

LINKING WORK-LIFE BALANCE AND IMPLICATION TO EMPLOYEE PERFORMANCE THROUGH JOB ENGAGEMENT, JOB SATISFACTION, AND ORGANIZATIONAL COMMITMENT TO NURSES GENERATION X

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Abstract: Study on work-life balance and its effect on employee performance thus far being a popular topic for human resources because it is still a pitch impact on organizational performance. This study profound the implication of Work-Life Balance on Job Engagement, Job Satisfaction, Organizational Commitment and Employee Performance which can be explored in Nurses GenerationX in particular. Since the workplace changes quickly, it causes employees from generation X or generations born between 1965-1980 dearth of skills, so they get higher demands on jobs and impact the equipoise between their personal life and work, especially for nursing employees. These characteristics conduce to nurses generation X have distinct demands for work-life balance and performance in organizations. This research's contribution is expected to provide erudition at the theoretical/ scientific level of human resources management and preserve positive managerial implications for increase the quality of organizational management and health services.

Keywords: Work-Life Balance, Job Engagement, Organizational Commitment, Job Satisfaction, Employee Performance, Nurses Generation X

JEL Classification: I30, I31, O00, O15

I. Introduction

Employee performance is the main focus of organizational goals. It aims to achieve the vision set by the organization. Employee performance refers to the results achieved and achievements made in the workplace and executing plans for maximum results (Hafee, Yingjun, and Hafeez, 2019). Soomro and Breitenecker (2018) and Pradhan and Jena (2017) addressed employee performance nurture competitive advantage to hit its goals more quickly.

Punia and Kamboj (2013) proposed employees have difficulty maintaining professionalism between personal roles and job duties. Work-life balance can yield of increase in performance productivity, reduce absenteeism and decrease employee turnover rates. The work-life balance effect tends to have a more significant influence on the psychological well-being of employees (e.g., Chan et al., 2017; Haider, 2018; and Gounder and Govender, 2018) because it affects their interaction and satisfaction with the environment and coworkers as well as in improving work performance.

In recent years, job engagement has become a well-known construct for both scientists and practitioners. Kahn (1990) and Christian et al. (2011) concluded that job engagement would increase employee performance over and above job attitudes at work. They also found that the organization's initial support can trigger the interaction between engagement and employee accomplishment. Guan and Frenkel (2018) and Macey et al. (2009) also added that engaged workers perform their duties more efficiently and effectively. Alfes et al. (2013), Latorre et al. (2016), Rashid et al. (2019) bring up that job engagement shapes employee beliefs about interactions between giving and take behavior with the organization that can affect subsequent employee performance.

Job satisfaction becomes a vital target because satisfied employees are more likely to have high performance, diminish absenteeism and run into reduced stress levels (Steel et al., 2019). Christiana and Rajan (2014), Siengthai and Pila-Ngarm (2016) found that when employees have a work-life balance, they endure increased job satisfaction levels, decreased stress levels, and improved performance. Job satisfaction and work-life balance can concern company productivity. Based on it, efforts to invoke a comfortable work environment increase job satisfaction and employee accomplishments being necessary.

In further analysis, organizational commitment has a momentous relationship to employee performance. Memari et al., (2013), Markovits (2005), Muallem and Surimi (2019) adduce organizational commitment refers to the dedication given by employees to the organization. Someone who has done the job incredibly will always try to get the job done correctly. If they encounter obstacles, they will try to complete

their work. Therefore, organizational commitment of employees can have a meaningful prediction on employee achievements.

However, based on several studies that have been described, it can be concluded the gap in this paper in the aspects of work-life balance, job engagement, job satisfaction, organizational commitment to the performance of nurses generation X. According to Mensik (2007) and Hicken (2020) adds that Generation X is a generation that is "indolent, demanding, cynical and offish." These negative stereotypes will make it difficult for them to collaborate between teams to promote safe nursing care. The grown-up in an economic and AIDS crisis era, the "hands-off" model of care, Generation X is an independent generation. They highly relish work-life balance and will often change jobs to achieve their own goals. For this reason, improving the quality of work-life balance and the performance of nurses in generation X is critical to note.

This research aims to determine the relationship and implication between the work-life balance on job engagement, job satisfaction, organizational commitment and the performance of nurses generation X. And intends to contribute to organizational management science and has a positive influence on improving the quality of nursing service performance.

II. Literature Review

Employee Performance

Cardy (2005) defined employee performance as a result achieved and achievements made in the workplace. Performance evaluation is the essence of performance management, implementing an individual or an organization's accomplishment that relies heavily on its policies, practices, and design features.

Meanwhile, according to Anitha (2014), employee performance is an outgrowth of job and employee productivity, directly impacting organizational performance and fruitfulness. A sense of belonging and responsibility needs to be enhanced to improve employee performance, which has significant implications for the organization in increasing productivity and culminating in its substantial economic growth. Companies can use this model to maintain relationships between employees and superiors.

According to Salanova et al. (2005), in employee performance, the presence of two dimensions of measurement including the dimensions of empathy (empathy) and extraordinary performance (excellent job performance). The main job of employees involves interaction with customers, and the quality of performance is very dependent on the quality of these interactions. This particular employee-customer relationship as a mirror shows that what happens to each of them has a reciprocal effect. This is a dimension of empathy (empathy). Excellent job performance is indicated by where customer perceptions also affect employee attitudes. To some extent, employees are interested in their work and because of this desire employees provide the best quality service, and they seek information from customers to help them improve service quality. Generally, exploring the relationship between giving the best service and quality performance can be filled by themselves, regardless of the point of view of those who receive the service (customer, patient, client). The organization expects that the better its performance is the better customers will feel the kindness.

Work-Life Balance

Taşdelen (2017) highlighted work-life problems are defined as a disruption of personal life due to work pressure, career transitions, excessive job demands, or unsupportive organizations. This means that the balance of work-life needs that this aspect continues following the portion. Michel et al. (2017) revealed that the cause of work-life imbalance is caused by employees who cannot separate personal and work interests and put their whole self to work, even though the activities that occur after work are as important as the activities that occur in the workplace.

Work-life balance has several dimensions developed by Fisher (2003), including Work Interference Personal Life (WIPL), which interferes with personal life. Personal Life Interference Work (PLIW) is where personal life circumstances interfere with work. Personal Life Enhancement of Work (PLEW) is personal life activities that enhance the working atmosphere. Work Enhancement of Personal Life (WEPL) works to improve individual life. Employees juggle various roles including employee roles and several other roles such as spouse/personage, parents, friends, others. Work-family conflicts and work-life balance will also be predictors of turnover. The integration between roles and individuals suggests that the work process experiences reciprocity interactions between professional and individual roles that affect overall work fulfillment.

Job Engagement

Job engagement is a positive, meaningful and motivating attitude represented by enthusiasm, dedication and absorption. Prominent by a sense of belonging to the organization and occasion a desire to give the best in every action to escalate the success of tangible benefits for organizations and individuals (Al Mehrzi and Singh, 2016).

Shmailan (2016) introduced engaged employees to consist of three elements: vigor, dedication, and absorption. Vigor is shown through the maximum physical and mental use while doing work. Vigor is characterized by a high mental state and resilience in facing situations at work, optimal energy, the courage to

make the best of efforts, desire, and willingness to try earnestly at work to give maximum results in any job, persistence, not easily surrender, passionate and continue to receive adversity. Dedication is a worker's emotional relation to their job. Dedication describes the employee's ambitious feelings at work, the pride of the job done and the company they work for, stay inspired and stay hard-working until the end without feeling threatened by the challenges at hand. Absorption is job engaged which is described with sincerity behavior doing their job. Absorption describes a delighted employee's state, concentrated, and doing their job seriously. When they are working, time flies by without them knowing it. Kahn first conceptualized engagement at the job (1990) to use organizational members for their job roles. Kahn also states That people connected with the organization will put themselves physically, cognitively, and emotionally while working seriously.

Job Satisfaction

Spector and Jex (1998) said job satisfaction is the suitability of feelings an individual has about his job and the extent to which these feelings are fulfilled in the workplace. Job satisfaction is an attitude that requires employees to conduct and evaluate emotional states regarding their perceptions, feelings, and thoughts about their work. Leroy et al. (2015) clarify the positive impact of job satisfaction on them and the higher the motivation and the best achievements. Lulu (2016) describes an interactive mode in which employees who feel engaged in their work will find challenges, inspiration, pride, and feel meaningful.

Organizational Commitment

Organizational commitment is characterized by a person's emotional engagement with the organization that results from shared goals. Employee organizational commitment will determine the organization's winner because workers have the confidence and determination to serve the organization (Mowday, 1979).

Ulrich (1998) and Grusky (2009) stated that the organization's commitment must provide confidence that the organization will appreciate someone. A person's commitment to an organization can change depending on the relationship between belief and reality. Baruch (2008) also found that organizational commitment can assist the organization in achieving its goals. Strong organizational commitment from employees can benefit the company because employees tend to do their best to achieve better results.

Meyer and Allen (1996) and Bryant, Moshavi and Nguyen (2007) classify organizational commitment's dimensions into the dimensions of affective, continuity, and normative commitment. Affective commitment refers to the emotional state, positive mind, and contributions of employees to the organization. Continuity commitment (continuity) describes the desire of workers to leave the organization. Meanwhile, Normative commitment explains that social norms block employees make them feel obliged to remain in the organization.

III. Relationship Between Variables

Work-Life Balance and Employee Performance

The concept of balance between work life is based on the opinion that work life and personal life must balance each other to bring up perfection in one's life. When employees can balance work and personal life, the productivity in each activity can also increase significantly. Work-Life Balance can also reduce absenteeism and turnover rates (Kaushal, 2019).

According to Habib and Clouds (2020), Fazelnia, Najafi and Moafi (2018), Hassan (2015) found that employees must make a high personal investment in tasks consisting of enthusiasm, engagement, job satisfaction, motivation to achieve maximum performance work-life balance has a positive effect on job satisfaction, organizational commitment and life balance. After this explanation, the first hypothesis proposed is as follows:

H1: Work-life balance has a positive implication on employee performance.

Work-Life Balance and Job Engagement

When employees feel engaged, they prompt a work-life balance based on job engagement characteristics because the balance between a person's work-life will positively affect life satisfaction (Cain et al., 2018). If employees feel that their personal life and work are balanced, they will increasingly have a high engagement in their work. This is a direct effect between feelings of desire to work and job engagement.

Christian et al. (2011), Chan et al. (2017), Jaharuddin and Zainol (2019) also reveal the relationship between work-life balance and job engagement can be explored by contributing to organizational improvement and developing employee performance. Based on this discussion, the second hypothesis proposed is:

H2: Work-life balance has a positive implication on job engagement.

Work-Life Balance and Organizational Commitment

The repercussion of work-life balance on performance at the individual level, such as job satisfaction, intention to resign, and organizational commitment is still high (Kelly et al., 2008). The work-life balance against organizational commitment can be further established if the results are examined by measuring employee performance objectively. For example, they linked work-life balance to an organization's profit margin (Shin and Enoh, 2020).

Wong, Chan and Tea (2020) and Giovanis (2018) illustrate the affinity between work-life balance and organizational commitment which suggests that the provision of a balanced work-life allows more resources for employees who perform better organization. One of the work-life balance implementations is flexible work arrangements that would enable higher work autonomy for employees. Thus, employees have better management in each role and tend to contribute more to the job. Therefore, after an explanation of the interaction between the variables, the third hypothesis proposed is

H3: Work-life balance has a positive implication on organizational commitment.

Work-Life Balance and Job Satisfaction

Malik and Shamshir (2020) revealed that a person's life dynamics could interfere with work dynamics. If the work-life of employees is balanced, employees tend to have a higher level of job satisfaction. It can be predicted that work can be a form of outlet for stress and family problems. Besides that, work can also be a significant source that can help facilitate employees financially. Labrague et al. (2018) found that many factors can cause employee dissatisfaction, including leadership, work-life balance, and environment.

Kelly and Lefton (2019) found that work-life balance can be an indicator of stressors that ultimately contribute to fatigue and job satisfaction. In the end, the low satisfaction level causes the employee to have the intention to leave. Consider that work-life balance influences job satisfaction, the fourth hypothesis proposed is as follows:

H4: Work-life balance has a positive influence on job satisfaction.

Job Engagement and Employee Performance

According to Guan and Frenkel (2018), Job engagement describes a positive and satisfying mindset and has a pleasing effect on performance. When employees have a sense of commitment to their work, they will improve their work quality. Thus, job engagement will positively affect performance. Alfes et al. (2013) and Karatepe (2013) stated in HR practice, job engagement forms the belief that a reciprocal relationship between employees and the organization affects subsequent performance results.

Meswantri (2018) and Anitha (2014) revealed that employees who have a job engagement could increase work resources, experience fewer work barriers and show superior achievements. Based on the explanation above, the fifth hypothesis that is formed is as follows:

H5: The stronger job engagement has a positive effect on employee performance.

Organizational Commitment and Employee Performance

Setiawan et al. (2017) stated that organizational commitment would determine organizational success because employees have the confidence and determination to improve performance. This can be because employees feel proud of the organization they work for and uplift organizational commitment has a meaningful implication on employee performance. Besides that, Eliyana et al. (2019) also suggest that individuals with high organizational commitment and loyalty will strive to establish good performance (increase work performance). On the other hand, employees who do not care about organizational commitment tend to be indifferent and not responsible for work performance.

Setyaningrum (2017) added that a strong organizational commitment from employees can benefit the company because employees tend to try to do their best work to achieve better results, where employees always try to do the job as best as possible to achieve better results. This opinion is strengthened by Syauta et al. (2012) and Memari et al. (2013) which examine interaction on organizational culture and organizational commitment with job satisfaction and employee performance. This study shows a positive relationship between organizational commitment and employee performance. The sixth hypothesis is proposed as follows:

H6: The stronger organizational commitment has a positive effect on employee performance.

Job Satisfaction and Employee Performance

Johari et al. (2016) argue that an uncomfortable work environment will reduce motivation and lead to decreased performance. For example, improper work time arrangement, assignment of tasks outside of their responsibilities, and low opportunities to express their aspirations and employees who feel unappreciated will reduce the level of satisfaction and cause pressure levels and negatively impact employee performance. Eliyana et al. (2019) highlighted that organizations with more satisfied employees tend to be more effective and productive. Abidemi and Ahmad (2018) stated that job satisfaction could be influenced by employees working harder to produce higher work performance. They will transfer their motivational energy to work harder significantly as a manifestation of job satisfaction.

Zain and Setiawati (2019) and Than et al. (2016) also found the side effects of employee satisfaction at work reduced intention to leave, increased loyalty to the organization, and made the performance more convincing. Therefore, based on the points above, the seventh hypothesis proposed in this study is as follows:

H7: The stronger job satisfaction has a positive effect on employee performance.

IV. Research Methods

In this study, the data obtained using a questionnaire with the Likert scale method. Measurements in this study on the work-life balance variable will be measured using the instrument from Hayman (2005) with 4 dimensions, such as Work Interference Personal Life (WIPL), Personal Life Interference Work (PLIW), Personal Life Enhancement of Work (PLEW), Work Enhancement of Personal Life (WEPL) and 15 statements, one of which is "I have difficulties with my personal life because of work. ...", The job engagement variable of Salanova and Sonia (2005) with 3 dimensions, such as Vigor Dimension, Dedication Dimension, and Absorption Dimension and 17 statements such as "At work, I feel full of enthusiasm ...", the job satisfaction variable is measured by an instrument from Koeske et al. (1994) with 16 statements as for one of the statements such as "My feelings when working with clients ...", the organizational commitment variable uses instruments from Bryant et al. (2007) with 4 dimensions are Affective, Continuance, Normative, Professional Commitment and 29 statements, one of which is like "I would love to spend the rest of my career with this organization ..." on measuring employee performance variables will be measured using instruments from Salanova et al. (2005) with 2 dimensions are Empathy Dimensions and Excellent Job Performance Dimensions with 6 statements such as "Employees understand specific customer needs ..."

Respondents were selected using a purposive sampling method with the criteria: nursing personnel with birth years 1965-1980 who have worked for more than two years with permanent employee status in providing health services at health centers, clinics and hospitals. The data collection technique begins with distributing pre-test questionnaires using a google form to 30 respondents.

The validity of the questionnaire in this study uses confirmatory factor analysis in SPSS by looking at the Kaiser-Meyer-Olkin Measure of Sampling (KMO) and Measures of Sampling Adequacy (MSA) values. If the KMO value is below 0.5, then the question cannot be used or is invalid. The acceptable KMO values are with a minimum value limit of 0.5 to 0.9. Meanwhile, to measure the reliability test, SPSS is used with a Cronbach Alpha value where the value must be > 0.5 , indicating that the data is reliable.

To analyze variables relationship, SEM analysis is used with the Lisrel application. The validity test is carried out using Confirmatory Factor Analysis, and each statement item must have a loading factor or standard solution of 0.5. A model feasibility test is done to achieve a good model and meet T-Values' requirements in Structural Equation Modeling.

Nurse performance variables are all declared valid and reliable. For the work-life balance variable of 15 questions, only 13 questions were declared valid, the job engagement variable of 17 questions, 16 questions were declared valid, the job satisfaction variable from 16 questions as many as 13 questions was declared valid, and the organizational commitment variable of 29 questions only 20 questions were declared valid. Therefore, based on the pre-test validity analysis from 83 questions that were declared valid and used as a questionnaire for this study were 68 questions. Thus, we used 340 respondents in this study which is obtained from 68 questions multiplied by 5 (Hair et al, 2014).

V. Results

This research respondents are nurses generation X who were born between 1965-1980 with permanent employee status and have worked for more than 2 years. Respondents were grouped into data on gender, education, income, work location and marital status. To test the construct's validity and reliability, it can be declared valid and accepted if the indicators on each variable have a loading factor value of more than 0.50 (Hair et al., 2014). In this study, the loading factor values were mostly above 0.50. Meanwhile, the Construct Reliability value calculation is passed to meet the requirements if the CR value is above 0.60. In this study, all CR values are above 0.60, namely Employee Performance (EP=0.770), Work-Life Balance (WLB=0.751), Job Engagement (JE=0.832), Job Satisfaction (JS=0.896) and Organizational Commitment (OC=0.832).

Structural test analysis was carried out to determine the R² value for each equation. The value of R² aims to analyze how far the independent variable can explain each dependent variable. In SEM processing, the first analysis that can be obtained are, the Employee Performance (EP) variable is influenced simultaneously by the Job Engagement (JE), Job Satisfaction (JS), Organizational Commitment (OC), and Work-Life Balance (WLB) variable with a value of R² of 0,31. This means that these variables influence 31% of the variants of employee performance.

The second analysis found that the Job Engagement (JE) variable was influenced by the Work-Life Balance (WLB) variable with an R² value of 0.0096. Thus, it can be explained that the variant of Job Engagement can be explained by the Work-Life Balance variable of only 0.096%.

The third analysis found that the Job Satisfaction variable (JS) is influenced by the Work-Life Balance (WLB) variable with an R² value of 0.016. Thus, it can be explained that the variant of Job Satisfaction can be explained by the Work-Life Balance variable of only 1.6%, while other variables can explain the rest.

In the fourth analysis, the variable Organizational Commitment (OC) is influenced by the Work-Life Balance (WLB) variable with an R2 value of 0.12. This means the Work-Life Balance variable can explain organizational Commitment by only 12% while other variables present the others.

Based on the suitability test analysis, it can be found that most of the tests show a good fit, including Chi-Square, ECVI, AIC, CAIC, Fit Index, Critical N and Goodness of Fit. In this study, it can be seen the results of the analysis show a fit of the overall model (Goodness of Fit) even though there are some matches at the marginal level.

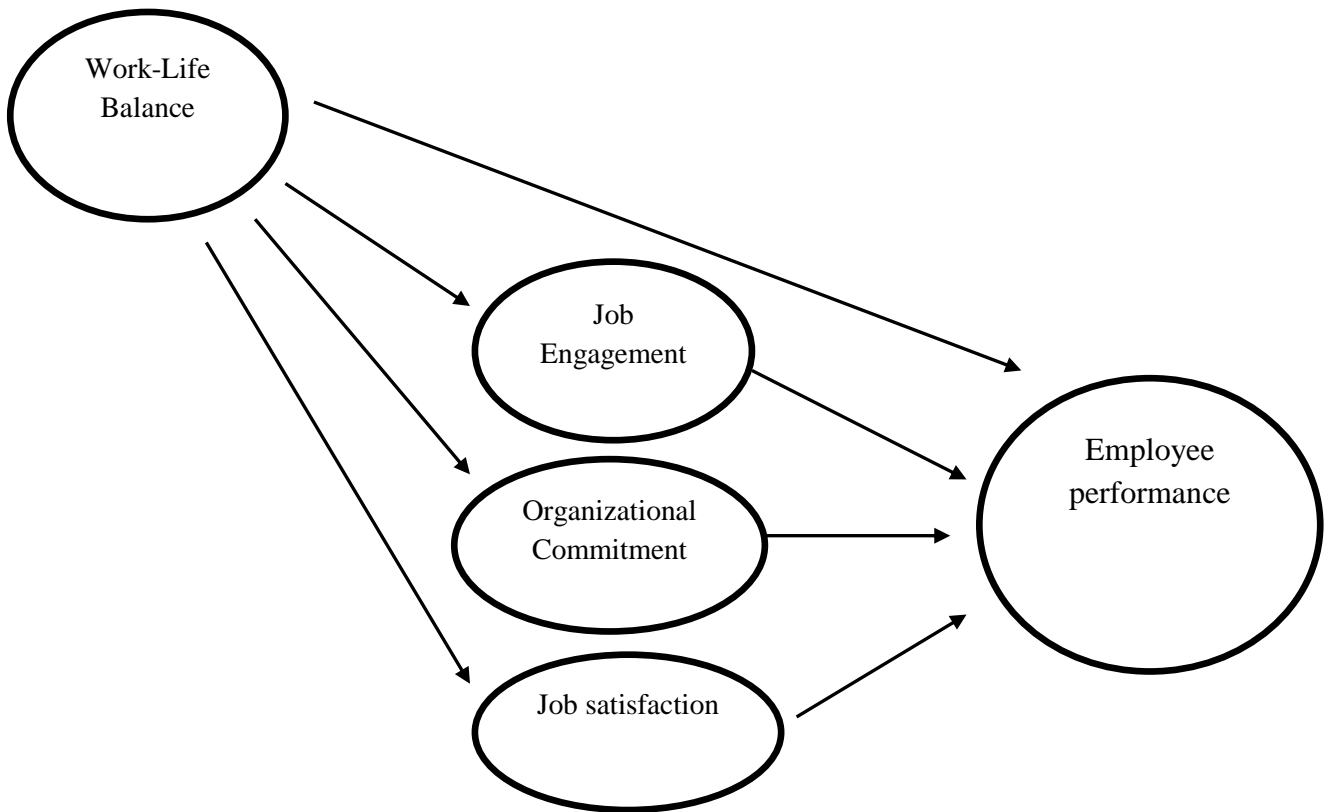


Figure 1. Research Model

Table	1.Demographics	of	Respondents
Demographics	Total		Percentage
Gender			
a. Male	101		29.7%
b. Female	239		70,3%
Job Status			
a. Permanent Employees	340		100%
b. Contract Employees	0		0
Years of Service			
a. More than 2 years	340		100%
b. Less than 2 years	0		0
Education			
a. Bachelor/ Profession	134		39,5%
b. Diploma	206		60,5%
Income per Month			
a. ≤ Rp. 4.000.000,-	114		33,5%
b. > Rp. 4.000.000,-	226		66,5%
Work Location			
a. Hospital	278		81,8%
b. Public Health Center	37		10,9%
c. Clinic	25		7,3%
Marital Status			

Demographics	Total	Percentage
a. Married	321	94,4%
b. Single	7	2%
c. Single Parent	12	3,6%
Year of Birth		
a. 1965-1970	6	1,8%
b. 1971-1975	47	13,8%
c. 1976-1980	287	84,4%

The description of the research results can be described in the following T-Value diagram:

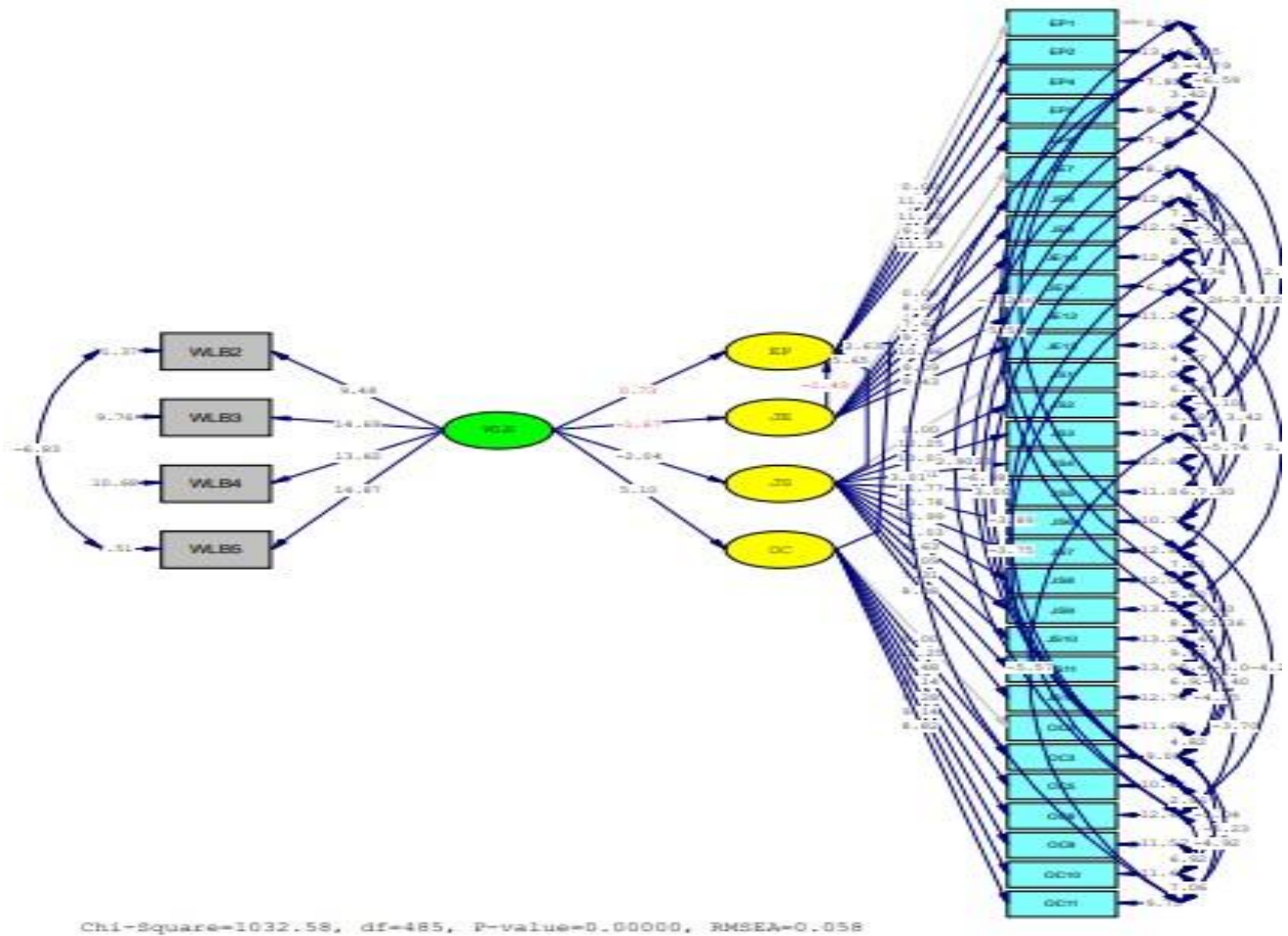


Figure 2. Path Diagram of T-Value

Based on the T-Value Path Diagram as shown in Figure 2 above, it can be explained that the research model hypothesis testing is as follows:

Table 2. Hypothesis Test for Research Model

Hypothesis	Hypothesis Statement	Score <i>T-Value</i>	Information
H1	Work-life balance has a positive implication on employee performance.	0.73	The data do not support the hypothesis
H2	Work-life balance has a positive implication on job engagement,	1.67	The data do not support the hypothesis
H3	Work-life balance has a positive implication on organizational commitment.	5.10	The data support the hypothesis

H4	Work-life balance has a positive influence on job satisfaction	-2.04	The data do not support the hypothesis
H5	The stronger job engagement has a positive effect on employee performance.	1.43	The data do not support the hypothesis
H6	The stronger organizational commitment has a positive impact on employee performance.	2.63	The data support the hypothesis
H7	Stronger job satisfaction has a positive effect on employee performance.	5.65	The data support the hypothesis

Based on the hypothesis test table above, it can be seen that there are several data with a T-Value value below 1.96, which means that the data does not support the hypothesis. These hypotheses include H1, H2, H4 and H5. While the rest H3, H6 and H7 show the T-Value is above 1.96, the data support the tested research hypothesis.

VI. Discussion

This study explores the influence and relationship between Work-Life Balance, Job Engagement, Job Satisfaction and Organizational Commitment on Employee Performance in Nurses Generation X. In the first test (H1), it was found that work-life balance does not have a positive implication on employee performance. Work-life balance means that employees achieve a balance between work and personal life. The balance of work-life can be influenced by several factors, including the provision of adequate rest time, work flexibility and support (Deery & Jago, 2015). The nurses appreciate the comfort in their work environment and when nurses are allowed to control the work schedule, it will reduce the level of work stress. Nurses who are given the authority to manage their shift schedules can reduce sudden changes in work hours and not interrupt providing services (Oh & Cho, 2020).

Nurses Generation X gives more attention to work-life balance and wants work schedules to fit in with their lives, not the other way around. And they also choose workplaces that are not far from where they live which allows them to maintain a balance between work and life. This characteristic causes nurses in generation X to often experience job changes to achieve their desires regardless of performance (Lavoie-Tremblay et al., 2010).

Their independent nature makes them prefer coaching and motivation with continuing education and training. For this reason, organizations must provide training programs such as Service Excellent training to ensure nurses can provide excellent service to patients. The finding that work-life balance does not have an impact on employee performance is also in line with the conclusions made by several studies which found that with the comfort of the workplace, the freedom of nurses to control their working hours will not have an impact on reducing the quality of service performance of nurses (McNall, Nicklin & Masuda, 2010; Moafimadani, Kazempour & Khalkhali, 2019; Carreri & Dordoni, 2020; Worringer, Genrich & Angerer, 2020 and Choi & Lee, 2020).

Further hypothesis testing (H2) proves that a high work-life balance does not imply job engagement. To increase employment at the job, nurses must also have motivation towards their work and enthusiastic, productive, improve committed, creative and efficient at work. If nurses have high motivation, they will increase work productivity, innovation and survive with competition in the organization (Bhatti, Aslam & Sulaiman, 2016). The relationship between employees and a healthier work environment also has ramifications on satisfaction and feelings of attachment to their profession and work (Lee, Yu & Kim, 2020).

Generation X's behavioral traits, including the desire to work independently, reluctance to attend meetings, wanting fast work results and tacit commitment to managers, show that this generation pays less attention to attachments to their work and is only results-oriented. Not only work-life balance can affect job engagement, but also motivation, behavioral characteristics and relationships among employees can cause increased job engagement, Organizational Citizenship Behavior, and career advancement (Thomas & du Plessis, 2020; Moloney, Fieldes & Jacobs, 2020; Lyu, Yao & Liu, 2020 and Ghani, Aizaz & Choudhury, 2020).

Subsequent findings prove work-life balance has a positive effect on organizational commitment (H3). It can reduce turnover, reduce absenteeism, and cultivate loyalty to the organization. These findings imply that the balance between work and life can change employees' attitudes and behavior towards the organization. Changing matters relating to health institutions' management, including setting working hours and relationships with the work environment, will balance personal life and professional life and impact the organization's sense of belonging (Wong et al., 2020).

Management must regularly communicate with employees to understand the condition of nurses, advance a balanced work-life and try to accommodate the needs of employees in aspects of work and life and can increase organizational loyalty and commitment to the organization (Tag-Eldeen, 2013; Mushfiqur et al.,

2018; Akkaya, 2020 and Shin & Enoh, 2020; Wardana, Anindita & Indrawati, 2020).

Further testing found that work-life balance does not have a positive effect on job satisfaction (H4). Even though nurses' work activities and personal lives are balanced, their work pressure can trigger work stress, especially in the Covid-19 Pandemic. Elevated work stress for nurses can lead to Burnout Syndrome, which is associated with mental disorders that impact work, including job dissatisfaction, absence from work, and even early retirement (Maric et al., 2020). The decreased quality of health professionals' performance is a significant concern because low levels of satisfaction and well-being can reduce patient care quality. It can also be caused by the effect of fatigue on medical personnel, giving rise to a significant result between fatigue and the incidence of medical errors (Oglesby, Gallucci & Wynveen, 2020).

Although nurses' professional life is balanced, the higher the work pressure, the stress and fatigue levels of nurses can reduce job satisfaction, which has clout on the relationship between nurses who work in shifts. The work environment, bad relationships between nurses, poor organizational management, very stressful organizational conditions, inadequate job training, inappropriate nominal salaries, leadership and lack of opportunities to develop a career in the organization can also cause job stress and end on the nurse's dissatisfaction with her job and organization (Nelson et al., 2014; Rožman, Tominc & Milfelner, 2020; Moloney et al., 2020; Bonacci, Mazzitelli & Morea, 2020 and Sharif, 2020).

Furthermore, this study finds that stronger job engagement does not have a positive effect on employee performance. (H5). Job engagement means that nurses are full of enthusiasm in carrying out their work activities. However, having enthusiasm and feeling attached to the work at hand does not make a significant contribution to the performance given. When considering nurse performance, other factors that can influence are development and training (Kartiani, Anindita, & Kusumapradja, 2020). Nurses will be given benefits by continuing to gain new knowledge, such as in the context of "developing" where individuals are better at coping with situations when they are in trouble for example, job demands and poor time management and developing abilities rather than just survival which has an impact on performance results that are given continuously (Brown, Arnold & Standage, 2017; Noviyanti, Purwandari & Syah, 2019).

Because they are mostly independent, generation X learns to be careful and fearful of strangers and distrust the company because they witness their parents losing their jobs due to downsizing. They can solve problems that focus on themselves and value family rather than careers (Lipscomb, 2010). In providing health services, generation X, who often collaborates with later generations, will rely on the "children" system where generation X will often approach younger generation users for help and support, especially regarding technology. Young nurses who better understand technology effectuate the service implementation process runs smoothly and a sense of engagement in an organization will not significantly affect performance (Reinbeck & Fitzsimons, 2014).

These results support previous research that suggests that nurses must be provided with a balance between clinical assignments, educational opportunities and opportunities to develop careers and abilities to remain competent and committed to their ever-evolving duties and responsibilities. Learning that is owned by nurses regarding performance in their work will increase motivation and development of their performance (Laschinger & Finegan, 2005; Mushtaq, Abid, & Ahmed, 2017; Liu, Bartram, & Leggat, 2020; Ficapal-cusi & Enache-zegheru, 2020; and Abbas & Zhiqiang, 2020).

For further hypothesis testing, it is found that more substantial organizational commitment has a positive effect on employee performance (H6). Organizational commitment means that employees feel like part of an organization. Organizational commitment can be characterized as a readiness to accept organizational goals and objectives, a readiness to make substantial efforts to achieve goals and a definite desire to become a member of an organization. Because the COVID-19 situation is sweeping the world and requires nursing staff commitment, organizations need to delve into the effectiveness of social support for nurses to develop more substantial organizational commitment. Social support for employees can be defined by providing the individual with maximum resources, both tangible and intangible, divided into emotional, instrumental, or informational support and appraisal categories where the nurse's work environment is more dangerous and more tiring than usual. Thus, committed behavior towards the organization also impacts a culture that prioritizes patient safety which reflects the performance of nurse services (Jackson et al., 2020).

This statement support previous research where organizational commitment influences nurses' behavior by providing loving care. If the nursing staff is committed to their organization, they will provide loving care to patients and improve the performance of their services (Wu et al., 2020; Kim, Lee & Cho, 2020; Jafarpanah & Rezaei, 2020; Al-Haroon & Al-Qahtani, 2020; Liu & Mao, 2020; Parveen, 2020 and Ning, Yu & Huang, 2020; Kusnanda & Kusumapradja, 2020; Oktaviani, Susanti, & Syah, 2020).

In testing job satisfaction and employee performance in nurses generation X, it is proven that high job satisfaction has a positive implication on employee performance. Increased job satisfaction will encourage nurses to provide top service.

In this study, it was found that stronger job satisfaction positively affects employee performance (H7). It can be said that satisfied workers will be loyal to the organization and increase work achievement and

performance. Employees are happy with work when their expectations (for example, work environment, employment relationships, promotion opportunities, salary increases and so on are met. Also, organizations must create more useful programs, provide promotions if needed, and offer salary increases to increase job satisfaction and ultimately make employees more productive and achievers (Phuong & Vinh, 2020).

Job pressure, an imbalance between workload and rewards are drivers of job dissatisfaction that adversely affect employee performance. Organizations need to conceit various ways to maintain employee satisfaction for more innovation and be productivity. Previous studies found stronger job satisfaction has positive implications for employee performance (Lee, Yu, Kim, & Kim, 2020; Lencho, 2020; Hakami, Almutairi & Battal, 2020; Turnea & Prodan, 2020 and Ngwenya & Pelsler, 2020; Elistia, 2020; Halim, Indradewa & Syah, 2020; Destiny, Shah & Anindita, 2020; Sidabutar, Syah, & Anindita, 2020).

VII. Conclusion

This study proves that work-life balance with organizational commitment, organizational commitment and job satisfaction with employee performance in nurses generation X are interrelated. Meanwhile, work-life balance with employee performance, job engagement, job satisfaction, and job engagement with employee performance in nurses generation X does not significantly affect. Many factors influence and strengthen each variable. The Covid-19 pandemic that has tackled the world since early 2020 has had a broad impact, especially on workers in the health sector. The high demand for nursing staff and demands to provide maximum service causes high levels of fatigue and stress, which will affect the nurses themselves' health and performance. For this reason, the importance of cooperation from all parties, especially health organizations as health service providers, must provide protection and the needs of nurses for performance does not decrease and even increases turnover among health workers. Efforts that the Indonesian government has made in handling the Covid-19 pandemic case and facilitating nursing personnel have been carried out, including providing regular incentives, providing housing facilities for nurses who handle Covid-19 cases, and using strict personal protective equipment as well as regular health checks. The goal is to maintain medical personnel's health and prevent a decline in performance and even the desire to leave the profession.

This study contributes to managerial implications, especially health services and human resource management to improve the quality of nursing service performance are: first, nursing supervisors gain knowledge about attitudes that can affect employee performance and determine actions to be able to maintain job engagement, commitment for quality of health services can be guaranteed. Second, for nurses in the generation X category, due to nursing science's continuous development, the job demands are also increasing, such as during the pandemic. So, the human resources and managerial divisions must pay more attention to developments through providing training, motivate to improve the quality of their performance and prevent conflicts between work and family interests due to increased workloads. Other efforts that can be made in managerial are improving human resource management (HRM) practices such as rewards, maximum protection of health workers, health checks, creating a comfortable working environment and providing vitamins. The goal is to prevent work fatigue due to work-life imbalances caused by sudden assignments and higher job demands.

VIII. Limitation and Recommendations

There are several limitations in this study that must be fixed for the future are; first, this research was conducted during a pandemic, so the variables of organizational commitment, job engagement and job satisfaction cannot be explicitly measured. In the future, research for these variables should be conducted on nurses who are not handling Covid-19. Second, several other factors influence this study's variables, including job stress, the incidence of burnout syndrome, employee relations, and other causes that are not discussed in this study. For further research, the measurement of work fatigue and factors that can reduce health services' quality can be studied and prevented for medical negligence will not occur which can affect disability and even death. Third, the employee performance measurement is carried out by the employees and does not use nursing performance measurements. In the future, research on employee performance is assessed by nursing supervisors or human resource (HR) practitioners based on performance achievement.

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