

## THE EFFECT OF WORK-LIFE BALANCE AND JOB SATISFACTION ON SELF-ESTEEM OF CIVIL SERVANTS AT UPT PUSKESMAS SUNGAI AMBAWANG IN KUBU RAYA REGENCY



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### Abstract

The purpose of this study is to determine the effect of work-life balance and job satisfaction on the self-esteem of Civil Servants at UPT Puskesmas Sungai Ambawang, Kubu Raya Regency. The research method used is the associative method. The population in this study was all Civil Servants at UPT Puskesmas Sungai Ambawang, Kubu Raya Regency totaling 46 people (excluding the head of the puskesmas). The number of samples was 46 respondents with a total sampling technique. Data analysis techniques used multiple linear regression analysis, correlation coefficient, coefficient of determination, simultaneous influence test (F test), and partial influence test (t test). The results of multiple linear regression analysis show the equation:  $Y = 1.279 + 0.283X_1 + 0.276X_2$ . The correlation coefficient value is 0.740, meaning the correlation between the work-life balance and job satisfaction variables with self-esteem is strong. The coefficient of determination shows a value of 0.548, meaning 54.8% of self-esteem can be explained by work-life balance and job satisfaction, while the remaining 45.2% is influenced by other variables not included in this study. The results of the simultaneous influence test show that there is a significant simultaneous (joint) effect between work-life balance and job satisfaction on self-esteem. The results of the partial influence test show that there is a significant partial effect between work-life balance on self-esteem and there is a significant partial effect between job satisfaction on the self-esteem of Civil Servants at UPT Puskesmas Sungai Ambawang, Kubu Raya Regency.

**Keyword:** Work-Life Balance, Job Satisfaction, Self Esteem, Civil Servants, Upt Puskesmas, Kubu Raya

## INTRODUCTION

Human resource management in public organizations involves processes of planning, developing, and maintaining the workforce that have direct implications for individual work experiences and organizational outcomes. The balance between work roles and personal life, satisfaction with work, and individual psychological conditions are part of the dynamics reflected in attendance behavior, motivation, and task execution. Sariningrum (2024) shows that work-life balance is related to absenteeism and job satisfaction levels, while Sunyoto (2013) suggests a correlation between job satisfaction and absenteeism. In addition, Rus & Sandu (2019) state that self-esteem is related to work motivation and can be reflected through withdrawal behaviors such as lateness and absenteeism.

This phenomenon is relevant in the primary health service sector that operates continuously and involves a rotating work system. Based on the Regulation of the Minister of Health of the Republic of Indonesia Number 43 of 2019, Puskesmas carry out community and individual health efforts at the first level with an emphasis on promotive and preventive services. In Sungai Ambawang Subdistrict there were four Puskesmas in 2025, one of which is UPT Puskesmas Sungai Ambawang which serves the community with the scope of promotive, preventive, curative, and rehabilitative services (Dinas Kesehatan Kubu Raya, 2025). This puskesmas operates with the division of outpatient working hours as well as a 24-hour shift system for inpatient services, which includes morning, afternoon, and night shifts.

The number of inpatient services at UPT Puskesmas Sungai Ambawang experienced fluctuations, from 207 services in 2022 increasing to 334 in 2023, then decreasing to 248 in 2024. The number of outpatient services also changed, from 16,543 visits in 2022 to 18,492 in 2023, then decreasing to 11,766 in 2024. In addition, the absenteeism rate of Civil Servants showed an increase from 1.07% in 2022 to 1.21% in 2023 and 1.78% in 2024 (UPT Puskesmas Sungai Ambawang, 2025). This data illustrates variations in work intensity and employee attendance within the same period.

Sariningrum (2024) links work-life balance with absenteeism and job satisfaction, while Sunyoto (2013) shows a relationship between job satisfaction and absenteeism. Rus & Sandu (2019) emphasize that lower self-esteem can be associated with decreased motivation and the emergence of absenteeism behavior. At UPT Puskesmas Sungai Ambawang, employees carry out health service duties with varying work schedules, including night and weekend duties, which potentially relate to work-life balance, job satisfaction, and self-esteem conditions. Lukmiati et al. (2020) found that work-life balance affects employee performance, Lestari and Handayani (2023) show the effect of job satisfaction on employee performance. However, these research results focus on performance as the dependent variable, while the relationship between work-life balance and job satisfaction on the self-esteem of Civil Servants in primary health service facilities has not been shown explicitly in the available data.

Based on these conditions, this research is positioned to examine the relationship between work-life balance and job satisfaction with self-esteem among Civil Servants at UPT Puskesmas Sungai Ambawang in Kubu Raya Regency. The research focus is directed to the organization, work system, and time period that have been presented in the data, without expanding variables beyond the established limits.

## REVIEW OF LITERATURE

### **Work-Life Balance (X1)**

Work-life balance is defined as a balanced state between two demands when work and individual life are in equal positions; from the employee's perspective, work-life balance is understood as a choice to manage work obligations and personal/family responsibilities, while from the organizational perspective it is positioned as the challenge of building a work culture that enables employees to remain focused at work (Lockwood, 2016 in Hanafi et al., 2021). Another definition states that work-life balance is an activity of dividing time between work and activities outside of work, where individual behavior can trigger personal conflict or become a source of energy for oneself (Fisher et al., 2003 in Saring, 2022). The indicators of work-life balance in this study refer to three components, namely time balance, involvement balance, and satisfaction balance (McDonald et al., 2005 in Hanafi et al., 2021). Time balance refers to the proportion of time for work and family/social/personal roles; involvement balance refers to the equality of psychological involvement in work and non-work roles; while satisfaction balance refers to the balance of satisfaction levels in work and family/social/personal roles (McDonald et al., 2005 in Hanafi et al., 2021). The study by Purwanti & Hanik (2021) states that work-life balance has a significant effect on self-esteem. H1: Work-life balance is suspected to have a positive and significant effect on self-esteem.

### **Job Satisfaction (X2)**

Job satisfaction is defined as employees' assessment of various aspects related to work that is subjective and expressed in feelings of pleasure/displeasure and satisfaction/dissatisfaction; satisfaction arises when the job is assessed as meeting expectations and able to fulfill employee needs (Muryati et al., 2022). Another definition states job satisfaction as a set of employees' feelings toward pleasant or unpleasant things in the work they face (Edison et al., 2022). Job satisfaction in this study consists of five dimensions, namely pay, the job itself, promotion opportunities, supervision, and co-workers (Gibson et al., 1993 in Edison et al., 2022). Pay refers to the amount of pay received and perceived as fair; the job itself refers to tasks considered interesting and providing opportunities to learn and take responsibility; promotion opportunities refer to the availability of opportunities to advance; supervision refers to the ability of supervisors to show interest and concern; co-workers refer to friendly and encouraging attitudes of colleagues (Gibson et al., 1993 in Edison et al., 2022). Research conducted by Fitriani & Rachmawati (2022) reported that job satisfaction has a positive impact on self-esteem, where employees who are satisfied with their jobs have higher self-esteem.

H2: Job satisfaction is suspected to have a positive and significant effect on self-esteem.

### **Self Esteem (Y)**

Self-esteem is defined as a comprehensive (global) evaluative dimension of the self that is often referred to as self-worth or self-image (Santrock, 2011). Self-esteem is also positioned as an individual's evaluation of themselves, including attitudes of acceptance or rejection of the self and the extent to which individuals believe that they are capable, important, successful, and valuable (Ghufron & Risnawita, 2017). Self-esteem is also defined as a condition when a person can evaluate themselves; individuals who evaluate themselves as valuable and can accept themselves tend to have high self-esteem (Mu'awanah, 2014). Self-esteem is also referred to as an individual's tendency to view themselves as able to cope with the basic challenges of life and worthy of pride (Branden, 1994). The indicators of self-esteem used in this study are self-worth, competence, significance, virtue, and power (Coopersmith, 1967 in Rokhmatika & Muslikah, 2024). According to Ghufron and Risnawita

(2017), who explain aspects of power, significance, virtue, and competence as dimensions for measuring self-esteem (Ghufron & Risnawita, 2017).

H3: Work-life balance and job satisfaction are suspected to jointly have a positive and significant effect on self-esteem.

## RESEARCH METHOD

This study uses an associative design to test the relationship between Work Life-Balance (X1) and Job Satisfaction (X2) on Self Esteem (Y) among Civil Servants at UPT Puskesmas Sungai Ambawang in Kubu Raya Regency. Associative research is defined as research that aims to determine the relationship between two or more variables (Siregar, 2017). Data collection includes primary data and secondary data. Primary data were collected through distributing questionnaires to respondents, and supported by interviews with Mrs. Sunarti, S.KM as the Head of Administration of UPT Puskesmas Sungai Ambawang. The secondary data used were data on the number of employees by division, number of absences, average performance appraisal scores of Civil Servants, and the number of inpatient services.

The research population is all Civil Servants at UPT Puskesmas Sungai Ambawang in Kubu Raya Regency totaling 46 people (excluding the Head of the Puskesmas). The study uses total sampling, where all members of the population are used as the sample (Sugiyono, 2019), so the sample in this study amounted to 46 people (excluding the Head of the Puskesmas). The independent variables used in this study are Work Life-Balance (X1) and Job Satisfaction (X2), and Self Esteem (Y) as the dependent variable influenced by the independent variables. The measurement scale uses a Likert scale to measure respondents' attitudes, opinions, and perceptions with scores 1–5 (Sugiyono, 2019).

Data analysis includes instrument testing in the form of validity testing to assess the feasibility of question items (Sujarweni, 2024) using product moment correlation, with the criterion that it is valid if  $r$ -count is greater than  $r$ -table (Siregar, 2017), and reliability testing using Cronbach's Alpha with the provision that it is reliable if  $\text{Alpha} > 0.60$  (Sujarweni, 2024). Furthermore, classical assumption tests were carried out which include the Kolmogorov–Smirnov normality test with the criterion  $\text{sig} > 0.05$  (Sujarweni, 2024), the linearity test (Test for Linearity) with the criteria of Deviation from Linearity significance  $> 0.05$  and significance  $< 0.05$  (Purnomo, 2016), and the multicollinearity test with tolerance  $> 0.10$  and  $\text{VIF} < 10$  (Sujarweni, 2024). Hypothesis testing was carried out through multiple linear regression with the equation  $Y = a + b_1X_1 + b_2X_2$  (Siregar, 2017), complemented by multiple correlation coefficient analysis to assess the strength and direction of the relationship (Siregar, 2017), coefficient of determination ( $R^2$ ) with the formula  $\text{KD} = (r)^2 \times 100\%$  (Siregar, 2017), simultaneous test (F test) to assess the effect of X1 and X2 together on Y (Siregar, 2017), and partial test (t test) to assess the contribution of each independent variable to the dependent variable (Siregar, 2017).

## RESULTS AND DISCUSSION

### Test Research Instruments

#### a. Validity Test

The validity test aims to ensure that each statement item in the questionnaire is able to measure the research construct accurately. Testing is carried out by correlating the score of each statement with the total score, then comparing the  $r$ -count value with the  $r$ -table. With

a sample size of 46,  $df = 44$  is obtained and at a significance level of 0.05 an r-table of 0.290 is used. The results of the validity test of all statements are presented in Table 1.

**Table 1.**  
**Validity Test Results**

| Variable               | Indicator | r-count | r-table | Description |
|------------------------|-----------|---------|---------|-------------|
| Work Life Balance (X1) | X1.1      | 0.597   | 0.290   | Valid       |
|                        | X1.2      | 0.621   |         |             |
|                        | X1.3      | 0.721   |         |             |
|                        | X1.4      | 0.426   |         |             |
|                        | X1.5      | 0.595   |         |             |
|                        | X1.6      | 0.748   |         |             |
|                        | X1.7      | 0.440   |         |             |
|                        | X1.8      | 0.727   |         |             |
|                        | X1.9      | 0.659   |         |             |
| Job Satisfaction (X2)  | X2.1      | 0.655   | 0.290   | Valid       |
|                        | X2.2      | 0.582   |         |             |
|                        | X2.3      | 0.653   |         |             |
|                        | X2.4      | 0.705   |         |             |
|                        | X2.5      | 0.574   |         |             |
|                        | X2.6      | 0.719   |         |             |
|                        | X2.7      | 0.733   |         |             |
|                        | X2.8      | 0.684   |         |             |
|                        | X2.9      | 0.647   |         |             |
|                        | X2.10     | 0.712   |         |             |
|                        | X2.11     | 0.682   |         |             |
| Self Esteem (Y)        | Y.1       | 0.722   | 0.290   | Valid       |
|                        | Y.2       | 0.695   |         |             |
|                        | Y.3       | 0.609   |         |             |
|                        | Y.4       | 0.669   |         |             |
|                        | Y.5       | 0.571   |         |             |
|                        | Y.6       | 0.684   |         |             |
|                        | Y.7       | 0.650   |         |             |
|                        | Y.8       | 0.644   |         |             |
|                        | Y.9       | 0.533   |         |             |
|                        | Y.10      | 0.687   |         |             |

Source: Processed Data, 2026

Based on Table 1 of the validity test results, all indicators for the variables Work Life Balance (X1), Job Satisfaction (X2), and Self Esteem (Y) show r-count values greater than the r-table value of 0.290. This indicates that each statement in the questionnaire has met the validity criteria. Thus, all research instruments are declared valid and feasible to use.

#### **b. Reliability Test**

The reliability test aims to assess the consistency and reliability of the questionnaire as a research measurement instrument. The test was conducted using the Cronbach's Alpha method, with the criterion that it is reliable if  $\text{Alpha} \geq 0.60$ . The reliability test results for all variables are presented in Table 2.

**Table 2.**  
**Reliability Test Results**

| Variable               | Cronbach's Alpha | N of items | Minimum Reliabilities | Description |
|------------------------|------------------|------------|-----------------------|-------------|
| Work Life Balance (X1) | 0.795            | 9          | 0.60                  | Reliable    |
| Job Satisfaction (X2)  | 0.870            | 11         |                       |             |
| Self Esteem (Y)        | 0.843            | 10         |                       |             |

Source: Processed Data, 2026

Based on Table 2, all research variables namely Work Life Balance (X1), Job Satisfaction (X2), and Self Esteem (Y), have Cronbach's Alpha values above 0.60, so all statement items are declared reliable and feasible to use as research instruments.

### Classical Assumption Test

#### a. Normality Test

The normality test aims to determine whether the research data are normally distributed. The test was conducted using the Kolmogorov-Smirnov method with SPSS assistance, and the results are presented in Table 3.

**Table 3.**  
**Normality Test Results**

| Test                 | Value             |
|----------------------|-------------------|
| N (Sample)           | 46                |
| Test Statistic       | .074              |
| Asymp.Sig.(2-tailed) | .200 <sup>c</sup> |

Source: Processed Data, 2026

Based on Table 3, the Asymp. Sig. (2-tailed) value of 0.200 is greater than 0.05, so the research data are declared normally distributed.

#### b. Linearity Test

The linearity test aims to determine whether the relationship between the independent variable and the dependent variable is linear. The test was conducted using the Test for Linearity method, with the criterion Sig. Deviation from Linearity > 0.05. The linearity test results are presented in Table 4.

**Table 4.**  
**Linearity Test Results of Work-Life Balance and Self-Esteem**

| Self Esteem * Work Life Balance |                          | Sig. | Description |
|---------------------------------|--------------------------|------|-------------|
| Between Groups                  | (Combined)               | .001 | Linear      |
|                                 | Linearity                | .000 |             |
|                                 | Deviation from Linearity | .062 |             |

Source: Processed Data, 2026

Based on Table 4, the Sig. Deviation from Linearity value between Work Life Balance (X1) and Self Esteem (Y) is 0.062 (> 0.05) and the Sig. Linearity value is < 0.05, so the relationship of variable X1 to variable Y is declared linear.

The results of the linearity test for the Job Satisfaction variable (X2) and Self Esteem (Y) can be seen in Table 5.

**Table 5.**  
**Linearity Test Results of Job Satisfaction and Self-Esteem**

| Self Esteem * Job Satisfaction | Sig. | Description |
|--------------------------------|------|-------------|
|--------------------------------|------|-------------|

|                |                          |      |        |
|----------------|--------------------------|------|--------|
|                | (Combined)               | .012 |        |
| Between Groups | Linearity                | .000 | Linear |
|                | Deviation from Linearity | .270 |        |

Source: Processed Data, 2026

Based on Table 5, the Sig. Deviation from Linearity value between Job Satisfaction (X2) and Self Esteem (Y) is 0.270 ( $> 0.05$ ), and the Sig. Linearity value is  $< 0.05$ , so the relationship of variable X2 to variable Y is declared linear.

### c. Multicollinearity Test

The multicollinearity test aims to determine whether there is a strong relationship among independent variables in the regression model. The test was conducted using SPSS, and the results are presented in Table 6.

**Table 6.**  
**Multicollinearity Test Results**

| Variable          | Tolerance | VIF   |
|-------------------|-----------|-------|
| Work Life Balance | .471      | 2.124 |
| Job Satisfaction  | .471      | 2.124 |

Dependent Variable: Self Esteem

Source: Processed Data, 2026

Based on Table 6, the VIF values of Work Life Balance (X1) and Job Satisfaction (X2) are 2.124 ( $< 10$ ) and the Tolerance values are 0.471 ( $> 0.10$ ), so the regression model is declared not to experience multicollinearity in this study.

## Hypothesis Test

### a. Multiple Linear Regression Analysis

Multiple linear regression analysis is used to determine the effect of independent variables on the dependent variable, both simultaneously and partially, as well as to form a prediction model. The regression coefficient results based on SPSS analysis are presented in Table 7.

**Table 7.**  
**Multiple Linear Regression Analysis Results**

| Variable          | Coefficients | T Statistic | Significance Value |
|-------------------|--------------|-------------|--------------------|
| (Constant)        | 1.279        | 5.375       | .000               |
| Work Life Balance | .283         | 2.736       | .009               |
| Job Satisfaction  | .276         | 2.589       | .013               |

Dependent Variable: Self Esteem

Source: Processed Data, 2026

Based on the results of the multiple linear regression analysis test presented in Table 7 above and referring to the multiple linear regression coefficient equation, the results can be explained as follows:

$$Y = 1.279 + 0.283 X1 + 0.276 X2$$

- 1) The constant value (a) of 1.279 means that when Work Life Balance (X1), and Job Satisfaction (X2) are 0 (zero), then Self Esteem (Y) remains at 1.279.
- 2) The regression coefficient value (b1) of 0.283 indicates that if the Work Life Balance variable increases by 1 (one) unit, then Self Esteem will increase by 0.283 units.
- 3) The regression coefficient value (b2) of 0.276 indicates that if the Job Satisfaction variable increases by 1 (one) unit, then Self Esteem will increase by 0.276 units.

### b. Correlation Coefficient Test (R)

The correlation coefficient is used to determine the strength and direction of the relationship between variables, the results of the multiple correlation coefficient test are presented in Table 8.

**Table 8.**  
**Correlation Coefficient Test Results (R)**

| Model                                                       | R     | R Square | Adjusted R Square | Std. Error of the Estimate |
|-------------------------------------------------------------|-------|----------|-------------------|----------------------------|
| 1                                                           | .740a | .548     | .526              | .43517                     |
| Predictors: (Constant), Job Satisfaction, Work Life Balance |       |          |                   |                            |

Source: Processed Data, 2026

Based on Table 8, the correlation coefficient (R) value of 0.740 indicates that the relationship between Work Life Balance and Job Satisfaction on Self Esteem is categorized as strong.

### c. Determination Coefficient (R<sup>2</sup>)

Based on the results of the coefficient of determination (R<sup>2</sup>) test shown in Table 8, an R-Square value of 0.548 is obtained. This value shows that the Work Life Balance and Job Satisfaction variables are able to explain the variation in Self Esteem by 54.8%, while the remaining 45.2% is influenced by other factors outside the variables studied.

### d. Simultaneous Test (F test)

The simultaneous test (F test) aims to determine the effect of all independent variables together on the dependent variable. The test results using SPSS are presented in Table 9.

**Table 9.**  
**Simultaneous Test Results (F Test)**

| Model      | Sum of Squares | Mean Square | F      | Significance      |
|------------|----------------|-------------|--------|-------------------|
| Regression | 9.854          | 4.927       | 26.018 | .000 <sup>b</sup> |
| Residual   | 8.143          | .189        |        |                   |

Dependent Variable: Self Esteem

Predictors: (Constant), Job Satisfaction, Work Life Balance

Source: Processed Data, 2026

Based on Table 9, the calculated F value of 26.018 > F table 3.22 with a significance of 0.000 < 0.05, so Work Life Balance and Job Satisfaction simultaneously have a significant effect on Self Esteem.

### e. Partial Test (t Test)

The partial test (t test) is used to determine the effect of each independent variable on the dependent variable. The test results using SPSS are presented in Table 10.

**Table 10.**  
**Partial Test Results (t Test)**

| Research Variable               | Coefficients | T Statistic | Significance Value |
|---------------------------------|--------------|-------------|--------------------|
| (Constant)                      | 1.279        | 5.375       | .000               |
| Work Life Balance               | .283         | 2.736       | .009               |
| Job Satisfaction                | .276         | 2.589       | .013               |
| Dependent Variable: Self Esteem |              |             |                    |

Source: Processed Data, 2026

Based on the partial test results (t test) in Table 10 above, then the calculated t results will be compared with the t table. The t table value is 1.680. The results of the t test (Partial) in Table 10 can be explained as follows:

- 1) The Work Life Balance variable (X1) obtains a calculated t value of 2.736 which is greater than the t table value of 1.681, and has a significance value of 0.009 which is smaller than 0.05. Based on these results it can be concluded that partially Work Life Balance has a positive and significant effect on Self Esteem.
- 2) The Job Satisfaction variable (X2) obtains a calculated t value of 2.589 which is greater than the t table value of 1.681, and has a significance value of 0.013 which is smaller than 0.05. Based on these results it can be concluded that partially Job Satisfaction has a positive and significant effect on Self Esteem.

## DISCUSSION

### The Effect of Work-Life Balance on Self Esteem

The partial test results show that Work-Life Balance (X1) has a positive and significant effect on Self Esteem (Y) among Civil Servants at UPT Puskesmas Sungai Ambawang, Kubu Raya Regency. This is evidenced by the calculated t value of 2.736 which is greater than the t table value of 1.681, and a significance value of  $0.009 < 0.05$ . The regression coefficient is positive at 0.283, indicating that an increase in Work-Life Balance will be followed by an increase in employees' Self Esteem. This study indicates that employees' ability to balance work demands and personal life contributes directly to the formation of positive self-evaluation. Employees who are able to manage work time, family responsibilities, and personal needs in a balanced manner tend to feel more valuable, confident, and have higher self-esteem. This condition is important for civil servants in the health service sector who have high workloads and public service demands.

The results of this study are in line with the research findings of Purwanti & Hanik (2021) which show that work-life balance has a significant effect on self-esteem, because the balance between work and personal life encourages individuals to feel more valuable and motivated. This means that Work-Life Balance plays an important role in improving psychological well-being and individual self-worth, self-esteem is not self-control.

### The Effect of Job Satisfaction on Self Esteem

The partial test results also show that Job Satisfaction (X2) has a positive and significant effect on Self Esteem (Y). This is indicated by the calculated t value of 2.589 which is greater than the t table value of 1.681, and a significance value of  $0.013 < 0.05$ . The positive regression coefficient value of 0.276 indicates that the higher the level of employees' job satisfaction, the higher the Self Esteem they have. The results of this study indicate that satisfaction with work which includes satisfaction with tasks, work environment, relationships with supervisors and co-workers, and a reward system contributes significantly to the formation of employees' self-worth. Employees who feel satisfied with their jobs tend to assess themselves as more competent, valuable, and able to make meaningful contributions to the organization.

These results are consistent with the research of Fitriani & Rachmawati (2022) which shows that job satisfaction has a positive effect on self-esteem, where employees who feel satisfied with their jobs tend to have higher levels of self-worth, that when employees feel valued and satisfied with their work, a sense of pride will emerge in their professional role and identity, which ultimately increases Self Esteem. For civil servants in Puskesmas, job

satisfaction is an important factor considering that high health service demands require stable and positive psychological conditions of employees.

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

The results of the simultaneous test (F test) show that Work-Life Balance (X1) and Job Satisfaction (X2) together have a significant effect on Self Esteem (Y). This is evidenced by the calculated F value of 26.018 which is greater than the F table value of 3.22, and a significance value of  $0.000 < 0.05$ . In addition, the correlation coefficient (R) value of 0.740 indicates a strong relationship between the two independent variables and Self Esteem. The coefficient of determination ( $R^2$ ) value of 0.548 indicates that 54.8% of the variation in employees' Self Esteem can be explained by Work-Life Balance and Job Satisfaction, while the remaining 45.2% is influenced by other factors outside the research model. This shows that both variables have a substantial role in shaping employees' Self Esteem, although there are still other psychological and organizational factors that also contribute.

The results of this study show that Work-Life Balance and Job Satisfaction complement each other in influencing Self Esteem. Work-Life Balance provides space for employees to maintain balance between social and professional roles, while Job Satisfaction strengthens feelings of being valued and meaningful in work. The combination of both creates psychological conditions conducive to the formation of positive Self Esteem.

This finding is in line with Simbolon (2021) who concluded that work-life balance and job satisfaction together have a significant influence on the self-esteem of teachers with Civil Servant status, that work and personal life factors cannot be separated in shaping employees' psychological well-being. Previous research also confirms that high Self Esteem in public sector employees correlates with performance, organizational commitment, and service quality to the community. Therefore, the results of this study provide important implications for human resource management in the Puskesmas environment, especially in designing work policies that support life balance and increase employees' job satisfaction.

### **CONCLUSION**

This study examines the effect of Work-Life Balance and Job Satisfaction on Self Esteem among Civil Servants at UPT Puskesmas Sungai Ambawang, Kubu Raya Regency. The results show that both variables have a positive and significant effect, both partially and simultaneously, on employees' self-esteem. The multiple linear regression model obtained is  $Y = 1.279 + 0.283X_1 + 0.276X_2$ , which shows that improvements in work-life balance and job satisfaction directly contribute to increasing self-esteem. The correlation coefficient value ( $R = 0.740$ ) indicates a strong relationship, while the coefficient of determination value ( $R^2 = 0.548$ ) shows that 54.8% of the variation in self-esteem can be explained by both variables, while the remaining 45.2% is influenced by other factors outside the research model. All research instruments have met validity and reliability tests, and the classical assumption test shows that the regression model used has met the analysis requirements. This study contributes empirical evidence that employees' self-esteem in the public sector, especially in the health service field, is strongly influenced by work psychological conditions in the form of job satisfaction and balance between work life and personal life. This finding strengthens behavioral and organizational theory that views self-esteem as the result of positive work experiences and balanced role management, and expands the application of this concept to Civil Servants in primary health services.

From a practical perspective, the results of this study imply that the management of UPT Puskesmas Sungai Ambawang needs to prioritize policies that support work-life balance and increase job satisfaction through proportional workload arrangements, a conducive work environment, a fair reward system, and career development opportunities. These efforts are empirically proven to strengthen employees' self-esteem, which plays an important role in maintaining work motivation and the quality of health services. For future research, it is recommended to add other variables such as organizational support, leadership style, or work stress, and to expand the research object to other agencies or regions so that the research results have stronger generalizability.

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