

THE INFLUENCE OF WORK-LIFE BALANCE AND WORKLOAD ON JOB SATISFACTION OF HEALTHCARE WORKERS

Ari Tri Utami^{1*}, Kosasih²

Universitas Sangga Buana YPKP Bandung

E-mail: aritriutamee@gmail.com^{1*}, kosasih@usbykp.ac.id²

Received : 10 February 2026

Accepted : 12 March 2026

Revised : 20 February 2026

Published : 21 March 2026

Abstract

This study aims to analyze the influence of work-life balance and workload on job satisfaction among healthcare workers in a hospital (Hospital X). The research uses a quantitative approach with a cross-sectional design. The sample consists of 100 healthcare workers selected using purposive sampling. Data were collected through a structured questionnaire measured using a Likert scale. The data analysis technique employed multiple linear regression analysis, preceded by classical assumption tests, including normality, multicollinearity, and heteroscedasticity tests. The results of the study indicate that all research instruments are valid and reliable. Furthermore, the findings show that work-life balance has a positive and significant effect on job satisfaction, while workload has a negative and significant effect on job satisfaction. Simultaneously, work-life balance and workload significantly influence job satisfaction. The coefficient of determination (R^2) shows that 46.4% of job satisfaction can be explained by the independent variables, while the remaining 53.6% is influenced by other factors not examined in this study. In conclusion, improving work-life balance and managing workload effectively are essential strategies to enhance job satisfaction among healthcare workers, which ultimately contributes to better healthcare service quality.

Keywords: *work-life balance, workload, job satisfaction, healthcare workers.*

INTRODUCTION

In recent years, the healthcare sector has experienced a significant increase in demands driven by population growth, the rising prevalence of chronic diseases, and the growing expectations for high-quality patient care. These conditions have placed considerable pressure on healthcare systems worldwide, particularly on healthcare workers who serve as the frontline providers of medical services (Atmoko et al., 2023). They are required to perform their duties under intense pressure, extended working hours, and complex clinical responsibilities. Such demanding work environments make it increasingly difficult to maintain job satisfaction, which is a critical factor influencing service quality, patient safety, and overall organizational performance (Kosasih, 2025). Job satisfaction is generally defined as an individual's overall evaluation and emotional response toward their job. In the context of healthcare, job satisfaction holds strategic importance because it not only affects the well-being of healthcare workers but also determines the effectiveness and efficiency of healthcare delivery (Agustika et al., 2025). Healthcare workers who experience high levels of job satisfaction tend to demonstrate better performance, stronger organizational commitment, and more positive interactions with patients. Conversely, low job satisfaction is often associated with burnout, decreased productivity, absenteeism, and high turnover rates, all of which can negatively impact the quality of healthcare services (Paramarta et al., 2025). To further illustrate the importance of job satisfaction in the healthcare sector, the following table presents several impacts of job satisfaction levels on organizational outcomes:

Table 1. The Impact of Job Satisfaction on Healthcare Outcomes

Level of Job Satisfaction	Impact on Employees	Impact on Organization
High	High motivation, low stress	Better service quality, patient satisfaction
Moderate	Stable performance	Average service effectiveness
Low	Burnout, high turnover	Decreased service quality, increased errors

Based on Table 1, it can be seen that job satisfaction plays a crucial role not only for individual healthcare workers but also for organizational performance. High job satisfaction contributes to better service delivery and

improved patient satisfaction, while low job satisfaction can lead to serious consequences such as burnout and increased medical errors. This condition emphasizes the urgency for healthcare organizations to identify and manage factors that influence job satisfaction effectively. One of the most important factors influencing job satisfaction is work-life balance. Work-life balance refers to an individual's ability to manage and harmonize the demands of professional work with personal and family responsibilities. In the healthcare sector, achieving a satisfactory work-life balance is particularly challenging due to irregular working hours, shift systems, night duties, and unpredictable emergency situations (Pratama et al., 2025). These conditions often create conflicts between work and personal life, leading to stress, fatigue, and emotional exhaustion. Over time, poor work-life balance can significantly reduce job satisfaction and negatively affect both physical and psychological well-being.

In addition to work-life balance, workload is another critical factor that influences job satisfaction. Workload can be understood as the amount and intensity of tasks assigned to an individual within a given period, encompassing both quantitative and qualitative aspects. In healthcare settings, workload tends to be high due to increasing patient demands, administrative burdens, and limited human resources (Chendra et al., 2023). Excessive workload can result in physical strain, mental fatigue, and increased stress levels, ultimately lowering job satisfaction. On the contrary, a well-managed and reasonable workload can enhance motivation, improve work performance, and contribute positively to employees' sense of satisfaction (Hartono et al., 2025).

Despite the growing recognition of the importance of work-life balance and workload, many healthcare institutions still struggle to effectively manage these factors. This gap highlights the need for empirical studies that examine how both variables simultaneously influence job satisfaction, particularly in the context of healthcare workers who operate in high-pressure environments. Understanding this relationship is essential for developing evidence-based strategies aimed at improving employee well-being and organizational outcomes (Fadilla et al., 2023). Therefore, this study aims to analyze the influence of work-life balance and workload on job satisfaction among healthcare workers. The findings of this study are expected to provide valuable insights for healthcare organizations in formulating policies and interventions that promote a healthier work environment, enhance job satisfaction, and ultimately improve the quality of healthcare services.

LITERATURE REVIEW

Work-Life Balance

Work-life balance refers to an individual's ability to effectively manage the demands of work and personal life without experiencing conflict between the two domains. According to Greenhaus and Allen, work-life balance is achieved when individuals are equally engaged and satisfied with their work and family roles. In the healthcare sector, achieving work-life balance is often difficult due to long working hours, shift systems, and unpredictable job demands (Badrianto & Ekhsan, 2021). A good work-life balance is essential for maintaining the physical and psychological well-being of healthcare workers. Studies have shown that employees who are able to balance their professional and personal responsibilities tend to experience lower levels of stress, higher motivation, and greater overall well-being. Conversely, poor work-life balance can lead to work-family conflict, emotional exhaustion, and burnout, which negatively impact job satisfaction (Ma'ruf, 2021). Previous research indicates that work-life balance has a positive and significant effect on job satisfaction. Healthcare workers who perceive that they have sufficient time for personal life, family, and rest are more likely to feel satisfied with their jobs (Harahap & Ramli, 2023). Therefore, organizations need to implement supportive policies, such as flexible working hours and adequate leave systems, to improve employees' work-life balance.

Workload

Workload is defined as the amount of work that an individual is required to complete within a certain period of time. It can be categorized into quantitative workload (the volume of tasks) and qualitative workload (the complexity or difficulty of tasks). In healthcare settings, workload is often high due to patient demands, administrative responsibilities, and limited human resources. Excessive workload can have negative consequences on both employees and organizational outcomes. High workload is associated with increased stress, fatigue, and risk of burnout among healthcare workers. It may also reduce the quality of patient care, as overworked employees are more likely to make errors and experience decreased concentration (Fauzi et al., 2023). On the other hand, a reasonable and well-managed workload can enhance employee productivity and job satisfaction. When healthcare workers feel that their workload is manageable and fairly distributed, they are more likely to perform effectively and maintain a positive attitude toward their work. Empirical studies consistently show that workload has a significant negative effect on job satisfaction. The higher the workload, the lower the level of job satisfaction experienced by

employees. Therefore, effective workload management is crucial for improving both employee well-being and organizational performance in the healthcare sector (Jasmin & Asbara, 2023).

Job Satisfaction

Job satisfaction is defined as a positive emotional state resulting from an individual's appraisal of their job or job experiences. It reflects how employees feel about various aspects of their work, including tasks, work environment, compensation, supervision, and career opportunities. In the healthcare context, job satisfaction plays a vital role in determining the quality of services provided to patients. Healthcare workers with high job satisfaction tend to show greater commitment, higher performance, and better interpersonal relationships with patients and colleagues (Astuti et al., 2022). Additionally, job satisfaction is closely related to employee retention, as satisfied workers are less likely to leave their jobs. Several factors influence job satisfaction, including work-life balance and workload. A supportive work environment, fair workload distribution, and opportunities for personal and professional development contribute positively to job satisfaction (Rizki et al., 2022). Conversely, excessive workload, lack of rest, and imbalance between work and personal life can decrease satisfaction levels. Based on previous studies, job satisfaction is often used as a key indicator of organizational success, particularly in labor-intensive sectors such as healthcare. Therefore, understanding the factors that influence job satisfaction is essential for developing strategies to improve employee performance and overall healthcare service quality (Suparman & Wirayudha, 2023).

Furthermore, job satisfaction in the healthcare sector is closely linked to both intrinsic and extrinsic motivational factors that shape employees' perceptions and attitudes toward their work. Intrinsic factors such as a sense of achievement, professional recognition, meaningful work, and opportunities for skill development play a significant role in enhancing satisfaction, particularly among healthcare workers who are driven by a strong sense of purpose in helping others. At the same time, extrinsic factors including organizational policies, leadership style, compensation systems, and working conditions also significantly influence satisfaction levels. In high-pressure environments such as hospitals, inadequate support systems, unclear job roles, and lack of appreciation may lead to dissatisfaction, even when intrinsic motivation is present. Moreover, job satisfaction is not only an individual outcome but also an organizational asset, as it is strongly associated with improved teamwork, reduced medical errors, and higher patient satisfaction. Therefore, healthcare organizations must adopt a comprehensive approach that integrates both motivational and structural factors to foster job satisfaction, ensuring that employees feel valued, supported, and capable of delivering optimal performance in their roles.

METHOD

This study employed a quantitative research approach with a cross-sectional design to examine the influence of work-life balance and workload on job satisfaction among healthcare workers. The research was conducted in one hospital whose identity is intentionally anonymized to maintain confidentiality and ethical standards. Therefore, the hospital is referred to as "Hospital X" throughout this study. The population of this study consisted of healthcare workers, including nurses, medical staff, and supporting health personnel working at Hospital X. The sampling technique used was purposive sampling, in which respondents were selected based on specific criteria, such as having at least one year of work experience and being actively involved in patient care services. A total of 100 respondents participated in this study. Data were collected using a structured questionnaire distributed directly to respondents. The questionnaire consisted of several items measuring three main variables: work-life balance, workload, and job satisfaction. Each item was measured using a Likert scale ranging from 1 (strongly disagree) to 5 (strongly agree). To ensure the quality of the instrument, validity and reliability tests were conducted. Data analysis was performed using multiple linear regression analysis to determine the effect of independent variables (work-life balance and workload) on the dependent variable (job satisfaction). Prior to regression analysis, classical assumption tests, including normality, multicollinearity, and heteroscedasticity tests, were conducted to ensure that the data met the required assumptions.

RESULTS AND DISCUSSION

Validity and Reliability Test

The results of the validity and reliability tests indicate that all questionnaire items used in this study are valid and reliable. The validity test shows that each item has a correlation coefficient (r-count) greater than the r-table value at a significance level of 0.05, meaning that all items are capable of accurately measuring the variables of work-life balance, workload, and job satisfaction. Furthermore, the reliability test using Cronbach's Alpha

demonstrates values exceeding 0.70 for all variables, indicating a high level of internal consistency among the items. Therefore, it can be concluded that the research instrument is both valid and reliable, and thus appropriate for use in further data analysis.

Normality Test

The normality test was conducted to determine whether the residuals in the regression model were normally distributed, which is one of the assumptions required in linear regression analysis. In path analysis based on regression, the normality assumption is tested on the residuals (error terms) of each equation rather than on the research variables themselves. The test was performed using the Kolmogorov–Smirnov test, where residuals are considered normally distributed if the significance value (Asymp. Sig.) is greater than 0.05.

Table 1. Normality Test Result

Test Value	N	Mean	Std. Deviation	Kolmogorov–Smirnov Statistic	Asymp. Sig. (2-tailed)
Residual	100	0.000	1.021	0.072	0.200

Based on the results of the normality test using the Kolmogorov–Smirnov method, the Asymp. Sig. (2-tailed) value is 0.200, which is greater than the significance level of 0.05. This indicates that the data are normally distributed. In addition, the residual values show a mean close to zero and a standard deviation within a reasonable range, further supporting the assumption of normality. Therefore, it can be concluded that the data in this study meet the normality assumption and are suitable for further statistical analysis.

Multicollinearity Test

Table 2. Multicollinearity Test Result

Variable	Tolerance	VIF
Work-Life Balance	0.732	1.366
Workload	0.732	1.366

Based on the results of the multicollinearity test, it can be seen that the tolerance values for all independent variables are greater than 0.10 and the VIF values are less than 10. This indicates that there is no multicollinearity among the independent variables, namely work-life balance and workload. Therefore, the regression model is free from multicollinearity issues and is suitable for further analysis.

Heteroscedasticity Test

Table 3. Heteroscedasticity Test Result (Glejser Test)

Variable	Sig.
Work-Life Balance	0.412
Workload	0.276

Based on the heteroscedasticity test using the Glejser method, the significance values of all independent variables are greater than 0.05. This indicates that there is no heteroscedasticity in the regression model. In other words, the residuals have constant variance, and the model meets the assumption of homoscedasticity, making it appropriate for further regression analysis.

Multiple Linear Regression Analysis

Table 4. Multiple Linear Regression Result

Variable	B	Std. Error	Beta
(Constant)	5.214	1.102	-
Work-Life Balance	0.456	0.089	0.421
Workload	-0.312	0.076	-0.358

Based on the regression analysis results, the regression equation can be formulated as follows:

$$Y = 5.214 + 0.456X_1 - 0.312X_2$$

where X_1 represents work-life balance and X_2 represents workload. The equation shows that work-life balance has a positive effect on job satisfaction, as indicated by the positive coefficient (0.456). This means that an

increase in work-life balance will lead to an increase in job satisfaction. On the other hand, workload has a negative effect on job satisfaction, as indicated by the negative coefficient (-0.312), which implies that an increase in workload will decrease job satisfaction. Therefore, better work-life balance contributes positively to job satisfaction, while excessive workload tends to reduce it.

t-Test (Partial Test)

Table 5. t-Test Result

Variable	t-value	Sig.
Work-Life Balance	5.124	0.000
Workload	-4.105	0.000

The results of the t-test show that work-life balance has a positive and significant effect on job satisfaction, as indicated by a significance value of 0.000, which is less than 0.05. Similarly, workload has a negative and significant effect on job satisfaction, with a significance value of 0.000. Therefore, both independent variables partially have a significant influence on job satisfaction.

F-Test (Simultaneous Test)

Table 6. F-Test Result

Model	F-value	Sig.
Regression	42.318	0.000

Based on the F-test results, the significance value is 0.000, which is less than 0.05. This indicates that work-life balance and workload simultaneously have a significant effect on job satisfaction. Therefore, the regression model used in this study is considered appropriate and significant.

Coefficient of Determination (R²)

Table 7. Coefficient of Determination

R	R Square	Adjusted R Square
0.681	0.464	0.452

The coefficient of determination (R²) value is 0.464, which means that 46.4% of the variation in job satisfaction can be explained by work-life balance and workload. Meanwhile, the remaining 53.6% is influenced by other variables not included in this study. This indicates that the independent variables have a moderate explanatory power in predicting job satisfaction.

The Effect of Work-Life Balance on Job Satisfaction of Healthcare Workers

The results of this study indicate that work-life balance has a positive and significant effect on job satisfaction among healthcare workers. This finding suggests that healthcare workers who are able to balance their professional responsibilities with their personal lives tend to experience higher levels of job satisfaction. A balanced work and personal life allows individuals to reduce stress, maintain emotional stability, and improve overall well-being, which ultimately enhances their satisfaction at work. In the healthcare sector, where employees often face irregular working hours, shift systems, and high job demands, the ability to maintain work-life balance becomes increasingly important. These findings are consistent with previous research, which states that work-life balance contributes positively to employee attitudes, job satisfaction, and organizational outcomes. Healthcare workers who feel that their personal lives are not disrupted by excessive work demands are more likely to demonstrate higher motivation, stronger commitment, and better job performance. Therefore, organizations need to pay close attention to policies that support work-life balance, such as flexible scheduling, adequate leave, and supportive work environments (Stefani & Kosasih, 2025).

The Effect of Workload on Job Satisfaction of Healthcare Workers

The results of this study also show that workload has a negative and significant effect on job satisfaction among healthcare workers. This indicates that an increase in workload will lead to a decrease in job satisfaction. In healthcare settings, excessive workload is often unavoidable due to high patient demands, limited staffing, and administrative responsibilities. However, when the workload exceeds an individual's capacity, it can result in

physical fatigue, mental stress, and burnout. High workload not only affects employees' physical and psychological conditions but also reduces their ability to perform tasks effectively. As a result, healthcare workers may feel overwhelmed, less motivated, and dissatisfied with their jobs. This finding is in line with previous studies which suggest that heavy workload is one of the main factors contributing to decreased job satisfaction and increased turnover intention. Therefore, effective workload management is crucial to ensure that employees can perform their duties optimally without experiencing excessive strain (Setyaji et al., 2025).

The Simultaneous Effect of Work-Life Balance and Workload on Job Satisfaction

Based on the results of the F-test, this study reveals that work-life balance and workload simultaneously have a significant effect on job satisfaction among healthcare workers. This means that both variables collectively play an important role in determining employees' level of job satisfaction. The interaction between these two factors highlights that job satisfaction is not influenced by a single variable, but rather by a combination of multiple work-related conditions. The coefficient of determination (R^2) further indicates that a substantial proportion of job satisfaction can be explained by work-life balance and workload. However, there are still other factors outside this study, such as leadership, compensation, and work environment, that may also influence job satisfaction. This suggests that while improving work-life balance and managing workload are essential, organizations should also consider other contributing factors to achieve optimal employee satisfaction.

CONCLUSION

Based on the results of this study, it can be concluded that work-life balance and workload have significant effects on job satisfaction among healthcare workers. Work-life balance has a positive and significant influence on job satisfaction, indicating that better balance between professional and personal life leads to higher levels of satisfaction. In contrast, workload has a negative and significant effect on job satisfaction, meaning that excessive workload tends to reduce employees' satisfaction levels. Simultaneously, both work-life balance and workload significantly affect job satisfaction, demonstrating that these variables play an important role in determining employees' overall work experience. Furthermore, the coefficient of determination shows that a considerable proportion of job satisfaction can be explained by work-life balance and workload, although other factors outside this study also contribute. Therefore, it is important for healthcare organizations to improve work-life balance and manage workload effectively in order to enhance job satisfaction, which in turn can improve employee performance and the quality of healthcare services.

REFERENCES

- Agustika, F., Kosasih, K., Yuliaty, F., Paramarta, V., & Kartamiharja, S. (2025). The Influence of Leadership, Motivation, And Job Satisfaction On Employee Performance (Survey at PT Karya Indah Lestari, Berau Regency, Kalimantan). *MANABIS: Jurnal Manajemen dan Bisnis*, 4(2), 196-206.
- Astuti, R. D., Herawati, J., & Septyarini, E. (2022). Pengaruh Beban Kerja, Stres Kerja, dan Lingkungan Kerja Terhadap Kepuasan Kerja Karyawan. *Reslaj: Religion Education Social Laa Roiba Journal*, 4(4), 1119-1136.
- Atmoko, S. D., Paramarta, V., & Kosasih, K. (2023). Work-Life Balance, Efikasi Diri Terhadap Transfer Pengetahuan pada Karyawan Peserta Diklat Pra Pensiun di BUMN X dengan Menggunakan Pendekatan SEM-PLS. *JURNAL INI SEDANG DALAM PERBAIKAN INTERNAL*, 3(3), 118-133.
- Badrianto, Y., & Ekhsan, M. (2021). Pengaruh Work-life Balance terhadap Kinerja Karyawan yang di Mediasi Komitmen Organisasi. *Jesya (Jurnal Ekonomi dan Ekonomi Syariah)*, 4(2), 951-962.
- Chendra, W. J., Paramarta, V., Dianvayani, G., Harahap, R. I. M., & Muchtar, M. H. (2023). Theoretical Study: Pengelolaan Work Life Balance Pada Tenaga Kesehatan Di Rumah Sakit. *Jurnal Rumpun Ilmu Kesehatan*, 3(2), 37-45.
- Fadilla, S., Assyofa, A. R., & Firdaus, F. S. (2023, January). Pengaruh work life balance dan beban kerja terhadap kepuasan kerja karyawan. In *Bandung Conference Series: Business and Management* (Vol. 3, No. 1, pp. 125-132).
- Fauzi, A., Hutajulu, L., Rijal, M., Moses, H., Samuel, I., & Sidik, M. (2023). Analisis Pengaruh Kepuasan Kerja, Beban Kerja, Serta Lingkungan Kerja Pada Performa Pegawai (Literature Review Metodologi Riset Bisnis). *Jurnal Ilmu Multidisplin*, 1(4), 874-885.

THE INFLUENCE OF WORK-LIFE BALANCE AND WORKLOAD ON JOB SATISFACTION OF HEALTHCARE WORKERS

Utami et al

- Harahap, R. O., & Ramli, A. H. (2023). Pengaruh Work-Life Balance Terhadap Perceived Work Productivity Pada Non-Government Organization. *Jurnal Pengabdian kepada Masyarakat Nusantara*, 4(3), 2915-2922.
- Hartono, D. J., Rahmiyati, A. L., Yuliatya, F., & Paramarta, V. (2025). The Effect Of Load, Stress And Job Satisfaction On The Performance Of Health Workers In The Nursing Home Unit. *JHSS (JOURNAL OF HUMANITIES AND SOCIAL STUDIES)*, 9(1), 143-147.
- Jasmin, M., & Asbara, N. W. (2023). Pengaruh Beban Kerja Dan Lingkungan Kerja Terhadap Kepuasan Kerja Karyawan Pada PT Malatunrung Rezkindo. *Jurnal Malomo: Manajemen Dan Akuntansi*, 1(3), 338-348.
- Kosasih, N. (2025). WORK-LIFE BALANCE, KOMITMEN ORGANISASIONAL, DAN KEPUASAN KERJA KARYAWAN MILENIAL. *MANAJEMEN DEWANTARA*, 9(3).
- Ma'ruf, R. (2021). Pengaruh Kompensasi dan Work Life Balance Terhadap Loyalitas Karyawan. *Psikoborneo: Jurnal Ilmiah Psikologi*, 9(1), 110-120.
- Paramarta, M. R., Mufidah, I., Paramarta, V., & Rulia, R. (2025). Quality Work of Life, Organizationa Commitment and Organizational Citizenship Behavior as Determinants of Improving Higher Education Services in West Java. *Eduvest-Journal of Universal Studies*, 5(12), 15116-15133.
- Pratama, Y. A., Yuliaty, F., Kosasih, K., Kadarisman, S., & Paramarta, V. (2025). The Effect of Work Motivation on Employee Performance at Bukit Raya Sekawan Mining Company. *Adpebi International Journal of Multidisciplinary Sciences*, 4(1), 9-25.
- Rizki, M., Nophiyani, N., Saputra, E. K., & Abriyoso, O. (2022). Pengaruh Beban Kerja Terhadap Kepuasan Kerja Pegawai Puskesmas Kawal Kabupaten Bintan. *Aksara: Jurnal Ilmu Pendidikan Nonformal*, 8(2), 1469-1478.
- Setyaji, S., Sidqi, A. G., Nugroho, T., Asnar, E. S. M., & Paramarta, V. (2025). Pengaruh Quality of Work Life, Beban Kerja dan Stres Kerja terhadap Person Organization Fit serta Implikasinya pada Kinerja Pegawai di UPT Puskesmas Sepaku III Kabupaten Penajam Paser Utara Tahun 2024. *AKADEMIK: Jurnal Mahasiswa Ekonomi & Bisnis*, 5(2), 986-998.
- Stefani, S., & Kosasih, K. (2025, May). Pengaruh Beban Kerja Terhadap Kesehatan Mental Dan Kinerja Di Instalasi Gizi. In *Journal Peqquruang: Conference Series* (Vol. 6, No. 2, pp. 536-541).
- Suparman, Z. A., & Wirayudha, A. (2023, August). Pengaruh Beban Kerja terhadap Kepuasan Kerja dengan Work Life Balance sebagai Variabel Intervening. In *Bandung Conference Series: Business and Management* (Vol. 3, No. 2, pp. 908-918).