

Research Article

The Influence of Work-Life Balance and Organizational Culture on Job Satisfaction of Civil Servants at the UPT Puskesmas Pal 3 in Pontianak City

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ABSTRACT

This study aims to examine the influence of Work-Life Balance and Organizational Culture on Job Satisfaction among Civil Servants at UPT Puskesmas Pal 3 in Pontianak City. Utilizing a quantitative approach with an associative research design, the study employed saturated sampling, involving the entire population of 36 civil servants as respondents. The findings from the F-test demonstrate that Work-Life Balance and Organizational Culture simultaneously have a positive and significant effect on Job Satisfaction. Additionally, the t-test results reveal that both variables also exert a positive and significant individual influence, with Work-Life Balance showing a more dominant effect than Organizational Culture. The coefficient of determination (R^2) value of 0.472 indicates that 47.2% of the variance in Job Satisfaction can be explained by these two independent variables, while the remaining 52.8% is attributed to other factors not included in this study. The results highlight the critical importance of promoting a healthy balance between professional and personal life, alongside fostering a constructive organizational culture, as key strategies to improve employee job satisfaction especially within the public sector. For future research, it is recommended to incorporate additional variables such as leadership style, workload, and organizational climate to achieve a more holistic understanding of the determinants of job satisfaction. Furthermore, applying a mixed-method approach and expanding the sample across multiple institutions or geographic regions may yield deeper insights and enhance the generalizability of the findings.

Keywords: Work Life Balance; Organizational Culture; Job Satisfaction

1. INTRODUCTION

Human Resource Management refers to the process of addressing various issues related to employees, workers, managers, and other personnel to support organizational activities in achieving predetermined goals (Sinambela, 2016). According to Edison et al. (2018), Human Resource Management (HRM) focuses on maximizing the abilities of employees or members through strategic steps aimed at improving employee performance, thereby optimizing the organization's goals. UPT Puskesmas Pal 3 in Pontianak City, located at JL.H. Rais A. Rahman, RW 25, RT 01, Sui Jawi, Pontianak Kota District, is led by Mr. Hamidan, S.ST, the head of the health center. This health center provides a variety of basic healthcare services such as health check-ups, immunization, and health counseling, all aimed at supporting the well-being of the surrounding community.

Table 1. Non-Inpatient Patient Visit Data for 2022-2024

Year	Number of Patients	Increase/Decrease (%)
2022	17.669	
2023	24.938	35,47%
2024	27.698	39,40%

Source: Upt Puskesmas Pal 3 Kota Pontianak 2025.

Based on the **Table 1**, it can be observed that the number of non-inpatient visits at Puskesmas Pal 3 in Pontianak City has increased every year. In 2022, the recorded patient visits were 17,669, while in 2023, there was a 35.47% increase. In 2024, the number of visits rose by 11.08%, reaching 39.40%. As of 2025, the number of employees at UPT Puskesmas Pal 3 in Pontianak City is divided into 37 Civil Servants (PNS) and 8 non-civil servant staff. According to the administration and human resources department, represented by Mrs. Martiningsih and Mrs. Juli Astuti, the attendance system at UPT

Puskesmas Pal 3 for the years 2022-2025 is still manual, using attendance sheets.

Attendance is a record of employee absences (Hasibuan, 2020). According to the data obtained, the employee attendance rate at UPT Puskesmas Pal 3 in 2022-2024 showed a decrease of 54.88% in 2023, followed by an increase of 59.46% in 2024. Based on interviews with Mrs. Martiningsih, SKM, Head of Administration, and Mrs. Juli Astuti from the human resources department, many employees still show a lack of discipline, such as arriving late, frequently leaving during working hours, and leaving early. Additionally, delayed salaries have led to employee dissatisfaction with their work, and the manual attendance system has allowed for the manipulation of attendance records. Despite clear regulations, many employees still exhibit undisciplined behavior. Actions taken against employees who violate the rules include oral warnings, and if the violations persist, written warnings are issued. One crucial aspect related to job satisfaction is how employees feel about their work, including whether they enjoy it or not. According to Priansa (2018), job satisfaction is a set of feelings employees have toward their work, influenced by interactions with their work environment and the mental attitudes that form. Job satisfaction reflects the extent to which an individual is satisfied or dissatisfied with their work and other factors that influence their decision to stay or leave the organization (Munawar & Suriyanti, 2024). Job satisfaction is vital as it affects employee performance and motivation to provide optimal service to the community, particularly in public service sectors like Puskesmas.

Work-life balance has become an increasingly important topic in the workplace, especially among public sector employees. According to Hudson (2015), work-life balance refers to the equilibrium between time spent on oneself, family, friends, religion, and career. Individuals are expected to manage and reduce the gap between their professional and personal lives. This concept has become more relevant due to the challenges faced by public sector employees, such as political influences, bureaucratic pressures, and resource limitations, which often impact the balance between work and personal life (Petinez et al., 2024). According to Syawal et al. (2023), work-life balance provides employees with the option to manage their work while fulfilling personal responsibilities to their families. This implies that work-life balance is not just about time management but also about an individual's ability to meet personal and professional life needs holistically. In addition, organizational culture plays an equally important role in influencing employee job satisfaction. Robbins (2017) states that organizational culture is the set of values held by members of an organization, which differentiates one organization from another.

This culture is shaped by the values applied by the organization's leaders and passed on to future generations, as explained by Sugiono & Ardhiansyah (2021). In the context of a public organization like UPT Puskesmas Pal 3 in Pontianak, implementing a strong organizational culture can foster a supportive work environment, motivate employees, and improve their commitment and job satisfaction. The research results conducted by Tran (2020) indicate that organizational culture has a positive and significant effect on job satisfaction. Similar results were found in the study by Anggoro (2022), which also showed that organizational culture positively and significantly affects job satisfaction. Furthermore, research by Sari et al. (2021) found that work-life balance has a significant and positive impact on employee job satisfaction. The study by Tupamahu (2022) similarly shows that work-life balance has a significant positive effect on employee job satisfaction. Additionally, optimal work-life balance has a positive and significant impact on employee job satisfaction, as demonstrated by Lestari et al. (2024). Based on the above explanations, the researcher is interested in conducting a study titled "The Effect of Work-life Balance and Organizational Culture on Job Satisfaction of Civil Servants at UPT Puskesmas Pal 3 in Pontianak City."

2. RESEARCH METHOD

Type of Research

This research employs an associative research method with a quantitative approach. According to Siregar (2018), associative or relational research aims to determine the relationship between two or more variables. Through this research, a theory can be constructed that explains, predicts, and controls a phenomenon. This study aims to examine the relationship between the variables Work-Life Balance (X1) and Organizational Culture (X2) on Job Satisfaction (Y).

Data Collection Techniques

This study uses both primary and secondary data. Primary data were obtained through two data collection techniques: interviews and questionnaires. Interviews in this study were conducted with Mrs. Martiningsih, the Head of Administration, and Mrs. Juli Astuti from the Personnel Department, to gather the necessary information for the study. Questionnaires were distributed to civil servants at the Pal 3 Community Health Center in Pontianak City. Secondary data used in this study were obtained from the Pal 3 Community Health Center, which included the number of employees by field, employee absenteeism rates, and a summary of employee training and development.

Population and Sample

According to Sugiyono (2018), a population is a generalization area consisting of objects or subjects that have specific qualities and characteristics determined by the researcher to be studied and analyzed. In this study, the population consisted of 36 civil servants at the Pal 3 Community Health Center in Pontianak City. According to Sugiyono (2018), a sample is a portion of the population that shares the same characteristics as the population. The sampling technique used in this study is saturated sampling. According to Sugiyono (2018), saturated sampling is a technique for determining the sample when all members of the population are used as samples. Thus, the sample in this study comprises all 36 civil servants at the Pal 3 Community Health Center in Pontianak City.

Research Variables & Measurement Scale

The variables in this study consist of independent and dependent variables. The independent variables are Work-Life Balance (X1) and Organizational Culture (X2), while the dependent variable is Job Satisfaction (Y). The measurement scale used in this study is the Likert scale. According to Siregar (2018), the Likert scale is a scale used to measure attitudes, opinions, and perceptions of an individual toward a specific object or phenomenon. The Likert scale used in this study consists of five levels of response preferences, ranging from "Strongly Disagree" to "Strongly Agree."

Data Analysis

This study employed validity and reliability tests to assess the quality of the instruments. The validity test was conducted using the product moment correlation technique, and the instrument was considered valid if the correlation coefficient was greater than 0.3 (Siregar, 2018). Reliability testing was conducted using Cronbach's Alpha, with the criterion that the instrument is reliable if $\alpha > 0.6$ (Siregar, 2018). Classical assumption testing includes normality testing using Kolmogorov-Smirnov, with data considered normal if $\text{sig.} > 0.05$ (Purnomo, 2016), linearity testing to ensure a linear relationship between variables (Siregar, 2018), and multicollinearity testing by checking if the Tolerance value is greater than 0.1 or VIF is less than 10 (Ghozali, 2018). Multiple linear regression analysis was used to determine the influence of the independent variables on the dependent variable, with the regression equation: $Y = a + b_1X_1 + b_2X_2$ (Siregar, 2018). The simultaneous test (F-test) examined the combined influence of the independent variables on the dependent variable, with the hypothesis tested using the calculated F value and the table F value (Siregar, 2018). The partial test (t-test) assessed the influence of each independent variable on the dependent variable by comparing the calculated t-value with the table t-value (Siregar, 2018).

Variable Indicators

According to Fisher et al. (2022), indicators of work-life balance are Work Interference on Personal Life (WIPL), Personal Life Interference on Work (PLIW), Personal Life Enhancement through Work (PLEW), and Work Enhancement through Personal Life (WEPL). According to Edison et al. (2018), organizational culture indicators are self-awareness, aggressiveness, personality, performance, and team orientation. According to Gibson, In Vancevich & Donnelly in Edison et al., (2018) job satisfaction indicators are salary, job, promotion opportunities, superiors, and coworkers.

3. RESULTS AND DISCUSSION

3.1 Test Research Instruments

3.1.1 Validity Test

The validity test is conducted to ensure that the questionnaire instrument accurately measures the variables under investigation. This is achieved by correlating each item with the total score and comparing the resulting *r-calculated* value with the *r-table* value. With a total of 36 respondents, the degrees of freedom ($df = 34$) yield an *r-table* value of 0.329 at the 0.05 significance level. The validity test results for all variables in this study are presented in **Table 1**.

Table 1. Validity Test Results

Variable	Indicator	r value	r table	Description
Work Life Balance (X1)	X1.1	0,895	0,329	Valid
	X1.2	0,860		
	X1.3	0,846		
	X1.4	0,833		
	X1.5	0,829		
	X1.6	0,792		
	X1.7	0,737		
	X1.8	0,784		
	X2.1	0,718	0,329	Valid

Organizational Culture (X2)	X2.2	0,785	0,329	Valid
	X2.3	0,739		
	X2.4	0,617		
	X2.5	0,828		
	X2.6	0,699		
	Y.1	0,767		
Job Satisfaction (Y)	Y.2	0,685		
	Y.3	0,627		
	Y.4	0,565		
	Y.5	0,704		
	Y.6	0,749		
	Y.7	0,613		
	Y.8	0,675		
	Y.9	0,849		
	Y.10	0,819		

Source: Processed Data, 2025.

Based on the validity test results for all variables in this study in **Table 1**, it is known that all statement items have a calculated r value greater than the r table value of 0.329. Thus, all statement items for all variables in this study can be declared valid and can be used in the study.

3.1.2 Reliability Test

The reliability test is conducted to determine the extent to which the questionnaire items can be relied upon as consistent measurement tools. In this study, the reliability test employed the Cronbach's Alpha method. An item is considered reliable if the resulting Cronbach's Alpha value is at least 0.60. The reliability test results for all variables are presented in **Table 2**.

Table 2. Reliability Test Results

Variable	Cronbach's Alpha	Description
Work Life Balance (X1)	0.932	Reliable
Organizational Culture (X2)	0.824	
Job Satisfaction (Y)	0.885	

Source: Processed Data, 2025

Based on the reliability test results for the variables shown in **Table 2**, Cronbach's Alpha values > 0.60 were obtained, so it can be concluded that all variable items in the study are reliable and can be used.

3.2 Classic Assumption Test

3.2.1 Normality Test

The normality test aims to determine whether the data in the study are normally distributed. This study employed the Kolmogorov-Smirnov method to assess data distribution. The results of the normality test, obtained through SPSS analysis, are presented in **Table 3**.

Table 3. Normality Test Results

Test	Value
N (Sample)	36
Test Statistic	.052
Asymp.Sig.(2-tailed)	.200 ^c

Source: Processed Data, 2025.

Table 3 shows that the Asymp. Sig. (2-tailed) value is 0.200, which is > 0.05, indicating that the data in this study are normally distributed.

3.2.2 Linearity Test

The linearity test in this study was conducted to determine whether a linear relationship exists between the independent and dependent variables. The Test for Linearity method was used for this analysis. The results, are presented in **Table 4**.

Table 4. Result of Linearity

Variable	Deviation from Linearity	Description
Job Satisfaction * Work Life Balance	0,366	Linear
Job Satisfaction * Organizational Culture	0,124	

Source: Processed Data, 2025.

Based on the results of the linearity test between the independent and dependent variables in Table 4 above, the significance value in the "Deviation from Linearity" column > 0.05 . Therefore, it can be concluded that the relationship between the two variables is linear.

3.2.3 Multicollinearity Test

The multicollinearity test aims to assess whether there is a strong correlation among the independent variables in the regression model. High intercorrelation between these variables can lead to inaccurate coefficient estimates and reduce the overall reliability of the model. The multicollinearity test results, generated using SPSS, are presented in **Table 5**.

Table 5. Multicollinearity Test Results

Variable	Tolerance	VIF
Work Life Balance	.789	1.268
Organizational Culture	.789	1.268

Dependent Variable: Job Satisfaction

Source: Processed Data, 2025.

Based on the multicollinearity test results in Table 5, the following can be explained:

1. The Work Life Balance variable (X_1) has a Tolerance value of 0.789 (> 0.10) and a VIF value of 1.268 (< 10.00).
2. The Organizational Culture variable (X_2) also has a Tolerance value of 0.789 (> 0.10) and a VIF value of 1.268 (< 10.00).

These results indicate that both independent variables meet the required thresholds, suggesting no symptoms of multicollinearity in the regression model used in this study.

3.3 Multiple Linear Regression Analysis

Multiple regression analysis in this study was employed to examine the extent to which two or more independent variables influence a single dependent variable, both simultaneously and individually. Additionally, this method helps construct a model to predict the relationship among the variables. The regression coefficient results obtained through SPSS are presented in **Table 6**.

Table 6. Multiple Linear Regression Analysis Results

Research Variable	Coefficients	T Statistic	Significance Value
(Constant)	1.017	2.759	.009
Work Life Balance	.321	3.482	.041
Organizational Culture	.282	2.095	.044

Dependent Variable: Job Satisfaction

Source: Processed Data, 2025.

Based on the results of the multiple linear regression analysis presented in **Table 6** and referring to the regression equation, the following results are obtained:

$$Y = 1.017 + 0.321X_1 + 0.282X_2$$

- a. The constant (a) of 1.017 indicates that if both Work Life Balance (X_1) and Organizational Culture (X_2) are zero, Job Satisfaction (Y) is expected to be 1.017 units.
- b. The regression coefficient for Work Life Balance (X_1) is 0.321 and positive, suggesting that an increase in Work Life Balance will lead to an increase in Job Satisfaction by 0.321 units.
- c. The regression coefficient for Organizational Culture (X_2) is 0.282 and also positive, meaning that an increase in Organizational Culture will result in a 0.282-unit increase in Job Satisfaction.

3.4 Correlation Coefficient Analysis (R)

The correlation coefficient is used to measure the strength and direction of the relationship between two or more variables. This analysis employed the Product Moment correlation method. Test are presented in **Table 7**.

Table 7. Correlation Coefficient Test Results (R)

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.687 ^a	.472	.439	.49412

Predictors: (Constant), Work Life Balance, Organizational Culture
Dependent Variable: Job Satisfaction

Source: Processed Data, 2025.

Based on the correlation coefficient test results shown in **Table 7**, the R value is 0.687, indicating a strong relationship between Work Life Balance and Organizational Culture and Job Satisfaction, as it falls within the 0.60–0.799 range.

3.5 Analysis of the Coefficient of Determination R^2

Based on the coefficient of determination (R^2) results presented in Table 7, the R-Square value is 0.472. This indicates that Work Life Balance and Organizational Culture collectively explain 47.2% of the variation in Job Satisfaction, while the remaining 52.8% is influenced by other variables not included in this study.

3.6 Simultaneous Test (F Test)

The F-test in this study was conducted to examine whether all independent variables jointly have a significant effect on the dependent variable. The simultaneous hypothesis testing results, obtained through SPSS, are presented in **Table 8**.

Table 8. Simultaneous Test Results (F Test)

Model	Sum of Squares	Mean Square	F	Significance
Regression	7.189	3.594	14.721	.000 ^b
Residual	8.057	.244		

Dependent Variable: Job Satisfaction

Predictors: (Constant), Work Life Balance, Organizational Culture

Source: Processed Data, 2025.

Based on the F-test results shown in **Table 8**, the calculated F-value is 14.721, which is greater than the F-table value of 3.28, with a significance level of 0.000 (< 0.05). These findings indicate that Work Life Balance and Organizational Culture together have a positive and significant influence on Job Satisfaction.

3.7 Partial Test (t Test)

The t-test in this study was used to evaluate the individual effect of each independent variable on the dependent variable, as proposed in the research hypothesis. This test aims to determine whether each independent variable has a positive and significant contribution on its own. The partial test results using SPSS are presented in **Table 9**.

Table 9. Partial Test Results (t Test)

Research Variable	Coefficients	t Statistic	Significance Value
(Constant)	1.017	2.759	.009
Work Life Balance	.321	3.482	.001
Organizational Culture	.282	2.095	.044

Dependent Variable: Job Satisfaction

Source: Processed Data, 2025.

Based on the partial hypothesis test (t-test) shown in **Table 9**, the calculated t-values are compared with the t-table value of 1.688. The results are as follows:

- The t-value for Work Life Balance (X1) is 3.482, which exceeds the t-table value of 1.688, with a significance level of 0.001 (< 0.05). This indicates that H_0 is rejected and H_1 is accepted, meaning Work Life Balance have a positive and significant partial effect on Job Satisfaction.
- The t-value for Organizational Culture (X2) is 2.095, which is also greater than the t-table value, with a significance level of 0.044 (< 0.05). This indicates that H_0 is rejected and H_1 is accepted, suggesting that Organizational Culture also has a positive and significant partial effect on Job Satisfaction.

DISCUSSION

The Influence of Work Life Balance on Job Satisfaction

The results of this study indicate that Work-Life Balance (X1) has a positive and significant effect on job satisfaction, with a t-value of 3.482, which exceeds the t-table value of 1.688, and a significance level of 0.001 (< 0.05). These findings suggest that employees who are able to maintain a balance between work and personal life tend to experience higher job satisfaction. This result is consistent with previous research conducted by Megaster (2021) and Nurfaizi (2022), which also found that work-life balance plays a crucial role in enhancing job satisfaction. Achieving this balance provides employees with the ability to better manage work-related pressure, reduce stress, and maintain overall well-being. Therefore, companies should implement policies that support work-life balance, such as flexible working hours, adequate leave, and a work environment that does not demand excessive working hours. These policies will not only improve job satisfaction but also help reduce employee turnover and enhance employee loyalty.

The Influence of Organizational Culture on Job Satisfaction

Furthermore, the results of this study also indicate that Organizational Culture (X2) has a positive and significant effect on job satisfaction, with a t-value of 2.095, which is greater than the t-table value of 1.688, and a significance level of 0.044 (< 0.05). This suggests that a positive and supportive organizational culture can contribute to a more conducive work environment, thereby enhancing employee job satisfaction. Organizational cultures that value mutual respect, open communication, and recognition of employee achievements can create a healthier and more productive work atmosphere. These findings are in line with previous research by Moeljahwati (2020) and Indra & Rialmi (2022), which also concluded that inclusive and adaptive organizational cultures have a significant impact on employee motivation and job satisfaction. Organizational culture that supports openness, collaboration, and development positively influences job satisfaction. Organizations that foster feedback, teamwork, and growth create a more productive and fulfilling workplace.

4. CONCLUSION

Based on the results of the study, it can be concluded that Work-Life Balance and Organizational Culture have a positive and significant influence on the Job Satisfaction of Civil Servants at UPT Puskesmas Pal 3 in Pontianak City, both partially and simultaneously. Work-Life Balance has been proven to be the dominant factor contributing significantly to the improvement of job satisfaction, where employees who are able to maintain a balance between professional responsibilities and personal life tend to experience higher satisfaction in their work. Meanwhile, a supportive, inclusive, and collaborative Organizational Culture also plays an important role in creating a conducive work environment, thereby increasing employee motivation and loyalty. Collectively, these two variables explain 47.2% of the variation in Job Satisfaction, while the remaining percentage is influenced by other factors beyond the scope of this research. These findings suggest that to enhance job satisfaction in the public service sector, organizations must seriously consider strategies that foster work-life balance and strengthen a healthy, employee-centered organizational culture. For employees, this study provides an understanding that maintaining a balance between work and personal life, along with a positive organizational culture, can enhance job satisfaction, motivation, and loyalty in the workplace. For the community, improved job satisfaction among public service employees such as those in community health centers positively impacts the quality of healthcare services received by the public.

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