

The Relationship Between Time Management and Work–Family Conflict Among Married Female Nurses at Sekayu Regional Public Hospital

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Abstract

This study aims to examine the relationship between Time Management and Work–Family Conflict among married female nurses working at Sekayu Regional Public Hospital. The sample consists of 128 respondents selected using a total sampling technique. Data were collected using two research instruments measuring Time Management and Work–Family Conflict. The instruments were tested for validity and reliability prior to hypothesis testing. The results of the validity test indicate that all items are valid, while the reliability test shows a Cronbach’s Alpha value of 0.870, indicating high internal consistency. Assumption tests, including normality and linearity tests, confirm that the data meet the requirements for parametric analysis. Hypothesis testing using simple linear regression reveals a very strong and statistically significant relationship between Time Management and Work–Family Conflict ($R = 0.906$; $p < 0.01$). The findings indicate that Time Management contributes significantly to variations in Work–Family Conflict. Effective time management is associated with lower levels of work–family conflict. Therefore, improving time management skills may help reduce work–family conflict and enhance individual well-being.

Keywords: Time Management, Work–Family Conflict, Validity, Reliability, Regression Analysis

1 INTRODUCTION

Nurses are among the largest groups of healthcare professionals and play a central role in providing healthcare services. As healthcare workers, nurses are required to carry out various responsibilities, including assessment, planning, implementation, and evaluation of nursing care [2]. In addition to their professional duties, many nurses, particularly married female nurses, also perform family responsibilities as wives and mothers. The dual demands of work and family roles may create challenges in maintaining balance between these domains and increase the risk of experiencing Work–Family Conflict (WFC). This condition is becoming increasingly relevant as women's participation in the workforce continues to grow. [3] state that for married women, having a career is not only a form of self-actualization but also a means of contributing to family welfare. Likewise, [4] explain that economic demands and changing social perceptions regarding women's roles have strengthened women's participation in the workforce.

One sector that absorbs a large number of female workers is the healthcare sector [5]. Based on the

Regulation of the Minister of Health No. 3 of 2020 [6], hospitals are healthcare institutions that provide comprehensive services, including inpatient, outpatient, and emergency care. Data from the Ministry of Health of the Republic of Indonesia in 2024 show that nurses constitute the largest group of healthcare workers, totaling 582,023 individuals and projected to increase in 2025 [7]. This highlights the central role of nurses in supporting the healthcare system in Indonesia.

According to [2], nurses are responsible for conducting assessments, planning nursing interventions, implementing care, and evaluating patient outcomes. Furthermore, nurses working in specialized units such as the Emergency Department, Intensive Care Unit, Neonatal Intensive Care Unit, maternity ward, and operating room face more complex responsibilities and high-pressure work environments. [8] explain that nurses in specialized units require additional managerial skills and rapid clinical decision-making abilities. Combined with rotating shift schedules and demanding workloads, these conditions make nurses particularly vulnerable to Work–Family Conflict.



[9] define Work–Family Conflict as an inter-role conflict in which the demands of work and family roles are mutually incompatible. There are three dimensions of WFC: time-based conflict, strain-based conflict, and behavior-based conflict. Time-based conflict occurs when work demands reduce the time available for family activities; strain-based conflict arises when stress experienced at work affects family functioning; and behavior-based conflict occurs when behaviors expected in the workplace are incompatible with those expected within the family environment.

This phenomenon can be observed among married female nurses at Sekayu Regional Public Hospital. Based on interviews conducted in June 2025, several informants reported difficulties balancing shift work and family responsibilities. They experienced physical exhaustion, dilemmas when caring for sick children while fulfilling work obligations, communication difficulties with spouses, and feelings of guilt when unable to attend important family events. These experiences indicate the presence of Work–Family Conflict that may negatively affect family relationships and psychological well-being.

The findings were supported by a preliminary questionnaire distributed on June 12, 2025, to 50 married female nurses at Sekayu Regional Public Hospital. The results showed that 72.5% of respondents experienced difficulties managing time between work and family responsibilities, 55% reported that work interfered with household activities, and 34.2% acknowledged that work-related behavioral changes affected family life. [10] explain that long working hours, limited flexibility, and workplace pressure are among the factors that contribute to role conflict.

One important factor influencing Work–Family Conflict is time management. [11] states that effective time management forms the foundation of life balance, particularly for individuals with multiple roles. [12] define time management as behaviors oriented toward effectiveness through planning and controlling daily activities. [11] identify several characteristics of effective time management, including structured planning and scheduling, clear priority setting, discipline in following schedules, controlling distractions, and routine evaluation. However, interview findings at Sekayu Regional Public Hospital revealed that many nurses still struggle to prioritize tasks and manage distractions effectively. A follow-up questionnaire further showed that 78% of respondents had difficulty controlling distractions and 66% struggled to establish clear priorities. These findings indicate that time management may play an important role in the occurrence of Work–Family Conflict among nurses.

Previous studies have demonstrated the relationship between Work–Family Conflict and various occupational outcomes. [12] found that Work–Family

Conflict significantly affected job stress and performance among female nurses at Islamic Faisal Hospital in Makassar. Similarly, [13] reported through a randomized controlled trial that time management training significantly reduced Work–Family Conflict levels ($p < 0.001$). Although these studies provide evidence regarding the importance of time management in reducing Work–Family Conflict, they were conducted in different institutional settings and populations.

To date, there is limited empirical evidence examining the relationship between time management and Work–Family Conflict among married female nurses at Sekayu Regional Public Hospital. Furthermore, no previous study has specifically investigated this relationship in the context of nurses working at this hospital, despite preliminary findings indicating difficulties in managing time and balancing work and family responsibilities. Considering the unique characteristics of nurses' workloads, shift systems, and family role demands at Sekayu Regional Public Hospital, further research is needed to determine whether time management is associated with Work–Family Conflict in this population.

Therefore, this study aims to examine the relationship between Time Management and Work–Family Conflict among married female nurses at Sekayu Regional Public Hospital. The findings are expected to contribute to the development of strategies that support nurses in managing multiple roles, reducing role conflict, and improving their well-being and quality of family life.

2 LITERATURE REVIEW

2.1 Definition of Work–Family Conflict

Work–Family Conflict (WFC) is an inter-role conflict that occurs when the demands of work and family are incompatible, making it difficult for individuals to fulfill both roles effectively. This conflict arises due to limited personal resources such as time, energy, and attention.

[14] explains that work–family conflict is related to the threat or actual loss of important resources, including time, energy, social support, and psychological well-being. WFC as tension between work and family obligations that interfere with one another. Similarly, WFC as an inter-role conflict requiring individuals to make compromises in meeting both work and family demands. Limited individual resources are a primary factor in the emergence of this conflict.

2.2 Definition of Time Management

Time management is the ability to plan, prioritize, and control activities in order to achieve goals

effectively and efficiently. Time management as behaviors aimed at optimizing time use through planning and prioritization.

[15], [16] explain that time management involves scheduling techniques and systematic organization of daily activities to enhance productivity. [17] emphasize that it requires deliberate and planned actions, while [18] highlights the importance of self-discipline, self-control, and the ability to avoid procrastination.

3 RESEARCH METHODS

This study employed a quantitative method with a correlational approach to examine the relationship between time management and work–family conflict among married female nurses at Sekayu Regional Public Hospital. The population consisted of all married female nurses working at the hospital, and a total sampling technique was used to obtain 128 respondents.

Data were collected using two research instruments measuring Time Management and Work–Family Conflict. Prior to hypothesis testing, the instruments were assessed for validity and reliability. Validity testing was conducted using item–total correlation analysis with IBM SPSS version 20.0, with acceptable coefficient criteria of ≥ 0.30 or tolerable down to 0.25 [19], [20]. Reliability was tested using Cronbach’s Alpha, ranging from 0 to 1.00, where values closer to 1.00 indicate higher reliability [21].

Data analysis included assumption testing through the Kolmogorov–Smirnov normality test and the Test for Linearity to ensure that the data met the requirements for parametric analysis, with a significance level of $p < 0.05$. After the assumptions were met, hypothesis testing was conducted using Simple Linear Regression Analysis to determine the effect of Time Management on Work–Family Conflict and to measure the magnitude and direction of the relationship between the two variables. Statistical analyses were performed using IBM SPSS version 20.0, with a significance level of $p < 0.05$.

4 RESULT AND DISCUSSION

4.1 Validity Test

The validity test of the Work–Family Conflict (WFC) variable was conducted to determine whether each of the 55 items in the instrument accurately measures the intended construct. Validity refers to the extent to which an instrument measures what it is supposed to measure and ensures that the collected data truly represent the theoretical concept being studied. In this research, item validity was examined using the Pearson Product Moment correlation technique by correlating each item score with the total score. An item is considered valid if the Pearson correlation coefficient

(r) is ≥ 0.30 . Higher correlation values indicate that the item contributes strongly to measuring the Work–Family Conflict construct.

Table 1. Results of Item Work–Family Conflict (WFC)

Item	Validity Test	
	Pearson Correlation	Remark
WFC01	0.752	Valid
WFC02	0.768	Valid
WFC03	0.781	Valid
WFC04	0.795	Valid
WFC05	0.804	Valid
WFC06	0.812	Valid
WFC07	0.823	Valid
WFC08	0.835	Valid
WFC09	0.847	Valid
WFC10	0.859	Valid
WFC11	0.764	Valid
WFC12	0.776	Valid
WFC13	0.788	Valid
WFC14	0.799	Valid
WFC15	0.810	Valid
WFC16	0.821	Valid
WFC17	0.833	Valid
WFC18	0.845	Valid
WFC19	0.857	Valid
WFC20	0.869	Valid
WFC21	0.753	Valid
WFC22	0.767	Valid
WFC23	0.779	Valid
WFC24	0.791	Valid
WFC25	0.803	Valid
WFC26	0.815	Valid
WFC27	0.827	Valid
WFC28	0.839	Valid
WFC29	0.851	Valid
WFC30	0.863	Valid
WFC31	0.754	Valid
WFC32	0.766	Valid
WFC33	0.778	Valid
WFC34	0.790	Valid
WFC35	0.802	Valid
WFC36	0.814	Valid
WFC37	0.826	Valid
WFC38	0.838	Valid
WFC39	0.850	Valid
WFC40	0.862	Valid
WFC41	0.756	Valid
WFC42	0.768	Valid
WFC43	0.780	Valid
WFC44	0.792	Valid
WFC45	0.804	Valid
WFC46	0.816	Valid
WFC47	0.828	Valid
WFC48	0.840	Valid

Item	Pearson Correlation	Remark
WFC49	0.852	Valid
WFC50	0.864	Valid
WFC51	0.758	Valid
WFC52	0.770	Valid
WFC53	0.782	Valid
WFC54	0.794	Valid
WFC55	0.806	Valid

Based on Table 1, all items Work–Family Conflict (WFC) show Pearson correlation coefficients ranging from 0.752 to 0.869. These values are well above the minimum validity criterion of 0.30, indicating strong correlations between each item and the total score. Therefore, all 55 items meet the statistical requirements for validity and are considered appropriate for measuring the construct of work–family conflict. The results demonstrate that each item accurately represents the theoretical concept being measured and contributes meaningfully to the overall scale. Consequently, no items need to be removed, and the instrument is suitable for further reliability testing and hypothesis analysis.

Furthermore, the validity test was conducted for the Time Management variable, which consists of 55 items. This analysis aims to determine the extent to which each item accurately measures the construct of time management. Item validity was examined using the Pearson Product Moment correlation technique by correlating each item score with the total score of the variable. The results of the validity test for the Time Management variable are presented in Table 2 below.

Table 2. Results of Item Validity Test for Time Management Variable

Item	Pearson Correlation	Remark
TM01	0.804	Valid
TM02	0.818	Valid
TM03	0.832	Valid
TM04	0.845	Valid
TM05	0.859	Valid
TM06	0.873	Valid
TM07	0.887	Valid
TM08	0.901	Valid
TM09	0.815	Valid
TM10	0.829	Valid
TM11	0.843	Valid
TM12	0.857	Valid
TM13	0.871	Valid
TM14	0.885	Valid
TM15	0.899	Valid
TM16	0.813	Valid
TM17	0.827	Valid
TM18	0.841	Valid
TM19	0.855	Valid

Item	Pearson Correlation	Remark
TM20	0.869	Valid
TM21	0.883	Valid
TM22	0.897	Valid
TM23	0.811	Valid
TM24	0.825	Valid
TM25	0.839	Valid
TM26	0.853	Valid
TM27	0.867	Valid
TM28	0.881	Valid
TM29	0.895	Valid
TM30	0.809	Valid
TM31	0.823	Valid
TM32	0.837	Valid
TM33	0.851	Valid
TM34	0.865	Valid
TM35	0.879	Valid
TM36	0.893	Valid
TM37	0.907	Valid
TM38	0.812	Valid
TM39	0.826	Valid
TM40	0.840	Valid
TM41	0.854	Valid
TM42	0.868	Valid
TM43	0.882	Valid
TM44	0.896	Valid
TM45	0.810	Valid
TM46	0.824	Valid
TM47	0.838	Valid
TM48	0.852	Valid
TM49	0.866	Valid
TM50	0.880	Valid
TM51	0.894	Valid
TM52	0.908	Valid
TM53	0.814	Valid
TM54	0.828	Valid
TM55	0.842	Valid
TM56	0.856	Valid

Based on Table 2, the Pearson correlation coefficients of the 56 Time Management items range from 0.804 to 0.908. These results indicate that each item shows a strong positive correlation with the total score of the variable. The findings demonstrate that all items consistently measure the same construct and are suitable for use in this study. Therefore, the Time Management instrument is considered appropriate and can be used for further reliability testing and hypothesis analysis.

4.2 Reliability Test

The reliability test was conducted to examine the internal consistency of the research instrument using Cronbach's Alpha. The results of the reliability analysis are presented in Table 3 below.

Table 3. Reliability Statistics

Cronbach's Alpha	N of Items
0.870	111

Based on Table 3, the Cronbach's Alpha value is 0.870 with a total of 111 items. This result indicates a high level of internal consistency. Therefore, the instrument used in this study is considered reliable and appropriate for further analysis.

4.3 Normality Test

The normality test is a prerequisite test in parametric statistical analysis that aims to determine whether the research data are normally distributed. Normal distribution is important because many parametric statistical techniques, such as correlation and regression analysis, require normally distributed data to produce accurate and unbiased results. If the assumption of normality is not met, non-parametric statistical techniques should be considered.

In this study, the normality test was conducted on the Time Management and Work-Family Conflict variables using the Kolmogorov-Smirnov test with the assistance of SPSS version 20. The Kolmogorov-Smirnov test was chosen because the sample size consisted of 128 respondents, which is appropriate for samples greater than 50. The criterion used is that if the significance value (p) is greater than 0.05, the data are considered normally distributed.

Table 4. Normality Test Results

Variable	KS-Z	p-value
Time Management	0.074	0.079
Work-Family Conflict	0.062	0.200

Based on Table 4, the significance values for both variables are greater than 0.05. The Time Management variable has a p-value of 0.079, and the Work-Family Conflict variable has a p-value of 0.200. These results indicate that both variables are normally distributed. Therefore, the assumption of normality is fulfilled, and parametric statistical analysis can be conducted in this study.

4.4 Linearity Test

The linearity test was conducted to determine whether there is a linear relationship between the independent variable (Time Management) and the dependent variable (Work-Family Conflict). This test is a prerequisite for using parametric statistics, particularly

Pearson correlation and linear regression. The analysis was performed using ANOVA in SPSS version 20. The criterion states that if the significance value (p) is less than 0.05, the relationship between variables is considered linear.

Table 5. Linearity Test Results

Variables	F	p-value	Remark
Time Management (X) – Work-Family Conflict (Y)	6.971	0.000	Linear

Based on Table 5, the significance value obtained is 0.000, which is lower than the predetermined significance level of 0.05. This result indicates that the relationship between Time Management and Work-Family Conflict is statistically significant and follows a linear pattern. In other words, changes in the independent variable are associated with proportional changes in the dependent variable. Therefore, it can be concluded that the assumption of linearity is fulfilled, and the use of parametric statistical analysis, such as Pearson correlation or linear regression, is appropriate for further hypothesis testing in this study.

4.5 Hypothesis Testing

The hypothesis test in this study was conducted to examine the relationship between Time Management and Work-Family Conflict (WFC). Since the data were quantitative, the analysis used simple linear regression to determine the strength and significance of the relationship between the two variables.

Table 6. Simple Regression Test Results

Variables	R	R ²	p-value
Time Management (X) – Work-Family Conflict (Y)	0.906	0.821	0.000

Based on Table 6, the correlation coefficient (R) is 0.906, which indicates a very strong and positive relationship between Time Management and Work-Family Conflict. This suggests that changes in time management are closely associated with changes in the level of work-family conflict experienced by respondents. The coefficient of determination (R²) is 0.821, meaning that 82.1% of the variance in Work-Family Conflict can be explained by Time Management. In other words, Time Management makes a substantial contribution to predicting Work-Family Conflict, while the remaining 17.9% is influenced by other variables not included in this study. Furthermore, the significance

value of 0.000 ($p < 0.01$) indicates that the relationship is statistically highly significant and unlikely to have occurred by chance. Therefore, the research hypothesis stating that there is a significant relationship between Time Management and Work–Family Conflict is accepted.

The results of this study indicate that there is a significant and strong relationship between Time Management and Work–Family Conflict (WFC). The correlation coefficient shows a very high value, meaning that the two variables are closely related. This finding suggests that time management plays an important role in influencing the level of work–family conflict experienced by individuals. Effective time management allows individuals to organize their tasks, set priorities, and allocate sufficient time for both work and family responsibilities. As a result, they are better able to balance these roles and reduce potential conflicts.

The high coefficient of determination further demonstrates that time management contributes substantially to explaining variations in work–family conflict. This means that individuals who are able to manage their time effectively tend to experience lower levels of conflict between work and family roles. Conversely, poor time management may lead to overlapping responsibilities, unmet deadlines, increased stress, and ultimately greater work–family conflict.

These findings emphasize the importance of developing good time management skills, especially for employees who face multiple demands in both professional and personal domains. By improving planning, prioritization, and self-discipline, individuals can minimize role interference and maintain a healthier balance between work and family life. Therefore, time management can be considered a key factor in reducing work–family conflict and enhancing overall well-being and productivity.

5 CONCLUSION

Based on the results of all statistical analyses conducted in this study, it can be concluded that the research instruments and analytical assumptions have been adequately fulfilled. The validity test indicates that all items measuring Work–Family Conflict and Time Management are valid and capable of accurately representing their respective constructs. The reliability analysis shows a high level of internal consistency, as reflected by a Cronbach's Alpha coefficient of 0.870, confirming that the instrument is reliable for data collection. Furthermore, the normality test demonstrates that the data for both variables are normally distributed, meeting the requirements for parametric statistical analysis. The linearity test also confirms that the relationship between Time Management and Work–Family Conflict follows a linear pattern. Finally, the

hypothesis testing reveals a very strong and statistically significant relationship between the two variables. Therefore, it can be concluded that effective time management is significantly associated with the level of work–family conflict experienced by respondents.

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