

THE INFLUENCE OF WORK-LIFE BALANCE AND JOB SATISFACTION ON WORK STRESS AMONG CIVIL SERVANTS AT THE ALIANYANG COMMUNITY HEALTH CENTER

Farhan ^{a*)}, Devi Yasmin ^{a)}

^{a)} Universitas Muhammadiyah Pontianak, Pontianak, Indonesia

^{*)} Corresponding Author: 211310021@unmuhpnk.ac.id

Article history: received 21 June 2025; revised 02 July 2025; accepted 29 July 2025

DOI: <https://doi.org/10.33751/jhss.v9i2.12682>

Abstract. This study aims to determine the effect of Work-Life Balance (WLB) and Job Satisfaction (JS) on Work Stress (WS) among Civil Servants (PNS) at the Alianyang Community Health Center (UPT Puskesmas Alianyang) in Pontianak City. This study employs a quantitative approach with an associative design, where data were collected through questionnaires distributed to 38 civil servants and interviews with the Head of Administration. The analytical methods used include multiple linear regression, correlation coefficient (R), coefficient of determination (R^2), as well as F-test and t-test. The results of the multiple linear regression analysis indicate that the regression equation obtained is $Y = 4.872 - 0.317 X_1 - 0.317 X_2$, meaning that Work-Life Balance (X_1) and Job Satisfaction (X_2) have a negative influence on Work Stress (Y). The correlation coefficient analysis yielded a value of $R = 0.797$, indicating a strong relationship between the two independent variables (Work-Life Balance and Job Satisfaction) and Job Stress. The coefficient of determination (R^2) of 0.636 indicates that 63.6% of the variation in Work Stress can be explained by the two variables, while 36.4% is influenced by other factors outside the scope of this study. The F-test results show a significant relationship between the two independent variables and Work Stress. The t-test results indicate that Work-Life Balance (X_1) and Job Satisfaction (X_2) have a significant negative effect on Work Stress. Based on these findings, it is recommended that the management of the Alianyang Community Health Center pay more attention to employees' ability to balance work and family responsibilities through role management training, adaptive work policies, and internal consultation rooms. Additionally, fostering a supportive work culture among employees through team-building activities, internal discussion forums, and collaboration-based rewards is considered important to enhance job satisfaction while reducing stress. This study also recommends that further research consider additional variables such as workload, role conflict, social support, work environment, leadership style, career development, and individual characteristics to expand understanding of the factors causing work stress, particularly in the healthcare sector.

Keywords: Work Life Balance, Job Satisfaction, Work Stress

I. INTRODUCTION

Developments, innovations, demands, and pressures in the world of work are changing year by year. Various regulations, rules, and targets must be met by an organization or company to achieve its goals and create the working conditions they desire. To create and implement these things within an organization, human resources play an important role in their implementation. Organizations must manage their human resources effectively to maximize performance and unlock the potential of their workforce. In doing so, organizations must have the right strategies in place, which applies to both organizations and companies depending on the industry they operate in.

According to Lockwood (2016) in [1], Work-Life Balance is a state of equilibrium between two demands where an individual's work and life are equal. Where work-life balance in the view of employees is a choice to manage work and personal obligations or responsibilities towards the family. Meanwhile, from the company's perspective, work-life balance

is a challenge to create a supportive culture in the company where employees can focus on their work while at work.

According to [2], Job satisfaction is a feeling that supports or does not support employees in relation to their work and their personal circumstances. Feelings related to work involve aspects such as wages or salaries received, career development opportunities, relationships with other employees, job placement, type of work, and organizational structure. Feelings related to oneself include age, health condition, abilities, and education.

According to [3], Stress is a dynamic condition in which an individual confronts opportunities, demands, or resources related to what the individual wants and which outcomes are perceived as uncertain and important.

Based on the Ministry of Health of the Republic of Indonesia Regulation Number 43 of 2019, a Community Health Center (Puskesmas) is a health care facility that provides community health services and individual health services at the primary level, with a greater emphasis on promotive and preventive

efforts within its service area. As a primary health care facility, Puskesmas plays a vital role in providing health services to the community.

Table 1.1 shows the number of outpatient visits at the Alianyang Community Health Center (UPT Puskesmas Alianyang) from 2021 to 2024, as follows:

Table 1.1 Number of Outpatient Visits from 2022 to 2024

Year	Number of Outpatient Visits
2022	26.621
2023	28.623
2024	31.318

Source: Pontianak City Health Office, 2025

Based on Table 1.1, it can be seen that the number of outpatient visits at the Alianyang Community Health Center has increased every year. In 2023, the number of visits increased by 7.52%, and in 2024, the number of outpatient visits increased by 9.42%. With the increase in the number of outpatient visits, the workload of employees also increases. An increased workload can trigger work-related stress. According to [4], one of the main causes of work-related stress is excessive workload, where an individual is assigned too many tasks and responsibilities within a limited timeframe, leading them to feel overwhelmed and struggle to complete all tasks effectively.

The Alianyang Health Center has staff and workers who are Civil Servants and Non-Civil Servants to assist and serve the community's health needs. Civil Servants work in the Quality Department, accounting for 23.08%, while all Non-Civil Servants work in the Administrative Department. Attendance at the Alianyang Health Center is still managed manually by signing an attendance sheet every day from Monday to Saturday, twice a day: at 7:15 AM when arriving at work and at 4:15 PM when leaving work. If they are absent, their absence is recorded in the leave sheet. If they do not report to work, their Additional Employee Income Allowance (TPP) will be deducted. This is regulated in Pontianak Mayor Regulation No. 21 of 2021, Article 27, regarding Additional Income Allowance for Civil Servants in the City Government of Pontianak, which states that Civil Servants (ASN) who fail to report to work without valid reason will have their TPP reduced by 3% (three percent) for each day of absence, with a maximum reduction of 100% (one hundred percent) for each month of absence. The leave granted to employees includes annual leave, sick leave, and leave for important reasons. Each employee is entitled to 12 days of annual leave per year, while sick leave and leave for important reasons do not reduce the annual leave entitlement but are regulated under Pontianak Mayor Regulation No. 21 of 2021, Article 27.

The absenteeism rate of Civil Servants at the Alianyang Public Health Center (UPT Puskesmas Alianyang) decreased by 51.46% in 2023, and interestingly, in 2024, the absenteeism rate did not decrease or increase. Many employees have been ill. According to an interview with Mrs. Ratna Sari, S.K.M., Head of Administrative Affairs at the Alianyang Health Center, the illnesses experienced by employees include fever, flu, headaches, and body aches and pains. According to [5], employees with a good work-life balance tend to have lower absenteeism rates and higher job satisfaction levels. According to [6], employees with high job satisfaction levels have lower

absenteeism rates. Conversely, employees with low job satisfaction tend to have higher absenteeism rates. Many employees are absent due to illness, making them unable to attend work, which is one of the effects of work-related stress. According to [4], prolonged work-related stress can make individuals who are not inherently vulnerable think twice about their physical well-being, leaving them vulnerable to illness and infection. Someone who frequently falls ill may experience more frequent absences from work, which can have a negative impact on performance and productivity.

Over the past three years, the performance of civil servants at the Alianyang Community Health Center has been good, with work results in line with expectations and work behavior in line with expectations. According to [7], work performance is the result of work achieved by an individual in carrying out assigned tasks based on competence, experience, dedication, and time. Research conducted by [8] shows that *work-life balance* has a positive and significant effect on employee performance. Research conducted by [9] shows that job satisfaction has a significant effect on employee performance. The lower the work stress, the higher the employee performance. Low work stress enables the achievement of high work performance [10].

Based on interviews with Dr. Alfonza Nunuk Utari, Head of the Community Health Center, and Ratna Sari, S.K.M., Head of Administration, it was revealed that many employees at the Community Health Center have various obligations and responsibilities, both inside and outside of work. At work, they are often involved in additional activities such as training, social activities, official visits, and benchmarking. Meanwhile, outside of work, they must also balance personal life demands, such as taking care of family, managing finances, and running a side business or venture. The combination of these activities indicates employees' efforts to achieve a balance between work demands and personal life, which is a key characteristic of work-life balance. According to Fisher et al., (2003) in [11], work-life balance is an activity carried out by an individual in dividing their time between work and other activities outside of work, which includes individual behaviors that can trigger personal conflicts and can also be a source of energy for oneself. An imbalance between work and personal life (work-life balance) can also cause stress. According to [4], if someone spends too much time and energy on work, they may experience fatigue and difficulty maintaining balance with their personal life. This can lead to conflicts with partners, family, and friends, as well as reduce overall quality of life.

UPT Puskesmas Alianyang employees are also encouraged to help their colleagues to ease their workload and work pressure. Regarding work hours, all employees must follow the existing work schedule, including shifts. The shift schedule has been determined, from morning, afternoon, to night shifts, and everyone must follow it. There is no overtime work. The health center strives to ensure that employees complete their work within the designated working hours and finish their tasks on time. Therefore, employees should complete all their work during working hours and not bring work home, so as not to disrupt their personal lives.

Mrs. Ratna Sari, S.K.M., Head of Administration at the Alianyang Health Center, explained that due to the obligations and responsibilities both inside and outside of work, employees also experience issues that affect their health, such as fatigue, weakness, dizziness, and drowsiness, which can lead to illness. The high number of absences due to illness is what prompted the author to discuss this phenomenon. Efforts made by the staff to reduce stress include taking a break or going on a recreational trip to tourist spots using leftover budget or collective contributions at the end of the year when Puskesmas activities have concluded. Meanwhile, the Pontianak City Health Department regularly holds religious lectures on Fridays that Puskesmas employees can attend, and on Saturdays, there are prolanis exercises for the elderly that employees can also join. Additionally, the Puskesmas conducts annual employee fitness tests.

Based on the above descriptions, the author wishes to propose a thesis title on the "Influence of Work-Life Balance and Job Satisfaction on Work Stress Among Civil Servants at the Alianyang Health Center."

II. RESEARCH METHOD

This study uses a quantitative approach with an associative research design. Associative research aims to analyze the relationship between two or more variables [12]. The study aims to explore the influence of work-life balance and job satisfaction on work stress among civil servants (PNS) at the Alianyang Community Health Center (UPT Puskesmas Alianyang). The data used in this study consists of primary and secondary data. Primary data was obtained through two collection techniques, namely interviews and questionnaires. Interviews were conducted with management, namely the Head of the Alianyang Community Health Center and the Head of Administration, to gain further insight into issues related to the research topic. Meanwhile, questionnaires were distributed to all civil servants at the Alianyang Community Health Center to obtain data related to work-life balance, job satisfaction, and work stress. Secondary data in this study includes information obtained from the Alianyang Community Health Center, such as the number of patient visits, employee absences, and community satisfaction index. The population in this study was all civil servants registered at the Alianyang Community Health Center in 2025, with a total of 38 people, excluding the Head of the Community Health Center. The research sample used census or total sampling technique, which means that all members of the population were used as samples [12]. This was done because the population size was relatively small, so that all of them could be used as respondents in this study. This study involves two independent variables, namely Work-Life Balance (X1) and Job Satisfaction (X2), and one dependent variable, namely Work Stress (Y). This study uses a Likert scale to measure respondents' attitudes, perceptions, and opinions regarding work-life balance, job satisfaction, and work stress [13]. This scale consists of five response options, ranging from Strongly Agree to Strongly Disagree, with corresponding scores of 5, 4, 3, 2, and 1. This scale is used to assess the level of agreement of respondents to the statements

provided in the questionnaire.

In this study, instrument testing included validity and reliability tests. Validity was tested using the Pearson Product Moment correlation technique, where the instrument was considered valid if the correlation coefficient was greater than r -table [12]. Reliability testing used Cronbach's Alpha method, with the instrument considered reliable if the reliability coefficient was greater than 0.60 [12]. To ensure the reliability of the regression model, this study conducted classical assumption tests, including normality, linearity, and multicollinearity tests. The normality test uses the One Sample Kolmogorov-Smirnov test, with data considered normal if the significance value is greater than 0.05 [14]. The linearity test is conducted using the Test for Linearity, where data is considered linear if the significance is less than 0.05 [14]. Multicollinearity was tested by observing the tolerance value and Variance Inflation Factor (VIF), where multicollinearity was absent if the tolerance was greater than 0.10 or VIF was less than 10 [15]. To test the simultaneous influence of work-life balance and job satisfaction on work stress, multiple linear regression analysis was used with the equation: $Y = a + b_1X_1 + b_2X_2$ where Y is work stress, X_1 is work-life balance, and X_2 is job satisfaction [12]. Correlation coefficient analysis using Pearson Product Moment was employed to measure the strength of the relationship between variables [12]. The coefficient of determination (R^2) was used to determine the contribution of independent variables to work stress, with the R^2 value indicating the contribution of the independent variables' influence [12]. The F-test was used to determine the simultaneous influence of both independent variables on work stress, while the t-test was conducted to measure the partial influence of each variable on work stress at a significance level of 0.05 [12].

III. RESULT AND DISCUSSION

TEST RESEARCH INSTRUMENTS

Validity Tes

Validity testing aims to evaluate how effective an instrument is in measuring the intended variable. In this study, validity testing was conducted involving 38 respondents and using a significance level (α) of 5% or 0.05. To calculate the table r value, first calculate the degrees of freedom (df) using the formula $n-2 = 38-2 = 36$, which results in a table r value of 0.320. The data is considered valid if the calculated r value is greater than the table r value and the significance value is less than 0.05. The results of the validity test for each item can be seen in Table 3.1 below.

TABLE 3.1 VALIDITY TEST RESULTS

Variable	Indicator	r value	r table	Description
Work Life Balance (X1)	X1.1	0,642	0.320	Valid
	X1.2	0,678		Valid
	X1.3	0,729		Valid
	X1.4	0,759		Valid
	X1.5	0,732		Valid
	X1.6	0,730		Valid
	X1.7	0,642		Valid

Job Satisfaction (X2)	X1.8	0,727	0.320	Valid
	X1.9	0,567		Valid
	X1.10	0,733		Valid
	X1.11	0,682		Valid
	X1.12	0,696		Valid
	X2.1	0,752		Valid
	X2.2	0,781		Valid
	X2.3	0,811		Valid
	X2.4	0,743		Valid
	X2.5	0,598		Valid
	X2.6	0,791		Valid
Work Stress (Y)	X2.7	0,758		Valid
	X2.8	0,626		Valid
	X2.9	0,626		Valid
	X2.10	0,657		Valid
	X2.11	0,677		Valid
	Y.1	0,442		Valid
	Y.2	0,428		Valid
	Y.3	0,457		Valid
	Y.4	0,476		Valid
	Y.5	0,442		Valid
	Y.6	0,437		Valid
	Y.7	0,458		Valid
	Y.8	0,448		Valid
	Y.9	0,427		Valid
	Y.10	0,466		Valid
	Y.11	0,456		Valid

Source: Processed Data, 2025

Based on Table 3.1, the validity test results for all variables indicate that all statement items are valid. This is evidenced by the calculated r value $>$ table r (0.320), thus fulfilling the eligibility criteria in the research instrument validity test.

Reliability Test

Reliability testing aims to determine the consistency of a measuring instrument when used on the same object more than once. In other words, reliability testing can be interpreted as demonstrating the extent to which a measurement result is relatively consistent when the measurement is repeated two or more times. Reliability testing was conducted using the Cronbach's alpha method, where a reliability coefficient (r_{11}) $>$ 0.60 is considered to meet the reliability criteria for research instruments. The results of the reliability test can be seen in Table 3.2 below:

TABLE 3.2 RELIABILITY TEST RESULTS

Variable	Cronbach's Alpha	Description
Work Life Balance (X1)	0,902	Reliable
Job Satisfaction (X2)	0,904	
Work Stress (Y)	0,603	

Source: Processed Data, 2025

Based on Table 3.2, it is known that the Cronbach Alpha value for the variables Work Life Balance (X1), Job Satisfaction (X2) and Work Stress (Y) is $>$ 0.60. Thus, it can be concluded that all items measuring the Work Stress (Y) variable are reliable.

CLASSICAL ASUMPTION TEST

Normality Test

Data normality testing in this study was conducted using the Kolmogorov-Smirnov test. The test criteria were that if the significance value (Sig.) of the test was greater than 0.05, the data could be said to be normally distributed. Thus, the normality assumption was fulfilled if the Sig. value was $>$ 0.05. The results of the normality test can be seen in Table 3.3 below:

TABLE 3.3 NORMALITY TEST RESULTS

Test	Value
N (Sample)	38
Test Statistic	.133
Asymp.Sig.(2-tailed)	.087 ^c

Source: Processed Data, 2025

Based on Table 3.3, it is known that the Asymp. Sig. (2-tailed) value is 0.087, which is greater than 0.05. Thus, it can be concluded that the data is normally distributed and meets the basic assumptions for further statistical analysis.

Linearity Test

Linearity testing in this study was conducted using the *Test for Linearity* method. The results of the linearity test are shown in Table 3.4 below:

TABLE 3.4 LINEARITY TEST RESULTS

Variable	Linearity Sig	Description
Work Stress *	.000	Linier
Work Life Balance		
Work Stress * Job Satisfaction	.000	

Source: Processed Data, 2025

Based on Table 3.4, it is known that the significance value in the linearity test is 0.000 and $<$ 0.05, so it can be concluded that the relationship between the independent and dependent variables in this study is linear.

Multicollinearity Test

Multicollinearity testing aims to determine whether there is correlation between independent variables in the regression model. This test is conducted by looking at the Variance Inflation Factor (VIF) and tolerance values. The model is said to be free from multicollinearity if the VIF value is $<$ 10.00 and the tolerance value is $>$ 0.10.

The results of the multicollinearity test in this study can be seen in Table 3.5 below:

TABLE 3.5 MULTICOLLINEARITY TEST RESULTS

Variable	Tolerance	VIF
Work Life Balance (X1)	.328	3.044
Job Satisfaction (X2)	.328	3.044

Source: Processed Data, 2025

Based on Table 3.5, the results of the multicollinearity test show that the Tolerance values for the variables Work-Life Balance (X1) and Job Satisfaction (X2) are 0.328, which is greater than the threshold of 0.10. Additionally, the Variance Inflation Factor (VIF) values for both variables are the same, at 3.044, which is below the general tolerance limit of 10.00. Therefore, it can be concluded that there is no multicollinearity between variables X1 and X2 based on the results of this multicollinearity test.

MULTIPLE LINEAR REGRESSION ANALYSIS

The results of the multiple linear regression analysis in this study can be seen in Table 3.6 below:

TABLE 3.6 RESULTS OF MULTIPLE LINEAR REGRESSION ANALYSIS

Research Variable	Coefficients	t Statistic	Significance Value
(Constant)	4.872	14.037	.000
Work Life Balance	-.317	-2.294	.028
Job Satisfaction	-.317	-2.401	.022

Dependent Variable: Work Stress

Source: Processed Data, 2025

Based on the results in Table 3.6, the following multiple linear regression equation is obtained:

$$Y = 4.872 - 0.317X_1 - 0.317X_2$$

- The constant value (a) is 4.872 with a positive value, which means that Work Stress (Y) will be 4.872 if the variables Work-Life Balance (X1) and Job Satisfaction (X2) are zero.
- The regression coefficient (b1) of the Work-Life Balance (X1) variable is -0.317, indicating that every 1 (one) unit increase in Work-Life Balance will decrease Work Stress (Y) by 0.317 units.
- The regression coefficient value (b2) of the Job Satisfaction (X2) variable is -0.317, indicating that every 1 (one) unit increase in Job Satisfaction will decrease Work Stress (Y) by 0.317 units.

CORRELATION AND DETERMINATION COEFFICIENT (R²)

The correlation coefficient (R) values in this study can be seen in Table 3.7 below:

TABLE 3.7 RESULTS OF CORRELATION COEFFICIENT AND DETERMINATION (R²) TEST

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.797 ^a	.636	.615	.22555

Predictors: (Constant), Job Satisfaction, Work Life Balance

Source: Processed Data, 2025

Based on table 3.7, it is known that the variables Work-Life Balance (X1) and Job Satisfaction (X2) have a correlation coefficient (R) value of 0.797 against Work Stress (Y). This value indicates a strong correlation between the variables.

Based on the results in Table 3.7, the coefficient of determination (R²) is 0.636 or 63.6%. This value indicates that 63.6% of the variation or change in the Work Stress (Y) variable can be explained by the two independent variables in this study, namely Work-Life Balance (X1) and Job Satisfaction (X2). The remaining 36.4% is influenced by other factors outside the scope of this study, which are not discussed in this research.

SIMULTANEOUS TEST (F TEST)

The results of the simultaneous test (F-test) conducted using SPSS can be seen in Table 3.8 below:

TABLE 3.8 RESULTS OF SIMULTANEOUS EFFECT TEST (F TEST)

Model	Sum of Squares	df	Mean Square	F	Significance
Regression	3.106	2	1.553	30.523	.000 ^b
Residual	1.781	35	.051		
Total	4.886	37			

Dependent Variable: Work Stress

Predictors: (Constant), Job Satisfaction, Work Life Balance

Source: Processed Data, 2025

Based on Table 3.8, the calculated F value is 30.523. To determine the F table value, a significance level of $\alpha = 0.05$ is used with degrees of freedom $df_1 = \text{number of independent variables} = 2$ and $df_2 = n - k - 1 = 38 - 2 - 1 = 35$. Based on the F table distribution, the F table value is 3.27. Since the calculated F value (30.523) is greater than the table F value (3.27) and the significance level (0.000) is less than 0.05, it can be concluded that the regression model is simultaneously significant. This means that there is a significant simultaneous effect between the variables Work-Life Balance (X1) and Job Satisfaction (X2) on Work Stress (Y).

PARTIAL TEST (t Test)

The results of the partial tests (t-tests) conducted using SPSS can be seen in Table 3.9 below:

TABLE 3.9 RESULTS OF PARTIAL EFFECT TEST (t-TEST)

Research Variable	Coefficients	t Statistic	Significance Value
(Constant)	4.872	14.037	.000
Work Life Balance	-.317	-2.294	.028
Job Satisfaction	-.317	-2.401	.022

Dependent Variable: Work Stress

Source: Processed Data, 2025

To determine the t-table value in the t-distribution table, use the formula $\alpha/2 = 0.05 = 0.025$ with degrees of freedom (df) = $n - 2 = 38 - 2 = 36$, resulting in a t-table value of 2.028. If the calculated t-value is greater than the table t-value and the significance level is less than 0.05, it can be concluded that the variable is significantly influential. Based on Table 3.9, the results of the partial test (t-test) indicate that:

- The calculated Work-Life Balance (X1) t-value is -2.294. Since the calculated t-value is greater than the table t-value, i.e., $-2.294 < -2.028$, and the significance level (Sig.) is $0.028 < 0.05$, it can be interpreted that there is a significant partial effect of Work-Life Balance (X1) on Work Stress (Y).
- The calculated t-value for the Job Satisfaction (X2) variable is -2.401. Since the calculated t-value is greater than the table value ($-2.401 < -2.028$) and the significance level (Sig.) is $0.022 < 0.05$, it can be concluded that there is a significant partial effect of Job Satisfaction (X2) on Work Stress (Y).

Discussion of Analysis Results

- The influence of work-life balance on work stress

Based on the results of the analysis, it was found that work-life balance has a negative effect on work stress. This

means that the better the balance between work and personal life (work-life balance), the lower the level of work stress. This finding is in line with previous studies conducted by [16]; [17]; and [18], which showed that work-life balance variables have a negative impact on work stress. The higher the work-life balance, the lower the level of work stress. Work-life balance plays an important role in creating harmony between the demands of work and personal life. When individuals are able to manage their time proportionally between the two, they tend to have better control over various stress-inducing factors that arise in the work environment. Conversely, imbalances such as excessive working hours, high workloads, or insufficient rest time can trigger accumulated stress, ultimately leading to negative impacts on health, mental well-being, emotions, and work productivity.

b) The influence of job satisfaction on work stress

Based on the analysis conducted, it was found that job satisfaction has a negative impact on work stress. This means that the higher the job satisfaction, the lower the level of work stress. This finding aligns with previous research conducted by [19]; and [20], shows that job satisfaction has a negative effect on work stress. The higher the job satisfaction, the lower the work stress. When individuals feel satisfied with their work, whether in terms of the work environment, recognition, relationships with colleagues, or acknowledgment of their contributions, positive feelings toward work will develop. This creates a sense of psychological comfort and security, which ultimately reduces the potential for stress arising from daily work pressures. Conversely, low job satisfaction can be a primary source of emotional tension. Prolonged dissatisfaction, such as feeling undervalued, inadequate pay, lack of opportunities for self-development, or poor work relationships, can exacerbate work stress levels. Over time, this not only disrupts work performance but also impacts overall life balance.

IV. CONCLUSIONS

Based on the research findings, the respondents involved in this study consisted of 38 civil servants (PNS) at the Alianyang Community Health Center (UPT Puskesmas Alianyang), the majority of whom were female, aged 30–39 years, had a D-3 education, and had worked for 6–10 years. Most respondents were classified as Grade III/d, had a monthly income between Rp. 5,000,000 – Rp. 6,999,999, were married, and had two dependents. The results of the multiple linear regression analysis show the equation $Y = 4.872 - 0.317 X_1 - 0.317 X_2$. The correlation coefficient analysis (R) indicates a strong relationship between work-life balance and job satisfaction toward work stress among civil servants at the Alianyang Health Center, with a value of 0.797. Additionally, the coefficient of determination (R^2) of 0.636 indicates that 63.6% of the variation in work stress is influenced by work-life balance and job satisfaction, while the remaining 33.4% is influenced by other factors not discussed in this study. The F-test shows a significant combined effect of work-life balance

and job satisfaction on work stress, while the t-test proves that work-life balance and job satisfaction each have a partial effect on work stress. Based on the findings of this study, it is recommended that the management of the Alianyang Community Health Center pay attention to the balance of employees' responsibilities in work and family by providing role management training, flexible work policies, and internal consultation rooms. In addition, it is important for the Community Health Center to build a supportive work culture among employees through team training, internal discussion forums, and collaboration-based awards to reduce work stress and increase job satisfaction. The researcher also suggests that future research expand the scope of variables influencing work-related stress, such as workloads, role conflicts, and social support, to provide a more comprehensive understanding of the factors affecting work-related stress in the healthcare sector.

REFERENCES

- [1] A. Hanafi, Z. Wahab, Y. M. Diah, H. Hadiwijaya, and M. Azmi, "Turnover Intention, Work Passion Dalam Tinjauan Work Environment dan Life Balance," *Perkumpulan Rumah Cemerlang Indonesia*, 2021.
- [2] A. A. A. P. Mangkunegara, *Manajemen Sumber Daya Manusia Perusahaan*, PT Remaja Rosdakarya, 2017.
- [3] S. P. Robbins and T. A. Judge, *Perilaku Organisasi*, Salemba Empat, 2019.
- [4] H. Zainal and A. I. D. Ashar, *Stres Kerja*, PT. Sonpedia Publishing Indonesia, 2023.
- [5] W. Sariningrum, *Menuju Keseimbangan Kehidupan dan Kerja*, CV. Garuda Mas Sejahtera, 2024.
- [6] D. Sunyoto, *Manajemen Sumber Daya Manusia*, CAPS (Center for Academic Publishing Service), 2013.
- [7] M. S. P. Hasibuan, *Manajemen Sumber Daya Manusia*, Edisi Revisi, PT Bumi Aksara, 2016.
- [8] R. Lukmiati, A. Samsudin, and D. Jhoansyah, "Pengaruh Work Life Balance terhadap Kinerja Karyawan Staff Produksi PT. Muara Tunggal Cibadak-Sukabumi," *Jurnal Ekobis Dewantara*, vol. 3, no. 3, pp. 46-50, 2020, doi: 10.26460/ed_en.v3i3.1688.
- [9] A. Nurrohmat and R. Lestari, "Pengaruh Kepuasan Kerja terhadap Kinerja Karyawan," *Journal Riset Akuntansi*, vol. 1, no. 2, pp. 82-85, 2021, doi: 10.29313/jra.v1i2.419.
- [10] D. P. Arwidiana and N. K. Citrawati, "Hubungan Stress Kerja dengan Kinerja Pegawai," *Jurnal Cakrawarti*, vol. 6, no. 1, pp. 122-123, 2023, doi: 10.47532/jic.v6i1.809.
- [11] Saring, *Peningkatan Kinerja Guru Melalui Penguatan Kepemimpinan Transformasional, Budaya Organisasi, dan Keseimbangan Kehidupan Kerja*, Media Nusa Creative (MNC Publishing), 2022.
- [12] S. Siregar, *Statistik Parametrik untuk Penelitian Kuantitatif: Dilengkapi dengan Perhitungan Manual dan Aplikasi SPSS Versi 17*, PT Bumi Aksara, 2019.
- [13] Sugiyono, *Metode Penelitian Kuantitatif, Kualitatif, dan R&D*, Alfabeta, 2022.

- [14] R. A. Purnomo, *Analisis Statistik Ekonomi dan Bisnis Dengan SPSS*, CV. Wade Group, 2016.
- [15] I. Ghozali, *Aplikasi Analisis Multivariate Dengan Program IBM SPSS 26 Edisi 10*, Badan Penerbit Universitas Diponegoro, 2021.
- [16] F. Piscesta, F. L. S. Febriana, and B. Y. A. Putranto, "Pengaruh Work-Life Balance terhadap Stres Kerja pada Akuntan Pendidik di Kota Palembang," *Jurnal Informasi Akuntansi (JIA)*, vol. 1, no. 2, pp. 129-140, 2022, doi: 10.32524/jia.v1i2.655.
- [17] M. A. A. P. Pucangan and K. R. Indrawati, "Peran work-life balance dan dukungan sosial terhadap stres kerja pada perempuan Bali yang bekerja di hotel bintang 4 di Kabupaten Badung," *Jurnal Psikologi Udayana Edisi Khusus Kesehatan Mental dan Budaya*, vol. 1, pp. 178-186, 2020, [Online]. Available: <https://jurnal.harianregional.com/psikologi/id-57816>.
- [18] M. A. Urba and C. H. Soetjiningsih, "Hubungan Antara Work Life Balance dan Stres Kerja Pada Karyawan Perusahaan," *Bulletin of Counseling and Psychotherapy*, vol. 4, no. 3, pp. 694-700, 2022, doi: 10.51214/bocp.v4i3.383.
- [19] C. Putri, A. Haris, and N. Darmayanti, "Pengaruh Kepuasan Kerja dan Hubungan Atasan-Bawahan terhadap Stres Kerja Karyawan PT. Central Mega Kencana," *Journal of Education, Humaniora and Social Sciences (JEHSS)*, vol. 5, no. 2, pp. 1478-1488, 2022, doi: 10.34007/jehss.v5i2.1342.
- [20] N. H. Panggabean, A. Haris, and N. Darmayanti, "Pengaruh Psychological Well-Being dan Kepuasan Kerja terhadap Stres Kerja Anggota Himpunan Penerjemah Indonesia," *Journal of Education, Humaniora and Social Sciences (JEHSS)*, vol. 5, no. 1, pp. 231-239, 2022, doi: 10.34007/jehss.v5i1.1189.