

DOI: <https://doi.org/10.38035/dijms.v7i1.5547><https://creativecommons.org/licenses/by/4.0/>

The Influence of Workload and Compensation on Employee Job Satisfaction at Aisyiyah Hospital Purworejo

Retno Astuti¹, Mohammad Agus Samsudin²

¹ Management Student, Faculty of Economics, Social Sciences, and Humanities, Universitas 'Aisyiyah Yogyakarta, Indonesia, email. retnoast180@gmail.com

² Lecturer in Management, Faculty of Economics, Social Sciences, and Humanities, Universitas 'Aisyiyah Yogyakarta, Indonesia, email. agussamsudin@unisayogya.ac.id

Corresponding Author: retnoast180@gmail.com¹

Abstract: Employee job satisfaction is an essential factor in achieving organizational goals, particularly in the health care sector. In hospitals, high job satisfaction supports the quality of patient services. Workload and compensation are among the factors believed to influence job satisfaction. A workload that matches employees' abilities and fair compensation can increase motivation and satisfaction. This study aims to analyze the effect of workload and compensation on employee job satisfaction at Aisyiyah General Hospital Purworejo. The research employed a quantitative approach with purposive sampling involving 86 respondents. Data were collected using a questionnaire and analyzed through multiple linear regression with IBM SPSS 25. The results revealed that (1) workload has a positive and significant effect on employee job satisfaction, (2) compensation has a positive and significant effect on employee job satisfaction, and (3) workload and compensation simultaneously have a significant effect on employee job satisfaction. Appropriate workload and fair compensation are key factors in enhancing employee job satisfaction, motivation, and loyalty at Aisyiyah General Hospital Purworejo.

Keyword: Workload, Compensation, Employee Job Satisfaction.

INTRODUCTION

In the era of Industry 4.0, organizations must adapt to dynamic work environments and foster conducive conditions for employees. Job satisfaction is a crucial factor affecting motivation, loyalty, and performance, particularly in the health care sector. Workload and compensation are recognized as key determinants: a balanced workload enhances effectiveness, while fair compensation reflects organizational appreciation. Job satisfaction has been defined as a positive emotional state resulting from the evaluation of job characteristics (Robbins & Judge, 2015) and as an individual's subjective perception of their work and organization (Cronley & Kim, 2017). Positive perceptions increase satisfaction, whereas negative perceptions lower it. In the digital era, employee satisfaction becomes vital for organizational success (Mahfudz, 2017; Sabrina, 2021). Prior studies indicate that excessive

workload reduces job satisfaction (Safitri & Astutik, 2019), while equitable compensation fosters motivation and loyalty (Kurniawan, 2022; Silaban & Margaretha, 2021).

Today, the demand for speed, accuracy, and technological adaptation has made workloads increasingly complex. Organizations are required to consider not only outcomes but also the capacity of employees to manage workloads fairly and humanely. This is crucial for creating a healthy and productive work environment while ensuring the sustainability of long-term performance. Previous studies have examined the effect of workload on job satisfaction, one of which was conducted by Safitri and Astutik (2019) entitled *The Effect of Workload on Nurses' Job Satisfaction with Work Stress Mediation at Unipdu Medika Hospital Jombang*. The findings revealed that workload significantly influences nurses' job satisfaction at Unipdu Medika Hospital Jombang. Excessive workloads tend to reduce the level of job satisfaction, indicating that the greater the number of tasks assigned, the lower the job satisfaction experienced by nurses.

Compensation is broadly defined as both monetary and non-monetary rewards provided to employees to support organizational objectives (Kumalasari & Efendi, 2022). Its purposes include acknowledging performance, promoting fairness, retaining qualified personnel, and motivating employees (Silaban & Margaretha, 2021; Sunyoto, 2012). Effective compensation must be fair and timely, as it influences commitment, reduces turnover intentions, and plays a central role in job satisfaction. Kurniawan (2022) further highlights that equitable compensation fosters a productive work environment.

Previous studies show mixed findings on the effects of workload and compensation on job satisfaction. Workload has been reported to negatively and significantly affect job satisfaction (Zaki & Marzolina, 2016), though some findings suggest insignificant effects (Saputra, 2021). Compensation generally demonstrates a positive and significant influence (Hasyim, 2020), but other studies found it to be positive yet insignificant (Meilasari et al., 2020). Moreover, workload and compensation have been shown to jointly influence job satisfaction, with evidence supporting both significant and positive simultaneous effects (Hasyim, 2020; Firdaus & Anah, 2024).

In the context of healthcare services, high workloads resulting from increasing patient demands and quality standards often affect the well-being of healthcare professionals. Conversely, compensation that does not reflect employee contributions may reduce job satisfaction, motivation, and commitment. RSU 'Aisyiyah Purworejo, as a growing private hospital, faces similar challenges. Preliminary observations indicate relatively high workloads among both healthcare staff and administrative employees, as well as compensation issues that are of concern to employees. These conditions have the potential to decrease job satisfaction and impact the quality of healthcare services. Several previous studies have examined the influence of workload and compensation on job satisfaction; however, the findings remain varied and few have tested both variables simultaneously (RSU 'Aisyiyah Purworejo, 2023).

Based on this phenomenon, the present study aims to analyze the effect of workload and compensation on employee job satisfaction at RSU 'Aisyiyah Purworejo, involving 110 employees consisting of both medical and non-medical staff. The findings are expected to provide empirical contributions to the development of human resource management.

This study seeks to examine the extent to which workload influences job satisfaction, the ways in which compensation affects job satisfaction, and how both workload and compensation collectively shape employees' job satisfaction.

METHOD

This study employs a quantitative research method. It is referred to as a quantitative method because the data collected are in numerical form and analyzed using statistical techniques (Sugiyono, 2023). The purpose of this method is to examine the effect of the

independent variables (workload and compensation) on the dependent variable (job satisfaction) on a partial basis.

The present study was carried out among employees of RSU 'Aisyiyah Purworejo, with a total of 86 individuals serving as respondents. The sampling process was conducted using a non-probability approach, in which purposive sampling was applied to select participants deemed most relevant to the research objectives (Sugiyono, 2023).

Data collection was carried out by distributing questionnaires online through WhatsApp groups. The measurement scale employed was a five-point Likert scale (1–5). The statistical tests conducted included descriptive statistics, validity and reliability tests, classical assumption tests (normality test, multicollinearity test, heteroscedasticity test, and linearity test), as well as hypothesis testing (coefficient of determination analysis, multiple linear regression analysis, partial test/t-test, and F-test). Data processing was performed using IBM SPSS version 25, which enables systematic analysis of quantitative data and generates accurate outputs.

RESULTS AND DISCUSSION

Respondent Characteristics

The sample in this study consisted of 86 employees of RSU `Aisyiyah Purworejo. The following presents the respondents' data based on gender, age, highest education, length of service, marital status, income, and position.

a. Respondent Characteristics Based on Gender

Table 1. respondent characteristics based on gender

Gender	Total	Percentage
Male	19	22%
Female	67	78%
Grand Total	86	100%

Source: Processed Data from Research (2025)

The figure above shows that out of 86 respondents, 19 individuals, or approximately 22%, are male, while 67 individuals, or around 78%, are female. It can be concluded that the majority of respondents are female.

b. Respondent Characteristics Based on Age

Table 2. respondent characteristics based on age

Age	Total	Percentage
< 20 years	0	0%
20 – 30 years	37	43%
31 – 40 years	31	36%
41 – 50 years	12	14%
> 50 years	6	7%
Grand Total	86	100%

Source: Processed Data from Research (2025)

It can be seen that among the 86 employees of RSU Aisyiyah Purworejo, there were no respondents under 20 years old, 37 respondents aged 20–30 years, 31 respondents aged 31–40 years, 12 respondents aged 41–50 years, and 6 respondents over 50 years old. Thus, it can be concluded that the majority of employees at RSU Aisyiyah Purworejo are aged 20–30 years.

c. Respondent Characteristics Based on Education

Table 3. respondent characteristics based on education

Education	Total	Percentage
SMA/SMK	34	40%
D3	37	43%
D4/S1	15	17%
S2	0	0%
Grand Total	86	100%

Source: Processed Data from Research (2025)

Based on the data above, out of a total of 86 respondents in this study, 34 respondents (approximately 40%) had a high school or vocational high school (SMK/SMA) education, 37 respondents (approximately 43%) had a diploma (D3) education, and 15 respondents (approximately 17%) had a bachelor’s degree (D4/S1). There were no employees with a master’s degree (S2). Therefore, it can be concluded that the majority of employees at RSU ‘Aisyiyah Purworejo have a D3 education background.

d. Respondent Characteristics Based on Length of Service

Table 4. respondent characteristics based on length of service

Length of Service	Total	Percentage
< 1 years	12	14%
1-5 years	22	26%
6-10 years	32	37%
10 years	20	23%
Grand Total	86	100%

Source: Processed Data from Research (2025)

Based on the data above, out of 86 respondents working at RSU Aisyiyah Purworejo, 12 respondents have worked for less than 1 year, 22 respondents have worked for 1–5 years, 32 respondents have worked for 6–10 years, and 20 respondents have worked for more than 10 years. It can be concluded that the majority of employees at RSU Aisyiyah Purworejo have a length of service of 6–10 years.

e. Respondent Characteristics Based on Marital Status

Table 5. respondent characteristics based on marital status

Marital status	Total	Percentage
Unmarried	24	28%
Married	59	70%
Previously Married	2	2%
Grand Total	86	100%

Source: Processed Data from Research (2025)

Based on the data above, it can be seen that among the 86 respondents working at RSU Aisyiyah Purworejo, 24 respondents (approximately 28%) were unmarried, 59 respondents (approximately 70%) were married, and 2 respondents (approximately 2%) were previously married. Therefore, it can be concluded that the majority of employees at RSU Aisyiyah Purworejo are married.

f. Respondent Characteristics Based on Income

Table 6. Respondent characteristics based on income

Income	Total	Percentage
< 2 Million	72	84%
2-3 Million	14	16%
3-4 Million	0	0%
4-5 Million	0	0%
>5Million	0	0%
Grand Total	86	100%

Source: Processed Data from Research (2025)

Based on the data above, it can be seen that out of the total 86 employee respondents at RSU `Aisiyiah Purworejo, 72 respondents or approximately 84% have an income of less than 2 million, 14 respondents or around 16% have an income between 2 and 3 million. There were no respondents with an income between 3 and 4 million, 4 and 5 million, or more than 5 million among the total 86 respondents. Therefore, it can be concluded that the majority of respondents have an average monthly income of less than 2 million

g. Respondent Characteristics Based on Position/Unit

Table 7. Respondent Characteristics Based On Position/Unit

Position/unit	Total	Percentage
General Practitioner	0	0%
Specialist Doctor	0	0%
Nurse	22	25%
Midwife	10	12%
Other Healthcare Workers	10	12%
Non-Healthcare Staff	44	51%
Grand Total	86	100%

Source: Processed Data from Research (2025)

Based on the table above, it can be seen that out of a total of 86 respondents in this study at RSU `Aisiyiah Purworejo, 22 respondents or approximately 25% were from the nursing unit, 10 respondents or about 12% were from the midwifery unit, 10 respondents or around 12% were from other healthcare workers, and 44 respondents or approximately 51% were from the non-healthcare staff. Therefore, it can be concluded that the majority of respondents were from the non-healthcare staff unit.

Validity and Reliability Test Results

a. Validity Test Results

Table 8. validity test results

Variable	Number of Item	r _{count}	r _{table}	Description
Workload	5	0,545 – 0,832	0,212	All items are valid.
Compensation	5	0,712 – 0,882	0,212	All items are valid.
Job Satisfaction	6	0,405 – 0,754	0,212	All items are valid.

Source: Primary data processed in 2025

Based on the validity test results, all items in each variable showed a r-calculated value greater than the r-table. Therefore, all items in this research instrument are considered valid and can be used for further analysis (Ghozali, 2016).

b. Reliability Test Results

Table 9. Reliability Test Results

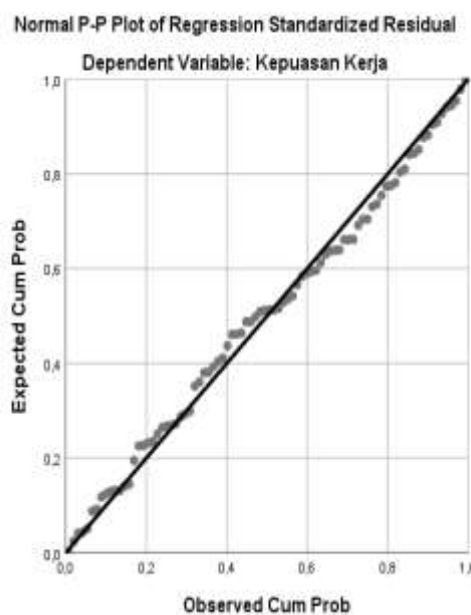
No	Variable	Cronbach's Alpha Value	Sig	Description
1	Workload	0,70	0,730	Reliable
2	Compensation	0,70	0,862	Reliable
3	Job Satisfaction	0,70	0,751	Reliable

Source: Primary data processed in 2025

Based on the results of the reliability test presented in the table above, all variables used in this study, namely Workload (X1), Compensation (X2), and Job Satisfaction (Y), have Cronbach's Alpha coefficients greater than 0.70. This indicates that the instruments used in this study are reliable and can be used to measure each of the variables in the research (Ghozali, 2016).

Classical Assumption Test Results

a. Normality Test Results



Source: Appendix of Data Processing with SPSS 25

Figure 1. Normality Test Results

The normality test was conducted using a P-P plot. The results showed that the points were scattered along the diagonal line, indicating that the data in this study are normally distributed.

b. Results of the Multicollinearity Test

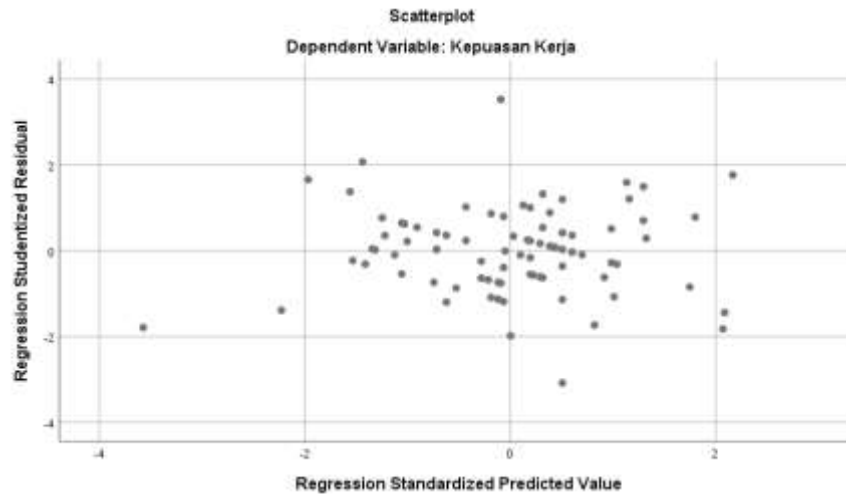
Table 10. Multicollinearity Test Results

Model	Collinearity Statistics	
	Tolerance	VIF
1 (Constant)		
Workload	.789	1.267
Compensation	.789	1.267

Source: Appendix of Data Processing with SPSS 25

Based on the analysis of the table above, the tolerance values obtained are > 0.10 , namely X1 (0.789) and X2 (0.789), while the VIF values are < 10.00 , namely X1 (1.267) and X2 (1.267). Therefore, it can be concluded that there are no symptoms of multicollinearity. Based on these results, considering the tolerance and VIF values, it indicates that the data are free from multicollinearity, so the data can be further processed for the next stage of testing (Ghozali, 2016).

c. Heteroscedasticity Test Results



Source: Appendix of Data Processing with SPSS 25

Figure 2. Heteroscedasticity Test Results

The heteroscedasticity test was conducted using a scatterplot. The results indicate that heteroscedasticity did not occur, as the points are randomly dispersed and do not form a specific pattern (Ghozali, 2016).

d. Linearity Test Results

Table 11. Linearity Test Results

Variable	F	Sig.	Description
Workload * Job Satisfaction	0.994	0.460	Linear
Compensation * job Satisfaction	1.477	0.134	Linear

Source: Appendix of Data Processing with SPSS 25

Based on the results of the linearity test using analysis of variance (ANOVA), the significance values were examined in the linear component and the deviation from linearity. The test results show that the significance value (Deviation from Linearity) = $0.460 > 0.05$, indicating that there is no deviation from linearity. Thus, the relationship between workload and job satisfaction is linear. For the compensation variable, the significance value (Deviation from Linearity) = $0.134 > 0.05$, which also indicates no deviation from linearity. Therefore, the relationship between compensation and job satisfaction is also linear (Prayitno, 2010).

Coefficient of Determination Test Results

Table 12. Coefficient of Determination Test Results

Model	R	R Square	Adjust R Square	Std. Error of the Estimate
1	0,544 ^a	0.296	0.279	2.581

Source: Appendix of Data Processing with SPSS 25

Based on the results of the above analysis, the Adjusted R Square value is 0.296 or 29.6%. This indicates that the variables Workload and Compensation can explain 29.6% of the variation in Employee Job Satisfaction, while the remaining 71.4% is influenced by other variables not included in this study.

Multiple Linear Regression Analysis Results

Table 13. Multiple Linear Regression Analysis Results

Model	B	Sig.
(Constant)	9,333	0.000
Workload (X1)	0.495	0.000
Compensation (X2)	0.189	0.048

Source: Appendix of Data Processing with SPSS 25

The regression equation is as follows:

$$Y = 9.233 - 0.495.X_1 + 0.189.X_2$$

Based on the regression equation, the explanation is as follows:

- The constant value of 9.233 indicates that if the values of Workload (X₁) and Compensation (X₂) are zero, then Employee Job Satisfaction (Y) is estimated to be 9.233.
- The coefficient of the Workload variable (X₁) is 0.495, which means that for every one-unit increase in workload, Employee Job Satisfaction decreases by 0.495, assuming other variables remain constant.
- The coefficient of the Compensation variable (X₂) is 0.189, which indicates that for every one-unit increase in compensation, Employee Job Satisfaction increases by 0.189, assuming other variables remain constant.

t-Test (Partial) Results

Table 13. t-test (Partial) Results

Table	t	t _{table}	Sig	Description
Workload (X1) * Job Satisfaction (Y)	3.897	1.988	0.000	H1 was rejected
Compensation (X2) * Job Satisfaction (Y)	2.010	1.988	0.048	H2 was accepted

Source: Appendix of Data Processing with SPSS 25)

Based on the calculation results using the formula for the t-table => $t = (\alpha/2; n - k - 1)$ => $t = (0.05/2; 86 - 3 - 1 = 83)$, the obtained t-table value is 1.998. Then, based on the t-test results in the table above, it can be concluded as follows:

- The significance value (Sig.) of the effect of the Workload variable (X₁) on Employee Job Satisfaction (Y) is 0.000 > 0.050, with a t-value of 3.897 < 1.998. Thus, it can be concluded that H1 is rejected, which means that Workload (X₁) partially has a positive and significant effect on Employee Job Satisfaction (Y).

2. The significance value (Sig.) of the effect of the Compensation variable (X2) on Employee Job Satisfaction (Y) is $0.048 < 0.050$, with a t-value of $2.010 < 1.998$. Thus, it can be concluded that H2 is accepted, which means that Compensation (X2) has a significant effect on Employee Job Satisfaction (Y).

F-Test (Simultaneous Test) Results

Table 14. F-test (Simultaneous Test) Results

F	Sig.	Description
17.426	0.000	H3 accepted

Source: Appendix of Data Processing with SPSS 25

Based on the calculation using the formula for F-table ($F = (\alpha; n-k)$), the obtained F-table value is 3.11. The results of the simultaneous test (F-test) show that the calculated F-value is 17.426, which is greater than the F-table value of 3.11. This result indicates that $F_{\text{calculated}} > F_{\text{table}}$ with a significance level of $0.000 < \alpha = 0.05$. Based on the hypothesis testing, it can be interpreted that H0 is rejected and H1 is accepted, meaning that the independent variables, namely workload and compensation, jointly have a significant influence on job satisfaction.

CONCLUSION

1. Workload has a positive and significant effect on job satisfaction among employees of RSU 'Aisyiyah Purworejo.

However, the findings of this study indicate that workload actually has a positive and significant effect on job satisfaction. The results show that the t-value (3.897) is greater than the t-table value (1.988), with a significance level of $0.048 \leq 0.05$. Therefore, it can be concluded that H1 is rejected and H0 is accepted, meaning that this study does not support the initial hypothesis. Theoretically, higher workload is expected to decrease job satisfaction; however, the results of this study reveal the opposite—that increased workload in fact enhances employee satisfaction. This finding is consistent with the research of (Astuti *et al.* 2022), which demonstrated a positive effect of workload on job satisfaction. Similarly, indra (2024) explained that this occurs because employees bear significant responsibilities in completing their tasks and adhere to high performance standards, so that the workload they face becomes a stimulus that fosters greater job satisfaction.

At RSU 'Aisyiyah Purworejo, the Bed Occupancy Rate (BOR) in June was recorded at 21%, with an average of 32 outpatients per day and 3 inpatients per day. In July, the BOR decreased to 14%, with an average of 29 outpatients per day and 2 inpatients per day. These data indicate that the workload of employees at RSU 'Aisyiyah Purworejo was relatively low. his condition, however, led employees who were assigned workloads to feel that they had gained the trust of the organization. The workload was perceived as a form of challenge that encouraged employees to be more responsible and, in turn, enhanced their job satisfaction.

Following brief interviews with three employees, several reasons emerged that may explain the test results of this study:

- a. Workload as a constructive challenge. Employees stated that a relatively heavy workload actually made them feel challenged and motivated. When work targets were achieved, they experienced a sense of pride and satisfaction, both in themselves and in the contributions made to the institution. This suggests that a well-managed workload can serve as a source of job satisfaction.
- b. Trust from superiors. Employees associated a higher workload or greater responsibilities with the trust given by their superiors. They felt that being entrusted with more complex

tasks represented recognition of their competencies. This strengthened their sense of belonging and enhanced their satisfaction with the work they performed.

- c. A supportive work environment. Despite a heavy workload, respondents stated that a supportive work environment, effective communication, and recognition of achievements made the workload feel lighter and more enjoyable. Employees felt that their efforts were appreciated, which allowed them to remain satisfied even when facing relatively demanding tasks.

Based on the results of the interviews, it can be concluded that a proportional and well-managed workload can, in fact, have a positive impact on employee job satisfaction. Work-related challenges, trust from supervisors, and a supportive work environment serve as key factors that transform workload into a positive element of the employee work experience. Therefore, it is crucial for organizations to ensure that the assigned workload aligns with employees' capacities and is accompanied by adequate support, so that it can optimally contribute to job satisfaction.

2. Compensation Positively and Significantly Affects Job Satisfaction of Employees at RSU 'Aisyiyah Purworejo

The results of this study indicate that compensation has a significant and positive effect on job satisfaction among employees at RSU 'Aisyiyah Purworejo. The t-test yielded a value of 2.010, which is greater than the t-table value of 1.988, and the significance level was $0.000 \leq 0.05$. Therefore, it can be concluded that compensation positively affects job satisfaction among employees at RSU 'Aisyiyah Purworejo. This implies that the higher the compensation provided to employees, the greater the job satisfaction they experience. These findings are consistent with previous research conducted by (Hasyim, 2020) reported that compensation has a positive and significant effect on job satisfaction. Similarly, (Hamman Zaki, 2016) stated that compensation provided to employees generally impacts the job satisfaction experienced in the workplace. This implies that the better or more adequate the compensation given to employees, the higher their level of job satisfaction.

3. Simultaneous Effect of Workload and Compensation on Job Satisfaction

The results of the hypothesis testing indicate that workload and compensation simultaneously have a significant effect on job satisfaction among employees at RSU 'Aisyiyah Purworejo. The F-test results showed an F-value of 17.426 with a significance level of 0.000, which is less than 0.05. Therefore, it can be concluded that workload and compensation jointly exert a significant influence on job satisfaction among employees at RSU 'Aisyiyah Purworejo.

These findings are consistent with the research conducted by (Hasyim, 2020), which showed that workload and compensation simultaneously have a significant impact on job satisfaction. This means that the better a company provides facilities and support to its employees, the more positive the employees' perception of their work and the organization. This, in turn, significantly affects the level of job satisfaction experienced by employees.

REFERENCE

- Abdillah, W., & Jogiyanto, H. M. (2017). *Partial Least Square (PLS): Alternatif Structural Equation Modeling (SEM) dalam penelitian bisnis*. Yogyakarta: ANDI.
- Astuti, R. D., Herawati, J., & Sepytarini, E. (2022). The effect of workload, work stress, and work environment on employee job satisfaction: A case study at PT Wika-Wg KSO SGLC & Eric building project. *Religion Education Social Laa Roiba Journal*, 4(4).

- Cronley, C., & Kim, Y. K. (2017). Intentions to turnover: Testing the moderated effects of organizational culture, as mediated by job satisfaction, within the Salvation Army. *Leadership & Organization Development Journal*, 38(2), 194–209. <https://doi.org/10.1108/LODJ-09-2015-0205>
- Firdaus, M. F., & Anah, L. (2024). The effect of workload and compensation on employee job satisfaction at Nahdlatul Ulama Hospital Jombang. *BIMA: Journal of Business and Innovation Management*, 6(3), 347–357. <https://doi.org/10.33752/bima.v6i3.6730>
- Ghozali, I. (2016). *Multivariate application with IBM SPSS 23 program* (8th ed.). Diponegoro University Publishing Agency.
- Hammam Zaki, O. (n.d.). The effect of workload and compensation on turnover intention through job satisfaction among employees of PT. Adira Quantum Multifinance Pekanbaru branch.
- Hasyim, W. (2020). The effect of workload and compensation on employee job satisfaction at PT. Yaskawa Electric Indonesia. *EKOMABIS: Jurnal Ekonomi Manajemen Bisnis*, 1(2), 185–192. <https://doi.org/10.37366/ekomabis.v1i02.41>
- Indra, M. (2024). The effect of workload, compensation, and work-life balance on employee job satisfaction at PT XYZ. *Jurnal XYZ*, 3(2), 105–119.
- Kumalasari, P., & Efendi, S. (2022). The effect of compensation, work environment, and leadership on employee performance through job satisfaction as an intervening variable at the Fire Department of Depok City. *Jurnal Ilmiah Akuntansi dan Keuangan*, 4(7), 2719–2732.
- Kurniawan, R. A. (2022). Analysis of compensation and knowledge management on employee performance with motivation as an intervening variable at PT Mitra Pratama Mobilindo Yogyakarta. *Jurnal Ekobis Dewantara*, 5(2), 180–188.
- Mahfudz, M. (2017). The effect of job satisfaction and workload on consumer sales employees of PT Bank Negara Indonesia (Persero) Tbk. *Jurnal Eksekutif*, 14(1), 51–75.
- Meilasari, L., Parashakti, R. D., Justian, J., & Wahyuni, E. (2020). The effect of compensation, workload, and work discipline on employee job satisfaction. *Jurnal Ilmu Manajemen Terapan*, 1(6), 605–619. <https://doi.org/10.31933/jimt.v1i6.296>
- Priyatno, D. (2010). *Understanding statistical data analysis with SPSS* (1st ed.). Media Kom.
- Robbins, S. P., & Judge, T. A. (2011). *Organizational behavior* (14th ed.). Pearson.
- RSU 'Aisyiyah Purworejo. (n.d.). *Home*. Retrieved September 2, 2025, from <https://rsuaisyiyahpurworejo.com/>
- Sabrina, R. (2021). *Human resource management* (Rev. ed.). Bumi Aksara.
- Safitri, L. N., & Astutik, M. (2019). The effect of workload on nurses' job satisfaction with work stress as mediation. *Jurnal Riset Manajemen & Bisnis Dewantara*, 2(1), 13–26. <https://doi.org/10.26533/jmd.v2i1.344>
- Saputra, A. A. (2021). The effect of compensation, work environment, and workload on employee job satisfaction. *Technomedia Journal*, 7(1), 68–77. <https://doi.org/10.33050/tmj.v7i1.1755>
- Silaban, H., & Margaretha, M. (2021). The impact of work-life balance on job satisfaction and employee retention: A study of millennial employees in Bandung City, Indonesia. *International Journal of Innovation and Economic Development*, 7(3), 18–26. <https://doi.org/10.18775/ijied.1849-755.7020.2015.73.2002>
- Sugiyono. (2023). *Quantitative, qualitative, and R&D research methods*. Alfabeta.
- Sunyoto, D. (2012). *Human resource management*. PT Buku Seru.