



THE INFLUENCE OF WORK-LIFE BALANCE ON THE PRODUCTIVITY OF MEDICAL PERSONNEL AT DR. MINTOHARDJO NAVAL HOSPITAL

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ABSTRACT

Maintaining a balance between work and personal life (work-life balance) is a significant challenge for healthcare professionals, especially in hospitals with shift-based schedules and high workloads. This imbalance can lead to stress, burnout, and reduced productivity, ultimately affecting the quality of patient care. This study aims to explore how work-life balance impacts the productivity of medical personnel at Dr. Mintoharjo Naval Hospital. A qualitative approach was employed, using secondary data analysis drawn from academic journals, research reports, and institutional publications to identify key influencing factors. Findings indicate that excessive workload, lack of social and institutional support, and limited access to mental health resources are major barriers to achieving balance. However, hospital policies such as flexible work schedules, psychological support services, and the integration of technology in administrative management have been shown to improve medical personnel's well-being. In conclusion, hospitals that prioritize work-life balance for their healthcare workers not only enhance their productivity but also improve the quality of healthcare services provided to patients.

Keywords: Hospital Policies, Medical Personnel, Productivity, Work-Life Balance.

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INTRODUCTION

In the healthcare sector, maintaining a healthy work-life balance has become

increasingly critical due to demanding schedules, emotional labor, and high-stress environments (Varghese et al., 2024; Wani

et al., 2025). When this balance is disrupted, it often results in burnout, reduced productivity, and diminished quality of care. While developed countries have introduced flexible work policies to address these challenges with some success (Kavas et al., 2025), similar implementations remain difficult in resource-constrained settings.

In Indonesia, healthcare workers commonly experience intense workloads, insufficient rest, and irregular shifts that compromise their physical and mental well-being (Roshan, 2024; Navis Mirza, 2025). These issues are even more acute in military hospitals like *Dr. Mintoharjo Naval Hospital*, where rigid organizational structures and hierarchical demands compound stress levels among staff.

Despite recognition of these challenges, there is limited empirical research specifically examining how work-life balance affects productivity within Indonesian military hospitals. Existing literature broadly addresses civilian healthcare institutions, leaving a gap in understanding the unique pressures faced by medical personnel operating under military protocols (Bhaumik & Sharma, 2024). Early observations suggest persistent fatigue and burnout among Mintoharjo staff, but concrete, data-driven insights remain lacking.

Addressing this gap, the present study investigates the relationship between work-life balance and productivity among healthcare professionals at Dr. Mintoharjo Naval Hospital. By identifying key stressors and evaluating institutional support mechanisms, the research aims to provide actionable recommendations tailored to the military healthcare context, ultimately promoting both staff well-being and service quality.

OBJECTIVES

General Purpose

To understand the impact of work-life balance on the productivity and well-being of healthcare professionals at Dr. Mintoharjo Naval Hospital.

Special Purpose

This study aims to understand what shapes the work-life balance of healthcare professionals at Dr. Mintoharjo Naval Hospital, what helps, what hinders, and how it affects their job satisfaction and productivity. It also takes a close look at the hospital's current policies and support systems to see if they truly meet the needs of medical staff. Most importantly, it explores practical, realistic solutions to help create a healthier balance, ensuring that those who care for others also get the support they need.

PLAN OF ACTION

Strategy Plan

To ensure this study was well-planned and meaningful, several key steps were taken. First, a literature review of existing research on work-life balance in healthcare provided foundational insight. Next, a diverse group of 42 *medical professionals*, including 15 *doctors*, 20 *nurses*, and 7 *administrative medical staff*, from various departments at Dr. Mintoharjo Naval Hospital, was purposefully selected to ensure a broad and representative perspective. Structured survey instruments and in-depth interview guidelines were developed to capture both quantitative and qualitative insights. Additionally, collaboration with hospital management secured the necessary institutional support to facilitate smooth implementation.

Implementation

The research proceeded in structured phases. During data collection, surveys were distributed to all 42 participants, gathering input on their perceptions of work-life balance, job satisfaction, and workplace stress. In-depth, semi-structured interviews were conducted with 12 selected participants from the original sample, chosen to reflect different roles and departments, to provide a richer, contextual understanding of their experiences.

The subsequent analysis phase involved thematic coding of interview transcripts and pattern identification in survey responses. Factors such as job role, shift schedule, and support mechanisms were examined to highlight key differences in stress levels and productivity across departments. These findings informed the development of practical, evidence-based policy recommendations.

Setting

This study was conducted at Dr. Mintohardjo Naval Hospital, a military healthcare facility known for its structured, high-pressure work culture, which often presents unique challenges to work-life balance.

Target

The focus was on healthcare personnel, including doctors, nurses, and medical administrative staff, all of whom directly influence or experience the impact of work-life balance on job performance and well-being. This study is more than just an analysis of numbers and policies about the real lives of medical professionals who dedicate themselves to saving others, often at the expense of their own well-being. By shining a light on the struggles and potential solutions for achieving a better

work-life balance, we hope to empower healthcare workers, improve hospital policies, and ultimately enhance the quality of care for patients.

RESULTS AND DISCUSSION

This study explores how work-life balance impacts the productivity of medical professionals at Dr. Mintohardjo Naval Hospital, where demanding long hours, exhausting shift rotations, and high emotional pressure are part of daily life.

When work and personal life become unbalanced, it can take a serious toll on both physical and mental health, which in turn affects the quality of care provided to patients. Some of the biggest factors influencing this balance include work schedules, institutional support, and overall mental well-being. To create a healthier and more sustainable work environment, the hospital needs to consider more flexible policies, smarter use of technology, and better psychological support, ensuring that healthcare workers can do their jobs effectively without compromising their well-being.

Table 1. The Link Between Work-Life Balance and Medical Professionals' Productivity.

| Aspect | Research Findings |
|------------------------------------|---|
| Work-Life Balance and Productivity | Medical professionals who maintain a balance between work and personal life tend to be more productive and have higher motivation in providing healthcare services. |
| Work System and Workload | Long shift work schedules and heavy workloads contribute to physical and mental health issues, reducing work efficiency and |

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| | increasing the risk of medical errors. |
| Social and Institutional Support | Support from hospitals, colleagues, and family plays a crucial role in improving the work-life balance of medical professionals. |
| Mental Health and Work Stress | High work-related stress contributes to emotional exhaustion and a decline in the quality of life for healthcare workers, making it essential for hospitals to provide psychological support services. |
| Utilization of Technology in Work Management | Technologies such as electronic medical record systems and scheduling applications help reduce administrative burdens on healthcare workers and improve work efficiency. |
| Strategies and Policies to Improve Work-Life Balance | Hospitals can enhance work-life balance by implementing policies such as flexible work schedules, more supportive leave policies, and improved communication and participation of healthcare professionals in decision-making. |

A healthy work-life balance is essential for the well-being and productivity of medical professionals. Hospitals that provide flexible schedules, mental health support, and efficient management tools create a work environment where healthcare workers can thrive. However, in military hospitals like Dr. Mintohardjo Naval Hospital, strict regulations can make achieving this balance more challenging. To better support their staff, the hospital needs to

consider adjusting work schedules, offering psychological support, and improving communication. With the right strategies in place, medical professionals can perform at their best without sacrificing their well-being, ultimately leading to better care for patients.

How Work-Life Balance Affects the Productivity of Medical Professionals at Dr. Mintohardjo Naval Hospital

In a high-stress environment like a hospital, finding a balance between work and personal life is essential for the well-being and productivity of healthcare professionals. Medical staff at Dr. Mintohardjo Naval Hospital often work long hours, exhausting shifts, and face intense emotional pressure while caring for patients (Varghese et al., 2024).

This pattern aligns with findings by Elboraie et al. (2024), who noted that flexible work hours significantly boost job satisfaction in civilian hospitals. However, the rigid, discipline-based structure of military hospitals makes such flexibility harder to implement, indicating that contextual adaptations are essential.

The challenge is even greater in a military hospital setting, where strict regulations and a disciplined work culture add another layer of pressure.

This strict structure often limits open communication between staff and leadership, which may prevent early intervention or dialogue around work-related fatigue. In contrast to more participatory civilian systems, top-down hierarchies in military settings require different policy approaches.

Research shows that when healthcare professionals can maintain a healthy work-life balance, they tend to be more motivated, productive, and satisfied with

their jobs. A study by Elboraie et al. (2024) found that medical professionals who have some control over their schedules and enough personal time are generally happier at work. In contrast, those who struggle with imbalanced work-life conditions are more likely to experience stress, burnout, and a decline in the quality of care they provide to patients (Petersen et al., 2024).

One of the biggest challenges affecting work-life balance in the healthcare sector is irregular shift work. At Dr. Mintohardjo Naval Hospital, medical professionals often have unpredictable schedules, which can disrupt their sleep patterns and overall health. Research by Wangliang et al. (2024) highlights that shift-related sleep disturbances reduce concentration, increase fatigue, and raise the risk of medical errors, making it harder for doctors and nurses to perform at their best.

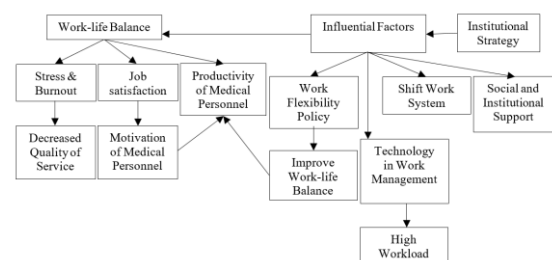
From an institutional perspective, hospitals that actively support work-life balance tend to have happier, more productive, and more committed medical staff. A study by Bian & Mohd Sukor (2024) found that hospitals offering mental health support, flexible scheduling options, and reasonable leave policies significantly reduce stress levels among healthcare workers. When medical professionals feel valued and supported, they are more likely to be engaged, motivated, and provide better patient care.

However, military hospitals like Dr. Mintohardjo Naval Hospital face unique challenges in implementing flexible work policies due to their structured and hierarchical environment. Adjusting schedules is often more complex than in civilian hospitals. Despite this, research by (Muharrani et al., 2024) suggests that hospitals can improve work-life balance by managing workloads more efficiently,

structuring shift rotations better, and increasing access to mental health services for medical staff.

Beyond workplace policies, technology also plays a crucial role in helping healthcare professionals manage their workloads more effectively. A study by Sindhu (2024) found that using technology for administrative tasks can reduce unnecessary paperwork, allowing medical professionals to focus more on patient care and reclaim personal time. For example, electronic medical record (EMR) systems streamline documentation, cutting down on time-consuming manual record-keeping, one of the major contributors to workload stress.

The flowchart below illustrates the relationship between work-life balance and the productivity of medical professionals at Dr. Mintohardjo Naval Hospital, showing how institutional support, work schedules, and technology can influence their well-being and performance.



Picture 1. The Connection Between Work-Life Balance and Medical Professionals' Productivity.

This flowchart illustrates just how much work-life balance affects the productivity and well-being of medical professionals. Factors like demanding shift schedules, heavy workloads, social support, and the use of technology in managing tasks all play a major role in shaping their daily experiences. When healthcare

workers have a healthy balance between their jobs and personal lives, they tend to be happier, more motivated, and more effective in their work. On the other hand, when that balance is disrupted, stress and burnout can take over, leading to a decline in the quality of care they provide for patients. That's why hospitals need to adopt more flexible and supportive policies, because when medical professionals are well-supported, they can perform at their best and continue delivering high-quality healthcare.

While these conclusions are consistent with international evidence, this study highlights how military-specific constraints demand nuanced, tailored approaches to reform. A one-size-fits-all solution is unlikely to succeed without paying attention to organizational culture and operational protocols.

Factors Affecting the Work-Life Balance of Medical Professionals

Balancing work and personal life is one of the biggest challenges for healthcare professionals. They work in high-pressure environments, dealing with long shifts, demanding responsibilities, and the emotional strain of patient care (Sikdar et al., 2024). Without a healthy balance, they face stress, burnout, and a decline in overall well-being, which can ultimately impact the quality of care they provide. Several key factors shape their ability to maintain this balance, including work schedules, workload, institutional and social support, mental health, and the role of technology in their daily work.

Demanding Work Schedules and Heavy Workloads

One of the biggest struggles for medical professionals is irregular and

demanding work shifts. Many doctors and nurses work 12-hour shifts or longer, sometimes staying on duty for extended hours in emergencies (Shrestha & Poudel, 2024). Unpredictable work hours can disrupt sleep patterns and the body's natural rhythm, leading to fatigue, decreased focus, and lower productivity.

On top of long hours, the heavy workload itself adds to the imbalance. Research by Alammari et al. (2024) found that medical professionals facing excessive workloads are more prone to burnout and chronic stress. This not only affects their health but also lowers the quality of patient care. To improve work-life balance, hospitals must consider more structured shift rotations and a fairer distribution of workload to prevent exhaustion among their staff.

The Power of Support – From the Workplace and Family

Having strong support systems—both in the workplace and at home—makes a significant difference in how medical professionals manage their stress and workload. Encouragement from hospital management, coworkers, and family members plays a vital role in helping them stay productive and mentally resilient (Arjunan Bahuleyanm & Beegam, 2024).

Hospitals that offer flexible policies, mental health resources, and wellness incentives have been shown to help healthcare professionals maintain a healthier balance between work and personal life (Wangliang et al., 2024). Outside of work, emotional support from family members is just as important. When medical professionals get to spend quality time with loved ones and feel emotionally supported, they are better equipped to handle workplace challenges and stress.

The Mental Health Toll of High-Stress Work

Beyond physical exhaustion, psychological stress is one of the most pressing challenges for healthcare professionals. They deal with demanding patients, emotional situations, and high hospital expectations, which can take a toll on their mental and emotional well-being (Kupis et al., 2024).

A study by Habib et al. (2022) found that medical professionals experiencing chronic stress are at higher risk of anxiety and depression, which can spill over into their personal lives.

While many civilian hospitals have begun institutionalizing mental health programs, such support remains limited in military facilities like Dr. Mintohardjo's, revealing a critical gap between known solutions and their practical availability.

That's why hospitals must prioritize mental health support by offering counseling services, stress management programs, and creating a more supportive work environment to help medical professionals stay mentally strong.

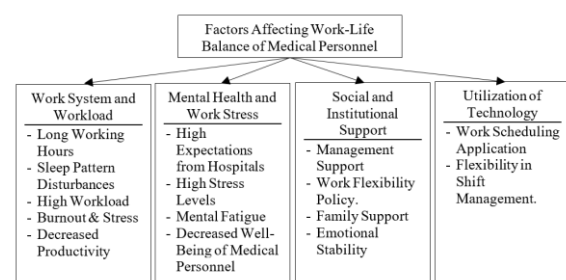
How Technology Helps Lighten the Load

Technology is proving to be a game-changer in helping medical professionals manage their workload more efficiently. Research by Dousin et al. (2019) found that digital administrative systems can significantly reduce the workload for healthcare workers, giving them more time to focus on patient care and their personal lives.

For example, electronic medical records (EMR) systems have replaced time-consuming manual documentation, making paperwork much easier to manage. Similarly, healthcare apps that allow remote patient monitoring have helped

reduce stress by giving doctors and nurses better control over their work. By integrating smart technology into hospital operations, medical professionals can work more efficiently, reduce stress, and have more time to recharge.

However, the implementation of such technologies in military settings must also contend with additional layers of bureaucracy, cybersecurity restrictions, and budget constraint factors that can delay digital transformation.



Picture 2. Factors Influencing the Work-Life Balance of Medical Professionals.

This flowchart highlights the key factors that shape work-life balance for medical professionals, including work schedules, social support, mental health, and technology. Long hours and unpredictable shifts often lead to stress and burnout, making it harder for healthcare workers to stay productive. However, strong support systems, both from hospitals and families, along with flexible workplace policies, can help ease the pressure. Technology also plays a big role—scheduling apps and electronic medical records (EMR) systems help reduce paperwork and administrative tasks, allowing medical professionals to have more control over their time and get the rest they need.

Hospital Strategies to Improve Work-Life Balance for Medical Professionals

Work-life balance is becoming increasingly important in the healthcare field, especially given the high levels of stress and demanding workloads that medical professionals face. Long hours, intense responsibilities, and the emotional toll of caring for patients make it difficult for them to find time for rest, family, and personal well-being. When work and personal life fall out of balance, it can negatively impact both their health and job performance, ultimately affecting the quality of patient care (Bhamani et al., 2024). To address this, hospitals need to create supportive policies and workplace strategies that help medical staff maintain a healthier balance. Here are some key ways hospitals can make a difference.

Flexible Scheduling and Smarter Shift Management

One of the most effective ways to support medical professionals is by offering more flexibility in work schedules. A study by Pundlik Medhane & Vidyapeeth (2024) found that healthcare workers who have some level of control over their schedules report higher job satisfaction and less fatigue compared to those with rigid work hours. By allowing more flexible shift arrangements, hospitals can help medical staff find time for proper rest and personal commitments.

In addition to flexibility, better shift management is essential. Long, back-to-back shifts without adequate breaks can lead to exhaustion and lower the quality of care. Hospitals should implement shorter, structured shifts and fair shift rotations to ensure all staff members get the rest they need (Elboraie et al., 2024).

Mental Health Support and Wellness Programs

The emotional and psychological strain of working in healthcare can be overwhelming. To help medical professionals manage stress, hospitals should provide mental health resources, such as counseling services and wellness programs. Research by Nemati-Vakilabad et al. (2024) shows that hospitals offering psychological support tend to have lower stress levels among staff and higher job satisfaction.

Beyond counseling, wellness programs that include relaxation activities, exercise options, and mindfulness training can help medical professionals cope with stress. Hospitals can create quiet spaces for relaxation or provide access to fitness facilities, either for free or at a discounted rate, to encourage a healthier lifestyle.

Using Technology to Reduce Workload

Technology can be a game-changer in helping medical professionals manage their workloads more efficiently. One major time-consuming task is manual paperwork, which can be streamlined with electronic medical record (EMR) systems.

A study by Chen et al. (2024) found that digital record-keeping significantly reduces administrative burdens, allowing doctors and nurses to spend more time on patient care and less on documentation.

Hospitals can also use work scheduling apps that allow medical staff to adjust, and swap shifts easily, giving them greater control over their work hours. Research by Oțelea et al. (2022) has shown that such technology, already in use in some European hospitals, improves work-life balance by reducing stress and allowing professionals to better plan their personal time.

More Supportive and Flexible Leave Policies

Many hospitals have strict leave policies, making it difficult for medical staff to take time off when they need it (Senbursa & Dunder, 2024). This lack of flexibility can increase stress levels and lead to burnout.

Hospitals should ensure that medical professionals can take time off, when necessary, without worrying about staffing shortages or overwhelming workloads. Introducing more flexible leave options, including mental health days, can help healthcare workers recover, recharge, and return to work feeling refreshed.

Encouraging Open Communication and Staff Involvement

A positive and communicative work environment plays a big role in job satisfaction and well-being. Research by Roshan (2024) found that healthcare workers who feel heard and valued in workplace decision-making tend to experience less stress and a healthier work-life balance.

Hospitals should create forums or feedback systems where medical professionals can voice their concerns and suggest workplace improvements. By fostering open communication, hospitals can better understand the needs of their staff and create policies that truly support them.

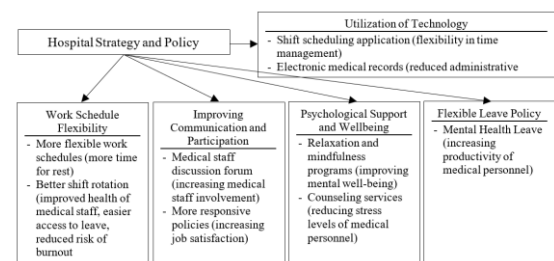
Final Thoughts

Medical professionals often struggle with demanding workloads, unpredictable shifts, and the emotional weight of patient care—all of which can take a toll on their well-being. When work-life balance suffers, stress, burnout, and job

dissatisfaction rise, ultimately affecting both healthcare workers and their patients.

To create a healthier work environment, hospitals must take real action by offering flexible schedules, mental health resources, efficient technology, better leave policies, and open communication channels. These changes will not only improve the well-being of medical professionals but also enhance the quality of patient care.

The flow chart below outlines key hospital strategies that can help medical professionals achieve a better work-life balance.



Picture 3. Hospital Strategies and Policies to Improve Work-Life Balance for Medical Personnel.

This flowchart shows key strategies that can help healthcare workers achieve work-life balance, such as flexible shift schedules, psychological support, use of technology, more flexible leave policies, and increased communication and participation. By implementing these policies, hospitals can reduce stress, improve healthcare workers' well-being, and ultimately support productivity and quality of care.

CONCLUSION

This study shows that work-life balance has a significant impact on the productivity of medical personnel, especially at Dr. Mintoharjo Navy Hospital. High workload, irregular shift system, lack of institutional

support, and psychological stress are the main challenges that can hinder this balance. However, when hospitals implement strategies such as flexible work schedules, better shift management, mental health support, and the use of technology to ease administrative burdens, the well-being of medical personnel can be significantly improved. This ultimately has an impact on improving the quality of health services they provide to patients. Therefore, hospitals need to continue to develop more humane policies that support the work-life balance of medical personnel. In the future, further research can explore the long-term impact of these policies in various types of hospitals, both military and civilian. In addition, a deeper understanding of the role of organizational culture and national health policies in creating a more balanced work environment for medical personnel can be an interesting and useful research topic for decision-making in the health sector.

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