

## The Influence of Work-Life Balance and Compensation on Performance Using Job Satisfaction in Nurses at Cilacap Regional Hospital

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### ABSTRACT

Nurse performance is still a factor that needs to be considered and improved, especially in the health service sector in Cilacap, Indonesia. This study has the aim to determine the effects of work-life balance and compensation on performance, with a mediating variable, which is job satisfaction. The questionnaire was given directly using a quantitative approach with a sampling technique using purposive sampling. The population in this study was 215 and the sample used was 140 respondents from nurses at Cilacap Regional Hospital. This study used SEM-PLS to analyze the data. The findings showed that, even though compensation did not have a direct effect on performance and work-life balance did not have a direct effect on job satisfaction, both had significant effects on job satisfaction, which means there is a positive relationship between work-life balance with compensation on performance through job satisfaction.

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## INTRODUCTION

Health plays an important role in human life, various factors such as physical activity, stress levels, personality, and behavior also affect a person's health condition (Wulur & Mandagi, 2023). Optimal health conditions not only improve the quality of life but also have a positive impact on physical, educational, emotional, and spiritual aspects (Hanawi et al., 2020) .

Hospitals are health facilities that provide individual health services (Cahyani et al., 2023). In order to achieve satisfactory health standards, adequate health facilities are needed so that all levels of Indonesian society can get affordable health services (Wulur & Mandagi, 2023) . Hospitals as a health service facility that requires good employee performance. Every individual has the right to get access to human resources in the health sector and quality, safe and affordable services for all levels of society in achieving customer satisfaction where the services needed in all hospitals are doctors and nurses (Santoso & Sudarsih, 2023) .

Nurses are a profession with a role that is important in the health care system. Nurses not only provide health services, but also contribute to upholding high hospital service standards (Putra & Muttaqin, 2020) . According to Immanuel et al., (2025) nurses must have good performance so they can perform their roles optimally and have skills and expertise. Health workers who always interact directly with patients, nurses have an important role in providing quality services. Cilacap Hospital nurses have the ability to understand patient conditions, meet patient needs, and carry out medical procedures correctly are basic competencies that must be possessed. Good nurse performance not only impacts patient satisfaction, but also the overall quality of hospital services (Yustikasari & Santoso, 2024) . Nurses have a strategic role in the health care system because they are at the forefront of providing direct care to patients (Aprilia et al., 2025) . Nurses are not only tasked with carrying out medical procedures, but are also responsible for monitoring patient conditions, providing health education, and creating interpersonal relationships that support the healing process (Hidayati et al., 2025) . According to Sasmita et al., (2025) nurses are required not only to be physically present, but also to demonstrate optimal work performance in every aspect of their duties.

Performance is the outcome of a specific work process that is planned at the time and place of the employees and the organization involved (Pawerangi et al., 2023) . Meanwhile, Pawerangi et al., (2023) explained employee performance as a process that refers to and is measured over a certain duration based on previously determined provisions and agreements. One factor that can affect performance is *work-life balance* (Septiani et al., 2023) . *Work-life balance* is a broad concept, including efforts to integrate professional and personal life. Work-life balance is the capacity of an individual in balancing professional demands with personal needs outside the workplace (MI Tiara et al., 2024) . As explained by Fadillah et al., (2024) , work-life balance is the level of individual involvement in their family and professional tasks in a balanced and satisfying manner. Work-life balance is an individual's capacity to balance professional responsibilities with personal needs outside the workplace.

This finding is backed by the research of Badrianto & Ekhsan (2021) , Putri & Frianto (2023) , Ardiansyah & Surjanti (2020) , Minarika et al., (2020) and Pratiwi (2023) which stated that work-life balance positively and significantly influences performance. However, there are differences in research results from Pradana (2022) and Noviani (2021) which state that work-life balance does not influence performance. Furthermore, a factor that can affect performance is compensation (Sinaga & Hidayat, 2020) . Compensation is a form of reward that the company provides as a form of appreciation for the contributions that an employee makes and for their performance (Putri et al., 2023). The compensation that employees will receive with their level of satisfaction at work. When employees feel that their contributions are recognized through fair compensation, they will be motivated to improve their performance (Tupamahu et al., 2022) . Compensation aims to attract quality prospective employees, retain existing employees, and motivate them to improve work performance (Juanita et al., 2024) .

This study is backed by the research of Noratta et al., (2022), Mirdan (2021), Handoko et al., (2021), Ekhsan & Septian (2021), and Abdurokhim (2020) which stated that compensation positively and significantly affect performance, However, it differs from the findings of research from Yani (2022) and Wijaya & Laily (2021) which stated that compensation does not affect performance. Job satisfaction can be interpreted as an individual's attitude regarding their work, which is influenced by various factors related to how much and how the work is done by the individual (Priyatno & Yuliana, 2025). Meanwhile, according to Hastuti et al., (2025) Job satisfaction is a positive emotional feeling and reflects a person's love for their work. In general, job satisfaction is subjective because every person has a differing level of satisfaction, depending on personal values.

This finding is backed by the research of Asari (2022), Pratama et al., (2024) and Pratama et al., (2024) which stated that job satisfaction mediates the effects of work-life balance and compensation on performance. However, it is different from the research results of Kanti (2024) and Saputra (2024) which stated that the effect of work-life balance and compensation on performance is not mediated by job satisfaction. This study is a replication of the study carried out by Ningsih et al., (2022) entitled Work-life Balance and Compensation on Performance with Job Satisfaction as an Intervening Variable for Millennial Generation Banking Employees. The researcher replicated this study because it was considered relevant to the subjects in this study, namely nurses at Cilacap Regional Hospital.

## **LITERATURE REVIEW**

### ***Human Capital Theory (HCT)***

In accordance with the theory introduced by Schultz (1961), namely human capital theory, this study focuses on the importance of human resources. This theory assumes that individual skills, knowledge, and health are valuable assets that can be improved through investment, such as education and training. This investment will ultimately impact the productivity of individuals and society as a whole in a positive manner, both in the professional realm and in everyday life (Submitter et al., 2022) .

According to Ongkorahardjo (2008) in Yuniarsih et al., (2022) Human capital refers to the combination of skills, knowledge, creativity, as well as abilities that individuals possess for carrying out their duties, so that they can produce values that contribute to the accomplishment of certain goals. According to Yuniarsih et al., (2022) human capital functions as a system in an organization to improve, develop the performance of an employee through increasing their intellectual, knowledge, abilities, and experience so that the output produced by an organization can have value and quality.

### ***Performance***

As described by Pawerangi et al., (2023), performance is the outcome of a certain work process planned at the time and place of the employees and the organization involved. Whereas Septiani et al., (2023) explained employee performance as a process that refers to and is measured over a certain duration based on previously determined provisions and agreements. According to Hadi & Kirana (2024) performance is the achievement of an employee's work results in carrying out the tasks that are their responsibility, both in terms of quantity and quality. As explained by Safitri & Kasmari (2022) , employee performance is the level of achievement or overall results obtained by an employee during a certain period of time in carrying out their duties, which are then compared with several benchmarks, like targets, work standards, criteria that have been previously set and mutually approved.

### ***Job Satisfaction***

According to Priyatno & Yuliana (2025) Job satisfaction is an individual's attitude regarding their work, which is influenced by various factors related to how much and how the work is done by the individual. Meanwhile, Hastuti et al., (2025) described job satisfaction as a positive emotional feeling and reflects a person's love for their work. In general, job satisfaction is subjective because every individual has different levels of satisfaction, which depends on personal values.

### ***Work-Life Balance***

As defined by Riantika et al., (2024) , work-life balance is how satisfied an individual is with the balance between personal and work life. Work-life balance is the foundation for human capital development. Stress arising from the inability to balance various life demands can drain an individual's energy and focus, thereby inhibiting the growth of skills and knowledge. Work-life balance in general is the balance between a person's work life that is involved in a satisfied and balanced way in carrying out the roles between life and work. Work-life balance is the level of how balanced an individual is seen to be satisfied with work and roles in personal life (Tiara et al., 2024). As stated by Pratiwi et.al., (2020), work-life balance is the capability of an individual in managing the balance of two lives, namely personal life and professional life.

### ***Compensation***

Wahyudi & Nofirda (2024) define compensation as a reciprocity that the company gives to employees for their services in fulfilling the tasks, obligations or responsibilities given to them to achieve the company's goals. According to Nugroho & Kunartinah (2022) , compensation is not only about money, but also a form of social recognition of individual contributions. From the perspective of human capital theory by Schultz (1961), competitive and fair compensation can increase employee motivation to develop themselves and contribute more to the company. In other words, compensation is an investment that can increase human capital value in an organization.

### ***The Influence of Work-Life Balance on Performance***

Work-life balance plays a role that is very important in improving employee performance. Organizations that implement flexible work policies, provide adequate rest time, and support employee well-being tend to produce a more loyal, productive, and creative workforce. Conversely, if the aspect of work-life balance is ignored, this can reduce productivity, job satisfaction, and employee well-being, which ultimately impacts performance in a negative manner (Mutiarra et al., 2025) . Aligning with the research carried out by Prasetyo & Achmad (2025) , Lukmiati (2020) , Putri & Frianto (2023) and Pratiwi & Fatoni (2023) which states that work-life balance positively and significantly affects performance.

H1: Work-life Balance has a significant positive effect on Performance.

### ***The Influence of Compensation on Performance***

Compensation directly impacts employee performance. When compensation is given fairly and appropriately, it can encourage increased loyalty, work motivation, as well as employee commitment to the organization. Conversely, an inadequate compensation system can lead to dissatisfaction, which can ultimately lead to decreased performance (Ndruru, 2024) . Aligning with research carried out by Noratta et al., (2022) , Mirdan (2021) , Handoko et al., (2021) , Ekhsan & Septian (2021) and Abdurokhim (2020) which stated that compensation positively and significantly affects performance.

H2: Compensation has a positive and significant effect on performance.

### ***The Effect of Work-Life Balance on Job Satisfaction***

Work-life balance reflects an employee's capability in balancing work demands with personal needs and family responsibilities. Companies play an important role in shaping a work environment that encourages this balance in order to increase employee job satisfaction (Wahyudin et al., 2025) . In addition, according to Tiara & Nurul (2024) , the more effective work-life balance implementation is in an organization, the higher the level of job satisfaction felt by employees. Aligning with research by Jamilah et al., (2024) , Aliya & Saragih (2020) , Pratama et al., (2024), and Dalila & Hadi (2024) which showed similar findings, which is work-life balance positively affects employee job satisfaction.

H3: Work-Life Balance has a positive and significant effect on Job Satisfaction.

### ***The Influence of Compensation on Job Satisfaction***

Compensation plays a crucial part in encouraging employees to work optimally. Providing timely compensation can enhance employee satisfaction, because it leads to employees feeling that their rights have been fulfilled by the company (Waruwu et al., 2025). Employee dissatisfaction with the compensation received can have a negative impact that is detrimental to the Company (Dwiwarman, 2024). Aligning with research carried out by Azhar et al., (2020), Puspitawati & Atmaja (2020), Hakim & Muhdi (2020), and Hasyim (2020) which states that Compensation positively and significantly affects Performance.

H4: Compensation has a positive and significant effect on Job Satisfaction.

### ***The Influence of Job Satisfaction on Performance***

Employees who feel satisfaction regarding their works will be more enthusiastic, motivated, as well as responsible in completing tasks (Suryawan & Salsabilla, 2022). Employees tend to work better and demonstrate a positive attitude towards coworkers and the company. In addition, job satisfaction makes employees more focused, creative, and loyal, so that their performance increases (Augustine et al., 2022). Aligning with research carried out by Nurrohmat & Lestari (2021), Fajri et al., (2022), Paparang et al., (2021) and Fauziek & Yanuar (2021) which states that Job Satisfaction positively and significantly affect Performance.

H5: Job Satisfaction has a positive and significant effect on Performance

### ***Work-Life Balance influences Performance through Job Satisfaction***

Work-life balance plays a part that is important in creating a balance between the demands of work and employees' personal lives. When employees are able to balance the two well, they often feel more content with their work (Asari, 2022). Job satisfaction then impacts the increase in employee performance, both in terms of productivity, responsibility, as well as loyalty to the company. Thus, job satisfaction functions as a mediating variable that bridges the influence of work-life balance on performance (Supriyanto, 2023). Aligning with research carried out by Rozi & Puspitasari (2021), Pratiwi & Fatoni (2023) and Irwandi & Sanjaya (2022) which states that there is an influence of work-life balance on performance through job satisfaction.

H6: Work-Life Balance influences Performance through Job Satisfaction

### ***Compensation affects Performance through Job Satisfaction***

When compensation is given fairly and on time, employees will feel appreciated and their needs met, so that there is an increase in the level of job satisfaction (Hidayat, 2021). This high job satisfaction then positively impacts employee performance, because employees are motivated to work better and more productively. Thus, job satisfaction acts as a mediator that connects the effect of compensation on performance (Fauzan, 2022). Aligning with research carried out by Mulyaningtyas & Soliha (2023), Talashina & Ngatno (2020), and Govinda & Mujiati (2022) which states that compensation influences performance through job satisfaction.

H7: Compensation affects Performance through Job Satisfaction

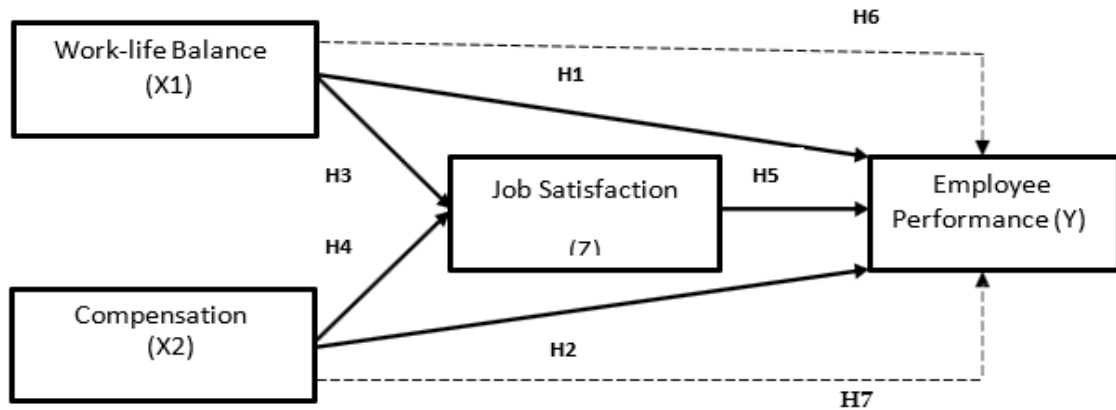


Figure 1. Conceptual Framework

### METHODOLOGY

A quantitative approach was applied for this study, with a purposive sampling technique. This study's population consisted of 215 nurses at the Cilacap Regional General Hospital, and the sample taken was 140 nurses. Data were gathered from questionnaires distributed directly to respondents. Respondents' answers were measured with the use of a Likert scale with a value range of 1 to 5. Data was analyzed using SEM PLS. In this study, performance was measured using 3 indicator items according to Widyastuti et al., (2023), namely, a) Work tasks, b) Situational performance, and c) Counterproductive work behavior. In this study, job satisfaction was measured using 7 indicator items according to Simanjuntak & Sitio (2021), namely a) Work, b) Wages, c) Promotion, d) Supervision, and e) Coworkers. Work-life balance in this study was measured with the use of 3 indicator items according to Hudson (2005) in Juanita et al., (2024), which are a). Time Balance, b). Involvement Balance, c). Satisfaction Balance. In this study, compensation is measured using 4 indicator items according to Azhar et al., (2020), namely. a) Equitable rewards, b) Treatment comparable to performance, c) Decent benefits, and d) Adequate facilities.

### RESEARCH RESULT

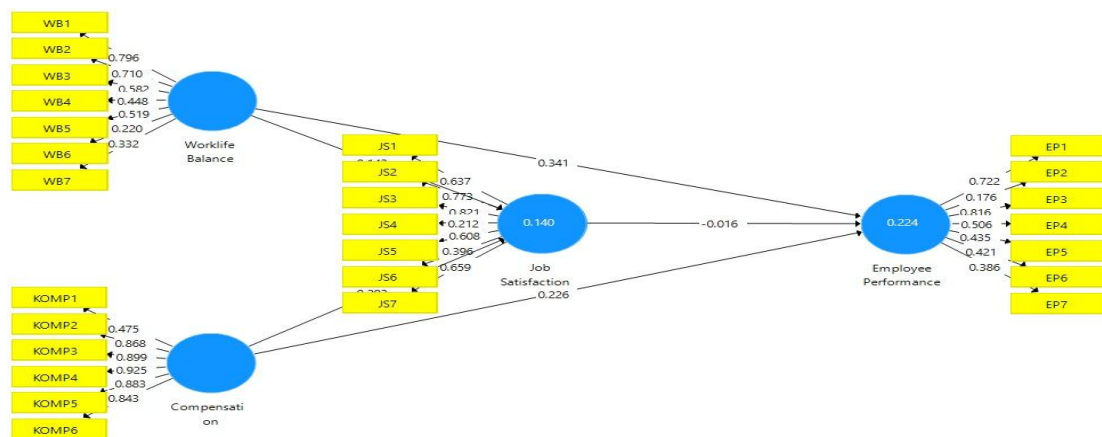
In this study, Partial Least Square or PLS was utilized to find answers to the proposed hypotheses, which are basically predictive. The purpose of PLS is to minimize the variance of variables when estimating model parameters (Ghozali, 2015). All questionnaire data were collected with a 100% return rate and prepared for analysis.

Table 1. Respondent Characteristics

Characteristics	Amount	Percentage
<b>Gender</b>		
Man	53	37.8
Woman	87	62.1
<b>Total</b>	<b>140</b>	<b>100</b>
<b>Education Final</b>		
JUNIOR HIGH SCHOOL	1	0.7
SENIOR HIGH SCHOOL	43	2.2
DIPLOMA	63	47.0
S1	67	46.3
S2	5	3.7

<b>Total</b>	<b>140</b>	<b>100</b>
<b>Long Work</b>		
< 1 year	27	20.2
1-5 year	45	32.0
6-10 year	28	20.9
11-15 year	40	26.9
<b>Total</b>	<b>140</b>	<b>100</b>
<b>Age</b>		
21-30 year	35	26.1
31-40 year	71	48.5
41-50 year	23	17.2
> 50 years	11	8.2
<b>Total</b>	<b>140</b>	<b>100</b>

In this study, it was found that the total of respondents was 140, with the majority being female, namely 87 (62.1%). The majority education final is S1.



**Figure 2. Results of SEM-PLS model analysis**

Based on Figure 1. This data analysis was conducted in 1 round. As displayed by the data in Figure 2, all indicators show an outer loading value above 0.7. While the external loading value above 0.70 signifies that the statement item is valid (Hair et al., 2017).

**Table 2. Outer Loading**

Indicator	Mark
WLB Work time does not take away from my personal or family life.	0.861
WLB I work from home according to the hours set by the company.	0.884
WLB I still have time to do hobbies and other activities outside of work activities.	0.861
WLB I can carry out my role well both in work and family.	0.861
WLB My involvement in family activities and work activities is done in a balanced way.	0.871
WLB Don't feel pressured either in doing work or when doing activities outside of work.	0.869
WLB I feel satisfied with a life that is balanced between work activities and activities outside of work.	0.832

COM	I get incentive/bonus allowance if I meet the set targets.	0.868
COM	I appreciate the company's efforts in ensuring fair bonus distribution.	0.887
COM	I am entitled to annual leave pay in accordance with the provisions stated in the company's SOP.	0.795
COM	I receive health benefits (BPJS) relevant to the rules or regulations stipulated in the law.	0.821
COM	I get transportation allowance every time I come to work	0.736
COM	Every year I always receive a nursing service remuneration allowance	0.816
JS	I feel quite satisfied with my current job.	0.793
JS	I feel that I am happier in my job than most other people.	0.815
JS	I'm disappointed that I ever took this job.	0.716
JS	Every work day seems like it will never end.	0.862
JS	Most of the time I have to force myself to go to work.	0.880
JS	I feel I am paid a fair amount for the work I do.	0.808
JS	I feel satisfied with my opportunities for advancement and promotion.	0.711
EP	Employee performance can be influenced by employee career development.	0.857
EP	Employee performance can be influenced by incentives provided by the Company.	0.831
EP	Employee performance can be influenced by employee enthusiasm for work.	0.847
EP	Employee performance can be influenced by the frequency with which company targets are achieved.	0.881
EP	I complete all assigned tasks adequately.	0.838
EP	I meet all the formal performance requirements of the job.	0.852
EP	I involve myself in all activities that directly affect my job performance.	0.862

Table 2. The analysis results show that there is a loading factor value of more than 0.7 on the variables Work-Life Balance, Compensation, Job Satisfaction, along with Employee Performance. High values on external loading prove that the indicators applied can be explained by the construction being measured, the general rule that applies to external loading values must be 0.70 or higher (Yamin, 2023). Therefore, a conclusion can be drawn that the loading factor values of every indicator have sufficient values to meet the requirements of convergence validity.

Table 3. Construct Reliability and Validity

	Cronbach's Alpha	rho_A	Composite Reliability	Average Variance Extracted (AVE)
Compensation	0.903	0.905	0.926	0.676
Employee Performance	0.937	0.938	0.949	0.727
Job Satisfaction	0.905	0.905	0.925	0.640
Work-life Balance	0.943	0.944	0.953	0.744

Based on Table 3. The above shows that the Construct Reliability and Validity values of the Work-Life Balance, Compensation, Job Satisfaction, as well as Employee Performance variables exceed 0.5, so all of these variables can be declared reliable.

Table 4. R Square Value

	R Square	R Square Adjusted
Employee Performance	0.738	0.733
Job Satisfaction	0.779	0.776

Table 4. shows the Adjusted R Square value on Employee Performance 0.733. This figure shows that Job Satisfaction, Compensation, and Work-Life Balance contribute 73.3% of the variance in employee performance measures. Then, a conclusion can be drawn that the R square value is stated as strong. The Adjusted R-Square value on the Job Satisfaction variable is 0.776. This value shows that the Work-Life Balance as well as Compensation variables can explain the Job Satisfaction variable by 77.6%. So, a conclusion can be drawn that the Adjusted R Square value is stated as strong.

Table 5. Path Coefficients

	Original Sample	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics ( O/STDEV )	P Values	Information
Compensation -> Employee Performance	0.385	0.388	0.090	4.277	0.000	Accepted
Compensation -> Job Satisfaction	0.690	0.692	0.066	10,400	0.000	Accepted
Job Satisfaction -> Employee Performance	0.496	0.492	0.085	5,822	0.000	Accepted
Worklife Balance -> Employee Performance	0.008	0.010	0.077	0.102	0.919	Rejected
Worklife Balance -> Job Satisfaction	0.227	0.226	0.073	3.102	0.002	Accepted
Compensation -> Job Satisfaction -> Employee Performance	0.342	0.340	0.069	4.932	0.000	Accepted
Worklife Balance -> Job Satisfaction -> Employee Performance	0.113	0.111	0.042	2,716	0.007	Accepted

Table 5. To determine the validity of the hypothesis, the path coefficient that has a P value below 0.05 is declared significant (Yamin, 2023). The first hypothesis shows a positive but insignificant effect between Work-Life Balance with Employee Performance because the P value of the hypothesis is above 0.05 which indicates the rejection of the first hypothesis. The second hypothesis shows a positive and significant influence between Compensation and Employee

Performance, because its P value is lower than 0.05, so it confirms the acceptance of the second hypothesis. Meanwhile, the third and fourth hypotheses have a positive and significant relationship between the Work-Life Balance with Compensation variables on Job Satisfaction with a P value below 0.05, so that the third and fourth hypotheses are accepted. The fifth hypothesis shows a positive and significant relationship between Job Satisfaction with Employee Performance, because its P value is lower than 0.05, so it confirms the acceptance of hypothesis 5. Furthermore, to test the mediation hypothesis, which are the sixth and seventh hypotheses. Job Satisfaction mediates the influence of Work-Life Balance and Employee Performance with a P value at 0.007, which is below 0.05, indicating the acceptance of the sixth hypothesis. Then, Job Satisfaction mediates the influence of Compensation and Employee Performance with a P value of 0.000, which is below 0.05, indicating the acceptance of the seventh hypothesis.

## DISCUSSION

### *The Influence of Work-Life Balance on Employee Performance*

Referring to the hypothesis calculation results, First show that *work-life balance* has a positive and significant effect on the performance of nurses at Cilacap Regional Hospital. This shows that the better the balance between work-life Work And life personal possessed by nurses, the higher the level of performance they demonstrate in operate his duties (Pratiwi & Fatoni, 2023).

This finding is supported by *Human Capital Theory*, in which it is stated that individuals are valuable assets (human capital) that have economic value based on their skills, knowledge, and health. *Work-life balance* is one factor that supports quality. capital man, especially in welfare matters physique and psychological (Muzakki, 2020).

According to Ismanto et al., (2024) with the creation of *work life balance*, nurse can maintain mental health, reduce stress levels, and increase life satisfaction. This contributes directly to increasing the capacity of nurses as productive human capital. When nurses feel that their personal lives are not disturbed by work pressure, nurses tend to be more focused, motivated, and able to carry out their responsibilities optimally (Muliawati, 2020).

This finding is back by the research of Prasetyo & Achmad (2025), Lukmiati (2020), Putri & Frianto (2023) and Pratiwi & Fatoni (2023) which states that performance is positively and significantly affected by *work-life balance*.

### *The Influence of Compensation on Employee Performance*

Referring to the calculation results of the second hypothesis, it shows that compensation does not affect nurses' performance at Cilacap Regional Hospital. This means that the level of compensation received by nurses, both in financial and non-financial forms, does not directly affect the level of performance.

This finding is in line with *Human Capital Theory*, which shows that the value of human capital is not only determined by reward financial, but as well as by other aspects such as work ethic, dedication, experience, and intrinsic motivation. In theory This, individual is organizational assets that have value because of their competence, no solely because of the external awards received (Muliawati, 2020).

This finding is backed by the research of Yani (2022) and Wijaya & Laily (2021) mention compensation does not affect performance.

### ***Influence Work Life Balance on Job Satisfaction***

The calculation results of the third hypothesis show that *work-life balance* does not influence job satisfaction. This finding indicates that the balance between work life and personal life is not the main factor determining the level of nurses' job satisfaction (Nurjayati et al., 2024).

In general general, *work life balance* often associated as an important factor in creating job satisfaction, especially in service fields such as nursing which have a high workload (Azdanal et al., 2021). However, at the RSUD Cilacap, possibility there is other factors that are more dominant in influencing job satisfaction, such as the work environment, relationships between colleagues, superior leadership style, job stability, or non-material rewards.

This finding is supported by *Human Capital Theory*, in which it is stated that job satisfaction does not only depend on the condition of life balance, but more on How organization manage and maximize the potential and needs of individuals as productive assets (Submitter et al., 2022). This theory states that man as Organizational capital has a value that continues to grow if it is managed well, not only from the aspect of life balance, but also from the aspect of support and development. career, And recognition of contribution Work (Submitter et et al., 2022).

This finding is backed by the research of Endeka et al., (2020) and Maharani et al., (2023) which states that *work life balance* shows no effect on performance.

### ***The Influence of Compensations on Job Satisfaction***

Referring to the calculation results of the fourth hypothesis, it indicates that compensation positively and significantly affects Job Satisfaction in nurses in HOSPITAL Cilacap. It means, the better and fairer the compensation given by the hospital, the more high-level satisfaction Work Which felt by nurse.

According to Aprinawati et al., (2021), adequate compensation provides a sense of appreciation, increases motivation, and fosters loyalty to the organization. For the nursing profession which has demands physique and emotional high, compensation becomes a form of real appreciation for their contribution and sacrifice in providing health services (Nggode et al., 2024).

This finding is in line with *Human Capital Theory*; individuals are seen as important assets in organizations that need to be maintained and developed. Compensation that adequate is form the organization's investment in its human capital. When organization give reward appropriate to workload, experience and responsibilities, so individual feel that their existence is appreciated, which ultimately impacts the increase in job satisfaction (Submitter et al., 2022).

This finding is in line with research conducted by Azhar et al., (2020), Puspitawati & Atmaja (2020), Hakim & Muhdi (2020), and Hasyim (2020) which states that compensation has a positive and significant effect. on Performance.

### ***The Influence of Job Satisfaction on Employee Performance***

Referring to the calculation results of the fifth hypothesis, it indicates that job satisfaction positively and significantly affects the performance of nurses at Cilacap Regional Hospital. This is an indication that the higher the level of job satisfaction, the higher the level of job satisfaction. satisfaction Work Which felt by nurses, the better the performance. they show in carry out his duties.

According to Rahmawati & Irwana, (2020) individuals who feel content with their jobs are more likely to have higher motivation, stronger loyalty, as well as better work spirit. In nursing, job satisfaction is very important because this job requires empathy, precision, and responsiveness in responding to patient needs (Putriana, 2023),

This finding is supported by *Human Capital Theory*, in which it is stated that workforce performance is not only determined by skills and knowledge, but also by psychological conditions. and emotional that individuals have as part of human capital. Job satisfaction is an indicator of psychological well-being that reflects the extent to which an organization succeeds in meeting intrinsic and extrinsic needs. employee (Submitter et et al., 2022).

This finding is backed by the research of Nurrohmat & Sustainable (2021), Fajri et al., (2022), Paparang et al., (2021) and Fauziek & Yanuar (2021) who stated Performance is positively and significantly affected by Job Satisfaction.

### ***The Influence of Work-Life Balance on Employee Performance through Job Satisfaction***

Referring to the results of the hypothesis calculation sixth show that *work-life balance* affects performance through job satisfaction in nurses at Cilacap Regional Hospital. This means that job satisfaction acts as a mediating variable that bridges the influence of *work-life balance* on performance. In other words, work-life balance does not directly improve performance, but will more formerly increase satisfaction Work, which then positively impacts performance (Asari, 2022).

According to Rahmawati & Irwana (2020), nurses who feel that their lives are balanced between work and personal life tend to experience higher job satisfaction. This feeling of satisfaction then pushes Spirit, commitment, and more optimal work performance. This finding is supported by *Human Capital Theory*, in which it is stated that humans are viewed as organizational assets that have strategic value. Job satisfaction is an element that is important in improving the quality of human capital, because it is closely related to psychological conditions that support productivity. *Work-life balance* supports the maintenance of well-being mentally and physique, which strengthens quality source Power human from the *soft capital side* (motivation, satisfaction, engagement) (Submitter et al., 2022).

This finding is backed by the research of The Puspitary (2020), Pratiwi & Fatoni (2023) and Irwandi & Sanjaya (2022) who stated that there was an influence *work life balance* to performance through job satisfaction.

### ***The Influence of Compensation on Employee Performance through Job Satisfaction***

Referring to the calculation results of the seventh hypothesis, it shows that compensation affects performance through job satisfaction in nurses at Cilacap Regional Hospital. This means that job satisfaction acts as a mediating variable that bridges the relationship between compensation and performance. In this case, the compensation given not only directly impacts the performance, but also in an indirect way through increased job satisfaction (Hidayat et al., 2020).

This finding is supported by *the Human Capital Theory*, in which it is stated that compensation is a form of organizational investment in its human capital. This theory views employees, in this case nurses, as assets that have high economic value and productivity. If managed with Good. Appropriate compensation serves as an incentive that strengthens motivation and job satisfaction, which in turn improves performance quality (Submitter et al., 2022).

This finding is backed by the research of Mulyaningtyas & Soliha (2023), Talashina & Ngatno (2020), and Govinda & Mujiati, (2022) which states that compensation affects performance through job satisfaction.

### **CONCLUSION AND RECOMMENDATIONS**

The results of this study are very interesting and can be used as basic recommendations for study furthermore. Matter This proven from the results of the study which showed that *work-life balance* has a positive and significant effect on the performance of nurses at Cilacap Regional Hospital, the balance between work and personal life helps improve focus, motivation, and work productivity. Compensation does not affect the performance of nurses at Cilacap Regional Hospital. *Work-Life Balance* does not affect Job Satisfaction in nurses at Cilacap Regional Hospital. Compensation has a positive and significant effect on Job Satisfaction in nurses at Cilacap Regional Hospital, decent rewards provide a sense of appreciation, increase motivation, and strengthen loyalty to work. Satisfaction Work influential positive and significant to performance on nurse At Cilacap Regional Hospital, nurses who are satisfied with their work tend to be more motivated, enthusiastic, and responsible in carrying out their duties, so that their performance increases. *Work-Life Balance* affects Performance through satisfaction Work on nurse in HOSPITAL Cilacap and *Balance* compensation affect performance through job satisfaction of nurses at Cilacap Regional Hospital.

### **ADVANCED RESEARCH**

This study has limitations, because this study is related to phenomena related to job satisfaction, so data collection through closed questionnaires may not be completely accurate. can disclose the picture that actually. By Because therefore, in-depth interviews and other approaches can be used to gain a better understanding of this issue. For further research, it is recommended to examine this construct in a broader scope.

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