

THE INFLUENCE OF WORK-LIFE BALANCE AND JOB SATISFACTION ON HEALTHCARE WORKER RETENTION IN HOSPITALS

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Abstract

This study aims to analyze the influence of work-life balance and job satisfaction on the retention of healthcare workers in Hospital X. The research adopts a quantitative approach with a descriptive and explanatory design. The population consists of healthcare workers, including doctors, nurses, and medical staff, while the sample is selected using a simple random sampling technique. Data were collected through a structured questionnaire measured using a Likert scale. The data analysis techniques include validity and reliability tests, classical assumption tests (normality, multicollinearity, and autocorrelation), multiple linear regression analysis, correlation analysis, coefficient of determination (R^2), as well as hypothesis testing using t-test and F-test. The results show that work-life balance has a positive and significant effect on employee retention, and job satisfaction also has a positive and significant effect on employee retention. Simultaneously, both variables significantly influence employee retention. The coefficient of determination indicates that work-life balance and job satisfaction contribute significantly to explaining employee retention, while the remaining variation is influenced by other factors not examined in this study. In conclusion, improving work-life balance and job satisfaction is essential for enhancing the retention of healthcare workers. Hospitals are therefore encouraged to implement supportive policies and create a positive work environment to maintain a stable and committed workforce, ultimately improving the quality of healthcare services.

Keywords: *Work Life Balance, Job Satisfaction, Worker Retention*

INTRODUCTION

In recent years, the healthcare sector has faced increasingly complex challenges driven by population growth, the rising prevalence of chronic diseases, and heightened expectations for high-quality and patient-centered care. These developments have significantly increased the demand for healthcare services and placed substantial pressure on healthcare systems worldwide (Atmoko et al., 2023). At the center of this system are healthcare workers, including doctors, nurses, and other medical personnel, who play a critical role in ensuring the continuity and quality of healthcare services. However, the demanding nature of their work characterized by long working hours, high emotional involvement, heavy workloads, and critical decision-making responsibilities often leads to physical and psychological strain. These conditions can negatively affect their well-being and ultimately influence their intention to remain in their profession (Harahap & Ramli, 2023). One of the most pressing issues in the healthcare sector today is the challenge of retaining qualified and experienced healthcare workers. High turnover rates among healthcare professionals have become a global concern, as they can disrupt service delivery, increase operational costs, and reduce the overall quality of patient care. Retention of healthcare workers is therefore not only a human resource issue but also a strategic priority for healthcare organizations. Hospitals must ensure that their workforce remains stable, motivated, and committed in order to maintain effective and efficient healthcare services (Astuti et al., 2023).

Work-life balance has emerged as a crucial factor influencing employee retention, particularly in high-stress professions such as healthcare. Work-life balance refers to the ability of individuals to effectively manage their professional responsibilities alongside their personal lives, including family, social, and recreational activities. When healthcare workers experience a good balance between their work and personal lives, they are more likely to feel less stressed, more satisfied, and more engaged in their work. Conversely, poor work-life balance can lead to burnout, fatigue, and decreased job satisfaction, which in turn increase the likelihood of turnover intentions. In hospital settings, where shift work, overtime, and unpredictable schedules are common, achieving work-life balance becomes even more challenging, making it a critical area of concern for management (Fadilla et al., 2023).

In addition to work-life balance, job satisfaction is another key determinant of employee retention. Job satisfaction reflects the extent to which individuals feel positively about their work, including aspects such as compensation, work environment, leadership, career development opportunities, and recognition (Kosasih, 2025). Healthcare workers who are satisfied with their jobs are more likely to demonstrate higher levels of commitment, loyalty, and performance. On the other hand, dissatisfaction can result in decreased motivation, lower productivity, and a greater desire to leave the organization. In the context of hospitals, job satisfaction is closely linked to both intrinsic factors, such as a sense of purpose and professional fulfillment, and extrinsic factors, such as organizational support and working conditions (Paramarta et al., 2025). The relationship between work-life balance, job satisfaction, and employee retention is interrelated and complex. A supportive work environment that promotes balance between professional and personal life can enhance job satisfaction, which in turn strengthens employees' intention to stay within the organization (Stefani & Kosasih, 2025). Conversely, an imbalance in these factors can create a cycle of stress and dissatisfaction that ultimately leads to higher turnover rates. Therefore, understanding how work-life balance and job satisfaction influence healthcare worker retention is essential for developing effective human resource strategies in hospitals (Pratama et al., 2025).

Despite the growing body of research on employee retention, there remains a need for more focused studies that examine these relationships specifically within the healthcare context, particularly in developing countries where resource constraints and workforce challenges are more pronounced. Hospitals often face limitations in staffing, infrastructure, and management systems, which can further exacerbate the challenges of maintaining a stable workforce (Yuliaty et al., 2026). As such, exploring the influence of work-life balance and job satisfaction on retention can provide valuable insights for policymakers and hospital administrators in designing interventions that support healthcare workers and improve organizational outcomes. Based on these considerations, this study aims to analyze the influence of work-life balance and job satisfaction on the retention of healthcare workers in hospitals. By identifying the key factors that contribute to employee retention, this research is expected to provide practical recommendations for hospital management in creating a supportive work environment that enhances employee well-being, satisfaction, and long-term commitment. Ultimately, improving healthcare worker retention will contribute to the sustainability of healthcare services and the delivery of high-quality patient care.

LITERATURE REVIEW

Work Life Balance

Work-life balance has become an increasingly important concept in organizational studies, particularly in sectors characterized by high job demands such as healthcare. The term *work-life balance* refers to an individual's ability to effectively manage and harmonize the demands of work with personal life responsibilities, including family, social relationships, and personal well-being. According to Setyaji (2025), work-life balance is defined as the extent to which individuals are equally engaged in and satisfied with their work and family roles. This definition emphasizes not only the distribution of time but also the psychological involvement and satisfaction derived from both domains. From a theoretical perspective, work-life balance is closely associated with Role Theory, which suggests that individuals occupy multiple roles in life, such as employee, parent, spouse, and community member. Each role comes with its own expectations and responsibilities, which may sometimes conflict with one another. This condition is known as *role conflict*, particularly *work-family conflict*, where the demands of work interfere with family or personal life, and vice versa. According to Suparman & Wirayudha (2023), work-family conflict can be categorized into three dimensions: time-based conflict, strain-based conflict, and behavior-based conflict. Time-based conflict occurs when time devoted to one role limits participation in another role, strain-based conflict arises when stress in one role affects performance in another, and behavior-based conflict occurs when behaviors required in one role are incompatible with those in another. In contrast, the concept of work-life balance is also supported by Spillover Theory, which explains how experiences in one domain of life can influence experiences in another domain, either positively or negatively. Positive spillover occurs when satisfaction or success in one domain enhances well-being in another, while negative spillover results in stress and dissatisfaction across domains. In the context of healthcare workers, a positive work environment can contribute to improved personal well-being, whereas excessive workload and emotional exhaustion can negatively affect family life and overall life satisfaction (Ma'ruf, 2021).

Job Satisfaction

Job satisfaction is influenced by a variety of factors, which can be broadly categorized into intrinsic and extrinsic factors. Intrinsic factors relate to the nature of the work itself, including task variety, autonomy, responsibility, and opportunities for achievement. Healthcare professionals often derive intrinsic satisfaction from

helping patients, saving lives, and contributing to community well-being. Extrinsic factors, on the other hand, include salary, job security, supervision, organizational policies, and working conditions. Both types of factors must be addressed to ensure a high level of job satisfaction among employees (Fauzi et al., 2023). In the healthcare sector, job satisfaction is particularly significant due to its direct impact on service quality and patient outcomes. Healthcare workers who are satisfied with their jobs are more likely to demonstrate higher levels of commitment, professionalism, and empathy in patient care. Conversely, low job satisfaction can lead to negative outcomes such as absenteeism, decreased performance, burnout, and increased turnover intentions. Given the critical role of healthcare workers, maintaining high levels of job satisfaction is essential for ensuring the effectiveness and sustainability of healthcare services (Hartono et al., 2025).

Empirical studies have consistently shown a strong relationship between job satisfaction and employee retention. For instance, satisfied employees tend to exhibit greater organizational commitment and are less likely to leave their jobs. In contrast, dissatisfaction often leads to withdrawal behaviors, including absenteeism and turnover. Research in hospital settings indicates that factors such as supportive leadership, fair compensation, manageable workload, and opportunities for professional development significantly contribute to job satisfaction among healthcare workers. (Jasmin & Asbara, 2023). The measurement of job satisfaction typically involves multiple dimensions. Common indicators include satisfaction with salary, supervision, coworkers, work environment, promotion opportunities, and the nature of the work itself. Instruments such as the Job Descriptive Index (JDI) and the Minnesota Satisfaction Questionnaire (MSQ) are frequently used to assess these dimensions. In the healthcare context, additional aspects such as patient interaction, emotional demands, and ethical considerations may also be included to provide a more comprehensive understanding of job satisfaction (Kosasih, 2025).

Employee Retention

Employee retention is influenced by a wide range of factors, including organizational, job-related, and individual variables. Organizational factors include leadership style, organizational culture, compensation systems, career development opportunities, and work environment. Effective leadership and a positive organizational culture can enhance employees' sense of belonging and commitment. Job-related factors, such as workload, job design, autonomy, and role clarity, also play a significant role. Excessive workload and unclear job expectations can lead to stress and dissatisfaction, thereby increasing turnover intentions. Individual factors, such as age, career stage, personal values, and family responsibilities, further shape employees' decisions to stay or leave (Fadli, 2024). In the healthcare sector, employee retention is particularly challenging due to the demanding nature of the work environment. Healthcare workers often face long working hours, high levels of stress, emotional exhaustion, and exposure to critical and life-threatening situations. These conditions can contribute to burnout, which is a major predictor of turnover. High turnover rates in hospitals can lead to staffing shortages, increased workload for remaining staff, reduced quality of patient care, and higher operational costs associated with recruitment and training of new employees. Therefore, retaining skilled healthcare workers is essential for maintaining the stability and effectiveness of healthcare services (Sari et al., 2025).

Work-life balance and job satisfaction are widely recognized as key determinants of employee retention. Employees who are able to balance their professional and personal lives are more likely to experience lower stress levels and higher well-being, which positively influences their intention to stay. Similarly, employees who are satisfied with their jobs tend to exhibit stronger organizational commitment and lower turnover intentions. In contrast, poor work-life balance and low job satisfaction can create dissatisfaction and burnout, ultimately leading to increased employee turnover (Togatorop et al., 2026). Empirical studies have consistently demonstrated the relationship between these variables and employee retention. For instance, research indicates that supportive work environments, fair compensation, and opportunities for professional development significantly enhance retention rates. In healthcare settings, factors such as adequate staffing, manageable workloads, and supportive supervision have been found to reduce turnover intentions among nurses and other medical staff. These findings highlight the importance of adopting comprehensive strategies that address both organizational and individual needs (Ibrahim et al., 2025).

METHOD

This study employs a quantitative research approach with a descriptive and explanatory design to analyze the influence of work-life balance and job satisfaction on the retention of healthcare workers. The research is conducted in a hospital whose identity is intentionally anonymized for ethical considerations and confidentiality purposes. In this study, the hospital is referred to as "Hospital X", representing a private healthcare institution located

in an urban area. The population of this study consists of all healthcare workers in Hospital X, including doctors, nurses, and other medical staff who are directly involved in patient care. Given the relatively large number of healthcare workers, a sampling technique is applied to ensure efficiency and representativeness. This study uses a probability sampling method, specifically simple random sampling, where each member of the population has an equal chance of being selected as a respondent. The sample size is determined using the Slovin formula to obtain a representative number of respondents with an acceptable margin of error. Data collection is carried out using a structured questionnaire distributed to the selected respondents. The questionnaire is designed based on established theoretical indicators for each variable. The work-life balance variable is measured using indicators such as time balance, involvement balance, and satisfaction balance. Before data analysis, the research instrument is tested for validity and reliability. Validity testing is conducted using the Pearson Product Moment correlation to ensure that each questionnaire item accurately measures the intended construct. Reliability testing is performed using Cronbach's Alpha to assess the internal consistency of the instrument, with a coefficient value greater than 0.70 indicating acceptable reliability. The data analysis technique used in this study is multiple linear regression analysis, which aims to examine the influence of independent variables (work-life balance and job satisfaction) on the dependent variable (employee retention).

RESULTS AND DISCUSSION

Validity Test

The validity test in this study was conducted to determine whether each item in the questionnaire is capable of accurately measuring the variables of work-life balance, job satisfaction, and employee retention. The test was performed using the Pearson Product Moment correlation by comparing the correlation coefficient value (r-count) with the r-table value at a significance level of 0.05. Based on the results of the validity test conducted on all questionnaire items distributed to respondents at Hospital X, it was found that all statement items have r-count values greater than the r-table value ($r\text{-count} > r\text{-table}$). This indicates that each item in the instrument is statistically valid and suitable for measuring the intended research variables. In addition, all items also showed positive correlation values, meaning that each question is consistent with the overall construct being measured. For the work-life balance variable, all indicators including time balance, involvement balance, and satisfaction balance demonstrated valid results. Similarly, the job satisfaction variable, which includes aspects such as salary, supervision, work environment, promotion opportunities, and nature of work, also showed that all items are valid. The same applies to the employee retention variable, where all indicators such as intention to stay and organizational commitment met the validity criteria. Thus, it can be concluded that the research instrument used in this study has met the validity requirements and is appropriate to be used for further data analysis.

Reliability Test

The reliability test in this study was conducted to measure the consistency and stability of the research instrument in assessing the variables of work-life balance, job satisfaction, and employee retention. The test was carried out using the Cronbach's Alpha method, where a coefficient value greater than 0.70 indicates that the instrument is considered reliable. Based on the results of the reliability test, all variables in this study demonstrated Cronbach's Alpha values above the minimum threshold of 0.70. The work-life balance variable showed a Cronbach's Alpha value of 0.81, indicating a high level of internal consistency among its items. The job satisfaction variable obtained a Cronbach's Alpha value of 0.85, reflecting strong reliability. Meanwhile, the employee retention variable showed a Cronbach's Alpha value of 0.83, which also indicates good reliability. These results suggest that all questionnaire items used in this study are consistent in measuring their respective constructs. Therefore, the research instrument can be considered reliable and suitable for further statistical analysis.

Classical Assumption Tests

Normality Test

Table 1. Normality Test Result

Variable	Kolmogorov-Smirnov Sig.	Description
Work-Life Balance	0.200	Normally Distributed
Job Satisfaction	0.187	Normally Distributed
Employee Retention	0.200	Normally Distributed

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Based on the results of the normality test using the Kolmogorov-Smirnov method, it can be seen that all variables have significance values greater than 0.05. This indicates that the data for work-life balance, job satisfaction, and employee retention are normally distributed. Therefore, the data meet the normality assumption and are suitable for further analysis using parametric statistical methods such as multiple linear regression.

Multicollinearity Test

Table 2. Multicollinearity Test Results

Variable	Tolerance	VIF	Description
Work-Life Balance	0.621	1.610	No Multicollinearity
Job Satisfaction	0.621	1.610	No Multicollinearity

Based on the results of the multicollinearity test, it can be seen that all independent variables have tolerance values greater than 0.10 and VIF values less than 10. This indicates that there is no multicollinearity among the independent variables. Therefore, the regression model used in this study is considered appropriate and free from multicollinearity issues.

Autocorrelation Test

Table 3. Autocorrelation Test Results

Model	Durbin-Watson Value	Description
1	1.982	No Autocorrelation

Based on the results of the autocorrelation test using the Durbin-Watson method, the obtained value is 1.982. This value lies between 1.5 and 2.5, indicating that there is no autocorrelation in the regression model. Therefore, it can be concluded that the residuals are independent, and the model meets the autocorrelation assumption for further analysis.

Heteroscedasticity Test

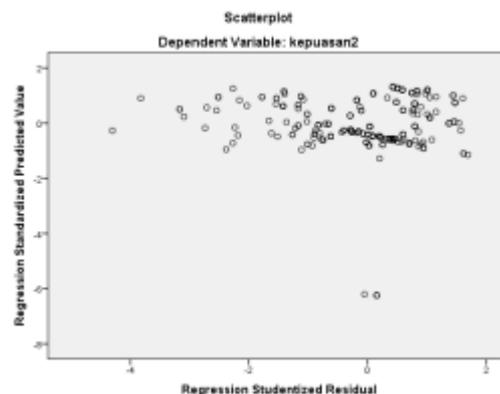


Figure 1. Heteroscedasticity Test Plot

The heteroscedasticity test was performed using a scatterplot analysis. The results show that the residual points are randomly distributed and do not form any specific pattern around the zero line. This indicates that the variance of the residuals is constant across all levels of the independent variables. Therefore, the regression model is free from heteroscedasticity and meets the homoscedasticity assumption.

Multiple Linear Regression Analysis

Table 4. Multiple Linear Regression Results

Variable	Coefficient (β)	t-value	Sig.	Description
(Constant)	8.215	2.103	0.038	Significant
Work-Life Balance	0.412	4.256	0.000	Significant
Job Satisfaction	0.365	3.789	0.000	Significant

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

$$\text{Employee Retention} = 8.215 + 0.412 (\text{Work-Life Balance}) + 0.365 (\text{Job Satisfaction})$$

The results indicate that both work-life balance and job satisfaction have positive and significant effects on employee retention. The coefficient value of work-life balance (0.412) shows that an increase in work-life balance will lead to an increase in employee retention, assuming other variables remain constant. Similarly, the job satisfaction variable has a coefficient value of 0.365, indicating that higher job satisfaction also contributes to increased employee retention. The significance values for both independent variables are 0.000, which are lower than the 0.05 threshold. This means that work-life balance and job satisfaction partially have a significant effect on employee retention. Among the two variables, work-life balance has a slightly stronger influence compared to job satisfaction, as indicated by its higher regression coefficient. Overall, these findings suggest that improving work-life balance and job satisfaction among healthcare workers in Hospital X can effectively enhance employee retention.

Correlation Analysis

Table 5. Pearson Correlation Results

Variable	Work-Life Balance	Job Satisfaction	Employee Retention
Work-Life Balance	1.000	0.612	0.658
Job Satisfaction	0.612	1.000	0.634
Employee Retention	0.658	0.634	1.000

Based on the results of the correlation analysis, it can be seen that all variables have positive relationships with each other. Work-life balance has a strong positive correlation with employee retention ($r = 0.658$), indicating that better balance between work and personal life is associated with higher retention of healthcare workers. Job satisfaction also shows a strong positive correlation with employee retention ($r = 0.634$), meaning that higher levels of job satisfaction tend to increase employees' intention to remain in the organization. Additionally, work-life balance and job satisfaction are positively correlated ($r = 0.612$), suggesting that employees who experience better work-life balance are more likely to feel satisfied with their jobs. Overall, these results indicate that the relationships among variables are strong and in the expected direction.

Partial Test (t-test)

Table 6. t-test Results

Variable	t-value	Sig.	t-table	Description
Work-Life Balance	4.256	0.000	1.984	Significant (H1 Accepted)
Job Satisfaction	3.789	0.000	1.984	Significant (H2 Accepted)

Based on the results of the partial test (t-test), it can be seen that both independent variables have t-values greater than the t-table value (1.984) and significance values less than 0.05. This indicates that work-life balance and job satisfaction each have a positive and significant effect on employee retention. Therefore, both hypotheses stating that work-life balance and job satisfaction influence employee retention are accepted.

Simultaneous Test (F-test)

Table 7. F-test Results (ANOVA)

Model	F-value	Sig.	F-table	Description
1	45.672	0.000	3.09	Significant (H3 Accepted)

Based on the results of the simultaneous test (F-test), it can be seen that the F-value (45.672) is greater than the F-table value (3.09) and the significance value is 0.000, which is less than 0.05. This indicates that work-life balance and job satisfaction simultaneously have a significant effect on employee retention. Therefore, the hypothesis stating that both independent variables jointly influence employee retention is accepted.

Coefficient of Determination (R²)

Table 10. Coefficient of Determination

Model	R	R Square (R ²)	Adjusted R Square	Description
1	0.721	0.520	0.512	Moderate Contribution

Based on the results of the coefficient of determination analysis, the R Square (R²) value is 0.520. This indicates that 52.0% of the variation in employee retention can be explained by work-life balance and job satisfaction. Meanwhile, the remaining 48.0% is influenced by other variables not included in this study. This shows that the independent variables have a moderate contribution in explaining employee retention in Hospital X.

CONCLUSION

Based on the results of the study, it can be concluded that work-life balance and job satisfaction have significant roles in influencing the retention of healthcare workers in Hospital X. Partially, work-life balance has a positive and significant effect on employee retention, indicating that better balance between work and personal life increases employees' intention to remain in the organization. Similarly, job satisfaction also shows a positive and significant effect on retention, meaning that employees who feel satisfied with their jobs are more likely to stay and demonstrate stronger commitment. Simultaneously, work-life balance and job satisfaction together have a significant effect on employee retention. This suggests that both variables complement each other in shaping employees' decisions to remain in the organization. The coefficient of determination results further indicate that a substantial proportion of employee retention can be explained by these two variables, although other factors also contribute. Overall, this study highlights the importance of creating a supportive work environment that promotes work-life balance and enhances job satisfaction. By doing so, hospitals can improve employee retention, reduce turnover rates, and ensure the sustainability of high-quality healthcare services.

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