



Influence Of Work-Life Balance, Compensation, And Work Environment On Nurses' Job Satisfaction at Hj Hospital Anna Lasmanah Banjarnegara

Noni Indriyani¹⁾; Purnadi Purnadi²⁾; Hermin Endratno³⁾; Arini Hidayah⁴⁾

^{1,2,3,4)}Department of Management, Faculty of Economics And Business, Muhammadiyah University of Purwokerto

*Corresponding Author: tugasburnadi@gmail.com

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ABSTRACT

Purpose: To analyze the effect of work-life balance, compensation, and work environment on nurse job satisfaction at RSUD Hj. Anna Lasmanah Banjarnegara.

Methodology: This quantitative study surveyed 133 nurses selected via purposive sampling. Data were analyzed using multiple linear regression. **Results:** Partially and simultaneously, work-life balance, compensation, and work environment have a positive and significant effect on job satisfaction. **Findings:** The work environment was identified as the most dominant factor influencing job satisfaction. **Novelty:** Providing recent empirical evidence regarding hospital human resource management at Hj. Anna Lasmanah Regional Hospital, Banjarnegara. **Originality:** This study offers a fresh perspective on healthcare job satisfaction factors within the public sector during the post-pandemic period. **Conclusion:** Optimizing the work environment and compensation systems is crucial to enhance nurse motivation and reduce turnover rates. **Type of Paper:** Empirical Research Paper.

INTRODUCTION

The healthcare service sector has experienced significant growth and shows promising prospects. This increase has led to increasingly intense competition among healthcare institutions (Suyatmi et al., 2024). The existence of these services aims to improve the quality of human resources and to support the continuity of responsible development processes in maintaining public health. Human resources (HR) are a vital component of an organization. According to Salsabila and Megawaty (2023), human resources (HR) are an inseparable element of institutional sustainability. In addition to serving as a supporting component, human resources are the main determinant of organisational success through the thoughts, energy, and expertise they contribute to every work process. Therefore, professional human resource management is very important. To fulfil this role, hospitals must receive support from regulations and operational guidelines that ensure service continuity and protect the rights of both patients and healthcare providers (Harahap et al., 2024). Based on information from the official website of (<https://rsud.banjarnegarakab.go.id/sejarah>) the hospital was established on August 31, 1940, and is located at Jl. Jendral Sudirman No.42, Kutabanjarnegara, Banjarnegara Regency, Central Java, Indonesia.

Job satisfaction is a positive emotional condition that occurs when employees evaluate their work and work environment favorably (Adi et al., 2023). Job satisfaction influences work behavior, in which satisfied employees tend to demonstrate enthusiasm, responsibility, and loyalty, whereas dissatisfaction can trigger work stress and increase the risk of turnover. The level of job satisfaction is individual in nature because it is influenced by each employee's value system (Tirtowaluyo & Turangan, 2022).

According to the Human Resources Department of HJ. Anna Lasmanah Regional Hospital, Banjarnegara (2025), as the main referral hospital in Banjarnegara Regency, there is an imbalance between the number of patients and the availability of healthcare personnel. This condition indicates the potential for job satisfaction problems that need to be examined because they are related to the quality of healthcare services. Nurses also continue to express concerns regarding the balance between work and personal life, delays in incentives or discrepancies in compensation, and working conditions, as the high intensity of services requires nurses to work in crowded and high-pressure situations. Continuous service activities, the need for rapid coordination with other healthcare workers, and a busy work environment are considered relevant variables to be examined in relation to nurses' job satisfaction at HJ. Anna Lasmanah Regional Hospital, Banjarnegara. This study is important because nurses' job satisfaction plays a very crucial role in determining the quality of healthcare services provided to patients. Job dissatisfaction can lead to decreased performance, increased turnover rates, and reduced service quality. Therefore, an analysis of the factors influencing job satisfaction is needed to provide appropriate recommendations for the hospital in improving the quality of human resources.

Work-life balance is a condition that allows employees to feel that their lives are balanced between work responsibilities and personal life, which directly affects work performance (Rahardhiansyah et al., 2026). This concept integrates professional and personal aspects harmoniously and has been proven to improve employee well-being as well as positively affect productivity and workforce retention (Daud et al., 2024). Based on preliminary information from the hospital's Human Resources Department (2025), the high workload resulting from an increasing number of patients and limited healthcare personnel has caused some employees to experience difficulties in maintaining work-life balance. Several studies indicate that work-life balance has a positive and significant effect on job satisfaction {Indra & Rialmi, 2022; Gusman & Kusmayadi, 2023; Harahap & Ramli, 2023; Firdaus et al., 2024; Putra & Indrawijaya, 2025}. However, other studies report different findings, showing that work-life balance has no significant effect on job satisfaction {Wijaya & Edwina, 2021; Agnesta & Hasanah, 2023; Wirawan, 2022}. In addition to work-life balance, financial compensation also plays an important role in shaping job satisfaction.

Compensation refers to all forms of wages or rewards received by employees as a result of their work, consisting of direct financial payments such as salaries, wages, incentives, commissions, and bonuses, as well as indirect payments in the form of financial benefits such as insurance and other facilities (Hatuwe & Kaimudin, 2022). In line with this, according to (Safrila & Oktiani, 2024) compensation is a reward given by the company to employees, either directly or indirectly in financial form, as a form of appreciation for the performance they have delivered. Previous studies support this view, in which {Yazin, 2022; Herlina & Sasono, 2022; Salsabila & Ekawaty, 2024} found that compensation has a positive and significant effect on job satisfaction, although different results were reported by {Syamsudhuha & Abdurahman, 2024; Ferdian et al., 2023}, indicating that compensation has no effect on employee job satisfaction. Another factor that also determines job satisfaction is the work environment.

According to Nasution et al. (2024), the work environment is an internal quality of an organization that is continuously experienced by its members, thereby influencing their perceptions and comfort regarding the workplace. A conducive work environment can increase motivation, performance, and job satisfaction, whereas a less supportive environment can cause discomfort, reduce performance, and hinder the achievement of targets. These conditions can also make work systems ineffective and inefficient, which in turn negatively affects motivation and productivity

(Khairunnisa & Tri Murwaningsih, 2024). Several studies, such as {Halim & Yusi, 2023; Yuananda & Indriati, 2022; Cahya et al., 2021; Setiawan, 2022; Safitri & Soleh, 2022} show that the work environment has a positive and significant effect on job satisfaction. However, other studies {Astuti et al., 2022; Pradana & Santoso, 2021} that the work environment has a negative effect on job satisfaction.

This study is a development research based on a reference article by Putri and Supriadi (2022) with research variables "Compensation, Work Environment, and Organizational Citizenship Behavior (OCB) on Job Satisfaction". A supporting article by Isa et al. (2024) examines the variable of work-life balance on job satisfaction. This article was used as a supporting reference because it has one of the same variables, namely Work-Life Balance on Job Satisfaction, and it strengthens the discussion regarding the effect of work-life balance on nurses' job satisfaction.

Theoretical Framework

Herzberg's *Two-Factor Theory* (1959), explains that work motivation is divided into hygiene factors and motivator factors. Hygiene factors, such as company policies, working conditions, and compensation, function to prevent dissatisfaction, whereas motivator factors, such as achievement and responsibility, play a role in increasing job satisfaction. In this study, the work environment and compensation are classified as hygiene factors, while work-life balance is considered a motivator factor. In addition, Equity Theory (Adams, 1963) states that satisfaction arises when the ratio between input (effort, time) and output (rewards) received is perceived as fair. Inequality in this comparison will lead to job dissatisfaction.

Job Satisfaction

Job satisfaction can be explained through Herzberg's *Two-Factor Theory* (1959), which states that satisfaction is influenced by motivator factors and hygiene factors. Job satisfaction is defined as an individual's emotional response to their work, which is formed through a comparison between the rewards received and the rewards perceived as fair. The smaller the gap between the two, the higher the level of job satisfaction. According to Haris et al. (2023), job satisfaction is influenced by compensation, working conditions, relationships among nurses, opportunities for development, and leadership.

Work-Life Balance

Based on Herzberg's *Two-Factor Theory* (1959), *work-life balance* is categorized as a motivator factor related to employees' psychological well-being. The balance between work and personal life plays a role in maintaining mental health, reducing stress, and increasing motivation and job satisfaction (Hartono et al., 2024). According to Jufrizen and Nasution (2024), *work-life balance* is influenced by individual, organizational, social, and other factors; therefore, understanding these factors is important for organization in creating working conditions that support employees' life balance.

Previous studies supporting {Sofyan and Elmi, 2024; Made et al., 2024; Krisentia et al., 2023} show that work-life balance has a positive and significant effect on job satisfaction.

H1: Work-life balance has a positive and significant effect on job satisfaction.

Compensation

Based on Equity Theory by Adams (1963), job satisfaction arises when employees perceive that the compensation they receive is proportional to their contributions. If there is an imbalance between input (effort, time, and ability) and output (salary, allowances, and rewards), job dissatisfaction will occur. Compensation itself is defined as the rewards or remuneration provided by companies to employees in return for the energy and effort they devote to the advancement of the organization in order to achieve its expected goals (Komara & Giffari, 2023). According to Ruki

(2024), the factors influencing financial compensation include: a) internal organizational factors and b) employees' personal factors.

Previous studies by {Yusuf et al., 2022; Inayah & Rohmah, 2021; Fillipo et al., 2022}} show that compensation has a positive and significant effect on job satisfaction.

H2: Compensation has a positive and significant effect on job satisfaction

Work Environment

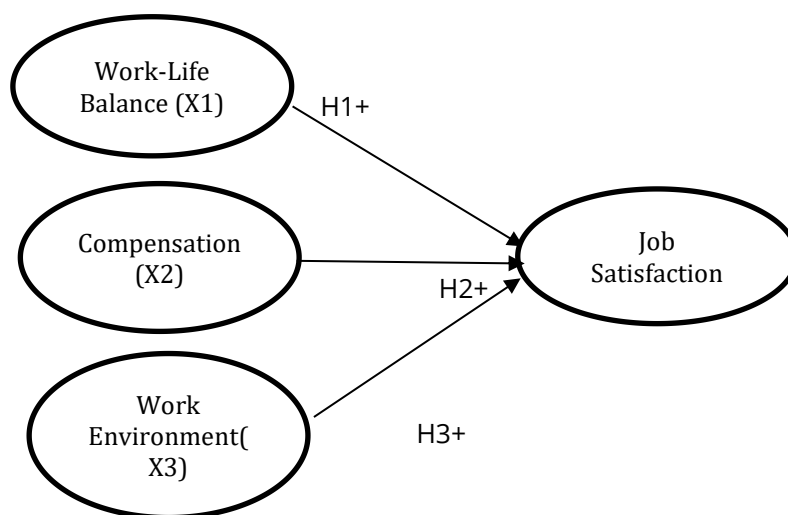
According to Herzberg's *Two-Factor Theory* (1959), the work environment is classified as a hygiene factor that functions to prevent job dissatisfaction. A comfortable and supportive work environment will create a positive working atmosphere that can increase employees' enthusiasm and job satisfaction. A good work environment is supported by several factors, including proper workplace building conditions, adequate workspaces, good air ventilation, the availability of prayer facilities, and access to public transportation facilities for employees (Annisa, 2025).

Previous studies by {Khairunnisa and Murwaningsih 2024; Lawren and Ekawati 2023; Aprillina and Razak 2021} found that the work environment has a positive and significant effect on job satisfaction.

H3: The work environment has a positive and significant effect on job satisfaction.

Based on the research background and theoretical review above, the conceptual framework of the research is as follows:

Figure 1: Conceptual Framework



METHOD

Analysis Method

This study uses a quantitative approach conducted systematically to test hypotheses through numerical data (Wehantouw et al., 2022). The target population of this study was nurses at HJ. Anna Lasmanah Regional Hospital, Banjarnegara totaling 200 individuals in 2024. Nurses were selected as respondents because they are healthcare workers who interact most frequently with patients and have relatively higher workloads and service intensity compared to other healthcare personnel. The sampling technique used was non-probability sampling with the purposive sampling method. The sample criteria were: (a) active nurses who are not part of management or leadership, and (b) nurses who have worked for at least one year. Based on calculations using the Slovin formula with a 5% margin of error, the sample size obtained was 134 respondents. Data were collected through a closed-ended questionnaire using a 1-5 Likert scale to measure the variables of work-life balance, compensation, work environment, and job satisfaction. The research instruments

were tested using validity and reliability tests to ensure data accuracy. The data analysis technique was carried out using SPSS software, which included descriptive statistical tests, classical assumption tests, coefficient of determination test, multiple linear regression analysis, F-test, and t-test.

Table 1. Conceptual and Operational Definitions of Variables

No	Variable	Conceptual Definition	Indicators
1.	Job Satisfaction	The level of job satisfaction is individual in nature because it is influenced by each employees' value system (Tirtowaluyo & Turangan, 2022).	a. Salary b. The characteristics of the job itself c. Co-workers d. Supervisor e. Work environment (Nurhandayani, 2024).
2.	Work-Life Balance	Organizations can implement work-life balance programs to help employee's manage responsibilities between work and personal life (Harke et al., 2022).	a. Time balance b. Involvement balance c. Professional and personal roles (Isa et al., 2024).
3.	Compensation	According to Lestari et al., (2023) compensation also reflects the organization's appreciation of employee's contributions.	a. Salary b. Wages c. Incentives d. Indirect compensation (Putri & Supriadi, 2022).
4.	Work Environment	Nasution et al. (2024) emphasize that the work environment is the internal quality of an organization that is continuously perceived by its members, thereby influencing perceptions and comfort toward the workplace.	a. Work atmosphere b. Interpersonal relationships c. Communication d. Lighting e. Room temperature f. Security g. Work facilities Putri & Supriadi (2022) .

RESULTS AND DISCUSSION

RESULTS

Table 4.1 : Characteristics of Respondents

No	Characteristics	Category	Frequency	Percentage (%)
1	Age	17-27 Years	49	36.57%
		28-38 Years	51	38.06%
		>39 Years	34	25.37%
2	Gender	Male	57	42.54%
		Female	77	57.46%
3	Marital Status	Married	91	67.91%
		Unmarried	43	32.09%
4	Last Education	Senior High School	5	3.37%
		Diploma in Nursing (D3)	49	36.57%
		Bachelor of Nursing	41	30.60%

No	Characteristics	Category (S1)	Frequency	Percentage (%)
5	Work Unit	Professional Nurse (Ners)	39	29.10%
		Inpatient Ward	65	48.51%
		Intensive Care Unit (ICU)	16	11.94%
		Polyclinic	16	11.94%
		Emergency		
		Department (ED)	13	9.70%
		Laboratory	12	8.96%
		Radiology/Others	12	8.96%
		>3 Months	18	13.43%
6	Length of Service	1-3 Years	41	30.60%
		4-6 Years	35	26.12%
		>6 Years	40	29.85%
7	Income	<3 Million IDR	21	15.67%
		3-5 Million IDR	68	50.75%
		6-8 Million IDR	29	21.64%
		> 8 Million IDR	16	11.94%

Source: Primary data processed, 2025

Based on the table 4.1 most respondent were aged 28-38 years (38.06%). In terms of gender, the majority were female (57.46%), and most respondents were married (67.91%). Most respondents had a Diploma in Nursing (D3) as their highest level of education (36.57%). The majority of respondents worked in the inpatient ward unit (48.51%). Most respondents had a length of service of 1-3 years (30.60%) and earned an income of IDR 3.000.000-5.000.000 per month (50.75%).

Descriptive Statistical Test

Descriptive statistical analysis is used to describe the characteristics of respondent data on the variables of work-life balance, compensation, and work environment toward job satisfaction. The measurement uses a Likert scale of 1-5. The data are analyzed through minimum, maximum, mean, and standard deviation values, which are then presented in table form.

Table 4.2 : Descriptive Statistics of Work-Life Balance

No	Statement	Min	Max	Mean	Std. Dev.	Mean Interpretation
1	I am able to maintain a balance between work and personal life	1	5	4.07	0.819	Agree
2	I can manage my working time well without disturbing my personal time	1	5	4.04	0.830	Agree
3	I feel satisfied with the division of time between work and family	2	5	3.93	0.768	Neutral
4	I can complete my work without sacrificing rest time	1	5	4.03	0.804	Agree
5	I feel that my work life runs in balance	2	5	4.07	0.738	Agree
6	I feel that my personal life runs in balance	2	5	3.98	0.770	Neutral
	Average	-	-	4.02	0.788	Agree

Source: Primary data processed, 2025

Table 4.3 : Descriptive Statistics of Compensation

No	Statement	Min	Max	Mean	Std. Dev.	Mean Interpretation
1	I receive a salary that is appropriate to my job responsibilities	1	5	3.93	0.890	Neutral
2	I receive wages at my workplace on time	1	5	4.01	0.827	Agree
3	I receive allowances at the workplace on time	1	5	3.87	0.871	Neutral
4	I receive incentives according to the work results I achieve	1	5	3.87	0.961	Neutral
5	I am motivated because of the welfare facilities provided by the organization	1	5	3.90	0.840	Neutral
6	I feel that the compensation provided at my workplace is fair	1	5	3.89	0.947	Neutral
7	I feel that the compensation system at my workplace is transparent	1	5	3.83	0.930	Neutral
	Average	-	-	3.90	0.900	Neutral

Source: Primary data processed, 2025

Table 4.4 : Descriptive Statistics of Work Environment

No	Statement	Min	Max	Mean	Std. Dev.	Mean Interpretation
1	I feel enthusiastic at work because the work environment supports my work	1	5	4.14	0.806	Agree
2	I have supportive co-workers	1	5	4.22	0.760	Agree
3	I have co-workers who respect each other	1	5	4.16	0.768	Agree
4	My supervisor creates an open work atmosphere	1	5	4.04	0.857	Agree
5	My supervisor creates a pleasant work atmosphere	1	5	4.09	0.790	Agree
6	I receive work facilities that improve my performance	1	5	3.97	0.822	Neutral
7	My workplace is clean and well organized	2	5	3.96	0.779	Neutral
	Average	-	-	4.08	0.797	Agree

Source: Primary data processed, 2025

Table 4.5 : Descriptive Statistics of Job Satisfaction

No	Statement	Min	Max	Mean	Std. Dev.	Mean Interpretation
1	I feel proud the work results that I have achieved	1	5	4.08	0.694	Agree
2	I am satisfied with the recognition I receive at work	1	5	4.04	0.844	Agree
3	I am satisfied with the salary I receive	1	5	3.78	0.870	Agree
4	I have good opportunities for development at my workplace	1	5	3.96	0.774	Agree
5	I feel supported by my supervisor	1	5	4.16	0.764	Agree
6	I enjoy collaborating with my co-workers	1	5	4.05	0.759	Agree
7	I feel appreciated by my supervisor	1	5	4.05	0.749	Agree
	Average	-	-	4.02	0.780	Agree

Source: Primary data processed, 2025

The results of the descriptive statistical test show that the average value of the work-life balance variable is 4.02 and the work environment variable is 4.08, both of which fall into the agree category. This indicates that work-life balance and the work environment at RSUD Hj. Anna Lasmanah Banjarnegara are considered good. Therefore, these positive conditions should be consistently maintained in order to further improve employees' job satisfaction. Meanwhile, the average value of compensation is 3.90, which falls into the neutral category. This indicates that the compensation provided by RSUD Hj. Anna Lasmanah Banjarnegara still needs improvement and should be adjusted to the responsibilities given to nurses, particularly in handling a large number of patients, so that job satisfaction can be enhanced.

1. Data Instrument Testing

a. Validity Test

The validity test aims to determine the ability of the instrument to measure the research constructs (Ghozali, 2021). The test was conducted using the Pearson Product Moment technique, where statement items are considered valid if the r-count value is value greater than the r-table value at a significance level of 5%. With the number of respondents (N=134), and degrees of freedom (df=N-2), the r-table value obtained was 0.176. Thus, statement items are considered valid if they have an r-count value greater than 0.176. in the data processing stage, the score for each variable was calculated using the average (mean) of all statement items, since the number of items in each variable was not the same.

Table 4.6 : Validity Test Results

Variable	Statement Item	r-count	r-table (@=0.05)	Description
Work-life Balance	X1.1	0.776	0.176	Valid
	X.1.2	0.806	0.176	Valid
	X.1.3	0.780	0.176	Valid
	X.1.4	0.702	0.176	Valid
	X.1.5	0.729	0.176	Valid
	X.1.6	0.794	0.176	Valid
Compenstation	X.2.1	0.836	0.176	Valid
	X.2.2	0.701	0.176	Valid
	X.2.3	0.784	0.176	Valid
	X.2.4	0.799	0.176	Valid
	X.2.5	0.813	0.176	Valid
	X.2.6	0.829	0.176	Valid
	X.2.7	0.806	0.176	Valid
Work Environment	X.3.1	0.828	0.176	Valid
	X.3.2	0.826	0.176	Valid
	X.3.3	0.786	0.176	Valid
	X.3.4	0.793	0.176	Valid
	X.3.5	0.771	0.176	Valid
	X.3.6	0.725	0.176	Valid
	X.3.7	0.788	0.176	Valid
Job Satisfaction	Y.1.1	0.744	0.176	Valid
	Y.1.2	0.739	0.176	Valid
	Y.1.3	0.650	0.176	Valid
	Y.1.4	0.679	0.176	Valid
	Y.1.5	0.730	0.176	Valid
	Y.1.6	0.724	0.176	Valid
	Y.1.7	0.747	0.176	Valid

Source: Data processed SPSS Versions 7, 2025

Based on the results of the validity test, all statement items in the variables of work-life balance, compensation, work environment, and job satisfaction have r-count values greater than the r-table value (0.176). Therefore, it can be concluded that all questionnaire statement items are valid and are able to measure the research constructs accurately.

b. Reliability Test

The reliability test aims to measure the consistency of the research instrument. The test was conducted using the Cronbach's Alpha method, with the criterion that a variable is considered reliable if it has a Cronbach's Alpha value greater than 0.70. The higher the Cronbach's Alpha Value, the higher the level of instrument consistency.

Table 4.7 : Reliability Test Results

Variable	Cronbach's Alpha	Cronbach's Alpha Standard	Description
Work-Life Balance	0.858	0.70	Reliable
Compensation	0.903	0.70	Reliable
Work Environment	0.898	0.70	Reliable
Job Satisfaction	0.839	0.70	Reliable

Source: Data processed SPSS Versions 7, 2025

Based on the results of the reliability test using the Cronbach's Alpha method, all research variables show Cronbach's Alpha Values greater than the minimum standard of 0.70. These results indicate that all research instruments have a high level of consistency and are considered reliable, so the questionnaire is appropriate to be used for further analysis.

2. Classical Assumption Test Results

The classical assumption test is conducted to ensure that the regression model meets statistical requirements so that the analysis results can be considered reliable. A good regression model must meet the assumptions of normality, absence of heteroscedasticity, and absence of multicollinearity (Ghozali, 2021).

a. Normality Test

The normality test is used to determine whether the residuals in the regression model are normally distributed. Normality is necessary to ensure that the parameter estimates are unbiased (Ghozali, 2021). The results of the normality test can be seen in the following table.

Table 4.8 : Normality Test Results

Unstandardized Residual		
N	Mean	134
Normal Parameters ^{a,b}	Std.Deviation	0.0000000
	Absolute	0.151654244
Most Extreme Differences	Positive	0.072
	Negative	0.072
		-0.054
Test Statistic		0.072
Asymp. Sig. (2-tailed) ^c		0.087

Source: Data processed SPSS Versions 7, 2025

Based on the results of the normality test using the One-Sample Kolmogorov-Smirnov test on the unstandardized residual values, the Asymp. Sig. (2-tailed) value obtained 0,087. Since the significance value is greater than 0,05 ($0,087 > 0,05$), it can be concluded that the residual data in this study are normally distributed.

b. Multicollinearity Test

The multicollinearity test is used to determine whether there is a strong correlation among the independent variables in the regression model. The test is conducted by examining the Tolerance and Variance Inflation Factor (VIF) values, where a model is considered free from multicollinearity if it has a Tolerance Value ≥ 0.10 and $VIF \leq 10$ (Ghozali, 2021). The results of the multicollinearity test can be seen in the following table :

Table 4.9: Multicollinearity Test Results

Model	Collinearity Statistics	
	Tol	VIF
(Constants)		
Work-Life Balance (X1)	0,257	3,884
Kompensasi (X2)	0,331	3,019
Lingkungan Kerja (X3)	0,334	2,995

Source: Primary data processed, 2025

Based on the results of the multicollinearity test, all independent variables have Tolerance values greater than 0.10 and Variance Inflation Factor (VIF) values less than 10. Therefore, it can be concluded that all research variables are free from multicollinearity.

c. Heteroscedasticity Test

The heteroscedasticity test aims to detect whether there is inequality in the variance of residuals in the regression model. A good regression model is one that is free from heteroscedasticity (Wulandari & Efendi, 2023).

Table 4.10 : Heteroscedasticity Test Results

Variable	Significance Value of Independent Variables	Significance Level	Description
Work-Life Balance	0.874	0.05	No Heteroscedasticity
Compensation	0.105	0.05	No Heteroscedasticity
Work Environment	0.515	0.05	No Heteroscedasticity

Source: Data processed SPSS Versions 7, 2025

Based on the test results above, the significance value (Sig.) of all independent variables are greater than 0.05. Therefore it can be concluded that no heteroscedasticity problem occurs in the regression model.

3. Adjusted R² Coefficient of Determination Test

The coefficient of determination test aims to measure how far the model is able to explain the variation of the dependent variable (Ghozali, 2021).

Table 4.12 : Determination Test Results

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	0.921 ^a	0.849	0.845	0.1534

Source: Primary data processed, 2025

The results of the coefficient of determination test show an Adjusted R Square value of 0.845, which means that Work-Life Balance, Compensation, Work Environment are able to explain 84.5% of the variation in Job Satisfaction, while the remaining 15.5% is influenced by other variables outside the model. This value indicates that the regression model has very strong explanatory power.

4. Model Fit Test

The model fit test (goodness of fit) is used to assess whether the regression model used in this study is appropriate and suitable for explaining the relationship between the independent variables and the dependent variable (Ghozali, 2021). This test was conducted using the F-test.

Table 4.13 : F-Test Results

Model	Sum of Squares	df	Mean Square	F	Sig.
Regression	1716.203	3	572.068	243.125	0.000 ^b
Residual	305.887	130	2.353		
Total	2022.090	133			

Source: Primary data processed, 2025

The F-test is used to evaluate the goodness of fit of the regression model by examining the simultaneous effect of independent variables on the dependent variable (Suliyanto, 2011). A regression model is considered feasible if the significance value is less than 0.05. The results of the F-test show an F-value of 243.125 with a significance value of 0.000 (< 0.05), indicating that the regression model in this study is feasible and appropriate for explaining the relationship between variables.

5. Multiple Linear Regression Analysis

Multiple linear regression is an analytical method used to measure the influence of more than one independent variable on a single dependent variable (Ghozali, 2021). The results of the analysis show the following regression equation :

Table 4.11 : Results of Multiple Linear Regression Analysis

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constants)	3.801	0.934		4.069	0.000
Work-Life Balance (X ₁)	0.305	0.072	0.283	4.208	0.000
Compensation (X ₂)	0.219	0.046	0.280	4.726	0.000
Work Environment (X ₃)	0.384	0.052	0.433	7.341	0.000

Source: Data processed SPSS Versions 7, 2025

Based on the analysis results, the regression equation obtained is :

$$Y = 3.801 + 0.305X_1 + 0.219X_2 + 0.384X_3$$

The regression equation can be interpreted as follows:

- α = The constant (α) shows a positive value of 3.801 indicating that if the independent variables Work-Life Balance (X_1), Compensation (X_2), and Work Environment (X_3) are equal to zero, then Job satisfaction (Y) will have a value of 3.801.
- β_1 = The regression coefficient of Work-Life Balance is 0.305 which indicates that every one-unit increase in Work-Life Balance will increase Job Satisfaction by 0.305 units, assuming the other variables remain constant.
- β_2 = The regression coefficient of Compensation is 0.219, which indicates that every one-unit increase in Compensation will increase Job Satisfaction by 0.219 units, assuming the other variables remain constant.

β_3 = The regression coefficient of Work Environment is 0.384, which indicates that every one-unit increase in the Work Environment will increase Job Satisfaction by 0.384 units, assuming the other variables remain constant.

6. t-Test Results

The t-test is used to determine the partial effect of each independent variable on the dependent variable (Sugiyono, 2021). The criteria for accepting or rejecting the hypothesis are based on the significance level of 0.05. If the significance level is less than 0.05 (< 0.05), the hypothesis is accepted. Conversely, if the significance level is greater than 0.05 (> 0.05), the hypothesis is rejected. The results of the t-test can be seen in the table below :

Table 4.14 : t-Test Result

No	Hypothesis	t-test	Sig.	Criteria	Results
1	Work-life balance has a positive and significant effect on Job Satisfaction	t-count > t-table 4.208 > 1.978	0.000 < 0.05	Accepted	Work-life Balance has a positive and significant effect on Job Satisfaction
2	Compensation has a positive and significant effect on Job Satisfaction	t-count > t-table 4.726 > 1.978	0.000 < 0.05	Accepted	Compensation has a positive and significant effect on Job Satisfaction
3	Work Environment has a positive and significant effect on Job Satisfaction	t-count > t-table 7.341 > 1.978	0.000 < 0.05	Accepted	Work Environment has a positive and significant effect on Job Satisfaction

Source: Data processed SPSS Versions 7, 2025

Based on the results of the partial test (t-test), the variables Work-Life Balance (X1), Compensation (X2), Work Environment (X3) each have a significance value of 0.000 (< 0.05). These results indicate that all independent variables have a positive and significant effect on Job Satisfaction (Y). Therefore, all research hypotheses are accepted.

DISCUSSION

The Effect of Work-Life Balance on Job Satisfaction

Based on the results of hypothesis testing, work-life balance has a positive and significant effect on job satisfaction. This finding is supported by Herzberg's Two-factor Theory (1959), which places work-life balance as a motivating factor in increasing job satisfaction. Nurses who are able to balance work demands and personal life tend to have better psychological conditions and higher levels of job satisfaction. Based on the results of the descriptive statistical test, the work-life balance of nurses at HJ. Anna Lasmanah Regional Hospital, Banjarnegara is categorised as good. This indicates that although many patients must be served, nurses are still able to manage their time between work responsibilities and personal needs. The implication of this finding is that if the work-life balance experienced by nurses improves, it will lead to an increase in their job satisfaction. Previous studies that support the results of this research include Sofyan and Elmi (2024), Hartono et al. (2024), Made et al. (2024), and Krisentia et al. (2023), which state that work-life balance has a positive and significant effect on job satisfaction.

The Effect of Compensation on Job Satisfaction

Based on the results of the hypothesis testing, Compensation has a positive and significant effect on Job Satisfaction. This finding is supported by Adams' Equity Theory (1965), which states that job satisfaction arises when the rewards received are perceived as fair and proportional to the contributions made. Nurses who feel that the compensation they receive is appropriate to their workload and responsibilities tend to have higher levels of job satisfaction. Based on the results of the descriptive statistical test, the compensation received by nurses at HJ. Anna Lasmanah Regional Hospital, Banjarnegara still needs to be improved, as some nurses perceive that the rewards they receive are not fully proportional to the high workload caused by the large number of patients who must be served simultaneously. This indicates that providing more appropriate salaries, allowances, and incentives is expected to increase the job satisfaction of nurses at HJ. Anna Lasmanah Regional Hospital, Banjarnegara. Previous studies that support the results of this research include Yusuf et al. (2022), Inayah and Rohmah (2021), Fillipo et al. (2022), and Salsabila & Ekawaty (2024), which state that Compensation has a positive and significant effect on Job Satisfaction.

The Effect of Work Environment on Job Satisfaction

Based on the results of the hypothesis testing, Work Environment has a positive and significant effect on Job Satisfaction. The finding is supported by Herzberg's Two-Factor Theory (1959), in which the work environment is considered a hygiene factor that determines the creation of conducive working conditions. Based on the results of the descriptive statistical test, the work environment at HJ. Anna Lasmanah Regional Hospital, Banjarnegara is categorised as good. Adequate work facilities, harmonious working relationships, and support from supervisors encourage nurses to work more optimally and feel satisfied with their jobs. The implication of this finding is that if the work environment improves, nurses' job satisfaction at HJ. Anna Lasmanah Regional Hospital, Banjarnegara will also increase. Previous studies that support the results of this research include Halim and Yusi (2023), Yuananda and Indriati (2022), Cahya et al. (2021), and Lawren and Ekawati (2023), which state that the work environment has a positive and significant effect on job satisfaction.

CONCLUSION

Based on the results of this study, it can be concluded that work-life balance, compensation, and work environment have a positive and significant effect on nurses' job satisfaction at HJ. Anna Lasmanah Regional Hospital, Banjarnegara. Among these three variables, the work environment is the most dominant factor influencing nurses' job satisfaction. These findings indicate that efforts to improve job satisfaction should focus on enhancing the balance between work and personal life, providing a more transparent compensation system, and creating a clean, comfortable, and well-organised work environment. This study has several limitations. First, it was conducted only in one hospital, so the results cannot be widely generalised to other hospitals or healthcare institutions. Second, this study used a cross-sectional design, where data were collected at one point in time, which limits the ability to examine causal relationships over time. Third, the data were collected using self-reported questionnaires, which may lead to response bias due to respondents' subjective perceptions. In addition, the variables used in this study were limited to work-life balance, compensation, and work environment, while there are still other factors that may influence job satisfaction and were not examined. Therefore, future researchers are recommended to expand the research object to other hospitals or healthcare institutions and to include additional variables such as leadership, workload, work stress, and organizational culture so that the research results become more comprehensive.

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