



THE ROLE OF JOB SATISFACTION IN MEDIATING ORGANIZATIONAL CULTURE AND WORK LIFE BALANCE ON THE PERFORMANCE OF HEALTH WORKERS

Putu Santy Erawati¹, Ni Ketut Dewi Irwanti², Ni Luh Putu Agustini Karta³

Universitas Triatma Mulya, Jl. Kubu Gunung, Tegal Jaya, Dalung, Kuta Utara, Badung, Bali 80361, Indonesia

*santy_ersan@yahoo.com

ABSTRACT

Healthcare workers' performance is a crucial factor in ensuring service quality and patient safety in hospitals. This study aimed to analyze the effects of organizational culture and work-life balance on healthcare workers' performance, with job satisfaction serving as a mediating variable at Bali Mandara Eye Hospital. This study employed a quantitative approach with an explanatory research design. The respondents consisted of 115 civil servant healthcare workers used proportionate stratified random sampling, including physicians, nurses, and other healthcare professionals. Data were collected through questionnaires and analyzed using the Structural Equation Modeling–Partial Least Square (SEM-PLS) method. The results indicated that organizational culture had a positive and significant effect on job satisfaction ($\beta = 0.391$; $p < 0.05$), as did work-life balance ($\beta = 0.488$; $p < 0.05$). Job satisfaction also had a positive and significant effect on healthcare workers' performance ($\beta = 0.686$; $p < 0.05$). In contrast, organizational culture and work-life balance did not have significant direct effects on healthcare workers' performance. Mediation analysis revealed that job satisfaction fully mediated the relationship between organizational culture and performance ($\beta = 0.268$; $p < 0.05$), as well as the relationship between work-life balance and performance ($\beta = 0.335$; $p < 0.05$). This study concludes that improving healthcare workers' performance can be achieved more effectively through enhancing job satisfaction, supported by a positive organizational culture and the implementation of a good work-life balance.

Keywords: healthcare workers' performance; job satisfaction; organizational culture; SEM-PLS; work-life balance

How to cite (in APA style)

Erawati, P. S., Irwanti, N. K. D., & Karta, N. L. P. A. (2026). The Role of Job Satisfaction in Mediating Organizational Culture and Work Life Balance on the Performance of Health Workers. *Indonesian Journal of Global Health Research*, 8(4), 1059–1068. <https://doi.org/10.37287/ijghr.v8i4.2390>.

INTRODUCTION

The performance of healthcare workers is one of the most vital elements in determining the quality of hospital services. Optimal performance directly impacts patient safety, operational efficiency, and public satisfaction with healthcare services. According to a WHO report (2024), more than 70% of the quality of healthcare services in developing countries depends heavily on the performance of healthcare workers, particularly in terms of professionalism, work efficiency, and adaptability to work pressure. Globally, there is still a shortage of approximately 14.7 million healthcare workers, making efforts to improve the performance and well-being of healthcare workers increasingly crucial to maintain service quality. In Indonesia, healthcare workers are required to perform at high professional standards amidst the transformation of the healthcare system. However, high work pressure and work-life imbalance *are* increasingly highlighted as contributing factors to declining performance. Research data from the Faculty of Medicine, University of Indonesia (2021) shows that more than 80% of healthcare workers experienced moderate to severe burnout during the global health crisis (Winurini, 2021). This condition leads to decreased motivation, emotional exhaustion, and impacts job satisfaction and individual performance. The findings of Rafi'i et al. (2025) also showed that a healthy work environment and a supportive organizational culture play a significant role in increasing job satisfaction while reducing stress levels.

In Bali Province, although the nurse-to-population ratio has exceeded the national target, there is still an imbalance in the distribution of healthcare workers, resulting in an uneven workload (Bali Provincial Health Office, 2024). Bali Mandara Eye Hospital (RSMBM), as a specialist referral

hospital, has a diverse workforce with specific service demands in the field of ophthalmology. The 2022 Bali Provincial Government Civil Servant Work Culture Survey showed a score of 76.8%, categorized as healthy and productive. However, potential inhibiting factors remain, such as ineffective leadership and suboptimal bureaucracy. Challenges to healthcare worker performance at RSMBM are increasing as the number of patient visits increases by an average of 16% per year over the past four years (RSM.BM, 2025). This increase in service volume has resulted in an increased workload for specialist doctors, nurses, and support staff. If this condition is not balanced with an adaptive human resource management system, it has the potential to reduce job satisfaction and trigger emotional exhaustion. Indications of declining performance are also evident in patient complaint data collected through the SIPEKO application (2025), which recorded dozens of complaints related to unfriendly staff and long service queues. Furthermore, patient safety incidents (PSI) were still found during the 2024–2025 period (PMKP-MR Committee, 2025).

Organizational culture in hospitals reflects the values of teamwork, open communication, and a commitment to quality service. Research by Lestari (2024) confirms that an organizational culture that supports work-life balance can increase nurse engagement. At RSMBM, the results of the 2023–2025 Safety Culture Survey showed a Strong category with a score of 80.66. However, the staffing dimension consistently received the lowest score, indicating ongoing workload-related issues. In addition to organizational culture, *work-life balance* is becoming increasingly important due to the various family issues employees face, such as infidelity, divorce, and domestic conflict, which are recorded in the personnel department, potentially impacting performance stability. Research by Yang et al. (2024) shows that an imbalance between work and personal life can increase stress levels and decrease productivity, especially among medical personnel who work shifts.

The urgency of this research is also supported by several research gaps. First, there is a contextual gap *because* most research in Indonesia still focuses on general hospitals or community health centers, thus not being able to represent the dynamics of government-owned specialty hospitals with bureaucratic systems like RSMBM. Second, research that integrates organizational culture and work-life balance with healthcare worker performance by considering empirical organizational data, such as patient complaints and patient safety incidents, is still very limited. Third, there is a methodological gap *because* previous research generally only examines the relationship between variables partially and has not comprehensively explained the mediating mechanisms of job satisfaction within a single research model. Fourth, empirical evidence regarding post-pandemic conditions that describe changes in work patterns and increased healthcare service volume is also relatively limited.

Based on this gap, this study offers novelty *through* the development of a conceptual model that simultaneously tests the influence of organizational culture and *work-life balance* on the performance of healthcare workers with job satisfaction as a mediating variable in the context of a specialized hospital. By integrating objective performance indicators and psychological perceptions of healthcare workers, this study aims to analyze the influence of organizational culture and *work-life balance* on the performance of healthcare workers at RSMBM, both directly and indirectly through the mediation of job satisfaction. The results of this study are expected to provide theoretical contributions to the development of health human resource management science and provide practical benefits for RSMBM management in formulating evidence-based policies to create a productive work environment, support healthcare worker welfare, and be oriented towards patient safety.

METHOD

This study uses a quantitative approach with an *explanatory research design* to test causal relationships between variables through statistical analysis. The study is non-experimental with a *cross-sectional design*, where data collection was conducted over a single period according to the actual conditions of healthcare workers at Bali Mandara Eye Hospital. The selection of the research location was based on the characteristics of a specialized hospital with high work dynamics and demands for professionalism that affect service quality. The study population was all health workers with Civil Servant (ASN) status at Bali Mandara Eye Hospital in 2025, totaling 163 people. The sample size was determined using the *Cochran formula* for a limited population with a 95% confidence level, a proportion of 0.5, and a 5% margin of error, resulting in 115 respondents. The sampling technique used *proportionate stratified random sampling*. Population characteristics and sample distribution are presented in Table 1.

The research instrument was a structured questionnaire with a Likert scale of 1 (Strongly Disagree) to 5 (Strongly Agree). The research variables consisted of Organizational Culture (X_1), Work-Life Balance (X_2), Job Satisfaction (Z), and Health Worker Performance (Y). Data collection was carried out through distributing questionnaires using *Google Forms*, non-participatory observation, and short interviews. The data obtained were then subjected to *coding*, tabulation, and validity testing using *Pearson Product Moment* ($r > 0.30$) and reliability testing using *Cronbach's Alpha* (≥ 0.70). Data analysis used *Structural Equation Modeling-Partial Least Squares* (SEM-PLS) with SmartPLS 4.0. The analysis stages included *outer model evaluation*, *inner model evaluation*, and hypothesis testing through bootstrapping procedures with the criteria of *t-statistic* > 1.96 and *p-value* < 0.05 . This study has obtained approval from the authorized Research Ethics Committee. All respondents participated voluntarily after providing informed consent, while still guaranteeing the confidentiality and anonymity of data for academic purposes.

RESULT

Respondent characteristics indicate that the majority of healthcare workers at Bali Mandara Eye Hospital are female (72.2%), with the largest age range being 30–40 years (46.1%). Based on length of service, most respondents have worked for more than 15 years (39.1%), while by profession, nurses predominate (63.5%). Complete respondent characteristics are presented in Table 1.

Table 1.
Respondent Characteristics

Characteristics	f	%
Gender		
Man	32	27.8
Woman	83	72.2
Age		
<30 Years	5	4.3
30-40 Years	53	46.1
41-50ears	40	34.8
>50 Years	17	14.8
Years of service		
<5 Years	17	14.8
5-10 Years	22	19.1
11-15ears	31	27.0
>15 Years	45	39.1
Profession		
Doctor	16	13.9
Nurse	73	63.5
Other health workers	26	22.6

The instrument testing results showed that all indicators met the validity and reliability criteria. All indicators had *Pearson Correlation values* > 0.30 , *Cronbach's Alpha* > 0.70 , outer loading values > 0.70 , *Average Variance Extracted* (AVE) > 0.50 , and *Composite Reliability* > 0.70 . These results indicate that all research constructs have met the validity and reliability requirements and are therefore suitable for use in further analysis. Descriptive analysis shows that all research variables

are in the good to very good category. The Organizational Culture variable obtained an average value of 4.20 (good), *Work-Life Balance* of 4.11 (good), Job Satisfaction of 4.25 (high), and Health Worker Performance of 4.36 (very good). The evaluation of the structural model produced an R-square value of 0.678 for the Job Satisfaction variable and 0.625 for the Performance variable, while the *Q-square* value of 0.879 indicates that the model has very good predictive ability.

Table 2.
to the work life balance variable

Indicator	Respondents (in %)					Average (mean)
	1	2	3	4	5	
X2.1 <i>Work Interference with Personal Life (WIPL)</i>	-	1.7	11.3	72.2	14.8	4.00
X2.2 <i>Personal Life Interference with Work (PLIW)</i>	-	-	4.3	67.0	28.7	4.20
X2.3 <i>Work/Personal Life Enhancement (WPLE)</i>	-	0.9	7.0	71.3	20.9	4.12
<i>Work Life Balance</i>						4.11

Table 3.
to job satisfaction variables

Indicator	Respondents (in %)					Average (mean)
	1	2	3	4	5	
Z1 job satisfaction	-	-	0.9	62.6	36.5	4.36
Z2 satisfaction with supervision	-	-	9.6	63.5	27.0	4.17
Z3 satisfaction with compensation	-	-	0.9	60.9	38.3	4.37
Z4 satisfaction with coworkers	-	-	7.0	61.7	31.3	4.24
Z5 satisfaction with career opportunities	-	0.9	9.6	65.2	24.3	4.13
Z6 satisfaction with working conditions	-	-	5.2	68.7	26.1	4.21
Job satisfaction						4.25

Table 4.
Distribution of responses to performance variables

Indicator	Respondents (in %)					Average (mean)
	1	2	3	4	5	
Y1 Work Productivity	-	-	0.9	65.2	33.9	4.33
Y2 Quality of Service and Procedural Compliance	-	-	0.9	57.4	41.7	4.41
Y3 Efficiency & Time Management	-	-	0.9	67.0	32.2	4.31
Y4 Initiative and Professionalism	-	-	1.7	58.3	40.0	4.38
Y5 Team Collaboration and Communication	-	0.9	61.7	37.4		4.37
Health Worker Performance						4.36

The results of the hypothesis testing indicate that neither Organizational Culture nor *Work-Life Balance* have a significant effect on Performance. Conversely, Organizational Culture and *Work-Life Balance* have a positive and significant effect on Job Satisfaction, while Job Satisfaction has a positive and significant effect on Performance. A summary of the hypothesis testing results is presented in Table 5.

Table 5.
Path Coefficients Results

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (O/STDEV)	P Values
Organizational Culture -> Performance	0.215	0.225	0.149	1,447	0.149
Work Life Balance -> Performance	0.080	0.083	0.099	0.811	0.418
Organizational Culture -> Job Satisfaction	0.391	0.401	0.099	3,957	0.000
Work Life Balance -> Job Satisfaction	0.488	0.485	0.097	5,042	0.000
Job Satisfaction -> Performance	0.686	0.680	0.138	4,957	0.000

The results of the mediation analysis indicate that Job Satisfaction mediates the influence of Organizational Culture and *Work-Life Balance* on Performance. Because the direct influence of both exogenous variables on Performance is insignificant, while their indirect influence is significant, the type of mediation that occurs is full mediation (or indirect-only mediation). A summary of the mediation test results is presented in Table 6.

Table 6.
Mediation Test Results

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (O/STDEV)	P Values
Organizational Culture -> Job Satisfaction -> Performance	0.268	0.270	0.080	3,370	0.001
Work Life Balance -> Job Satisfaction -> Performance	0.335	0.333	0.104	3,225	0.001

Based on the results of the PLS analysis, the final path model can be described as in Figure 1 below:

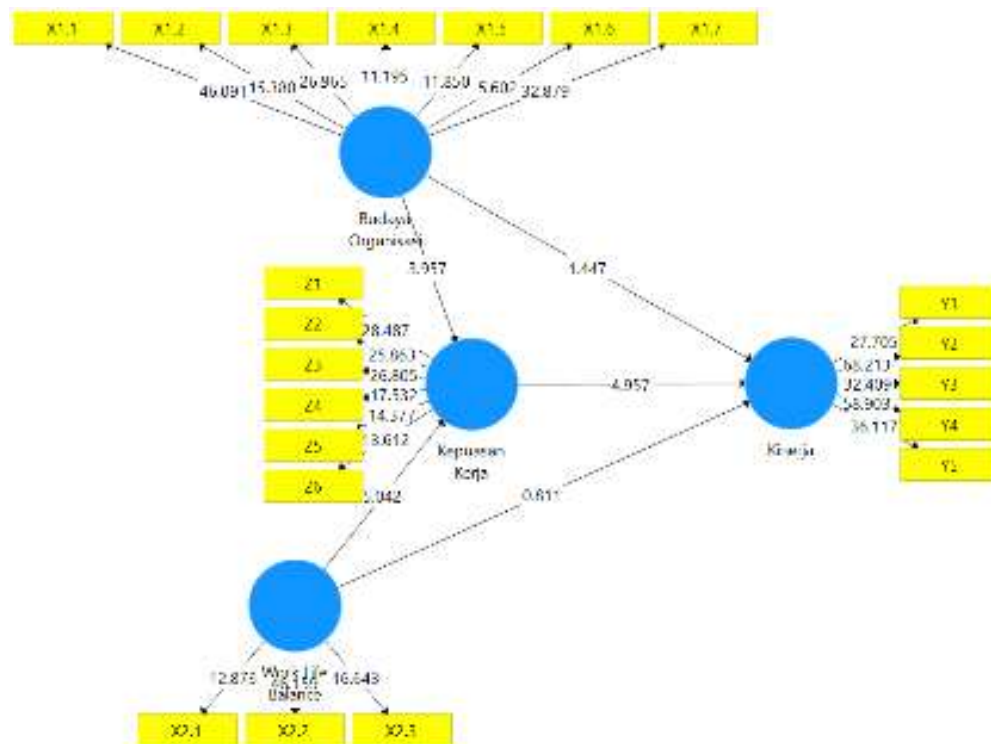


Figure 1. Path Analysis Path

DISCUSSION

The results of the study indicate that organizational culture and *work-life balance* do not directly influence the performance of healthcare workers at Bali Mandara Eye Hospital (RSMBM). This finding indicates that in specialized hospitals with complex service characteristics, the existence of a good organizational culture and work-life balance do not automatically improve healthcare worker performance. This condition may be influenced by the characteristics of healthcare workers' work that is oriented towards professional standards, operational procedures, and strict clinical responsibilities so that the implementation of daily tasks is determined more by compliance with service standards than by perceptions of the organizational environment. The results of this study differ from the findings of Zawawil et al. (2023) who showed a direct influence of organizational culture on performance. This difference is suspected to be related to the characteristics of the organizations studied, especially the differences in management systems between private and public hospitals.

Although it does not directly affect performance, organizational culture has been shown to have a positive and significant effect on job satisfaction for healthcare workers. Organizational culture, demonstrated through innovation, attention to detail, results orientation, teamwork, and organizational support, creates a conducive work environment that allows healthcare workers to feel valued, safe, and supported in carrying out their work. This finding aligns with *Organizational Support Theory*, which states that perceptions of organizational support will increase employees'

positive attitudes toward their work (Eisenberger et al., 1986). Thus, organizational culture plays a role in shaping psychological well-being and increasing job satisfaction, which in turn contributes to improved performance.

The research also shows that *work-life balance* has a positive effect on job satisfaction. Healthcare workers who are able to balance the demands of their work and personal lives tend to have more stable psychological well-being, lower levels of burnout, and higher job satisfaction. In the context of RSMBM, a relatively structured work schedule allows healthcare workers to fulfill their personal needs without compromising their professional responsibilities. This supports the findings of Sari & Ahmadia (2025) who stated that work-life balance is a key determinant of healthcare worker job satisfaction. Job satisfaction in this study was proven to have a positive and significant impact on the performance of healthcare workers. These findings indicate that job satisfaction is a psychological factor that drives increased intrinsic motivation, commitment, loyalty, and the willingness of healthcare workers to provide optimal care to patients. Healthcare workers who are satisfied with compensation, supervision, relationships with colleagues, and the work environment tend to demonstrate better productivity and service quality. These results align with Porter & Lawler's (1968) motivation-performance model, which explains that job satisfaction is both a consequence and a driver of improved performance. This finding is supported by the findings of Supardi et al. (2023) who linked workplace well-being with increased professional commitment.

The main contribution of this study is the proof that job satisfaction acts as a full mediator *in* the relationship between organizational culture and work-life balance on healthcare worker performance. This finding indicates that the influence of these two variables on performance does not occur directly, but through increased job satisfaction. In other words, neither a positive organizational culture nor a good work-life balance can improve performance if they do not result in job satisfaction among healthcare workers. These results support the mediation model of Kenny (2021), which explains that mediator variables act as a mechanism explaining the relationship between independent and dependent variables. In the context of specialized hospitals, job satisfaction acts as a psychological mechanism that bridges the influence of organizational factors on improving healthcare worker performance.

This study provides novelty *by* testing an integrative model linking organizational culture, *work-life balance*, job satisfaction, and healthcare worker performance in a government-owned specialty hospital. The research findings indicate that job satisfaction is a strategic factor in sustainably improving healthcare worker performance. Therefore, efforts to increase healthcare worker productivity are not sufficient only through strengthening organizational culture or implementing *work-life balance policies*, but must also be directed at increasing job satisfaction. In the context of RSMBM, this strategy can be realized by strengthening the human-oriented dimension of the organizational culture, improving the quality of supervision, and providing better career development opportunities.

Overall, the research findings confirm that improving the performance of healthcare workers at RSMBM is strongly influenced by the organization's ability to create a work environment that enhances employee job satisfaction. A healthy organizational culture and sustainable *work-life balance policies* are essential foundations, while job satisfaction is the primary mechanism linking these two factors to improved healthcare worker performance. Therefore, strengthening job satisfaction not only has the potential to improve individual performance but also supports continuous improvement in service quality and patient safety. However, this study is limited to a single hospital, so generalization of the results should be done with caution. Future research is recommended to involve various healthcare institutions and consider other variables, such as work motivation and organizational commitment, to gain a more comprehensive understanding of the factors influencing healthcare worker performance.

CONCLUSION

Based on research at Bali Mandara Eye Hospital, organizational culture and *work-life balance* did not have a significant direct impact on healthcare worker performance. This finding suggests that neither a positive organizational culture nor a positive work-life balance can directly improve performance without the support of psychological factors in healthcare workers. Conversely, organizational culture and *work-life balance* were shown to have a positive and significant impact on job satisfaction. This study also shows that job satisfaction acts as a full mediator in the relationship between organizational culture and *work-life balance* on healthcare worker performance. These findings indicate that a conducive organizational culture and work-life balance will impact performance improvement if they enhance healthcare worker job satisfaction. Thus, job satisfaction is the primary mechanism bridging the influence of these two variables on performance.

REFERENCES

- Aek Klau P., Widyarini M., & Grahadian K. (2025). The Role of Organizational Culture and Job Satisfaction in Enhancing Employee Performance in the Hospital Sector. *International Journal of Management, Entrepreneurship, Social Science and Humanities*, 9 (2), 89–102. <https://doi.org/10.31098/ijmesh.v9i2.3889>
- Ali Hemade, Mohamad Baqer Khashab, Charbel Houwayek, & Souheil Hallit. (2025). The mediating role of work–life balance on the relationship between emotional intelligence and job satisfaction among Lebanese critical care nurses. 30(3).
- Almutairi, RL, Aditya, RS, Kodriyah, L., Yusuf, A., Solikhah, FK, Al Razeeni, DM, & Kotijah, S. (2022). Analysis of organizational culture factors that influence the performance of health care professionals: A literature review. *Journal of Public Health in Africa* , 13 (s2). <https://doi.org/10.4081/jphia.2022.2415>
- Arif, AL, Rivai, HA, & Yulihastri. (2022). Impact of Job Stress on Job Performance of Health Workers with Work Life Balance as Mediating Variable Article Information. In *Management Analysis Journal* . <http://maj.unnes.ac.id>
- Arikunto, S. (2010). *Research Procedures: A Practical Approach* . Rineka Cipta.
- Aunianova, & Kurniawan. (2025). *Current Journal of Psychology and Education (AJPP)* . 4 (3). <http://jurnal.ardenjaya.com/index.php/ajpp>
- Central Statistics Agency. (2024). *Number of Health Workers by Province, 2023*.
- Bakker, A. B., & Demerouti, E. (2007). The Job Demands-Resources model: State of the art. In *Journal of Managerial Psychology* (Vol. 22, Number 3, pp. 309–328). <https://doi.org/10.1108/02683940710733115>
- Barokah, M., Sofyan, A., & Amin, M. (2025). The Effect Of Work-Life Balance, Organizational Culture and Motivation On Employee Performance With Job Satisfaction. *Sibatik Journal | Volumes*, 4 (6). <https://doi.org/10.54443/sibatik.v4i6.2792>
- Baron, R. M., & Kenny, D. A. (1986). The Moderator-Mediator Variable Distinction in Social Psychological Research: Conceptual, Strategic, and Statistical Considerations (Vol. 51, Number 6). *Psychological Association, Inc.*
- Organizational Bureau. (2022). *Survey of Mapping & Measurement of ASN Work Culture - Moral Index* - Bali Provincial Government.
- Blau, P. M. (2017). *Exchange and Power in Social Life* . Routledge.
- Campbell, I. P., Mchenry, J. J., & Wise, L. L. (1990). Modeling Job Performance In A Population Of Jobs (Personnel Psychology). In *Personnel Psychology Iw* . <file:///C:/Users/ADMIN/Downloads/418963090>
- Cho, J. (2021). Mediating Effect of Organizational Culture Supporting Work-Life Balance on the Relationship between Work-Life Balance and Quality of Nursing Service in Clinical Nurses. *Korean Journal of Occupational Health Nursing* , 30 (3), 79–89. <https://doi.org/10.5807/kjohn.2021.30.3.79>

- Clark, S. C. (2000). Work/family border theory: A new theory of work/family balance. *Human Relations* , 53 (6), 747–770. <https://doi.org/10.1177/0018726700536001>
- Dawis, R.V. (1984). *Theory of Work Adjustment* .
- Bali Provincial Health Office. (2024). *Bali Provincial Health Profile 2023*. www.diskes.baliprov.go.id .
- Dousin, O., Collins, N., & Kler, B. K. (2019). Work-Life Balance, Employee Job Performance and Satisfaction Among Doctors and Nurses in Malaysia. *International Journal of Human Resource Studies* , 9 (4), 306. <https://doi.org/10.5296/ijhrs.v9i4.15697>
- Durai, RR, Sni, I., & Fauzi, R. (2025). Determining The Impact Of Work-Life Balance And Job Satisfaction On Nurses' Performance In Teaching Hospitals: A Cross-Sectional Study.
- Dwi Juniar, R., Ubaidillah, H., & Abadiyah, R. (nd). The Influence of Career Development, Work-Life Balance, and Organizational Culture on Employee Performance at RT Notopuro Regional Hospital. 9(1), 2025.
- Eisenberger, R., Huntington, R., Hutchison, S., & Sowa, D. (1986). Perceived Organizational Support. In *Journal of Applied Psychology* (Vol. 71, Number 3).
- Fisher, G. G., Bulger, C. A., & Smith, C. S. (2009). Beyond Work and Family: A Measure of Work/Nonwork Interference and Enhancement. *Journal of Occupational Health Psychology* , 14 (4), 441–456. <https://doi.org/10.1037/a0016737>
- Greenhause, J. H., & Allen, T. D. (2011). *Occupational Health Psychology- Work Family Balance*.
- Herzberg Frederick, Mausner B, & Snyderman B. (1959). *The Motivation to Work*.
- Hobfoll, S. E. (1989). Conservation of Resources A New Attempt at Conceptualizing Stress.
- Hotnaria, F., Devi Fitriani, A., & Simanjorang, A. (2022). The Influence of Organizational Culture on Nurses' Job Satisfaction in the Inpatient Ward of Mitra Medika Tanjung Mulia Hospital, Medan City.
- Hoxha, G., Simeli, I., Theocharis, D., Vasileiou, A., & Tsekouropoulos, G. (2024). Sustainable Healthcare Quality and Job Satisfaction through Organizational Culture: Approaches and Outcomes. *Sustainability (Switzerland)* , 16 (9). <https://doi.org/10.3390/su16093603>
- Kelana, J., Linda, T., Febrina, D., & Riset, A. (2024). The Effect of Employee Work Attitudes on Employee's Job Performance at Miyana Hotel Medan. *Collaborative Journal of Science* , 7 (8), 2879–2885. <https://doi.org/10.56338/jks.v7i8.5963>
- Khristian, K., Munir, AA, Daud, I., & Fauzan, R. (2025). The Effect of Training and Competence on Employee Performance at the Training Center of Dr. Soedarso Pontianak Regional Hospital. *ECo-Buss* , 7 (3), 2072–2083. <https://doi.org/10.32877/eb.v7i3.2216>
- PMKP-MR Committee. (2024). *Quality Data Analysis Report* .
- PMKP-MR Committee. (2025). *Quality Data Analysis Report* .
- Kompas. (2020, September 7). The Risk of Burnout for Healthcare Workers Handling Covid-19. <https://www.kompas.com/sains/read/2020/09/07/094050023/studi-fkui-ungkap-risiko-burnout-tenaga-kesehatan-yang-tangani-covid-19> ?
- Kreitner, & Kinichi, A. (2014). *Organizational Behavior* .
- Lestari, Y. (2024). The Relationship of Employee Engagement, Quality of Work Life and Organizational Commitment with Turnover Intention Nurse from Unand Padang Hospital in 2023. In *International Journal of Health and Medicine* (Vol. 1, Number 3).
- Locke, E. A., & Latham, G. P. (2002). Building a practically useful theory of goal setting and task motivation. *American Psychologist* , 57 (9), 705–717. <https://doi.org/10.1037/0003-066X.57.9.705>
- Luthans, Fred. (2011). *Organizational behavior: an evidence-based approach* . McGraw-Hill Irwin.
- Lwanga, S. K., & Lemeshow, S. (1991). *Sample size determination in health studies a practical manual*.
- Mangkunegara. (2008). *Corporate Human Resource Management* . Rosda, Bandung.
- Maslow. (1954). *Motivation and personality* . New York, Harper.
- Mumtazah, I. (2025). The Influence of Work-Life Balance on Happiness at Work Among Nurses. *Primal Psychology Journal E* , 8 (1), 2598–8026.

- Nassani, A.A., Badshah, W., Grigorescu, A., Cozorici, A.N., Yousaf, Z., & Zhan, X. (2024). Participatory leadership and supportive organizational culture Panacea for job satisfaction regulatory role of work-life balance. *Heliyon* , 10 (16). <https://doi.org/10.1016/j.heliyon.2024.e36043>
- Nurul Fachira, & Slamet Widodo. (2025). The Effect of Job Satisfaction, Discipline, and Work Environment on Employee Work Improvement at the Serdang Bedagai Regency DPRD Office. *Journal of Economics, Management, Accounting and Finance* , 6 (2), 13. <https://doi.org/10.53697/emak.v6i2.2291>
- Pio RJ, Tumbel TM, & Pangemanan FL. (2022). The Effect of Work-Life Balance and Burnout on Job Satisfaction.
- Porter & Lawler. (1968). *Motivation-Performance Model* .
- Rafi'i, MR, Hanif, SAM, & Bin Daud, F. (2025). Exploring the link between healthcare organizational culture and provider work satisfaction: a systematic review. In *BMC Health Services Research* (Vol. 25, Number 1). BioMed Central Ltd. <https://doi.org/10.1186/s12913-025-12973-6>
- Robbins, S., & Judge, T. (2009). *Organizational Behavior* (Nelani Pfaff, Ed.; 2nd Edition). Pearson Education South Africa. https://books.google.co.id/books?id=9-jcsiS8RSoC&printsec=frontcover&hl=id&source=gbs_atb#v=onepage&q&f=false
- Bali Mandara Eye Hospital (2025). Bali Mandara Eye Hospital Visit Data.
- Bali Mandara Eye Hospital (2025). Complaint Handling System (SIPEKO).
- Bali Mandara Eye Hospital (2025). Strategic Plan (RENSTRA) 2025-2029.
- Ryan, R. M., & Deci, E. L. (1985). Self-Determination Theory and the Facilitation of Intrinsic Motivation, Social Development, and Well-Being Self-Determination Theory.
- Salsabilla, S., & Nurhasan, R. (2025). Job Satisfaction as a Mediator in the Effect of Work-Life Balance on Performance. *Journal of Sociology Research and Education* , 6 (1). <https://doi.org/10.53682/jpjsre.v6i1.11780>
- Sari, W., & Ahmadia, E. (2025). The Influence of Work-Life Balance and Organizational Culture on Job Satisfaction of Civil Servants at the UPT Puskesmas Pal 3 in Pontianak City. *Electronic Journal of Education, Social Economics and Technology* , 6 (2), 779. <https://doi.org/10.33122/ejeset.v6i2.779>
- Sarwono, J. (2018). *Basic Understanding of Structural Equation Modeling (SEM)*.
- Sawir, M. (2023). Analysis Of Work Attitudes And Work Discipline On Work Productivity under a Creative Commons Attribution-Non Commercial 4.0 International License (CC BY-NC 4.0). *Economic Journal* , 12 (01), 2023. <http://ejournal.seaninstitute.or.id/index.php/Ekonomi>
- Schein, E. H. (2010). *Organizational Culture and Leadership* . www.josseybass.com
- Sinambela, LP (2019). *Human Resource Management* . Bumi Aksara.
- Sugiyono. (2017). *Qualitative and Quantitative Research Methods and R & D*. Alfabeta , Bandung
- Sugiyono. (2019). *Quantitative, Qualitative, R&D Research Methods*. Alfabeta , Bandung.
- Sukrispiyanto. (2019). *Human Resource Management* . Indomedia Pustaka.
- Supardi, AM, Salehah, M., & Komalasari, S. (2023). The Role of Workplace Well-Being on Employee Work Satisfaction (pp. 318–327). https://doi.org/10.2991/978-2-38476-032-9_33
- WHO. (2024). Health and care workforce Global strategy on human resources for health: workforce 2030 Report by the Director-General.
- Wibowo. (2016). *Performance Management* . Rajawali Press.
- Widodo, S., Ladyani, F., Asrianto. La Ode, Rusdi, & Khairunissa. (2023). *Textbook of Research Methods*.
- Winurini, S. (2021). Burnout of Indonesian Health Workers During the Pandemic. Research Center of the DPR-RI Expert Body. Volume 13, No. 13. Central Jakarta
- World Health Organization. (2021). Towards Eliminating Avoidable Harm in Health Care (Global Patient Safety Action Plan 2021-2030).
- Xiong, C., Hu, T., Xia, Y., Cheng, J., & Chen, X. (2022). Growth Culture and Public Hospital Performance: The Mediating Effect of Job Satisfaction and Person–Organization Fit.

International Journal of Environmental Research and Public Health, 19 (19).
<https://doi.org/10.3390/ijerph191912185>

- Yang, X., Kong, X., Qian, M., Zhang, X., Li, L., Gao, S., Ning, L., & Yu, X. (2024). The effect of work-family conflict on employee well-being among physicians: the mediating role of job satisfaction and work engagement. *BMC Psychology*, 12 (1). <https://doi.org/10.1186/s40359-024-02026-8>
- Zakiah, P., Giawa, I., & Giawa, I.M. (2024). The Effect of Work Commitment and Organizational Culture on Employee Performance Mediated by Job Satisfaction. *Journal of Business and Economics Research (JBE)*, 5 (2), 276–284. <https://doi.org/10.47065/jbe.v5i2.5367>
- Zawawi¹, AA, Daieyan, N., Khalid, A., Hidayah, N., Jamil, M., Halim, FW, & Zawawi, AA (2023). Assessing The Influence of Organizational Communication And Management On Healthcare Employee Performance: Evidence from Northern Malaysia. In *Malaysian Journal of Public Health Medicine* (Vol. 2023, Number 2).
- Zhang, J., Rehman, S., Addas, A., & Ahmad, J. (2024). Influence of Work-Life Balance on Mental Health Among Nurses: The Mediating Role of Psychological Capital and Job Satisfaction. *Psychology Research and Behavior Management*, 17, 4249–4262. <https://doi.org/10.2147/PRBM.S497305>