

Work-Life Balance and the Environment in Job Satisfaction of Healthcare Personnel



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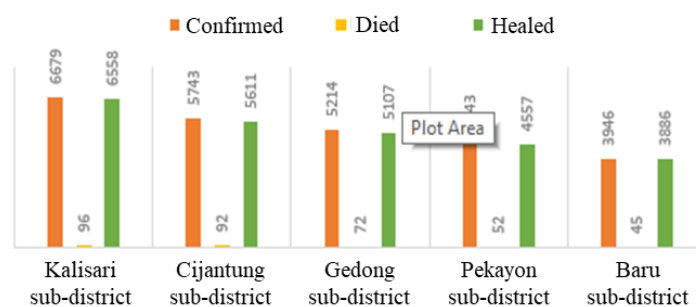
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ABSTRACT: The study was conducted due to the need to determine and analyze the size of the influence of work-life balance and the environment on the job satisfaction of health professionals at a community health center in the Pasar Rebo District, where there are numerous COVID-19 cases. The primary issue with work-life balance is a lack of job satisfaction based on observation results, COVID-19 incentive data, and health workers, the majority of whom are women. This study employs quantitative methodologies with a sample size of 141 respondents. Primary data is collected using observation and questionnaires. Multiple linear regression is used to analyze the data. The study's findings reveal that both work-life balance and the work environment have a positive and significant influence on health workers' job satisfaction, with work-life balance having the greater influence.

KEYWORDS: Job satisfaction; work-life balance; work environment.

I. INTRODUCTION

Human resources are an important aspect in any firm. Organizations, regardless of form or purpose, are founded on a vision for human interests in carrying out their goal, and they are governed and directed by people. So, humans have a strategic role in organizational activities; in other words, persons are an organization's most valuable asset (Merta et al., 2019). Job satisfaction is the emotional state of an employee when there is no agreement between the value of remuneration for health workers and the company or organization and the amount of remuneration demanded by the employee. Job satisfaction is unique to each individual; each person's level of satisfaction varies according to their value system (Pratama et al., 2021). Pasar Rebo Community Health Center (Puskesmas) is the health service unit in charge of providing public health services in the Pasar Rebo sub-district. Puskesmas is at the forefront of providing community health services and dealing with the COVID-19 virus. The total number of COVID-19 cases in the Pasar Rebo District is 26,225, with 357 deaths, 149 active positive (being treated), and 25,719 persons certified cured. The graph below depicts the progression of cumulative coronavirus cases in Pasar Rebo District (DKI Jakarta) from the beginning of the COVID-19 epidemic to November 2022.



Graph 1: Growth of COVID-19 Virus Cases in Pasar Rebo District

The Pasar Rebo District Health Center, which is attempting to direct all of its health professionals, has a total of 221 health workers: 147 females and 74 males. The majority of employees at the Pasar Rebo District Health Center are female. Organizations must pay greater attention to women's roles in the workplace. When providing health services to the community and dealing with the COVID-19 virus, health workers on the front lines who frequently interact with patients should have a polite, cheerful, and receptive demeanor. Female health workers have the problem of achieving work-life balance. Work-life balance is more than just equalizing time between work and personal life; it is also about having the flexibility to work in a professional sector while still

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having time and energy to devote to personal life. The health personnel are striving to eradicate the COVID-19 virus in order to benefit both the health team and the general public. The government gives timely incentives to the health team in fighting the COVID-19 coronavirus, citing the fact that the health team is the primary group fighting the virus with very high dangers.

Work-life balance is a crucial component for all health workers in order to have a balanced quality of life with their families and at work. Work-life balance is described as an individual's involvement and satisfaction with both his work and family roles, and it consists of three dimensions: time balance, engagement balance, and satisfaction balance (Oosthuizen et al., 2019). Work-life balance: The workplace encourages employees to balance their professional and personal lives. The work facilities supplied are also closely related to the working conditions of healthcare staff. The work environment is a place where health workers conduct their activities, which has both positive and negative consequences for health workers in accomplishing their job objectives. A supportive work atmosphere will improve job performance. On the other side, a less supportive work atmosphere will have a negative impact on job continuity. Working hours, facilities, coworkers, and job stability are all aspects of the work environment (Ekowati et al., 2021).

The issue with the work environment is that there are insufficient work facilities, such as slow computer facilities; the color of the building paint in the room is a little dreary and uncomfortable owing to the presence of fairly old individuals; poor connections with coworkers; and a poor room arrangement. Found that the work environment has a substantial impact on the job satisfaction of health personnel. As a result, the work environment is an important component to consider while providing a comfortable atmosphere for health workers. Health workers require a clean work environment that promotes their personal comfort and safety. A nice work environment and a healthy work-life balance can generate feelings of joy and comfort at work while also instilling loyalty to the firm.

II. THEORETICAL BASIS

Job satisfaction is the emotional state of a health worker that happens when there is no agreement between the value of remuneration for health professionals and the company or organization and the amount of remuneration demanded by the employee. Job satisfaction is essentially an individual thing; each person's level of satisfaction varies depending on the value system that applies to him. Pratama et al. (2021). Job satisfaction is described as a health worker's emotional accomplishments as a result of being allocated in an organizational context. Job happiness is one of the issues in any firm. Because the well-being of health workers is critical in determining job satisfaction (Bello & Alhyasat, 2020), found that job satisfaction leads to increased productivity, absenteeism, resignation, and consumer contentment. Workers that are on the front lines and frequently engage with clients can boost customer satisfaction and loyalty. Consumers favor contented workers because they are more likely to be compassionate, joyful, and responsive.

job-life balance is a state of equilibrium between two demands in which an individual's job and personal life are congruent. According to health workers, work-life balance is a decision between managing work and personal duties or family responsibilities. Work-life balance, often known as work-life contentment, is a level of satisfaction associated with multiple jobs in a person's life. Work-life balance is achieved by balancing the needs of health workers, family activities, and work activities. Satisfaction with work-life balance is a 'overall level' of satisfaction coming from an assessment of a person's degree of success in meeting the demands of work and family responsibilities (Jackson & Fransman, 2018). job-life balance is defined as an individual's participation and contentment with their job and family roles, which includes three dimensions: time balance, contribution balance, and satisfaction balance (Oosthuizen et al., 2019).

The work environment is a place where health workers conduct their activities, which has both positive and negative consequences for health workers' ability to achieve their job objectives. A pleasant work atmosphere will have a positive impact on job continuity. On the other side, a less suitable work atmosphere will have a negative impact on job continuity. Working hours, facilities, coworkers, and job stability are all aspects of the work environment (Ekowati et al., 2021). The physical work environment, which includes some health workers who complain about faded paint colors, equipment facilities, and behavior accepted by health workers, such as poor interaction between coworkers, the workplace environment, work, an equitable reward system, and work environment support, all contribute to job satisfaction (Kurniati & Jaenab, 2020). The environment includes work systems, work forms, and work formations, as well as how directors and coworkers treat employees (Kusumadewi et al., 2018). Based on the theoretical foundation and research aims, as well as the issues raised, the problem formulation can be transformed into a flow section that depicts the conceptual framework in Figure 1.

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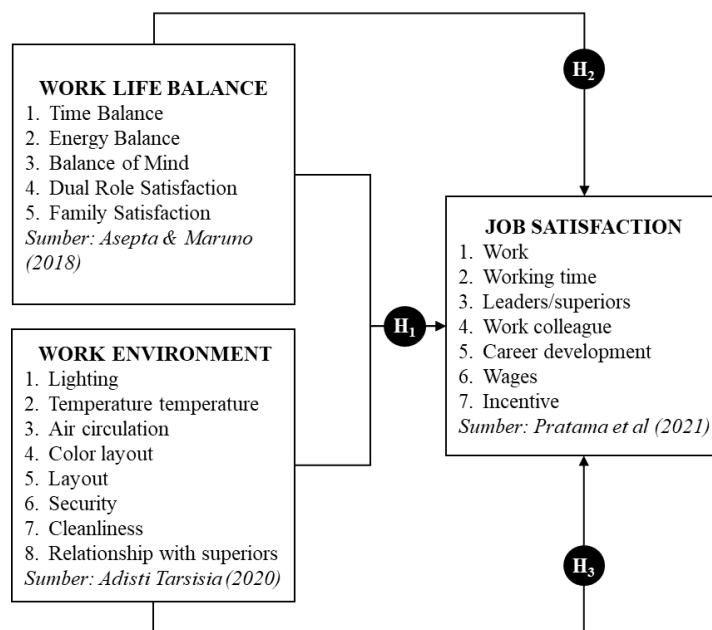


Figure 1. Conceptual Framework

Based on the conceptual framework presented above, the researcher developed the following hypothesis:

- H₁: It is suspected that work-life balance and the environment have a simultaneous impact on job satisfaction among public health personnel in the Pasar Rebo subdistrict.
- H₂: It is thought that work-life balance has a partial impact on job satisfaction among public health workers.
- H₃: It is thought that the work environment has a partial impact on job satisfaction among public health practitioners.

III. RESEARCH METHODS

This study was conducted from November 2022 to February 2023 at the Public Health Center in Pasar Rebo District, East Jakarta City, Special Capital Region of Jakarta. A research design is a plan for collecting and analyzing data in an efficient and cost-effective manner that meets the study objectives. Health workers' opinions of work-life balance can be measured using markers such as degree of satisfaction, time balance, energy balance, mental balance, and dual role satisfaction. Lighting, air temperature, air movement, color, layout, security, facilities, relationships with coworkers, and relationships with superiors are all factors of how health workers perceive their work environment. Theories and indicators serve as benchmarks for developing instrument items in the form of statements to collect data from respondents. Researchers employed a semantic differential scale to measure the variables to be researched based on the replies of participants. On a semantic difference scale of six points, "strongly disagree" is valued one and "strongly agree" is worth six. This study included 221 personnel from the Pasar Rebo District Community Health Center in East Jakarta. The sampling method was probability sampling, and the sample employed in this study was simple random sampling. The number of samples used by researchers is calculated using the formula proposed by Stephen Isaac and William B. Michael, which yields a sample size of 140.51 and is rounded up to 141. The collected data is processed and evaluated so that it can be utilized to make decisions, and it is then tested using instruments, assumption tests, regression tests, and hypothesis tests.

IV. RESEARCH RESULT

Instrument Test

All statements from each indicator assessing job satisfaction, work-life balance, and work environment have a calculated r value greater than r table = 0.1654. Thus, it can be argued that all statements on each variable indicator in this study are valid, making them eligible for data collection and analysis. The Cronbach alpha value for each variable is larger than 0.6. As a result, all of the variables utilized in this study have been deemed reliable, allowing them to be further evaluated in the overall test model.

Test Assumptions

Results based on asymptote values. Sig. (2-tailed) is 0.200, indicating that the significance value is more than 0.05. As a result, we can conclude that the tested data is regularly distributed and fits the normality assumptions. Sig value: 0.000. This will be compared to 0.05 (at a 5% significance level), hence the test criteria can be applied as follows: 1) If the sig. < 0.05, the null hypothesis is rejected. 2) If the sig. > 0.05, the null hypothesis is accepted. If the sig value is 0.000 < 0.05, H₀ is rejected, indicating a linear correlation between work-life balance and job satisfaction. Because the value of 0.000 is much less than 0.05, this

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regression model can be utilized to predict work-life balance and job satisfaction. The work environment on job satisfaction is then given a value of 0.000, which is significantly less than 0.05, indicating that this regression model can be used to predict the work environment on job satisfaction. The tolerance value for the work-life balance and work environment variables is 0.536, which is higher than 0.10. The VIF value for the work-life balance and work environment variables is 1.864, which is less than 10,000. As a result, the data evaluated shows no evidence of multicollinearity. Durbin Watson's value is 1.797. This number is compared to the Durbin-Watson table at a significance level of 5%. The number of samples (n) in the data evaluated is 141, and the number of independent variables is two (k = 2), hence the values in the table are dL = 1.69 and dU = 1.75. The result is $1.69 < 1.797 < (4-1.75)$, indicating no autocorrelation symptoms. Meanwhile, the results of the heteroscedasticity test show that the significant value of the work-life balance variable is $0.227 > 0.05$, and the significant value of the work environment variable is $0.976 > 0.05$, indicating that heteroscedasticity does not exist.

Test Model

The corrected R square from Table 1, which shows the results of multiple linear analysis, is 0.649, indicating that the independent factors have a 65% influence on the dependent variable. Thus, other variables not studied in this study have a 35% influence ($100-65 = 35$).

Table 1. Model Summary^b

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.808 ^a	.654	.649	2.620

a. Predictors: (Constant), Work Environment (X2), Work Life Balance (X1)

Dependent Variable: Job Satisfaction (Y)

Source: Data processed from primary data (2023)

In this study, multiple regression analysis is performed with two independent variables (X) and one dependent variable (Y). This analysis was performed with SPSS 23.0 for Windows software. Table 4.2 shows the output results from multiple linear regression analysis.

Table 2. Results of Multiple Linear Regression Analysis Coefficients^a

Model	Unstandardized Coefficients		Standardized Coefficients	T	Sig.
	B	Std. Error	Beta		
(Constant)	13,224	2,694		4,909	,000
1 X1	,575	,070	,560	8,192	,000
X2	,272	,059	,315	4,606	,000

a. Dependent Variable: Job Satisfaction

Source: Data processed from primary data (2023)

Table 4.2 provides the following explanation:

$$Y = 13,224 + 0,575X_1 + 0,272X_2$$

The regression coefficient for the Work Life Balance variable (X₁) is 0.575, with a positive sign, showing that Work Life Balance and Job Satisfaction have a one-way association. This can be understood as follows: each additional unit of work-life balance (X₁) increases job satisfaction by 0.575, providing all other factors remain constant. The regression coefficient for the work environment variable (X₂) is 0.272 and has a positive sign, showing that work environment and job satisfaction have a one-way relationship. This can be taken as meaning that each additional unit of work environment (X₂) will boost job satisfaction by 0.272, assuming all other variables remain constant. The constant is 13.224; if no attention is paid to work-life balance (X₁) and work environment (X₂), job satisfaction will be 13.224.

Hypothesis testing.

The simultaneous test is used to examine the significant influence of three independent variables: work-life balance (X₁), work environment (X₂), and job satisfaction (Y). To establish the significance of the independent variables' simultaneous influence on the dependent variable, a F test is required. The ANOVA output's significance value (Sig.) is used to make decisions. If the Sig. is less than 0.05, the hypothesis is accepted. Otherwise, each independent variable (X) effects the dependent variable (Y) simultaneously. The results of the f test are shown in Table 3.

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Table 3. ANOVA F Test Results

Model	Sum of Squares	Df	Mean Square	F	Sig.
1 Regression	1787,773	2	893,887	130,207	,000 ^b
Residual	947,390	138	6,865		
Total	2735,163	140			

a. Dependent Variable: Job Satisfaction (Y)

b. Predictors: (Constant), Work Environment (X2), Work Life Balance (X1)

Source: Data diolah dari data primer (2023).

Table 4.20 Guidelines for Decision-Making Significance provides information about the Sig value. 0,000. The Sig value of $0.000 < 0.05$ indicates a substantial influence of work-life balance and work environment factors on job satisfaction. Next, utilize the F table to determine the decision-making rules, and the resulting F value is 130.207. The F table ($\alpha = 0.05$; df regression = 2; df residual = 138) yields 3.06. The regression analysis model is significant when F count $>$ F table, i.e. $130.207 > 3.06$ or sig value. F (0.000) $<$ 0.05. The rejection of H_0 and acceptance of H_1 suggests that work-life balance (X1) and work environment (X2) can both influence the satisfaction variable.

The t-test in Table 3 between X1 (work-life balance) and Y (job satisfaction) yields a t-value of 8.192. The t-table ($\alpha = 0.05$; df residual = 138) yields 1.656. The results show that work-life balance (X1) has a substantial impact on job satisfaction (Y), as indicated by a t count $>$ t table of $8.192 > 1.656$ or sig. t (0.000) $<$ $\alpha = 0.05$. This means that H_0 is rejected and H_1 is accepted, thus we can conclude that job satisfaction can be greatly influenced by work-life balance, or that increasing work-life balance will boost job satisfaction. The t test between X2 (work environment) and Y (job satisfaction) yields an estimated t = 4.606. The t-table ($\alpha = 0.05$; df residual = 138) yields 1.656. The results show that if t count $>$ t table ($4.606 > 1.656$ or sig. t (0.000) $<$ $\alpha = 0.05$), the work environment (X2) has a significant impact on job satisfaction (Y). This means that H_0 is rejected and H_1 is accepted, hence it may be stated that job satisfaction can be strongly influenced by the work environment. Alternatively, enhancing the work environment will boost job satisfaction.

Discussion

Work-life balance can be quantified using the Time Balance indicator, which includes four statement items proposed by the research: time balance, energy balance, thought balance, and level of satisfaction. Of the statement items, individuals with the most strongly agreeable responses earned full family support for their work. Based on the results of the tests, the work-life balance indicators show that the degree of satisfaction is the most relevant indicator. This is due to the satisfaction that health personnel derive from fulfilling both their professional and social obligations. Work-life balance, or work-life balance, refers to striking a balance between the demands of health workers, home life, and work life. Satisfaction with work-life balance is a 'overall level' of satisfaction that results from an assessment of a person's ability to satisfy the demands of work and family obligations (Jackson & Fransman, 2018).

The next indicator that has an impact is the energy indicator. This is because health workers balance their energy between job and social life. The next influential sign is the mental indicator. This is because health workers must manage their minds in order to function in both their professional and personal lives. The final signal that has an impact is the time indicator. This is because health personnel balance their job and social lives. As a result, it is possible to conclude that the health professionals at the Pasar Rebo District Health Center have achieved job satisfaction through the Work-Life Balance factor, which is characterized by a balanced condition of two demands in which work and an individual's life are synonymous. Health workers define work-life balance as the decision between managing work and personal duties or family responsibilities (Aseptia and Maruno, 2018).

The findings of this study are also supported by the theory that work-life balance is defined as an individual's involvement and satisfaction with his work and family roles, which consists of three dimensions: time balance, engagement balance, and satisfaction balance (Oosthuizen et al., 2019). Female health workers at the Pasar Rebo District Health Center maintain a healthy balance of time, thoughts, and energy. Female health workers at Pasar Rebo sub-district health clinics are thought to be capable of managing their time effectively both at work and at home. This is because the majority of female health workers who are already married have household assistants who can assist with some household chores, allowing them to divide their time between family and work, which is going well, whereas the majority of unmarried health workers have no trouble dividing their time with their hobbies, allowing them to divide their time with their work.

Work environment factors can be measured using indicators such as illumination, buildings, air temperature, facilities, security, coworker relationships, and superior connections. Among the statement items with the most strongly agreeing responses, notably clean working conditions, The work environment, or the location where health workers carry out their tasks, has both

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positive and negative effects on their capacity to achieve their job goals. A positive work atmosphere will help to ensure job continuity. (Ekowati et al. 2021). Based on the work environment indicators, the results reveal that the safety indicator is the most influential. This is due to security; health workers believe the work environment is safe, and there is a low risk of workplace accidents. The next indicator that has an impact is the air circulation indicator. This is because health professionals believe that the air circulation in the workplace is in conformity with their preferences. The color system indicator is the next factor that influences the outcome. This is because health workers believe that the colors used in the workplace are appropriate. The layout indicator is the final factor that influences the outcome. This is because health workers believe that there are still room configurations in the workplace that are incompatible with work requirements. The findings of this study are also supported by the hypothesis that the environment includes work systems, job design, working conditions, and how people are treated at work by their managers and coworkers (Kusumadewi et al., 2018).

Job indicators, career growth, financial services level, work relations, security, and coworker interactions are all elements that can be used to assess job happiness. The working hours for the statement items with the most firmly agreed-upon answers are no more than twelve hours each day. According to the job satisfaction indicators, the most influential indicators are job indicators because health workers believe that the work offered by the company corresponds to each health worker's primary responsibilities. The next influential factor is that working hours are limited to no more than six days per week. This is because health personnel are given equitable working hours and time off. A health worker who does or does not have a meeting point between the pay value for health professionals and the company or organization, as well as the amount of remuneration demanded by the employee, is accepted. Job satisfaction is individual; each person's level of satisfaction varies depending on the value system that applies to him. (Pratama et al. 2021). The next crucial indication is the timely transfer of pay. This is because timely salaries make health professionals happy with their work. The general attitude regarding a person's labor, which represents the disparity between the amount of remuneration earned by workers and the amount they believe (Siregar & Linda, 2022). The coworker indicator is the final factor that influences the outcome. This is due to good coworker cooperation in meeting the work targets set by the Pasar Rebo sub-district health center. As a result, the health workers at the Pasar Rebo District Health Center have completed their job duties. The study's findings are further backed by the premise that job satisfaction is defined as the emotional achievements of health workers in relation to their assignment in an organizational setting. Job happiness is one of the issues in any firm. Because the welfare of health workers is critical in influencing job satisfaction (Bello & Alhyasat, 2020).

The results of the simultaneous test show that the two independent factors, work-life balance (X1) and work environment (X2), can influence the dependent variable, job satisfaction (Y), either jointly or simultaneously. This indicates that H_0 is rejected but H_1 is approved. This is due to the conditions at the research site, namely the Pasar Rebo District Health Center, which can balance time between work and family, so they will be able to work well because there are no barriers to time management, and the better the health workers work, the more satisfied they will be. Pasar Rebo sub-district health center health workers who are able to balance their role involvement in activities at work and activities outside of work will make health workers more systematic in carrying out each role, so that one role and another can support each other, so that one role and another role can support each other, then health workers will be satisfied with their roles. Aside from that, health personnel must strike a balance between job happiness and personal fulfillment. Because if the balance of satisfaction is successful, satisfaction at work will follow.

Work-life balance (X1) has a considerable influence on the dependent variable, job satisfaction (Y). The results indicate that H_0 is rejected and H_1 is accepted, implying that work-life balance has a substantial impact on job satisfaction. Increasing work-life balance may also lead to increased job satisfaction. The work environment (X2) has a considerable influence on the dependent variable, job satisfaction (Y). The results indicate that H_0 is rejected and H_1 is accepted, implying that the work environment has a substantial impact on job satisfaction. Improving the work environment may also lead to increased job satisfaction.

V. CONCLUSION

Work-life balance and the work environment simultaneously have a positive and significant influence on the job satisfaction of health workers at the Pasar Rebo District Health Center, with the variable that has a more dominant influence being the work-life balance variable. Work-life balance partially has a positive and significant influence on the job satisfaction of health workers at the Pasar Rebo District Health Center, with the most influential indicator being the time balance indicator. The work environment partially has a positive and significant influence on the job satisfaction of health workers at the Pasar Rebo District Health Center, with the most influential indicator being the safety indicator.

The conclusions reached aim to transmit numerous recommendations that will be valuable for boosting job satisfaction for health workers at the Pasar Rebo District Health Center, as well as for future follow-up research investigations. According to the findings of research conducted at the Pasar Rebo District Health Center, it is hoped that the Pasar Rebo District Health Center will be able to maintain and improve work-life balance, including time, mental, and physical balance. Based on this, experts recommend

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that the Pasar Rebo District Health Center prioritize the balance of time given to its health workers, particularly time spent on work and social activities. The Pasar Rebo District Health Center's executives are expected to provide more supervision to their subordinates in order to control their work and learn about the difficulties and problems encountered by Pasar Rebo District Health Center health workers and services.

The work environment also has a substantial impact on the job satisfaction of healthcare staff. Based on this, researchers recommend that the Pasar Rebo District Health Center pay more attention to the physical environment surrounding the office, particularly the spatial layout that is not placed according to needs, in order to keep health workers focused on completing their work and their job satisfaction high. It is hoped that the Pasar Rebo sub-district health center will sustain and boost job satisfaction both inside and externally. Based on this, the researcher suggests that the Pasar Rebo District Health Center pay more attention to the relationship between health workers and their superiors by holding regular gatherings to strengthen the bond between superiors and health workers, allowing health workers to feel more comfortable and not afraid or awkward in front of their superiors. and bosses are willing to motivate healthcare personnel.

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