

The Influence of Transformational Leadership, Work Life Balance, and Interpersonal Communication on Job Satisfaction at Puskesmas Muara Pinang

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Abstract: This study aims to analyze the influence of Transformational Leadership, Work-Life Balance, and Interpersonal Communication on Job Satisfaction at Puskesmas Muara Pinang, South Sumatra. This study used a quantitative approach and questionnaire to collect data. This research uses primary data type and measurement scale with Likert scale. A total of 92 respondents in this study were employees of Puskesmas Muara Pinang. This method of human resource analysis represents an important asset that must be considered by using multiple linear regression analysis with SPSS software. The results of this study show that Transformational Leadership, Work Life Balance, and Interpersonal Communication affect Job Satisfaction partially and collectively. Transformational Leadership has the largest beta coefficient variables (0.544), followed by Interpersonal Communication (0.259) and Work Life Balance (0.180). The F-test showed the collective influence of these study variables, with F-statistics 439,202 and significant values of 0.000 showing positive and significant effects. The results of this study show the important role of Transformational Leadership, Work Life Balance, and Interpersonal Communication in improving Job Satisfaction. The Muara Pinang Health Center is recommended to focus on improving the Transformation, Work Balance, and Interpersonal Communication Leadership because this can increase overall job satisfaction.

Keywords: Transformational Leadership, Work Life Balance, Interpersonal Communication, Job Satisfaction

I. INTRODUCTION

Human Resources (HR) represents a strategic element in organizations, playing a crucial role in achieving collective goals [20]. The level of HR performance optimization is significantly influenced by job satisfaction, which serves as a primary indicator of organizational success [27]. Increased job satisfaction not only drives individual performance but also contributes to operational efficiency and effectiveness within organizations [40]. Therefore, understanding the various factors affecting job satisfaction becomes an essential step in strategic HR management.



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Job satisfaction refers to feelings of pleasure or displeasure that individuals experience toward their work. When reality exceeds expectations, job satisfaction increases; conversely, when reality falls short of expectations, job satisfaction decreases [20]. Job satisfaction is considered a key factor in maintaining and improving employee production and loyalty [41]. Surveys indicate that satisfied employees tend to perform their duties better, demonstrate higher productivity, and exhibit stronger commitment [19]. Organizations benefit from improved retention rates as employees experience satisfaction while performing their work.

Job satisfaction plays a vital role in organizational success, defined as an affective variable resulting from an individual's evaluation of their work experience [59]. The extent to which workers evaluate the fulfillment of various aspects of their jobs affects worker behavior, productivity, performance, and personal well-being. Job satisfaction represents an important measure for assessing employee welfare and organizational performance. Research by Qodrizana [39] found a positive correlation between job satisfaction and work flexibility. Cronley & Kim [13] defined job satisfaction as a subjective perspective encompassing individuals' feelings about their jobs and the companies where they work.

One leadership approach that influences job satisfaction is transformational leadership. This leadership style focuses on empowerment, inspiration, and individual attention, which fosters a productive and comfortable work environment [6]. Research by Butarbutar [8] showed that transformational leadership positively affects job satisfaction. However, contradicting results were found by Deddy [15], who demonstrated that transformational leadership does not significantly influence job satisfaction.

Work-life balance is another critical factor, defined as the equilibrium between determination and career with happiness, leisure time, family, and spiritual development [18]. Work-life balance significantly impacts employee job satisfaction across industries [35]. Better balance between work and personal life correlates with higher employee commitment and job satisfaction. Research by Mulyadi [32] supports this finding by demonstrating a positive relationship between work-life balance and employee job satisfaction. Conversely, Butarbutar [8] found no significant influence of work-life balance on job satisfaction.

Additionally, interpersonal communication holds an important role in creating a conducive work atmosphere. Interpersonal communication refers to messages from a communicator to a recipient aimed at achieving specific goals [34]. Research by Butarbutar [8] found that interpersonal communication has a significant influence on job satisfaction. However, contradicting results were shown by Suciwati and Wijono [54], who demonstrated that interpersonal communication does not significantly affect job satisfaction.

In the context of public health centers (Puskesmas) in South Sumatra, particularly at Muara Pinang Public Health Center in Empat Lawang Regency, job satisfaction among employees is a crucial factor supporting the quality of health services. Satisfied employees generally demonstrate higher motivation and commitment to their responsibilities [3]. High job satisfaction leads employees to provide more optimal services to patients, thereby improving service quality for the community. Conversely, job dissatisfaction can lead to decreased performance, stress, increased absenteeism, and higher employee turnover, which negatively impacts services received by the community [51].

Based on a preliminary survey conducted with ten employees at Muara Pinang Public Health Center, only 46% reported high job satisfaction, feeling appreciated by superiors and having positive relationships with colleagues. Meanwhile, 54% felt pressured by heavy work demands and experienced disruptions in their personal lives. Job satisfaction issues were identified across various dimensions: 80% found their assigned tasks difficult and misaligned with their skills, 70% were dissatisfied with salary payment timing, 50% felt they lacked promotion opportunities, 50% reported inadequate leadership guidance, and 50% experienced negative interactions with colleagues.

The implementation of transformational leadership at Muara Pinang Public Health Center also faces challenges, with 70% of employees feeling their leader lacks charisma and role model qualities, 80% reporting insufficient motivational inspiration from leadership, 80% perceiving inadequate intellectual stimulation, while 60% acknowledged receiving individual consideration from their leader. Similarly, work-life balance issues



were evident, with 50% reporting time balance problems, 70% experiencing psychological involvement imbalance between work and personal life, and 80% expressing dissatisfaction with their work-life satisfaction balance. Regarding interpersonal communication, while openness (90%) and equality (90%) were rated highly, the ability to encourage others' active participation was low (30%).

This study aims to explore how transformational leadership, work-life balance, and interpersonal communication contribute to employee job satisfaction at Muara Pinang Public Health Center. Understanding the relationships between these three variables and job satisfaction can help identify appropriate solutions to improve healthcare service quality and support employee welfare comprehensively. This phenomenon is important to investigate because the results can provide new insights for HR management in the health sector, especially in public health centers that face specific challenges in human resource management and service quality improvement.

The significance of this research lies in its potential to enhance healthcare service delivery through improved employee job satisfaction. By identifying the specific influence of transformational leadership, work-life balance, and interpersonal communication on job satisfaction, health center administrators can develop targeted interventions to address gaps in leadership approaches, work-life policies, and communication strategies. This is particularly relevant in the context of rural health centers like Muara Pinang, where resources are limited and service demands are high. Additionally, this research contributes to the theoretical understanding of job satisfaction in healthcare settings, particularly in developing regions where empirical studies are limited. The findings can inform policy decisions at both organizational and governmental levels, potentially leading to improved healthcare outcomes for communities served by public health centers.

II. METODS AND MATERIAL

This study employed a quantitative approach to examine the influence of Transformational Leadership, Work-Life Balance, and Interpersonal Communication on Job Satisfaction. The research utilized a correlational method aimed at identifying and analyzing relationships between variables without manipulating them, while the descriptive nature of the analysis helped in understanding the characteristics within this specific situation. The research was conducted at Puskesmas Muara Pinang from November 2024 to April 2025. The population comprised 120 Civil Service Apparatus (ASN) employees at Puskesmas Muara Pinang, consisting of both Civil Servants (PNS) and Government Employees with Work Agreements (PPPK). The sample size was determined using Slovin's formula with a 5% error tolerance, resulting in 92 respondents selected through Proportionate Random Sampling technique, with 53 respondents from PNS and 39 from PPPK categories. Both primary and secondary data were collected; primary data was obtained through questionnaires distributed directly to Puskesmas Muara Pinang employees, while secondary data came from BLUD Puskesmas Muara Pinang reports, UPTD Puskesmas Rawat Inap Muara Pinang profiles sourced from the Administrative Office archives, and relevant literature on the research variables.

Data collection instruments included offline questionnaires using a five-point Likert scale (ranging from 1 for "Strongly Disagree" to 5 for "Strongly Agree"), literature review to establish theoretical foundations, and unstructured interviews with the Head of Administration to gather in-depth information relevant to the research variables. Prior to analysis, the instruments underwent validity testing with significance level $\alpha \leq 5\%$ and reliability testing with Cronbach Alpha > 0.70 as acceptance criteria, both conducted using SPSS. The collected data was then analyzed using multiple linear regression analysis to determine the influence of the independent variables (Transformational Leadership, Work-Life Balance, and Interpersonal Communication) on the dependent variable (Job Satisfaction), with hypothesis testing conducted through partial t-tests for individual variable effects and an F-test for simultaneous effects of all independent variables on job satisfaction.



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III. RESULT AND DISCUSSION

3.1. Respondent Demographics

This study involved 92 civil servant employees (ASN) from Muara Pinang Health Center. The demographic profile reveals that respondents were predominantly female (91%) with only 8 male respondents (9%). Age distribution showed that 48% of respondents were between 26-35 years, 35% between 36-45 years, 16% above 45 years, and only 1% under 25 years. Regarding tenure, the majority (54.35%) had worked less than 5 years, 29.35% had more than 10 years of experience, and 16.30% had 6-10 years of service. Educational background indicated that most respondents (62%) held a Diploma III qualification, followed by Bachelor's degree holders (32%), with smaller percentages having Diploma IV (3%), Master's degree (2%), and high school education (1%).

3.2. Descriptive Analysis of Research Variables

The assessment of job satisfaction among respondents yielded an average score of 3.79 on a 5-point scale, indicating a high level of job satisfaction among employees at Muara Pinang Health Center. For transformational leadership, respondents provided an average score of 3.89, suggesting that employees perceive a high level of transformational leadership practices. Regarding work-life balance, the mean score was 3.67, demonstrating that employees experience a good balance between their professional and personal lives. Interpersonal communication received an average score of 3.86, indicating strong communication practices within the organization.

3.3. Impact of Transformational leadership on Job Satisfaction

Perhatian Transformational leadership emerged as the strongest predictor of job satisfaction with a coefficient of 0.668 ($t = 4.860$, $p < 0.001$). This indicates that for every one-unit increase in transformational leadership practices, job satisfaction increases by 0.668 units, holding other variables constant. The significant positive relationship between transformational leadership and job satisfaction aligns with previous research by Butarbutar et al. [8], who also found that transformational leadership significantly enhances employee job satisfaction.

The implementation of transformational leadership at Muara Pinang Health Center manifests through several practices. Leaders serve as role models by directly demonstrating empathetic and patient service to patients. They prioritize organizational and community interests above personal concerns and willingly work beyond regular hours during emergencies. For instance, the health center leader has been observed collecting data on mental health patients in villages outside working hours to facilitate their access to specialized care. Leaders have also shown dedication by personally visiting tuberculosis patients who are reluctant to come to the health center due to their physical condition.

Furthermore, leaders at Muara Pinang Health Center provide opportunities for employee development through training programs such as Basic Life Support training and modern circumcision techniques, involving both internal and external experts. These practices exemplify the idealized influence and intellectual stimulation dimensions of transformational leadership, which contribute significantly to employee job satisfaction.

3.4. Influence of Work Life Balance on Job Satisfaction

Work-life balance demonstrated a significant positive effect on job satisfaction with a coefficient of 0.256 ($t = 2.265$, $p = 0.026$). This finding suggests that enhancing work-life balance policies and practices would lead to increased job satisfaction among health center employees. This result corroborates the findings of Mulyadi et al. [32], who similarly found that work-life balance positively affects job satisfaction.

At Muara Pinang Health Center, work-life balance is fostered through workplace wellness programs, including weekly Saturday sports sessions and monthly exercise activities with elderly patients. The health center also organizes recreational activities for employees and their families, particularly after completing



significant projects such as Ministry of Health accreditation. These activities serve as appreciation and celebration of employees' hard work, contributing to their overall well-being and job satisfaction.

The positive relationship between work-life balance and job satisfaction highlights the importance of organizational policies that help employees manage their professional responsibilities while maintaining fulfilling personal lives. When employees perceive that their organization supports their efforts to balance work and non-work domains, they experience greater job satisfaction, which ultimately benefits organizational outcomes.

3.5. Effect of Interpersonal Communication on Job Satisfaction

Interpersonal communication showed a significant positive influence on job satisfaction with a coefficient of 0.255 ($t = 2.031$, $p = 0.045$). This finding indicates that effective interpersonal communication within the organization enhances employee job satisfaction. This result is consistent with the study by Butarbutar et al. [8], which also found that interpersonal communication significantly contributes to job satisfaction.

Muara Pinang Health Center implements an open communication system that encourages two-way communication in both open and closed forums. Employees are free to express ideas, complaints, or suggestions to superiors or colleagues without fear. The health center also conducts team-building activities to strengthen interpersonal relationships among employees, such as communal meals to welcome the new year or the Ramadan month. Additionally, the health center celebrates Indonesian Independence Day on August 17th with various competitions involving not only employees but also the surrounding community.

These communication practices foster a supportive work environment where employees feel valued and heard, leading to increased job satisfaction. Effective interpersonal communication facilitates the exchange of information, reduces misunderstandings, and builds trust among colleagues, all of which contribute to a positive work atmosphere and enhanced job satisfaction.



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3.6. Combine Effect of Independent Variables on Job Satisfaction

Interpersonal The F-test results ($F = 439.202$, $p < 0.001$) indicate that transformational leadership, work-life balance, and interpersonal communication collectively have a significant influence on job satisfaction. The remarkably high adjusted R^2 value of 0.937 demonstrates that these three factors together explain 93.7% of the variation in job satisfaction among employees at Muara Pinang Health Center.

This finding underscores the importance of a holistic approach to enhancing job satisfaction that addresses leadership practices, work-life balance policies, and communication systems simultaneously. Organizations aiming to improve employee job satisfaction should consider implementing comprehensive strategies that incorporate all three aspects rather than focusing on a single factor.

The strong combined effect also suggests potential synergies among these variables. For instance, transformational leaders may be more likely to implement policies that support work-life balance and foster effective communication within the organization. Similarly, good interpersonal communication may facilitate the implementation of work-life balance initiatives and enhance the effectiveness of transformational leadership behaviors.

3.5. Practical Implications

Interpersonal The findings of this study have several practical implications for healthcare organizations, particularly public health centers like Puskesmas Muara Pinang. First, the strong influence of transformational leadership suggests that healthcare organizations should invest in leadership development programs that enhance transformational leadership capabilities among managers. Training programs should focus on developing leaders who can inspire and motivate employees, provide intellectual stimulation, consider individual needs, and serve as positive role models.

Second, the significant impact of work-life balance on job satisfaction highlights the importance of implementing policies and practices that help employees manage their professional and personal responsibilities effectively. Healthcare organizations should consider flexible working arrangements, adequate staffing levels to prevent overwork, and recreational activities that involve employees' families.

Third, the positive effect of interpersonal communication on job satisfaction emphasizes the need for open communication channels within healthcare organizations. Regular team meetings, feedback mechanisms, and informal social gatherings can enhance interpersonal communication and create a supportive work environment that contributes to job satisfaction.

Finally, the high collective explanatory power of these three factors suggests that healthcare organizations should adopt an integrated approach to improving job satisfaction rather than focusing on isolated interventions. A comprehensive strategy that addresses leadership, work-life balance, and communication simultaneously is likely to be most effective in enhancing employee job satisfaction and, consequently, organizational performance.

IV. KESIMPULAN

The study confirmed that Transformational Leadership, Work-Life Balance, and Interpersonal Communication partially and collectively affected Job Satisfaction. The t-test results show that each variable has a partial positive and significant effect on performance. Transformational Leadership has the largest beta coefficient variables (0.544), followed by Interpersonal Communication (0.259) and Work Life Balance (0.180). The F-test showed the collective influence of these study variables, with F-statistics 439,202 and significant values of 0.000 showing positive and significant effects. This study is consistent with previous studies that highlighted the role of Transformational Leadership, Work-Life Balance, and Interpersonal Communication in



improving Job Satisfaction. Therefore, it is recommended for the Muara Pinang Health Center to focus on improving Transformational Leadership, Work-Life Balance, and Interpersonal Communication, because this can improve Job Satisfaction as a whole. In addition, it is very important for the Muara Pinang Health Center to consider additional factors that contribute to increasing Job Satisfaction.

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