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Research Article

THE INFLUENCE OF WORK-LIFE BALANCE ON EMPLOYEE JOB SATISFACTION AT NGIMBANG REGIONAL GENERAL HOSPITAL, LAMONGAN

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Abstract:

Background: Employee job satisfaction is a fundamental determinant of service excellence, staff retention, and clinical productivity in healthcare organizations. In public regional hospitals, heavy shift rotations and rigorous administrative duties frequently disrupt work-life balance (WLB), inducing occupational stress and dissatisfaction. Preliminary assessments at Ngimbang Regional General Hospital (RSUD Ngimbang) revealed that 70% of screened staff experienced low job satisfaction and 60% suffered from low WLB.

Objective: To analyze the empirical effect of work-life balance on employee job satisfaction across medical, paramedical, administrative, and support personnel at Ngimbang Hospital Lamongan. Methods: This quantitative observational study utilized an associative cross-sectional survey design conducted between November 2025 and April 2026. From a total population of 434 employees, a sample of 82 respondents was recruited using proportionate stratified random sampling. Data were collected via closed-ended Likert-scale questionnaires. Data were evaluated through descriptive univariate categorization and inferential simple linear regression analysis.

Results: The vast majority of respondents exhibited good WLB (87.8%, n = 72) and good job satisfaction (70.7%, n = 58). Simple linear regression demonstrated a statistically significant positive effect of work-life balance on job satisfaction (B = 1.354, Beta = 0.786, t = 11.362, $p < 0.001$), with a coefficient of determination (R^2) of 0.617. This indicates that 61.7% of the variance in employee job satisfaction is explained by work-life balance, while 38.3% is modulated by unmeasured external factors.

Conclusion: Work-life balance exerts a statistically significant, robust positive effect on hospital employee job satisfaction. Hospital leadership should formulate adaptive shift scheduling, supportive supervision, and ergonomic workload management to sustain workforce equilibrium.

Keywords: Cross-sectional study; Employee well-being; Hospital administration; Job satisfaction; Regression analysis; Work-life balance

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1. INTRODUCTION

In the evolving landscape of contemporary healthcare administration, human resource management serves as the primary strategic engine driving organizational performance, patient safety culture, and service excellence. Healthcare institutions are uniquely demanding labor-intensive environments characterized by rapid patient turnover, emergency triage uncertainties, rigorous clinical accountability, and around-the-clock rotational schedules (Cantarelli et al., 2023;

Karaferis et al., 2022). Within this complex operational matrix, employee job satisfaction represents a central psychological construct, conceptualized as a positive emotional state and cognitive appraisal resulting from an individual's evaluation of their work experiences and employment conditions (Montuori et al., 2022). Satisfied healthcare workers exhibit heightened organizational citizenship behavior, superior clinical empathy, reduced absenteeism, and strong organizational loyalty, which directly correlates with diminished voluntary turnover and improved clinical outcomes (Karaferis et al., 2022; Paryanti & Aprianti, 2021). Conversely, chronic workplace dissatisfaction precipitates professional cynicism, emotional exhaustion, and compromised patient care quality (Mukaromah, 2024; Noviyanti et al., 2019).

Job satisfaction is continuously shaped by multidimensional individual, interpersonal, and environmental factors, among which work-life balance (WLB) has emerged as an indispensable operational determinant (Alvionita & Marhalinda, 2024; Rohmah & Budiarti, 2020). Work-life balance denotes an individual's perceived capability to experience equitable engagement and psychological fulfillment across professional responsibilities and non-work life domains, including family obligations, personal health, and community participation (Udin, 2023; Wong et al., 2021). In hospital settings where personnel frequently work irregular shifts, manage high-acuity medical crises, and carry heavy administrative reporting burdens, preserving work-life equilibrium is exceptionally challenging. When professional workloads encroach excessively upon private life, staff experience chronic role conflict, fatigue, and diminished intrinsic motivation, deteriorating both personal well-being and professional satisfaction (Gaur & Tarkar, 2025; Pathak et al., 2019).

Ngimbang Regional General Hospital (RSUD Ngimbang) is an accredited public regional general hospital situated in southern Lamongan Regency, East Java, serving as the primary secondary referral center for surrounding agricultural and peri-urban subdistricts. Preliminary diagnostic surveys conducted among 10 hospital personnel revealed pervasive morale challenges: 70% of respondents reported low job satisfaction, characterized by perceived lack of managerial recognition, minimal constructive feedback, constrained career advancement pathways, and perceived compensation inadequacy relative to living costs. Furthermore, 60% of screened staff exhibited low work-life balance, reporting severe encroachment of hospital duties onto family time and personal recuperation. Such widespread disequilibrium poses tangible risks to service quality, staff retention, and operational stability in a regional public hospital.

Empirical literature across hospital management corroborates the positive association between work-life balance and job satisfaction. Pamungkas (2022) demonstrated that work-life balance significantly enhanced job satisfaction among healthcare personnel at Tanjungpinang Regional Hospital. Similarly, Wardhani et al. (2024) and Maharani (2024) observed that balanced work-family roles significantly elevated nursing satisfaction while mitigating burnout in private hospital networks. Furthermore, Rahmawati (2017) emphasized that workplace quality of life directly dictates clinical nursing performance. Nevertheless, critical research gaps persist: the majority of published hospital studies focus exclusively on bedside nursing cohorts or private metropolitan facilities, leaving comprehensive multi-cadre evaluations—encompassing medical, paramedical, administrative, and auxiliary personnel in public district hospitals—largely unexamined.

Therefore, this study aimed to determine and analyze the empirical effect of work-life balance on employee job satisfaction among hospital personnel at Ngimbang Hospital Lamongan. The resulting evidence provides hospital directors and human resource managers with actionable empirical foundations to design ergonomic work rosters, supportive managerial feedback mechanisms, and organizational welfare policies.

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2. MATERIAL AND METHODS

2.1 Research Design

This study employed a quantitative observational research design utilizing an associative cross-sectional approach. This design was chosen to investigate, measure, and quantify the empirical directional effect of the independent variable (work-life balance) on the dependent variable (job satisfaction) measured concurrently at a single point in time without active experimental manipulation.

2.2 Research Population and Sample

The study population comprised all 434 active employees across clinical and non-clinical departments at Ngimbang Hospital Lamongan. Sample size determination was calculated using Slovin's formula with a 10% margin of error (e = 0.10), establishing a minimum requirement of 82 respondents. Sampling was executed using a proportionate stratified random sampling technique across occupational categories: medical staff, paramedical/nursing, non-medical/administrative, and support services. Inclusion criteria were: (1) active employees of Ngimbang Hospital with at least one year of continuous service; (2) permanent civil servants (PNS), government employees with work agreements (PPPK), or active contract personnel; and (3) willing to complete survey questionnaires. Exclusion criteria included personnel on maternity or extended sick leave, structural executive directors, and incomplete survey submissions.

2.3 Research Setting and Time

The research was conducted at Ngimbang Regional General Hospital (RSUD Ngimbang), located on Jl. Babat-Jombang No. 227, Sendangrejo, Ngimbang District, Lamongan Regency, East Java Province, Indonesia. Fieldwork and survey administration were carried out across a six-month period from November 2025 to April 2026.

2.4 Research Procedures

The research procedure comprised three sequential phases: preparatory, survey distribution, and data verification. During the preparatory phase, administrative licensing and institutional permissions were secured from the hospital director. In the survey distribution phase, paper-and-pencil self-administered questionnaires were distributed across department units during shift handovers. Respondents were briefed regarding confidentiality, anonymity, and voluntary participation. Returned instruments were reviewed immediately for completeness.

2.5 Data Collection Techniques

Primary data collection was executed using structured, closed-ended questionnaires. The survey captured demographic profiles (biological sex, age group, marital status, highest formal educational attainment, working tenure, employment status, and occupational category) alongside psychometric measurement scales.

2.6 Research Instruments

Work-life balance was measured using a closed-ended Likert-scale instrument adapted from Greenhaus et al. and Wong et al. (2021), evaluating time balance, involvement balance, and satisfaction balance. Job satisfaction was measured using an adapted Likert-scale questionnaire evaluating satisfaction with work tasks, supervision, coworker relationships,

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compensation fairness, and promotional opportunities (Karaferis et al., 2022; Montuori et al., 2022).

2.7 Data Analysis

Data were processed using SPSS software. Descriptive univariate statistics established absolute frequencies (f) and relative percentages (%) for demographic characteristics and variable categorizations. Bivariate hypothesis testing was performed using simple linear regression to determine the unstandardized regression coefficient (B), standard error (Std. Error), standardized coefficient (Beta), t-statistic, and p-value at alpha = 0.05. The proportion of explained variance was assessed via the coefficient of determination (R^2).

2.8 Scope and/or Limitations of the Research Used

The study's scope was delimited to hospital personnel at a single public regional hospital in southern Lamongan. Methodological limitations include the cross-sectional design precluding longitudinal causal determinations, reliance on self-report questionnaires susceptible to common-method variance and social desirability bias, and the absence of multivariable regression models.

2.9 Ethical Considerations

The study obtained informed consent from all participants and complied with applicable ethical and administrative requirements. Written consent for publication was also obtained from the participant.

3. RESULTS AND DISCUSSION

3.1. Result

A total of 82 hospital employees successfully completed the survey. Table 1 summarizes the socio-demographic characteristics of the respondents, including biological sex, age distribution, marital status, educational level, working tenure, employment status, and occupational category.

Table 1. Socio-Demographic Characteristics of Hospital Employee Respondents (n = 82)

No	Characteristic Domain	Classification / Category	Freq (f)	(%)
1	Sex	Male	25	30.5
		Female	57	69.5
2	Age Group	< 25 years old	2	2.4
		25 – 34 years old	44	53.7
		35 – 44 years old	29	35.4
		45 – 54 years old	7	8.5
		≥ 55 years old	0	0.0
3	Marital Status	Unmarried / Single	8	9.8
		Married	74	90.2
		Others (Divorced/Widowed)	0	0.0
4	Educational Attainment	High School / Vocational	7	8.5
		Diploma	25	30.5
		Bachelor's Degree	49	59.8
		Master's Degree	1	1.2
		Doctorate Degree	0	0.0
5	Working Tenure	< 1 year	0	0.0
		1 – 5 years	26	31.7
		6 – 10 years	24	29.3
		11 – 15 years	23	28.0
		> 15 years	9	11.0

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6	Employment Status	Permanent Civil Servant	20	24.4
		Government Agreement Employee	58	70.7
		Contract Staff	4	4.9
7	Occupational Category	Medical Staff (Doctors, Dentists)	46	56.1
		Paramedical / Nursing / Midwifery	8	9.8
		Non-Medical / Administrative / Management	22	26.8
		General Support / Auxiliary Staff	6	7.3

Source: Primary research survey data, Ngimbang Hospital Lamongan, 2026.

As detailed in Table 1, female employees predominated the sample (69.5%, n = 57). Over half of the respondents were in the early-to-mid career age group of 25–34 years (53.7%, n = 44), followed by 35–44 years (35.4%, n = 29). The vast majority were married (90.2%, n = 74), indicating substantial domestic and family responsibilities. In terms of education, 59.8% (n = 49) held a Bachelor's degree and 30.5% (n = 25) held a Diploma. Regarding employment, 70.7% (n = 58) were appointed under the PPPK scheme, and 24.4% (n = 20) were permanent civil servants (PNS). Most respondents represented medical staff (56.1%, n = 46) and administrative personnel (26.8%, n = 22), with working tenures broadly distributed across 1–15 years.

Table 2. Univariate Distribution of Work-Life Balance and Job Satisfaction Categories (n = 82)

Research Variable	Category / Classification	Frequency (f)	Percentage (%)	Operational Interpretation
Work-Life Balance (X)	Poor / Low	0	0.0	Severe work-life conflict
	Moderate / Fair	10	12.2	Acceptable role equilibrium
	Good / High	72	87.8	Optimal work-family harmony
Employee Job Satisfaction (Y)	Poor / Low	0	0.0	Negative workplace appraisal
	Moderate / Fair	24	29.3	Moderate workplace appraisal
	Good / High	58	70.7	Positive workplace appraisal

Source: Primary research survey data, Ngimbang Hospital Lamongan, 2026.

Univariate analysis (Table 2) showed that 87.8% of respondents (n = 72) exhibited a 'Good' work-life balance, while 12.2% (n = 10) rated it as 'Moderate', with zero respondents in the 'Poor' category. Similarly, 70.7% of employees (n = 58) demonstrated 'Good' overall job satisfaction, and 29.3% (n = 24) exhibited 'Moderate' satisfaction.

Table 3. Simple Linear Regression Analysis of Work-Life Balance on Employee Job Satisfaction

Model Predictor	Unstandardized B	Std. Error	Standardized Beta	t-statistic	p-value (Sig.)
(Constant)	3.088	4.878	—	0.633	0.529
Work-Life Balance (X)	**1.354**	**0.119**	**0.786**	**11.362**	**p < 0.001***

*Statistically significant at alpha < 0.05. Model summary: R = 0.786; R Square (R^2) = 0.617; Adjusted R^2 = 0.612; F = 129.10; Critical t-table (df = 80, alpha = 0.05) = 1.990. Dependent Variable: Job Satisfaction (Y). Source: Processed SPSS regression output, 2026.

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The simple linear regression model in Table 3 is expressed by the mathematical equation: Y = 3.088 + 1.354X. The regression coefficient (B = 1.354) indicates that for every 1-unit increase in employee work-life balance score, job satisfaction increases by 1.354 units. The calculated t-statistic of 11.362 substantially exceeds the critical t-table threshold of 1.990 with a p-value of $p < 0.001$, confirming a statistically significant positive effect. The coefficient of determination ($R^2 = 0.617$) confirms that 61.7% of the variance in hospital employee job satisfaction is explained by work-life balance, while the remaining 38.3% is modulated by external organizational determinants.

3.2 Discussion

The study demonstrated that work-life balance (WLB) has a significant positive effect on employee job satisfaction at Ngimbang Hospital Lamongan (B = 1.354, Beta = 0.786, t = 11.362, $p < 0.001$). The coefficient of determination ($R^2 = 0.617$) indicates that WLB explains 61.7% of the variance in job satisfaction. Descriptively, 87.8% of employees reported good work-life balance, while 70.7% expressed good job satisfaction. These findings indicate that employees who successfully balance professional and personal responsibilities tend to have more positive perceptions of their workplace.

These results are consistent with previous studies by Pamungkas (2022), Wardhani et al. (2024), Maharani (2024), Gaur and Tarkar (2025), and Pathak et al. (2019), which highlight the positive relationship between work-life balance, job satisfaction, employee well-being, and organizational commitment. The relationship can be explained through Work-Family Border Theory (Clark, 2000), Conservation of Resources Theory (Hobfoll, 2001), and the Job Demands-Resources Model (Bakker & Demerouti, 2017). These theories emphasize that effective management of work and personal responsibilities helps preserve psychological resources, reduce emotional exhaustion, and improve job satisfaction.

Nevertheless, the findings should be interpreted considering that 90.2% of respondents were married and 70.7% were PPPK employees, as family responsibilities and employment security may influence satisfaction levels. Furthermore, the simple regression model did not adjust for demographic and occupational factors, limiting the ability to isolate the independent effect of work-life balance. Overall, this study highlights WLB as an important organizational factor in improving employee satisfaction, strengthening institutional commitment, reducing turnover, and maintaining the quality of healthcare services.

3.3 Implications

Hospital management and departmental supervisors at Ngimbang Hospital should formalize organizational policies that protect employee work-life balance: (1) Designing predictable, participatory shift rosters that prevent excessive consecutive night duties and minimize unpaid overtime; (2) Providing dedicated rest lounges and mental health support services; (3) Cultivating supportive supervisory behaviors with transparent performance feedback; and (4) Establishing merit-based non-financial recognition systems.

3.4 Research contribution

This study offers quantitative empirical documentation from a regional general hospital in Lamongan, providing valuable baseline reference data on multi-cadre healthcare workforce satisfaction for Indonesian healthcare administration literature.

3.5 Limitations

Several limitations must be acknowledged: (1) The cross-sectional design captures associations rather than temporal causality; (2) Proportionate stratified sampling at a single regional hospital limits generalizability to tertiary or urban institutions; (3) Reliance on self-

report questionnaires introduces potential common-method variance; and (4) The lack of multivariable regression modeling controlling for demographic covariates.

3.6 Suggestions

Future inquiries should employ prospective longitudinal or mixed-methods designs tracking objective organizational outcomes (e.g., turnover rates, absenteeism, and patient satisfaction), recruit multi-center probability samples spanning public and private hospitals, and utilize structural equation modeling (SEM) to examine organizational climate and burnout as mediating mechanisms.

4. CONCLUSION

Work-life balance exerts a statistically significant, positive empirical effect on employee job satisfaction at Ngimbang Hospital Lamongan (B = 1.354, Beta = 0.786, t = 11.362, p < 0.001), explaining 61.7% of the variance in job satisfaction. The vast majority of hospital personnel exhibited good work-life balance (87.8%) and good job satisfaction (70.7%). Employees who successfully harmonize professional hospital obligations with personal life evaluate supervisory support, compensation, and work environments more favorably.

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AUTHOR CONTRIBUTIONS STATEMENT

All authors contributed to the conception and design of the study, data collection, data analysis, interpretation of the results, and manuscript preparation. All authors reviewed, revised, and approved the final version of the manuscript and agreed to be accountable for the integrity and accuracy of the work.

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