Siahaan et al., 2022). As a

result, employees can find a better balance between their personal life and their work life. Diana and Frianto (2020) found that knowledge management correlates with employee performance and work-life balance. The result is that there is a positive correlation between employee performance and good work-life balance. By providing employees with access to the information they need to manage their work more efficiently and productively, knowledge management plays an important role in creating a work environment that supports this balance. So, it can be said that Bhayangkara Hospital needs to pay attention to the human resources that work. because knowledge management will affect the work balance and reputation of Bhayangkara Hospital

Organizational Support Has a Significant Influence on Work Life Balance

Although organizational support is essential to achieving WLB, it is still limited in many hospitals. For example, flexible work policies, employee wellness programs, and other supporting facilities are often not implemented effectively, causing healthcare workers to feel unsupported in living their personal lives (Van der Heijden et al., 2018). Research shows that stress and the risk of burnout associated with a lack of organizational support can increase. As a result, many healthcare workers face

challenges in balancing their personal and work lives (Berg et al., 2020). At the Bhayangkara Level II Hospital in Medan, healthcare workers may face difficulties in maintaining their WLB if there are no policies or programs that support this balance.

At the Bhayangkara Level II Hospital in Medan, many employees have difficulty achieving a healthy work-life balance, mainly due to the heavy workload and mental stress they experience. Research shows that healthcare workers are vulnerable to work-life imbalance due to difficult work environments, long working hours, and lack of flexibility (Garrosa et al., 2021). In addition, a stressful hospital atmosphere can lead to higher levels of stress and burnout, which in turn impacts patient performance and overall well-being (Lin et al., 2020). This phenomenon suggests that there is a need for intervention in the hospital work environment to improve work-life balance.

Paramarta & Saragih (2021) found that Perceived Organizational Support has an impact on Employee Work-Life Balance, meaning that higher levels of employee engagement correlate with their work-life balance. In addition, Simarmata et al. (2021) argue that organizational support is essential for employee work-life balance. Thus, Perceived Organizational Support plays an important role in improving employee work-life balance.

Perceived organizational support and employee well-being influence work-life balance (Dumipta et al., 2024). This clearly shows that perceived organizational support has a significant impact on employee work-life balance, engagement, and psychological well-being. Those who work in companies that have policies to ensure a balance between their work and personal life tend to experience less stress and have better mental health.

In the manufacturing industry, Work-Life Balance and Organizational Support are very important, according to Wahyuni et al. (2022). This is because the perception of organizational support helps employees maintain a better work-life balance because it provides space for them to manage their personal and work lives. According to Suryadi and Santoso (2021), the perception of organizational support plays a role and influences work-life balance and job satisfaction. Therefore, it can be concluded that organizational support also plays an important role in work-life balance.

According to Wibowo and Santoso (2020), other experts argue that the interaction between organizational support and coworkers can improve work-life balance. This means that coworker support functions as a moderator that increases the positive impact of organizational support on work-life balance.

Furthermore, Shakir and Siddiqui (2018) stated that

coworker support in the organization can strengthen the relationship between organizational support and work-life balance. The conclusion is 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 coworkers tend to be better able to balance their personal and work lives. In addition, according to Ali and Xie (2021), social support from coworkers and organizational support moderate the effect of organizational support on work-life balance. In other words, social support from coworkers

CONCLUSION

Based on the results of the research analysis, it is concluded that the study shows that personal characteristics have a positive effect on work-life. Likewise, knowledge management also plays a role and influences work-life. Furthermore, the organizational support variable also has a positive effect on work-life

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- balance at the Bhayangkara Level II Hospital in Medan. So it can be said that in the research analysis that all variables are related to improving the reputation of the Bhayangkara Level II Hospital in Medan. Based on the results of the study, it is hoped that the findings can be a lesson for other hospitals that there are several important factors to consider so that patients are happy to come back to the hospital they previously visited.
- functions as a moderating factor that increases the effect of organizational support on work-life balance. This is very important to deal with employee problems in an increasingly digital workplace. With support from the organization, work-life balance can be easily achieved. The organization must provide maximum support to every member who works at the Bhayangkara Hospital. because organizational support will affect the reputation of the Bhayangkara Hospital itself. Furthermore, this can also be a lesson for other hospitals that there are several factors that must be considered

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