

# Human Resource Performance at RSUD Kayen-Pati: The Role of Work-life Balance, Training, and Job Satisfaction

Mellyani Fadilah<sup>1\*</sup>, Farikha Amilahaq<sup>2</sup>

Universitas Islam Sultan Agung, Semarang, Indonesia<sup>1,2</sup>

[mellyanifadilah2903@gmail.com](mailto:mellyanifadilah2903@gmail.com)<sup>1\*</sup>, [farikha@unissula.ac.id](mailto:farikha@unissula.ac.id)<sup>2</sup>



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## Abstract

**Purpose:** This study aims to analyze the influence of work-life balance, training, and job satisfaction on employee performance at RSUD Kayen. The goal is to provide input for improving employee performance through these three key factors.

**Methodology:** This study employed a quantitative approach. From a population of 331 employees, a probability sampling method using simple random sampling was applied, resulting in 200 respondents. Data were collected through a questionnaires and analyzed using Structural Equation Modeling–Partial Least Squares (SEM-PLS) version 4.

**Results:** The findings show that work-life balance, training, and job satisfaction all have a positive and significant impact on employee performance. A good work-life balance directly contributes to better performance, while appropriate training and strong job satisfaction also improve work outcomes.

**Conclusions:** This study shows that work-life balance, training, and job satisfaction have a positive impact on employee performance at RSUD Kayen. When combined, these factors improve performance, highlighting the need for a cohesive human resource strategy.

**Limitations:** This study is limited by the fact that it did not include other influential variables such as leadership style, communication, and development. Data were obtained through a subjective questionnaire, meaning differences in perception among respondents could influence the results.

**Contribution:** This research can be used as a reference for RSUD Kayen in formulating policies to improve employee performance through positive work-life balance, appropriate training, and increased job satisfaction.

**Keywords:** *HR Performance, Job Satisfaction, Training, Work-life balance.*

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## 1. Introduction

Hospitals play a crucial role in providing quality healthcare services to communities. To achieve this goal, hospitals are required to have an effective work system and a professional and skilled workforce. However, many hospitals in Indonesia face various challenges in improving employee performance, such as high absenteeism, low productivity, and suboptimal service quality (Selviani et al., 2024). This condition can directly impact the quality of healthcare services provided to the community, making the improvement of human resource quality a critical aspect of supporting organizational performance and hospital service quality.

Human resources (HR) performance plays a vital role in determining the success of public organizations, especially in the healthcare sector. The Kayen Regional General Hospital (RSUD) is one of the institutions required to provide excellent services to the community of Pati Regency. Personnel

data show fluctuations in employee performance and satisfaction over the past five years, indicating the need to pay attention to factors that influence work productivity. The phenomenon of suboptimal performance is also evident at RSUD Kayen, Pati. According to the RSUD Kayen 2018–2022 Strategic Plan (Renstra), the average employee performance achievement was only 77.42% of the 80% target. Over the past five years, performance achievements have fluctuated, with most results remaining below the target.

Table 1. Data on HR Performance Fluctuations at RSUD Kayen

Year	Performance Target (%)	Average Work Realization
2018	80%	75,1%
2019	80%	76,5%
2020	80%	77,5%
2021	80%	78%
2022	80%	80%
<b>Average</b>	<b>80%</b>	<b>77,42%</b>

Source: RSUD Kayen 2018–2022 Strategic Plan

Based on the data in Table 1, it can be seen that the average realization of performance over the last five years has not fully met the set target. This indicates a gap between the target and actual performance of human resources that needs to be further addressed. Factors such as work-life balance, training, and job satisfaction significantly influence employee performance. Based on initial observations, some employees at RSUD Kayen face difficulties balancing work demands with their personal lives because of high workloads and intense shift systems (Adhitarma & Adnyani, 2023).

Work-life balance has a more dominant effect on employee job satisfaction than work environment factors. Employees who can balance their personal lives and work tend to show higher job satisfaction and commitment to the organization (Sabid & Fitrianingrum, 2025). Work-life balance is not only about time management but also about an individual's ability to manage work pressures and career demands. An imbalance between the two can lead to stress and decreased employee performance (Faeni et al., 2021). The training programs implemented have also not been fully optimized, particularly in terms of aligning the training content with the technical needs on the ground. On-the-Job Training (OJT)-based Training allows employees to receive direct information from superiors or experienced workers, which ultimately improves their competence and performance (Syam, 2025). This condition has the potential to influence overall employee satisfaction and performance (Nurunnisa and Rani, 2024).

According to Robbins and Judge (2020), a balance between work and personal life is a key factor in building employee satisfaction and commitment. Previous research has shown that work-life balance positively affects employee satisfaction and performance in hospital settings (Subarto & Solihin, 2025; Meha et al., 2025). Research findings also indicate that training positively affects employee performance (Budiono, 2024; Putra et al., 2025). These findings align with research by (Pahos et al., 2024) in *Human Resource Development Quarterly*, which asserts that adaptive training based on individual needs can enhance competencies and job satisfaction. Job satisfaction is a psychological factor that connects work-life balance and training with employee performance. According to previous studies (Bakti et al., 2024; Subarto & Solihin, 2025), job satisfaction plays an important role in mediating the relationship between organizational policies and employees work behavior.

Most previous research, both national and international, has focused on private companies or large urban hospitals. Few studies have specifically examined work-life balance, training, job satisfaction, and employee performance in regional hospitals, especially at RSUD Kayen. Moreover, many previous studies only explore the direct effects between variables without considering the role of job satisfaction as a psychological mechanism that mediates these relationships. This creates a research gap that needs to be addressed in this study.

This study is novel in that it integrates two main theoretical approaches, Social Exchange Theory and Human Capital Theory, to explain the relationship between work-life balance, training, job satisfaction, and HR performance in the context of regional hospitals. This integration has not been widely applied in research in Indonesia, especially in the context of regional public service sectors such as the RSUD Kayen.

Theoretically, this study expands the understanding of the mediating mechanism of job satisfaction in the relationship between work-life balance, training, and employee performance. Practically, the findings are expected to provide input for the management of RSUD Kayen in developing strategies to enhance HR performance through contextual training programs and implementing sustainable work-life balance policies.

## **2. Literature Review and Hypothesis Development**

### ***2.1 Human Resources Performance (HR Performance)***

Human Resources (HR) performance reflects the ability of individuals or groups to contribute to the achievement of organizational goals in terms of quality, quantity, and work effectiveness (Amalia et al., 2022). In the hospital context, performance is not only measured by work results but also by processes that adhere to ethics and service standards (Meha et al., 2025). HR performance is influenced by the balance between work demands and personal life (work-life balance), relevant training, and job satisfaction. According to the Job Demands–Resources Model (JD-R), work-life balance and training are organizational resources that help employees manage their workloads, increase motivation, and ultimately drive higher performance (Subarto & Solihin, 2025).

### ***2.2 Job Satisfaction***

Job satisfaction refers to a positive emotional state that arises when employees' expectations from their work are fulfilled (Budi Santoso & Yuliantika, 2022). Job satisfaction acts as a mediating variable that bridges the relationship between work-life balance and employees' intention to change jobs. This indicates that life balance not only directly impacts loyalty but also improves job satisfaction (Charwin & Agustinus Setyawan2, 2025). Factors such as fair wages, work environment, interpersonal relationships, and opportunities for growth significantly affect job satisfaction (Pamungkas, 2022 ; Bakti et al., 2024). From the perspective of Social Exchange Theory, organizations that provide adequate training and support for work-life balance will receive a return in the form of increased job satisfaction and employee loyalty (Tasyana et al., 2025). Therefore, job satisfaction plays a psychological role in mediating the relationship between work-life balance and training for HR performance improvement.

### ***2.3 Work-life Balance***

Work-life balance refers to the ability of individuals to manage their time, energy, and roles between work and personal life without causing conflict between the two (Arifin & Muharto, 2022). This balance can reduce stress and enhance psychological well-being, which, in turn, strengthens job satisfaction and performance (Salsabilla et al., 2025). In the context of the JD-R Model, work-life balance serves as a personal resource that helps reduce job demands and increases intrinsic motivation. Therefore, the better the work-life balance of an employee, the higher their job satisfaction and productivity.

### ***2.4 Training***

Training is a planned learning process designed to continuously improve employee competency (Budiono, 2024). Relevant training programs not only enhance technical skills but also strengthen the perception that the organization cares about individual development. Although training and development do not always have a direct effect on performance, strong work motivation and experience have been shown to strengthen this relationship. This means that the effectiveness of training increases when coupled with motivational drives and adequate work experience (Halimatussaadah & Dewi, 2024). Structured training management, including needs analysis, design, implementation, and evaluation, is key to improving employee competencies and work productivity. Without a continuous training system, organizations struggle to achieve optimal performance (Agrameri et al., 2025).

According to the Social Exchange Theory, this attention fosters gratitude and emotional commitment from employees, leading to job satisfaction and positively impacting performance (Putra et al., 2025). Therefore, targeted training can enhance performance through improved motivation and satisfaction.

## 2.5 Hypothesis Development

Based on the literature review explained earlier, this study proposes the following hypotheses:

1. H1: A work-life balance positively affects job satisfaction.  
Based on Social Exchange Theory, organizations that provide flexibility and support for work-life balance create a positive perception among employees, which ultimately increases job satisfaction (Wijaya & Suwandana, 2022; Indrian et al., 2023; Meha et al., 2025).
2. H2: Training positively affects job satisfaction.  
According to Human Capital Theory, effective training is an organizational investment in developing employees' competencies and motivation. This fosters job satisfaction and appreciation of work (Budiono, 2024; Putraa et al., 2025; Kiftiyah & Al Banin, 2023).
3. H3: Job satisfaction positively affects HR.  
According to the Social Exchange Theory, high job satisfaction triggers a positive return in the form of increased employee commitment and performance (Bakti et al., 2024; Subarto & Solihin, 2025; Indrian et al., 2023).
4. H4: Work-life balance positively affects HR.  
Referring to the Job Demands-Resources Model (JD-R), life balance acts as a personal resource that reduces work stress and enhances productivity (Mulatta & Waskito, 2024; Salsabilla et al., 2025).
5. H5: Training positively affects HR.  
According to Human Capital Theory, relevant training strengthens employees' technical and non-technical abilities, directly impacting performance (Budiono, 2024; Kiftiyah & Al Banin, 2023).
6. H6: Work-life balance positively affects HR performance through job satisfaction as an intervening variable.  
According to Social Exchange Theory, support for life balance improves job satisfaction, which then drives better performance (Bakti et al., 2024; Mulatta & Waskito, 2024; Salsabila et al., 2025)
7. H7: Training positively affects HR through job satisfaction as an intervening variable.  
Based on the combination of Human Capital Theory and Social Exchange Theory, appropriate training enhances skills while fostering a sense of being valued, which then leads to improved satisfaction and performance (Budiono, 2024; Kiftiyah & Al Banin, 2023)

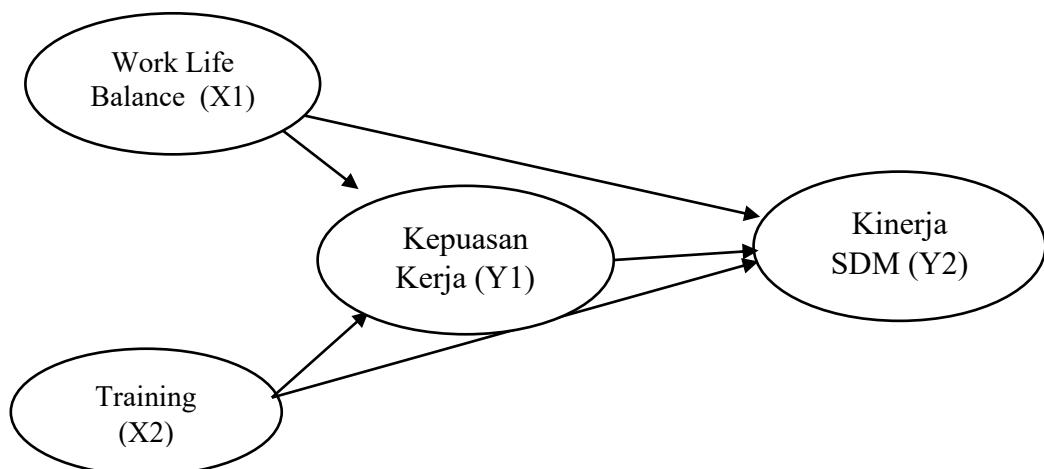


Figure 1. Research Model

The research model in Figure 1 shows the relationships between work-life balance (X1) and training (X2) as independent variables, job satisfaction (Y1) as an intervening variable, and HR performance (Y2) as a dependent variable. This model explains that work-life balance and training play important

roles in influencing employees' job satisfaction, which ultimately impacts HR improvement. Employees who can balance their work and personal lives tend to have higher job satisfaction. Similarly, effective training can enhance employees' competencies, knowledge, and confidence, leading to greater satisfaction with their work.

### 3. Research Methodology

This study used a quantitative approach involving three types of variables: independent, intervening, and dependent variables. The independent variables in this study are work-life balance ( $X_1$ ) and training ( $X_2$ ), while job satisfaction ( $Y_1$ ) serves as the intervening variable and human resource performance ( $Y_2$ ) as the dependent variable. This study adopts an explanatory quantitative approach, which aims to test the causal relationships between the variables formulated in the hypotheses. This approach was chosen because it can explain both the direct and indirect effects between latent variables through inferential statistical analysis using Structural Equation Modeling (SEM).

The study population included all employees of RSUD Kayen, totaling 331 individuals. The sampling technique used was probability sampling with a simple random sampling method. This method was selected because every member of the population had an equal chance of being selected as a respondent, thus minimizing bias and increasing the representativeness of the research results. The sample size was determined using Slovin's formula with a 5% margin of error, yielding a minimum of 200 respondents per group. This number meets the recommendation by Hair (2017), who suggests a sample size of five to ten times the number of indicators in the research model. With 16 indicators, the 200 respondents were considered sufficient for the SEM-PLS analysis. Data were collected using a questionnaire based on a five-point Likert scale ranging from 1 (strongly disagree) to 5 (strongly agree).

Data analysis was performed using structural equation modeling-partial least squares (SEM-PLS) through SmartPLS version 4 software. SEM-PLS was chosen over Covariance-Based SEM (CB-SEM) because it focuses more on the predictive power of the model and does not require assumptions of multivariate normal distribution. This method is highly suitable for studies aiming to explain causal relationships and predict the effects between latent variables (Hair, 2017).

The data analysis process involved several stages, including the following:

1. Analysis of respondent characteristics to understand the demographic profile of respondents.
2. Outer model analysis, which includes testing validity and reliability through indicators such as loading factor, Average Variance Extracted (AVE), Composite Reliability, and Cronbach's alpha.
3. Inner model analysis was used to assess the relationships between latent constructs using R-square, F-square, and Q-square values.
4. Hypothesis testing was conducted, which consisted of direct and indirect effect tests using the bootstrapping method. A hypothesis is accepted if it meets the criteria of  $T$ -statistic  $> 1.96$  and  $P$ -value  $< 0.05$ .

## 4. Results and Discussion

### 4.1 Respondent Characteristics

Table 2. Respondent Characteristics

Characteristic	Category	Frequency	Percentage (%)
Gender	Female	132	66
	Male	68	34
Age	18-25 years	33	16,5
	26-35 years	82	41
	36-45 years	85	42,5
Last Education	High School	20	10
	Diploma	98	49
	Bachelor's	69	34,5
	Master's	13	6,5
Length of Service	1-5 years	37	18,5

	6-10 years	78	39
	>10 years	85	42,5
Position	Doctor	6	3
	Nurse/Midwife	105	52,5
	Pharmacy	9	4,5
	Public Health	5	2,5
	Nutrition	4	2
	Medical Technician	30	15
	Non-medical Staff	41	20,5
Working Hours	Shift	151	75,5
	Non Shift	13	6,5
	8 hour work	36	18
Employment Status	Civil Servant	86	43
	Government Contract	61	30,5
	Temporary	43	21,5
	Out Sourcing	10	5

Source: Processed Primary Data (2025)

**Table 2** shows that the majority of the research respondents were female employees, totaling 132 (66%), while male employees numbered 68 (34%). This result indicates that most of the workforce at RSUD Kayen is female, who generally dominate professions in the healthcare sector, such as nursing and midwifery. In terms of age characteristics, the age group 36-45 years ranks the highest with 85 people (42.5%), followed by the 26-35 years age group with 82 people (41%), and the 18-25 years age group with 33 people (16.5%). This indicates that the majority of employees are in their productive age with adequate maturity and work experience.

In terms of the highest level of education, respondents with a diploma (D3) background dominated, totaling 98 people (49%), followed by a bachelor's degree (S1) with 69 people (34.5%), Senior High School (SMA) with 20 people (10%), and a master's degree (S2) with 13 people (6.5%). This indicates that most employees have a vocational education background relevant to the healthcare field. Regarding years of service, employees with more than 10 years of work experience made up the largest group, with 85 people (42.5%), followed by employees with 6-10 years of service (78 people, 39%), and 1-5 years of service (37 people, 18.5%). This suggests that most employees at RSUD Kayen have long service periods and substantial experience performing their tasks.

Next, based on job position, the majority of respondents worked as nurses or midwives, totaling 105 (52.5%), followed by non-healthcare staff (41, 20.5%), medical technicians (30, 15%), pharmacy staff (9, 4.5%), doctors (6, 3%), public health staff (5, 2.5%), and nutritionists (4, 2%). This indicates that nurses and midwives are the backbone of healthcare services at the RSUD Kayen. In terms of working hours, most employees work in shifts, totaling 151 people (75.5%), while a fixed 8-hour workday applies to 36 people (18%), and non-shift work applies to only 13 people (6.5%). This is understandable, as the hospital operates 24 hours a day to meet patient care needs.

Based on employment status, Civil Servant (PNS) employees dominated, with 86 people (43%), followed by PPPK (Government Contract Employees) with 61 people (30.5%), Daily Laborers (THL) with 43 people (21.5%), and outsourced employees with 10 people (5%). This finding shows that RSUD Kayen still relies on ASN (State Civil Apparatus) employees as the main pillar of service, while contract workers are used to support the hospital operations.

## 4.2 Data Analysis

### 4.2.1 Outer Model Analysis (Measurement Model)

The outer model analysis aimed to test the validity and reliability of the constructs through the partial least squares (PLS) approach, ensuring that each indicator truly reflects the construct being measured (Ghozali, 2023).

#### 4.2.1.1 Convergent Validity

The convergent validity test was based on the loading factor values of each indicator, where values above 0.70 indicate good validity, while values between 0.50 and 0.60 are still acceptable in exploratory research (Hair et al., 2017).

Table 3. Loading Factor Values

	Work-life Balance	Training	Job Satisfaction	HR Performance
<b>X1.1</b>	0.894			
<b>X1.2</b>	0.867			
<b>X1.3</b>	0.905			
<b>X1.4</b>	0.866			
<b>X2.1</b>		0.918		
<b>X2.2</b>		0.905		
<b>X2.3</b>		0.884		
<b>X2.4</b>		0.850		
<b>Y1.1</b>			0.901	
<b>Y1.2</b>			0.845	
<b>Y1.3</b>			0.879	
<b>Y1.4</b>			0.825	
<b>Y2.1</b>				0.886
<b>Y2.2</b>				0.869
<b>Y2.3</b>				0.928
<b>Y2.4</b>				0.911

Source: Processed Primary Data (2025)

Based on Table 3, all indicators have loading factor values above 0.70, which means that each indicator is valid in terms of convergent validity and accurately reflects the construct it represents.

#### 4.2.1.2 Discriminant Validity

The discriminant validity test was conducted using cross-loading analysis and the Average Variance Extracted (AVE) value. A construct is considered to meet discriminant validity if the highest cross-loading value is found within the construct being measured and if the AVE value is greater than 0.50 (Ghozali, 2023).

Table 4. AVE Values

	Average variance extracted (AVE)
<b>HR Performance</b>	0,808
<b>Job Satisfaction</b>	0,745
<b>Training</b>	0,791
<b>Work-life Balance</b>	0,779

Source: Processed Primary Data (2025)

Based on Table 4, all constructs have AVE values above 0.50, which means that the model meets the criteria for good discriminant validity.

#### 4.2.1.3 Composite Reliability

Reliability testing was performed to assess the internal consistency of the indicators for each construct. A construct is considered reliable if both the Cronbach's Alpha and Composite Reliability values are greater than 0.70 (Ghozali, 2023).

Tabel 5. Composite Reliability dan Cronbach's Alpha

	Cronbach's alpha	Composite reliability (rho_a)	Composite reliability (rho_c)
<b>HR Performance</b>	0,921	0,925	0,944
<b>Job Satisfaction</b>	0,885	0,891	0,921
<b>Training</b>	0,912	0,913	0,938
<b>Work-life Balance</b>	0,906	0,906	0,934

Source: Processed Primary Data (2025)

The results in Table 5 show that all constructs have Cronbach's Alpha and Composite Reliability values exceeding 0.90, indicating excellent internal consistency for each research construct.

#### 4.2.2 Inner Model Analysis (Structural Model)

The inner model analysis aims to measure the relationships between latent constructs by evaluating R-squared values, F-squared values, Q-squared values, and path coefficient tests to assess the significance of the relationships within the model.

##### 4.2.2.1 R-Square Values

Table 6. R-Square Values

	R-Square	R-Square adjusted	Keterangan
<b>HR Performance</b>	0.768	0.765	High
<b>Job Satisfaction</b>	0.819	0.816	High

Source: Processed Primary Data (2025)

The job satisfaction variable is explained by work-life balance and training by 81.6%, whereas HR is explained by all three variables at 76.5%. This shows that the research model has substantial relevance and predictive power.

##### 4.2.2.2 F-Square Value

Table 7. F-Square Values

	Job Satisfaction	HR Performance
<b>Job Satisfaction</b>		0.133
<b>Training</b>	0.428	0.334
<b>Work-life Balance</b>	0.226	0.029

Source: Processed Primary Data (2025)

The F-square values indicate that the effect of training on job satisfaction is strong (0.428), while the effect of work-life balance on HR is relatively small (0.029).

##### 4.2.2.3 Predictive Relevance (Q-Square)

The Q-square value is calculated as follows:

$$Q^2 = 1 - (1 - R_1^2)(1 - R_2^2)$$

$$Q^2 = 1 - (1 - 0.768) \times (1 - 0.819) = \mathbf{0.958}$$

The Q-square value obtained was 0.958, which exceeded zero, indicating that this research model has a very strong predictive capability and can explain the relationships between variables with a high level of relevance.

### 4.3 Hypothesis Testing

Table 8. Summary of PLS Analysis Results

Hypothesis	Path	Coefficient ( $\beta$ )	T Statistics (O/STDEV)	P Values	Result	Effect Size ( $F^2$ )	Interpretation
H1	<i>Work-life Balance → Job Satisfaction</i>	0.387	5.564	0.000	Accepted	0.226	Moderate
H2	<i>Training → Job Satisfaction</i>	0.533	7.856	0.000	Accepted	0.428	Strong
H3	<i>Job Satisfaction → HR Performance</i>	0.321	4.271	0.000	Accepted	0.133	Moderate
H4	<i>Work-life Balance → HR Performance</i>	0.136	2.021	0.043	Accepted	0.029	Small
H5	<i>Training → HR Performance</i>	0.497	6.568	0.000	Accepted	0.334	Moderate-Strong
H6	<i>Work-life Balance → Job Satisfaction → HR Performance</i>	0.171	3.488	0.000	Accepted	-	Partial Mediation
H7	<i>Training → Job Satisfaction → HR Performance</i>	0.125	3.526	0.000	Accepted	-	Partial Mediation

Source: Processed Primary Data (2025)

### 4.4 Discussion

#### 4.4.1 The Effect of Work-life Balance on Job Satisfaction

The results show that Work-life Balance has a positive and significant effect on Job Satisfaction, with a coefficient ( $\beta = 0.387$ ;  $p < 0.001$ ), t-statistic of  $5.564 > 1.96$ , and a moderate effect size ( $F^2 = 0.226$ ). This indicates that the better employees feel about the balance between their work and personal lives, the higher their job satisfaction. These findings support previous studies (Bakti et al., 2024) (Meha et al., 2025), which claim that work-life balance positively affects job satisfaction, as it enhances emotional stability, job motivation, and overall satisfaction.

#### 4.4.2 The Effect of Training on Job Satisfaction

Based on the test results, training has a positive and significant effect on Job Satisfaction, with a coefficient ( $\beta = 0.533$ ;  $p < 0.001$ ), t-statistic of  $7.856 > 1.96$ , and a strong effect size ( $F^2 = 0.428$ ). This implies that effective training significantly boosts employee job satisfaction. These findings align with those of Budiono (2024) and Kiftiyah and Al Banin (2023), who stated that well-conducted training enhances employees' competencies, thereby improving job satisfaction because employees feel valued and empowered by the organization.

#### 4.4.3 The Effect of Job Satisfaction on HR Performance

The study shows that Job Satisfaction positively and significantly affects HR Performance, with a coefficient ( $\beta = 0.321$ ;  $p < 0.001$ ), t-statistic of  $4.271 > 1.96$ , and a moderate effect size ( $F^2 = 0.133$ ). This suggests that as job satisfaction increases, employee performance is likely to improve. These

findings are consistent with those of Wijaya and Suwandana (2022) and Indrian et al. (2023), who highlighted that job satisfaction is a key determinant of improving employee performance.

#### *4.4.4 The Effect of Work-life Balance on HR Performance*

The results indicate that Work-life Balance has a positive and significant effect on HR Performance, with a coefficient ( $\beta = 0.136$ ;  $p = 0.043$ ), t-statistic of  $2.021 > 1.96$ , but with a small effect size ( $F^2 = 0.029$ ). This indicates that while work-life balance contributes to improved employee performance, its impact is relatively small compared to that of training. This finding is in line with the research of Salsabila et al. (2025), who suggested that work-life balance helps reduce work stress and enhances motivation, thereby improving job quality and performance.

#### *4.4.5 The Effect of Training on HR Performance*

The analysis shows that training has a positive and significant effect on HR Performance, with a coefficient ( $\beta = 0.497$ ;  $p < 0.001$ ), t-statistic of  $6.568 > 1.96$ , and a moderate-strong effect size ( $F^2 = 0.334$ ). This confirms that effective training enhances employee competency and overall performance. These findings align with those of Kiftiyah and Al Banin (2023), who stated that relevant and well-designed training enhances employee skills, boosting their work efficiency.

#### *4.4.6 The Effect of Work-life Balance on HR Performance through Job Satisfaction*

The analysis shows that Work-life Balance has a positive and significant effect on HR Performance through job satisfaction as a mediating variable, with a coefficient ( $\beta = 0.171$ ;  $p < 0.001$ ), t-statistic of  $3.488 > 1.96$ . This finding confirms that work-life balance not only directly affects performance but also indirectly influences it through increased job satisfaction. This supports previous research by Bakti et al. (2024), Mulatta and Waskito (2024), and Salsabilla et al. (2025), which indicates that work-life balance indirectly affects performance by enhancing job satisfaction. Employees who maintain a good balance between their work and personal lives tend to be happier, more loyal, and productive, as they feel supported by the organization in both their personal and professional lives.

#### *4.4.7 The Effect of Training on HR Performance through Job Satisfaction*

Based on the test results, training has been shown to have a positive and significant effect on HR Performance through job satisfaction, with a coefficient ( $\beta = 0.125$ ;  $p < 0.001$ ) and a t-statistic of  $3.526 > 1.96$ . This result indicates that training not only directly impacts performance improvement but also indirectly influences performance through job satisfaction that arises from the training process. This finding is consistent with the research by Budiono (2024), Kiftiyah and Al Banin (2023), and Salsabilla et al. (2025), who concluded that training has a significant effect on performance through increased job satisfaction. When training is well-designed, aligned with job needs, and conducted continuously, employees feel more competent and empowered, leading to increased productivity and work effectiveness.

### **5. Conclusion**

#### *5.1 Conclusion*

This study proves that work-life balance, training, and job satisfaction have a positive and significant impact on human resource performance at RSUD Kayen. Employees who can maintain a balance between work responsibilities and personal life and receive training aligned with job needs show better levels of job satisfaction and performance. In addition to having a direct impact, these two factors also indirectly influence performance through job satisfaction as a mediating variable.

Thus, job satisfaction plays a role in strengthens the relationship between work-life balance, training, and employee performance. These findings emphasize that human resource management strategies that focus on well-being and competency development result in more sustainable performance improvements. From a theoretical perspective, this study contributes to expanding the understanding of the role of job satisfaction as a link between work-life balance and training in enhancing employee performance, particularly in the public healthcare sector. Practically, the findings can serve as a basis for hospital management in formulating training policies and work systems that focus on balance and well-being among healthcare workers.

## 5.2 Suggestions

It is recommended that the RSUD Kayen management strengthen work-life balance policies by offering more flexible working hours, providing psychological support, and creating a work environment that supports productivity without causing burnout. Additionally, training should be conducted periodically and tailored to the needs of each work unit to effectively improve employee competency, motivation, and job satisfaction. Future researchers are encouraged to expand the research scope to include other hospitals or healthcare institutions and to add variables such as work motivation, organizational culture, and work environment to produce more comprehensive and generalizable findings.

## Limitations and Further Studies

### Theoretical Implication

This study makes theoretical contributions by presenting an empirical model that emphasizes the simultaneous relationship between work and life balance, training, and job satisfaction in relation to employee performance in the public healthcare sector. These findings expand the conceptual understanding of how psychological factors and competency development contribute to enhancing human resource productivity. The results can serve as a reference for academics in developing human resource management theories that are more relevant to the context of regional hospitals in Indonesia and other developing countries.

### Managerial Implications

For practitioners, particularly RSUD Kayen management, the findings offer strategic policy directions to improve employee performance through two main approaches: First, by creating a work system that supports a work-life balance, enabling employees to work productively without compromising their personal well-being. Second, by implementing well-planned, needs-based, and continuous training programs to strengthen both the technical and non-technical competencies of healthcare workers. The implementation of both aspects is expected to strengthen individual performance and improve the overall quality of hospital services in the future.

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