

The Effect of Work Life Balance, Work Environment and Organizational Culture on Job Satisfaction

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ABSTRACT

This study aims to examine the influence of work-life balance, work environment, and organizational culture on nurses' job satisfaction at Muhammadiyah Rodliyah Achid Hospital, Moga. Using a quantitative approach, data were collected from 123 nurse respondents through a census method during May-June 2025. Hypothesis testing was carried out using SPSS. The results indicate that work-life balance and work environment have a positive and significant effect on job satisfaction, while organizational culture shows no significant effect. These findings suggest that improving work-life balance and workplace conditions can enhance job satisfaction among nurses, offering practical implications for hospital management to prioritize supportive policies and conducive work settings.

INTRODUCTION

The development of public hospitals in Indonesia has shown significant growth, along with rising public expectations for the quality of healthcare services. Muhammadiyah is one organization that contributes significantly to this sector through its management of the PKU Muhammadiyah hospital network in various regions. One of its service units is the Muhammadiyah Rodliyah Achid Moga Hospital, established in 1991 in Pemalang Regency, Central Java. Along with improving services and developing human resources, this hospital faces the challenge of maintaining the job satisfaction of nurses, the core staff in patient care (Amalia et al., 2021).

Nurse job satisfaction is crucial for fostering a supportive and efficient work setting. Satisfied nurses are more committed to their organization and more eager to deliver high-quality work (Wiliandari, 2021). Job satisfaction is simply how someone feels or thinks about their work, encompassing their overall opinion as well as their take on individual aspects of the job (Hamidah et al., 2024).

Interviews with several nurses revealed that the level of nurse job satisfaction at the hospital still does not meet management expectations. Nurses expressed a number of complaints regarding work-life imbalance, limited facilities, interdepartmental communication dynamics, and a work culture that is not fully aligned with the values of the younger generation. These issues reflect problems in work-life balance, the work environment, and organizational culture, which are suspected of contributing to low job satisfaction. This study will investigate how the gap between what's happening and what the organization expects impacts nurse job satisfaction. The findings will then guide strategies to boost that satisfaction.

Work-life balance is the primary factor influencing nurse job satisfaction. This concept addresses how a person manages to balance time, energy, and roles between work and personal life. When this balance is disrupted, nurses are susceptible to stress and burnout, which ultimately impacts job satisfaction (Sari et al., 2022). Several nurses revealed that their busy work schedules often leave them with insufficient time for rest or personal activities. This situation demonstrates that if work and life demands are out of balance, overall job satisfaction is difficult to achieve.

This study supports the conclusions drawn by Azdanal et al., (2021) and Sutrisno et al., (2022) that the work-life balance variable has a positive and significant influence on job satisfaction. Meanwhile, in the study Maharani et al., (2023) the work-life balance variable did not significantly influence job satisfaction. This aspect arises because employees who focus on their work tend to be satisfied with the benefits they receive, even if their work-life balance is less than ideal. Furthermore, the work environment is also a crucial element worth considering when understanding nurse job satisfaction.

The work environment is essentially the totality of physical, social, and psychological conditions in the workplace that directly influence how employees perform their duties. This aspect includes facilities, work atmosphere, relationships between employees, and support from superiors, which directly

and indirectly shape individual behavior (Junaidi, 2021). A comfortable work environment acts as a catalyst for increasing nurse job satisfaction. Therefore, hospital governance needs to proactively create a supportive work environment to achieve long-term credibility goals (Hassira et al., 2023).

Field findings indicate that the work environment at Muhammadiyah Rodliyah Achid Moga Hospital is generally well-functioning. However, several nurses still have complaints regarding work facilities and the dynamics of relationships between colleagues.

This research is supported by Sulistyawati et al., (2022), Siboro, (2022) and Andayani et al., (2025) work environment has a positive influence on job satisfaction. Meanwhile, in the study Lumentut et al., (2020) the work environment doesn't significantly impact job satisfaction. This suggests the need for further investigation to understand why the work environment does not always contribute significantly to job satisfaction levels. Furthermore, organizational culture also plays a role in determining job satisfaction.

Organizational culture can be defined as a guiding framework consisting of shared values, norms, and beliefs that influence individual behavior, shape internal interactions, and contribute to organizational performance outcomes (Haryani et al., 2023). A strong organizational culture enables an organization to be more adaptive to change, by providing a clear framework and shared values that can be relied upon (Hotnaria et al., 2022). However, an interview with the HRD of the hospital, revealed differing perceptions regarding organizational culture. Some nurses believe that the prevailing organizational culture does not fully support harmonious working relationships and smooth communication.

This study was supported by Almeyda et al., (2020), Nurhasanah et al., (2022) and Zikri et al., (2025) shows that organizational culture has a positive and significant influence on job satisfaction. Meanwhile, in the study Riandi, (2021) and Dahliyana et al., (2025) organizational culture does not affect job satisfaction.

This research is a development of the study Amin et al., (2024) who researched the influence Work-Life Balance and Work Environment on Job Satisfaction. To broaden the scope and adapt to conditions at Muhammadiyah Rodliyah Achid Moga Hospital, an Organizational Culture variable adapted from the research was added Oktasiana et al., (2025). This addition is based on field findings that organizational culture in hospitals is not fully aligned with nurses' expectations, such as limited communication, differing values between management and staff, and a lack of recognition for performance. Therefore, organizational culture is considered relevant for further research in relation to nurse job satisfaction.

LITERATURE REVIEW

Frederick Herzberg's Two-Factor Theory of Motivation-Hygiene (1959)

Herzberg (1959) developed the Two-Factor Theory of Motivation, which explains that job satisfaction and dissatisfaction are influenced by two separate groups of factors: hygiene factors and motivator factors. Hygiene factors include extrinsic elements such as salary, working conditions, job security, company policies, status, and relationships with coworkers. These factors do not directly

increase job satisfaction, but if not met, they can lead to dissatisfaction. Meanwhile, motivator factors relate to intrinsic aspects of work, such as achievement, recognition, responsibility, job content, and opportunities for growth. These factors can significantly increase job satisfaction Herzberg (1959) emphasizes that job satisfaction and dissatisfaction are not on a continuous line, but are two different dimensions and need to be addressed specifically in efforts to improve work quality.

Job Satisfaction

Job satisfaction is the drive to fulfill needs, which is the fundamental foundation for all human activity. The satisfaction resulting from fulfilling these needs is subjective and individual (Rahmadhani et al., 2022). In short, hospitals must create a comfortable work environment while providing space for employees to grow, advance, and feel appreciated. This means not only avoiding problems but also actively creating an atmosphere that supports growth and recognition (Lopang et al., 2023).

A person's job satisfaction is influenced by psychological factors, social interactions, physical working conditions, and financial compensation (Kholik et al., 2024). According to Sanusi et al., (2025), indicators for measuring job satisfaction include: (1) Work (2) wages or leadership (3) promotion (4) coworkers and (5) supervision.

Work Life Balance

Work-life balance is a person's ability to balance work responsibilities with their personal life. This is important because it can increase overall life satisfaction (Murfidah et al., 2024).

Sutrisno et al., (2022) revealed that work-life balance contributes to increased job satisfaction. Two Factor Theory Herzberg (1959) classifies this aspect as part of the hygiene factors, which play a role in maintaining work comfort and preventing dissatisfaction. The better the perceived work-life balance, the more satisfied a person will be with their job.

Chaeria., (2024) identified eleven factors that can influence work-life balance. These factors include social support, internal organizational issues, employee stress levels, use of information technology, work-related issues, family issues, social issues, assistance or support from the organization, workload, personal issues, and limited knowledge.

According to Satria et al., (2024) commonly known indicators in measuring work-life balance consist of (1) Work crossing into personal time, (2) Personal matters affecting work, (3) Personal experiences improving work and (4) Work experiences enriching personal life.

Research supported by Firdaus et al., (2024), Endeka et al., (2020) and Wiwik et al., (2024) stated that work-life balance has a significant positive effect on job satisfaction.

H1: Work-life balance has a positive and significant influence on job satisfaction.

Work Environment

The work environment is simply everything that influences how employees do their jobs (Ferdian et al., 2023). Although the work environment does not directly shape the organization, its impact on employees who drive the organization's internal processes is very significant (Rulianti et al., 2023).

A work environment that offers safety and comfort directly boosts job satisfaction (Paendong et al., 2020). This view is in line with the two-factor theory put forward by Herzberg (1959), which divides the causes of job satisfaction and dissatisfaction into two groups, namely hygiene factors and motivators.

According to Ilham et al., (2025) three primary factors impact the work environment: the feeling of the workplace, interpersonal connections between coworkers, and whether necessary work resources are provided. Research According to Andinni et al., (2024) stated that there are several indicators of the work environment, namely (1) Comfort, (2) Security, (3) Behavior, (4) Support, (5) Relationships with Coworkers and (6) Career Development.

This study is in line with findings from Purnawati et al., (2021), Herawati et al., (2022) and Febrianti et al., (2024) shows that there is a positive and significant impact of the work environment on job satisfaction.

H2: Work environment has a positive and significant influence on job satisfaction.

Organizational Culture

Organizational culture can be understood as the internal environment of an organization. Cultural diversity in an organization is in line with the number of individuals in it (Sewang, 2023). Organizational culture is the pattern of values and behaviors that characterizes an organization. This pattern is learned and practiced by members so they can address internal and external organizational problems in accordance with company policy. The goal is for each member to understand, think about, and feel each organizational problem (Irfan, 2022).

Organizational culture is vital for success and directly impacts how satisfied employees are with their jobs. An unsupportive organizational culture can lead to decreased job satisfaction (Adha et al., 2020). This is in line with the Two Factor Theory put forward by Herzberg (1959), which states that motivational factors, including positive organizational culture, can increase job satisfaction, especially for nurses in carrying out their duties.

Nabila et al., (2024) The factors that influence organizational culture are as follows: (1) organizational character, (2) administrative processes, (3) organizational structure and (4) leadership style. According to Sanusi et al., (2025), several indicators that influence organizational culture, namely: (1) Responsiveness (2) Encouragement (3) Leadership (4) Friendliness (5) Ability.

Research result Kair et al., (2023), Busri et al., (2023), and Nabila et al., (2024) proves that there is a significant positive influence between organizational culture and the level of employee job satisfaction.

H3: Organizational culture has a positive and significant influence on job satisfaction.

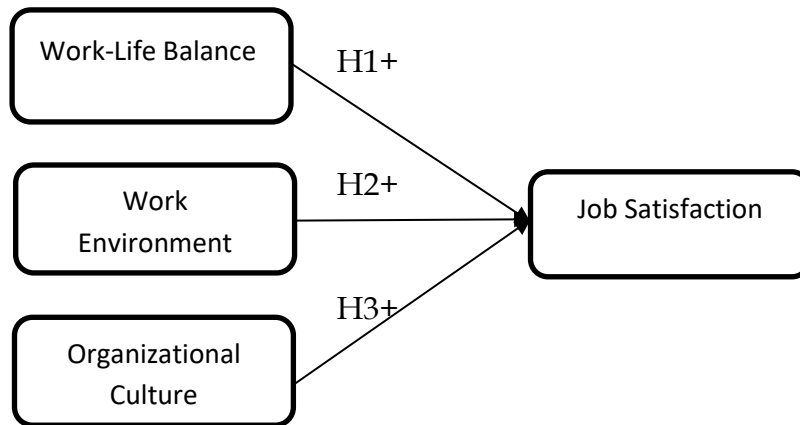


Figure 1. Framework of Thought

METHODOLOGY

This quantitative research was conducted at Muhammadiyah Rodliyah Achid Moga Hospital. Because the population size was not very large, this study used a census, meaning all members of the population were sampled (Sugiyono, 2023).

The selection of nurses as the focus of this research was based on the consideration that they are the personnel who most directly experience work dynamics, organizational demands, and work-life balance, making them the most relevant to study in relation to job satisfaction. To collect data, we used a likert scale survey with responses ranging from 1 to 5. The analysis was performed using SPSS, covering descriptive statistics, validity, reliability, classical assumptions (normality, multicollinearity, heteroscedasticity), multiple linear regression, R-squared, F-tests, and t-tests.

RESEARCH RESULT

Respondent Characteristics

Table 1. Respondent Characteristics

No.	Category	Characteristics	Frequency	Percentage
1.	Gender	Male	41	33.3%
		Female	82	66.7%
2.	Age	17-25 years	23	18.7%
		26-30 years	51	41.5%
		31-35 years	39	31.7%
		>35 years	10	8.1%
3.	Education	Diploma	83	67.5%
		Bachelor's degree	13	10.6%
		Nurse	27	22%
4.	Marital Status	Single	47	38.2%
		Married	76	61.8%
5.	Years of Service	<1 year	3	2.4%
		1-5 years	70	54.9%

6-10 years	42	34.1%
>10 years	8	6.5%

Source: Spss Processed data, 2025

Analyzing the demographic data of the participants, the majority were female nurses, reflecting the national trend that the nursing profession is still highly sought after by women. The largest age group was in the 26–30-year range, representing a productive age, where most nurses have completed formal education and begun to build stable careers. In terms of educational background, most were Diploma (D3) Nursing graduates, which is in line with hospital recruitment patterns and the availability of graduates in the local area. The majority of respondents were also married, in line with the social characteristics of this age group. The largest length of service was in the 6–10-year range, indicating a high level of loyalty, sufficient work experience, and the hospital's success in retaining competent nursing staff.

Descriptive Statistics Test

Table 2. Descriptive Test Statistics

	N	Minimum	Maximum	Mean	Mean Meaning
Work-Life Balance	123	3	5	4.19	Agree
Work Environment	123	3	5	4.29	Agree
Organizational Culture	123	2	5	4.26	Agree
Job Satisfaction	123	2	5	4.25	Agree

Source: Spss Processed data, 2025

Based on the descriptive statistical test using SPSS, the number of respondents (N) was 123, the smallest variable value (Minimum) was 2, and the largest variable value (Maximum) was 5, as follows:

- The work-life balance variable is already good so the existing conditions must be maintained.
- The work environment variable is comfortable for working so the existing work environment must be maintained.
- Organizational Culture Variable: the organizational culture implemented is appropriate and therefore needs to be maintained.
- Job Satisfaction Variable job satisfaction there is good so it needs to be maintained.

Validity Test

Table 3. Validity Test

Variable	Indicator	Calculated r Value	Table r Value	Sig. Value	Status
Work-Life Balance (X1)	X1.1	0.515	0.177	0.000	Valid
	X1.2	0.592	0.177	0.000	Valid
	X1.3	0.676	0.177	0.000	Valid
	X1.4	0.647	0.177	0.000	Valid
	X1.5	0.593	0.177	0.000	Valid
	X1.6	0.659	0.177	0.000	Valid
	X1.7	0.713	0.177	0.000	Valid
	X1.8	0.619	0.177	0.000	Valid
Work Environment (X2)	X2.1	0.623	0.177	0.000	Valid
	X2.2	0.810	0.177	0.000	Valid
	X2.3	0.613	0.177	0.000	Valid
	X2.4	0.829	0.177	0.000	Valid
	X2.5	0.770	0.177	0.000	Valid
	X2.6	0.867	0.177	0.000	Valid
	X2.7	0.702	0.177	0.000	Valid
Organizational Culture (X3)	X3.1	0.683	0.177	0.000	Valid
	X3.2	0.498	0.177	0.000	Valid
	X3.3	0.639	0.177	0.000	Valid
	X3.4	0.690	0.177	0.000	Valid
	X3.5	0.727	0.177	0.000	Valid
Job Satisfaction (Y)	Y.1	0.421	0.177	0.000	Valid
	Y.2	0.748	0.177	0.000	Valid
	Y.3	0.773	0.177	0.000	Valid
	Y.4	0.678	0.177	0.000	Valid
	Y.5	0.391	0.177	0.000	Valid
	Y.6	0.678	0.177	0.000	Valid

Source: Spss Processed data, 2025

The results of the validity test in the table show that the r value of the table is 0.1771. From the Pearson Correlation analysis on each questionnaire variable item, the lowest calculated r value is 0.391. Because the calculated r (0.391) is greater than the r table (0.1771), it can be concluded that all questionnaire indicators are valid and ready to proceed to the reliability test.

Reliability Test

Table 4. Reliability Test

Variable	Cronbach Alpha	Reliable Standards	Description
Work-life Balance(X1)	0.779	0.60	Reliable
Work environment (X2)	0.865	0.60	Reliable

Organizational Culture (X3)	0.632	0.60	Reliable
Job Satisfaction (Y)	0.684	0.60	Reliable

Source: Spss Processed data, 2025

Based on the reliability test findings from every respondent, a comparison was made between the Cronbach's Alpha value and the standard minimum limit of 0.60. An instrument is considered reliable if the Cronbach's Alpha value exceeds 0.60 (Sugiyono, 2021). In this study, the variable with the lowest Cronbach's Alpha value is organizational culture, which is 0.632. Because this value is greater than the standard of 0.60, the instrument is considered reliable. Therefore, all variables studied, namely Work-Life Balance (X1), Work Environment (X2), Organizational Culture (X3), and Job Satisfaction (Y), can be declared feasible and reliable to proceed to the next stage of analysis, namely the normality test.

Classical Assumption Test *Normality Test*

Table 5. Normality Test

One-Sample Kolmogorov-Smirnov Test		
N	Test Statistics	Asymp. Sig. (2-tailed)
123	0.05	0.200 ^{c,d}

Source: Spss Processed data, 2025

The normality test results showed an Asymp.Sig (2-tailed) value of 0.200, which is higher than 0.05. This means, according to the Kolmogorov-Smirnov test guidelines, that all data in this study are normally distributed.

Multicollinearity Test

Table 6. Multicollinearity

Coefficients^a		
Model	Collinearity Statistics	
	Tolerance	VIF
Work-Life Balance	0.875	1,143
work environment	0.824	1,213
Organizational Culture	0.899	1,112

Source: Spss Processed data, 2025

The multicollinearity test, derived from the "Collinearity Statistics" in the "Coefficients" output, showed favorable results. The lowest Tolerance value was 0.824 for the Work Environment variable, while the Organizational Culture variable had the highest at 0.899. Crucially, all Tolerance values exceeded the 0.10 threshold. Furthermore, the highest VIF value observed was 1.213 for the Work Environment, which is significantly below the 10.00 maximum. These findings

lead to the conclusion that multicollinearity is not present in this regression model.

Heteroscedasticity Test

Table 7. Heteroscedasticity Test

Model	Sig
Work-Life Balance	0.854
Work Environment	0.061
Organizational Culture	0.072

Source: Spss Processed data, 2025

The results of the heteroscedasticity test indicate that the lowest significance value (Sig.) is found in the Work Environment variable, which is 0.061, which is still higher than the 0.05 limit. Based on the decision-making criteria in the Glejser test, this indicates that there are no symptoms of heteroscedasticity.

Multiple Linear Regression Analysis Test

Table 8. Multiple Linear Regression Analysis & t-test

Coefficients ^a					
Model		Unstandardized Coefficients		Standardized Coefficients	t
		B	Std. Error		
1	(Constant)	12,965	2,755		4,707
	Work-Life Balance	0.176	0.070	0.222	2,503
	WorkEnvironment	0.180	0.061	0.272	2,973
	Organizational Culture	0.058	0.095	0.054	0.613

a. Dependent Variable: Job Satisfaction

Source: Spss Processed data, 2025

This study utilized multiple linear regression analysis to assess the influence of work-life balance, work environment, and organizational culture on job satisfaction. The multiple linear regression equation generated from this analysis is presented below:

$$Y = \alpha + \beta_1 WB + \beta_2 WE + \beta_3 OC + e$$

$$Y = 12.965 + 0.176 WB + 0.180 WE + 0.058 OC$$

Based on the results above, it can be explained as follows:

- a. The constant value is 12.965. If the independent variable is zero, then the dependent variable is 12.965. In this study, if work-life balance, work environment, and organizational culture are all 0 (zero), then the job satisfaction level is 12.965.
- b. The regression coefficient for Work-life Balance (WB) is 0.176. This indicates that for every one-unit improvement in Work-life Balance, job satisfaction (Y) will increase by 0.176 units, assuming all other factors stay the same.
- c. The regression coefficient for the Work Environment (WE) variable is 0.176. This indicates that for every one-unit improvement in the Work Environment, job satisfaction (Y) will increase by 0.180 units, assuming all other independent variables stay constant.
- d. The regression coefficient for Organizational Culture (OC) is 0.176. This means that a one-unit increase in Organizational Culture will lead to a 0.176 unit rise in job satisfaction (Y), assuming other variables stay constant.

Coefficient of Determination Test (R^2)

Table 9. Coefficient of Determination

Model Summary				
Model	R	R Square	Adjusted R Square	Standard Error of the Estimate
1	0.425 ^a	0.181	0.160	0.331

Source: Spss Processed data, 2025

According to the coefficient of determination analysis, the Adjusted R-square value was 0.160. This finding suggests that our three independent variables – work-life balance, work environment, and organizational culture – collectively explain 16% of the changes observed in job satisfaction. The substantial remaining 84% of the variance is attributable to other factors outside the scope of this research.

F test

Table 10. ANOVA F Test

ANOVA						
Model		Sum of Squares	Df	Mean Square	F	Sig.
1.	Regression	103,723	3	34,574	8,738	.000b
	Residual	470,863	119	3,957		
	Total	574,585	122			

Source: Spss Processed data, 2025

Based on the F test results obtained through SPSS output, the calculated F value was 8.738 at a significance level of 5% ($\alpha = 0.05$). Meanwhile, the F table value was 2.45. So the F table 2.45 > F count 16.025. The F-test indicates the regression model is a good fit for understanding the impact of work-life balance, work environment, and organizational culture on job satisfaction.

T-test

Based on table 8 of the t-test, the probability value table used is 0.05, then:

- a. The work-life balance variable shows a positive and statistically significant influence on job satisfaction. With a t-count of 2.503 exceeding the t-table value of 1.980, and a significance value of 0.014 falling below the 0.05 threshold, these results confirm a positive and significant effect. Therefore, **Hypothesis 1 (H1) is accepted.**
- b. The work environment variable shows a positive and statistically significant influence on job satisfaction. With a t-count of 2.973 greater than the t-table value of 1.980, and a significance value of 0.004 below the 0.05 threshold, these results confirm a positive and significant effect. Therefore, **Hypothesis 2 (H2) is accepted.**
- c. The organizational culture variable shows no significant effect on job satisfaction. This is evidenced by a t-count of 0.613 (less than the t-table value of 1.980) and a significance value of 0.541 (greater than 0.05), so **Hypothesis 3 (H3) is rejected.**

DISCUSSION

The Effect of Work-Life Balance on Job Satisfaction

Based on the results of the hypothesis test, it was found that work-life balance has a positive and significant effect on job satisfaction. This finding has important implications for effective human resource management. When nurses are satisfied with their work-life balance, their loyalty and performance to the organization will also increase (Nurjayati et al., 2024). Based on the results of descriptive statistical tests, it states that work-life balance is already good so the existing conditions must be maintained. Work-Life Balance can be explained through the Two Factor Theory Herzberg (1959) as a motivating factor because it is related to control, autonomy, and intrinsic satisfaction. According to Pasaribu et al., (2025) asserts that WLB contributes to achievement, recognition, and personal growth, which are the core motivator factors according to Herzberg.

The effect is that the better the work-life balance, the more it will increase the job satisfaction of nurses Muhammadiyah Rodliyah Achid Moga Hospital. This research is supported by Firdaus et al., (2024), Endeka et al., (2020) and Wiwik et al., (2024) stated that work life balance has a positive and significant effect on job satisfaction.

The Influence of Work Environment on Job Satisfaction

Based on the results of the hypothesis test, it was found that the work environment variable has a positive and significant effect on job satisfaction. The work environment is one factor that influences nurse satisfaction, as good and supportive workplace conditions will create a sense of comfort at work and increase nurse loyalty to the hospital (Umroh et al., 2024). The results of the descriptive statistical test analysis indicate that the working environment is in good condition and needs to be maintained.

The work environment is classified as a hygiene factor in the Two-Factor Theory. Poor conditions can lead to dissatisfaction, but improvements do not

directly increase satisfaction. A safe, clean environment and good relationships help reduce dissatisfaction and create a foundation for job satisfaction. Faturrohman et al., (2025) emphasized that fulfilling hygiene factors allows employees to focus more on motivating aspects such as achievement and self-development.

The effect is that the better the work environment, the more job satisfaction nurses will have Muhammadiyah Rodliyah Achid Moga Hospital. This research is supported by Purnawati et al., (2021), Herawati et al., (2022) and Febrianti et al., (2024) which shows that the work environment has a positive and significant influence on job satisfaction.

The Influence of Organizational Culture on Job Satisfaction

Based on the results of the hypothesis test, it was found that the organizational culture variable did not have a significant influence on job satisfaction. The organizational culture implemented at Muhammadiyah Rodliyah Achid Moga Hospital did not provide a significant contribution to the level of job satisfaction of nurses at the hospital. In other words, the condition of the organizational culture, whether in a good or bad state, did not significantly affect nurses' job satisfaction. This indicates that the level of job satisfaction of nurses at Muhammadiyah Rodliyah Achid Moga Hospital is more influenced by other factors outside the variables examined in this study (Hamsal, 2021). Based on the results of descriptive statistical tests, it is stated that nurses' job satisfaction is sufficient and therefore needs to be maintained.

Cultures that emphasize values like integrity and teamwork tend to be less effective if underlying issues like low compensation, unfair policies, or poor working conditions persist. Kurniawan et al., (2021) also stated that without adequate support from these underlying factors, organizational cultural values tend to be less effective in increasing overall job satisfaction.

The Two-Factor Theory explains that hygiene factors only serve to prevent dissatisfaction, but are unable to create true satisfaction. When an organizational culture fails to build a strong hygiene foundation—or even exacerbates it, such as by normalizing a disregard for work-life balance—its contribution to job satisfaction is minimal because employees remain burdened by dissatisfaction stemming from unmet basic needs (Kamsidik et al., 2025).

The organizational culture that has been implemented so far has not been able to increase the job satisfaction of nurses at Muhammadiyah Rodliyah Achid Moga Hospital. This research is supported Riandi, (2021) And Dahliyana et al., (2025) organizational culture does not affect job satisfaction.

CONCLUSIONS AND RECOMMENDATIONS

The results of the study indicate that work-life balance and the work environment have a positive and significant influence on nurses' job satisfaction. However, interestingly, organizational culture was found to have no positive and significant influence on nurses' job satisfaction. Leaders are expected to be more effective in balancing work demands with the personal needs of nurses. Furthermore, existing workflows and coordination between units can be

improved through clearer cross-departmental procedures and the provision of more effective communication channels.

ADVANCED RESEARCH

Future research is recommended to expand the sample size and scope to ensure more representative results. Adding variables such as compensation, work motivation, and job training could provide a more comprehensive picture. Furthermore, involving more diverse research subjects and locations, such as private hospitals or healthcare facilities in other areas, would enrich the perspective and enhance the external validity of the findings.

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