

The Influence of Work-Life Balance, Transformational Leadership Style, and Work Stress on Job Satisfaction of Employees at the Ternate City KPU Secretariat

M. Arfan Ramli, Ahmad Yani Abdurrahman, Zulkifli

Universitas Khairun, Indonesia

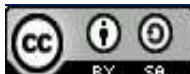
Email: udayramli123@gmail.com, ahmadyani@unkhair.ac.id, zulkifli@unkhair.ac.id

ABSTRACT

This study aims to analyze the influence of work-life balance, transformational leadership style, and job stress on the job satisfaction of employees at the Secretariat of the General Elections Commission (KPU) of Ternate City. The background of this research is based on the phenomenon of imbalance between work and personal life, shifts in leadership styles that affect employee comfort, and increased job stress among employees due to workload and pressure during election stages. This research employs a quantitative approach with an associative research type. The population of the study consists of all 32 employees of the KPU Secretariat in Ternate City, and the entire population was used as the sample (saturated sampling). Data collection was conducted through questionnaires and analyzed using multiple linear regression with the assistance of SPSS software. The results show that partially, work-life balance and transformational leadership style have a positive and significant effect on job satisfaction, while job stress has a negative and significant effect on job satisfaction. Simultaneously, all three variables significantly influence job satisfaction. These findings highlight the importance of time management, inspirational leadership, and stress management in improving employee job satisfaction, especially in public organizations with high workloads such as the KPU. This study is expected to contribute to organizational policy-making in creating a healthy, productive, and sustainable work environment.

KEYWORDS

Work-Life Balance, Transformational Leadership, Job Stress, Job Satisfaction



This work is licensed under a Creative Commons Attribution-ShareAlike 4.0 International

INTRODUCTION

Humans are social creatures, so they cannot be separated from organizational activities in daily life. This involvement appears in various aspects of life, including the workplace and family, as people join organizations to achieve common goals. In the workplace, organizations depend heavily on the quality of human resources, both personnel and leadership. To achieve organizational goals, the second party plays an important role in strategizing and completing tasks. Thus, the main component to ensure organizational capabilities is the development of human resource potential. Because they are the focus of the company's operational activities and policy implementation, human resources are the most valuable asset.

High-quality human resources—where people are the main assets of the organization and planners and active participants in all organizational activities—support the growth of an organization (Ernawati, 2023; Ghozali, I. 2016). Employee performance should be a top priority for management to advance the organization and ensure that workers are highly motivated and able to carry out their duties. The comfort of an organization's employees at work must also support this work ethic. Undoubtedly, the organization's efforts will face

challenges in achieving its goals. One of them is improving the human resources of a company or organization. Many organizations experience obstacles and even fail to achieve their goals; however, these obstacles often arise due to problems with developing human resources.

According to Anam and Prasetyo (2024), human resources are very important to achieve the goals of a company or organization. One of the most important aspects of organizational management responsibilities is human resource management. On the other hand, success will not be achieved if human resources are not managed properly. It is impossible to separate the importance of employee performance from the value of a commercial venture. Because it relates to how management handles the assignment of tasks and responsibilities in the workplace, employee performance is predicted to fluctuate. Conflict cannot solve a change in its management; in other words, conflict and change can coexist and occur simultaneously. Therefore, organizations that want to survive and avoid destructive confrontations need knowledgeable managers.

Job satisfaction represents a critical organizational outcome that influences employee retention, productivity, and organizational commitment. In the context of Indonesian public sector organizations, particularly election management bodies such as the KPU, understanding the determinants of job satisfaction becomes increasingly important given the unique challenges these institutions face, including periodic workload surges during election cycles, public scrutiny, political pressure, and the critical nature of their democratic mandate. Job satisfaction is a person's attitude toward work; both employees' good attitudes toward work and everything related to the workplace are clear indications of this. When job satisfaction increases, the organization's ambition to achieve its goals can be realized. Satisfied workers prefer a favorable work environment over an unfavorable one, and they sometimes experience workplace dissatisfaction stemming from need fulfillment, differences, value achievement, fairness, and genetic components.

According to Hasibuan (2015), job satisfaction is an emotional attitude that is pleasant and loves one's job. This attitude is reflected in work ethic, discipline, and work performance. Job satisfaction is enjoyed in work, outside of work, and a combination of inside and outside of work. Combined work satisfaction inside and outside of work is job satisfaction reflected by a balanced emotional attitude between reciprocity and job performance. Employees who enjoy more job satisfaction exhibit a general attitude toward their work influenced by interactions with colleagues and superiors, organizational rules, and fair remuneration (Robbins, 2015). Tiffin (in Sutrisno, 2009) and Gibson (2008) added that job satisfaction is closely related to work situation, leadership style, co-workers, and wages.

One of the important factors in job satisfaction is work-life balance, which is the balance between the demands of work and personal life. This balance has a positive impact on employee work attitudes, engagement, and productivity (Mutriara et al., 2024). The research of Dewi et al. (2023) and Isa et al. (2024) supports this, while Maharani et al. (2023) found different results, highlighting a research gap.

Another factor that affects job satisfaction is transformational leadership, which emphasizes inspiration, emotional support, and open communication. This style can increase employee morale and engagement, but without effective communication, employees can feel confused and less motivated (Heri, 2025).

Job satisfaction is influenced by a variety of factors, including leadership style, work-life balance, and work stress. A positive leadership style can improve employee performance, motivation, and responsibility. Novitasari's (2020) research shows that transformational leadership has a positive effect on job satisfaction, but different results were found by Nik Kamariah and Sukma Pea (2015), causing a gap in research results.

Work stress is also an important factor that affects job satisfaction. Unmanaged stress can decrease productivity and disrupt employee well-being. Hanım (2020) stated that stress has a significant effect on job satisfaction, while Yasa and Dewi (2019) found a negative and significant effect, showing the inconsistency of research results.

To establish the theoretical foundation, this study reviews four key studies, each revealing insights and limitations regarding work-life balance, leadership, work stress, and job satisfaction. While Dewi et al. (2023) found a strong positive link between work-life balance and job satisfaction in Bali's private sector, their study excluded public sector contexts and mediating factors like leadership. Similarly, Novitasari's (2020) research in manufacturing confirmed transformational leadership's positive impact on satisfaction but did not account for work-life balance or stress. Meanwhile, Yasa and Dewi (2019) identified the expected negative effect of work stress on satisfaction among healthcare workers, though their context is distinct from administrative public bodies. Notably, Maharani et al.'s (2023) finding of an insignificant relationship between work-life balance and satisfaction among some civil servants suggests the dynamics are more complex and context-dependent than previously assumed.

These studies collectively highlight critical research gaps: no existing work simultaneously examines these three predictors within Indonesia's public sector, and unique contexts like election management bodies remain severely understudied. The KPU, as an election management body, operates under a distinctive set of pressures, including intense public scrutiny, complex multi-stage electoral processes, and dramatic cyclical workload variations. These unique characteristics create specific stressors and work-life balance challenges that differentiate it from other public sector organizations, warranting a dedicated investigation into how work-life balance, transformational leadership, and work stress collectively influence job satisfaction in this pivotal yet overlooked setting (Arikunto, 2010; Purba et al., 2021).

The urgency of this research is underscored by specific empirical observations at the Ternate City KPU Secretariat. KPU employees often work under time pressure and complex workloads. Based on observations and attendance data from September to November, it was found that 80% of employees did not follow the prescribed working hours, reflecting a lack of optimal time management. Some employees arrive late, go home early, or show up for no reason. This can be caused by high work pressure, mismatch of tasks and time, and lack of discipline. These problems show that work-life balance and stress management are not yet main concerns, even though they are both important to maintain employee job satisfaction and overall organizational effectiveness (Dewansyah et al., 2024; Musa & Yuliza, 2022).

Irregularities in the distribution of working time at the Ternate City KPU have an impact on work effectiveness, coordination between sections, and a decrease in the quality of public services. This shows the importance of implementing work-life balance as an effort to increase employee discipline and awareness in managing working time. In addition, in the last

five years, there have been several leadership changes in the Ternate City KPU, which have triggered changes in leadership style (Budi Santoso & Yuliantika, 2022; Musa & Yuliza, 2022; Dewansyah et al., 2024). Every change demands adjustments to the work system and impacts employee comfort. Some employees have difficulty adapting, even choosing to leave because they do not fit the new leadership style. This suggests that transformational leadership styles have an important influence on employee stability and job satisfaction. Another factor that affects this is work stress, especially when approaching the implementation of elections. High workloads, time pressures, and lack of support from superiors trigger stress that impacts psychological conditions, discipline, and employee attendance. Administrative and political pressure also exacerbate the condition.

This study makes several novel contributions to organizational behavior literature and practical management. It represents one of the first comprehensive examinations that simultaneously integrates work-life balance, transformational leadership, and work stress within the unique context of Indonesian election management bodies, providing a holistic understanding of job satisfaction determinants often studied in isolation. Additionally, the research extends geographical coverage to the underrepresented region of Eastern Indonesia (North Maluku) and focuses on a small public sector organization, capturing distinct dynamics often overlooked in Java-centric studies of larger bureaucracies.

The study specifically aims to quantify the influence of work-life balance, assess the impact of transformational leadership, and determine the relationship between work stress and job satisfaction among employees of the Ternate City KPU Secretariat. Furthermore, it seeks to examine the simultaneous effects of these three factors and generate evidence-based recommendations. This focused approach addresses a significant gap in public administration research, which has largely neglected the unique temporal pressures, political interfaces, and accountability requirements faced by election bodies compared to general civil service functions.

The expected benefits of this research extend to multiple stakeholders. For the Ternate City KPU management, it will provide actionable insights for HR policy, leadership training, and stress management programs, potentially enhancing work-life quality and reducing turnover for employees. For the broader KPU system and academic researchers, it offers a model for assessment and contributes to knowledge on organizational behavior in understudied Indonesian public sector contexts. Ultimately, for policymakers in election governance, the research highlights the critical importance of effective human resource management in sustaining the health and effectiveness of foundational democratic institutions.

RESEARCH METHOD

This research employed a quantitative associative design to examine the predictive relationships between three independent variables—work-life balance, transformational leadership, and work stress—and the dependent variable of job satisfaction. The study was conducted at the Secretariat of the General Elections Commission (KPU) of Ternate City, selected for its critical role, documented workplace challenges, and accessibility. Data were collected over a three-month period culminating in November 2024, a time of heightened pre-election activity, to capture employee perceptions under demanding conditions.

The study population included all 32 permanent employees of the Secretariat, encompassing a diverse range of ages, service lengths, and functional roles. Given this small,

defined population, a saturated sampling (census) technique was used, eliminating sampling error and allowing for definitive conclusions about the entire employee group. Data were gathered via a structured questionnaire, with sections adapted from established instruments to measure each construct using a five-point Likert scale. Rigorous steps were taken to ensure data quality, including pilot testing, assurances of anonymity, and measures to mitigate response bias, resulting in a 100% response rate.

The collected primary data underwent thorough testing for validity, reliability, and classical regression assumptions. Validity was confirmed through expert review and statistical correlation tests, while reliability, assessed via Cronbach's Alpha, ensured internal consistency for each scale. Furthermore, the data were tested for normality, the absence of multicollinearity, and homoscedasticity to validate the use of multiple linear regression analysis. The regression model was designed to quantify the individual and simultaneous influence of the three predictors on job satisfaction.

The analysis tested four specific hypotheses regarding the significant effects—both individual and combined—of work-life balance, transformational leadership, and work stress on job satisfaction. All research activities were guided by strict ethical principles, including informed consent, confidentiality, voluntary participation, and formal organizational approval, ensuring the study's integrity and its potential to benefit the organization through evidence-based insights for improving HR policies and employee well-being.

RESULT AND DISCUSSION

The General Election Commission (KPU) of Ternate City is an election organizing institution that is tasked with carrying out all stages of general elections in the Ternate City area. The Ternate City KPU is located in Kalumata Village, South Ternate District, Ternate City, North Maluku Province. Currently, the Ternate City KPU is led by M. Zen A. Karim as Chairman, along with a number of other commissioners who oversee divisions such as technical implementation, socialization and voter education, as well as data and information. In order to make the 2024 Regional Elections a success, the KPU has set a Permanent Voter List (DPT) of 141,326 voters, consisting of 69,868 male voters and 71,458 female voters, spread across 302 Polling Stations (TPS) in eight sub-districts and 78 sub-districts. Previously, in the 2024 election, the number of DPTs was recorded at 139,504 voters with 571 polling stations, including three special polling stations in correctional institutions.

The General Election Commission (KPU) of Ternate City has a vision to become an independent, professional, and integrity election organizer for the realization of direct, public, free, confidential, honest, and fair elections (LUBER and JURDIL). This vision is the main foundation in every implementation of the KPU's duties and responsibilities in overseeing democracy at the local level. To realize this vision, the Ternate City KPU has set a number of strategic missions, including improving the quality of implementation Effective elections, efficient, transparent, accountable, and easily accessible to all levels of society. In addition, the KPU is committed to continuing to improve the integrity, independence, competence, and professionalism of election organizers through strengthening the organizers' code of ethics. The drafting of election regulations is also an important focus, with the aim of creating rules that provide legal certainty, are progressive, and encourage active public participation. In its services, the KPU seeks to improve the quality of services for all stakeholders, including voters, election participants, and the wider community. The KPU is also determined to increase voter participation and the quality of public political awareness by upholding the principle that

"voters are sovereign, the country is strong." No less important, the KPU also optimizes the use of information technology to support each stage of the election to be more modern, efficient, and reliable.

Based on the survey of all 32 employees, responses regarding Work-Life Balance were overwhelmingly positive, with an overall mean score of 4.54 placing it in the "very high" category. This strong agreement indicates that most employees feel they can successfully allocate sufficient time to both their professional duties and personal lives, manage their roles effectively, and derive satisfaction from both spheres, which they believe contributes to their overall performance and happiness.

Similarly, perceptions of Transformational Leadership also scored very highly, with a mean of 4.56. A significant majority of respondents expressed strong agreement that their leaders instill confidence, provide a clear vision, motivate employees, foster trust, and understand their needs. The highest-rated aspect was the leadership's attention to subordinate needs, confirming that this leadership style is effectively applied and appreciated within the Ternate City KPU environment.

In contrast, the results for the Work Stress variable presented a more varied picture, with average scores for individual items ranging from "high" to "very high." While employees generally agreed that tasks matched their skills and that they understood their roles, other areas—such as feeling valued, receiving clear guidance from peers, and experiencing healthy competition—received slightly lower, though still positive, ratings. This suggests a generally manageable stress level with specific, identifiable areas for potential organizational improvement.

The Job Satisfaction variable achieved the highest composite perception, with a mean score of 4.54 in the "very high" category. Satisfaction was particularly strong regarding relationships with colleagues, their supportive and cooperative attitudes, and the support and feedback provided by superiors. This consistently high level of satisfaction across all measured aspects—from the nature of the work and compensation to supervision and peer relations—demonstrates a very positive and fulfilling work environment for the employees at the Ternate City KPU Secretariat.

Normality Test

The normality test is to see whether or not a normal distributed residual value of a good regression model is a normal or near-normal distribution of data. For this reason, before further testing is carried out, a data normality test is first carried out using the normal P-P Plot curve. The curve is said to be normally distributed if the data is spread around the line of the diagram and follows a regression model. Likewise, if the data spreads far from the diagonal line and does not follow the direction of the diagonal line, then the regression model does not meet normality. Below are the results of the normality test using the Normal P-P Plot curve.

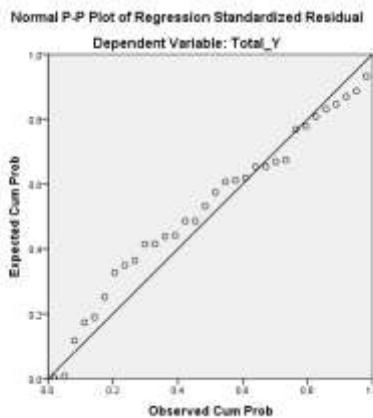


Figure 1. Normality Test Results

From the analysis of the curve above, it can be seen that the data is spread around the diagram and follows a regression model so that it can be concluded that the processed data is normally distributed data, so that the classical assumption test is fulfilled.

Multicollinearity Test

Table 1. Result Multicollinearity Test

Variabel	Collinearity Statistics		Conclusion
	Tolerance	VIF	
X1	0,798	1,254	Multicollinearity Does Not Occur
X2	0,772	1,296	Multicollinearity Does Not Occur
X3	0,865	1,157	Multicollinearity Does Not Occur

Source: Primary data processed 2025

The results of the calculation of the *tolerance* value can be seen that all independent variables have a *tolerance value* of >0.01 and also with the results of the calculation of the VIF value, of the three independent variables tested there is no VIF value of more than 10, then it can be concluded that there is no multicollinearity between the independent variable and the regression model Source: Primary data processed 2025

The results of the calculation of the *tolerance* value can be seen that all independent variables have a *tolerance value* of >0.01 and also with the results of the calculation of the VIF value, of the three independent variables tested there is no VIF value of more than 10, then it can be concluded that there is no multicollinearity between the independent variable and the regression model

Heteroskedastisitas

This test is used to see whether in a regression model there is an unevenness of variance from residual in one observation to another. A regression model that meets the requirements is one where there is a similarity of variance from one residual observation to another is fixed or called heteroscedasticity. The existence or absence of heteroscedasticity is done by looking at the graph pattern.

If the graph obtained forms a certain irregular pattern (wavy widens and then narrows), then heteroscedasticity has occurred. Conversely, if the graph obtained does not form a clear

pattern where the points are spread above and below the number 0 on the Y axis, then heteroscedasticity does not occur. To detect the presence or absence of heteroscedasticity, it is by looking at the plot graph between the predictive value of the bound variable, namely ZPRED and the residual SRESID. Below is a picture showing the heteroscedasticity test taken from the results of the SPSS test.

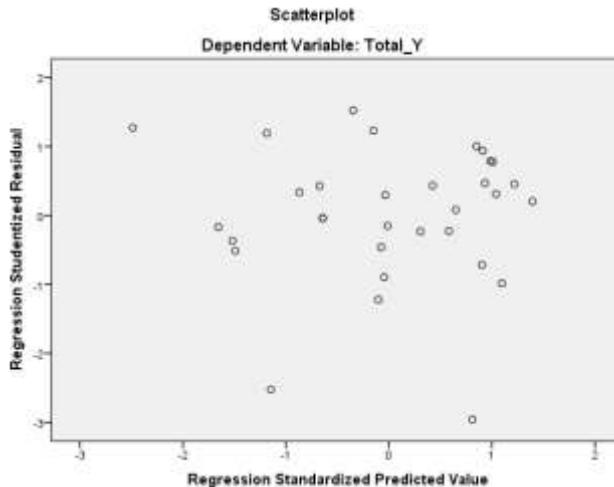


Figure 2. Heteroscedasticity Test Results

From the image above, it can be seen that the dots form a certain irregular pattern, and are scattered both above and below the number 0 (zero) and between positive 2 and negative 2 (2, -2). This means that heteroscedasticity does not occur.

Analysis of the Regresi Linier Berganda

Multiple regression analysis was carried out to find out how much influence the independent variables, namely Work Life Balance (X1), Leadership Style (X2), and Work Stress (X3) on the dependent variable, namely Job Satisfaction (Y). The results of multiple regression testing can be seen in the following Table 2:

Table 2. Results of Multiple Regression Analysis between Independent Variables (X) against Dependent Variables (Y)

Model	Coefficients ^a				
	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1	(Constant)	3.593	6.631	.542	.592
	Total_X1	.848	.177	.565	.000
	Total_X2	.255	.117	.261	.038
	Total_X3	.192	.091	.240	.043

a. Dependent Variable: Total_Y

Sumber: Primary data processed 2025

From the results of data processing which included independent variables, namely *work life balance* (X1), leadership style (X2) and work stress (X3) to dependent variables, namely satisfaction variables (Y), multiple linear regression models were obtained as follows :

$$Y = 3,593 + 0,848X1 + 0,255X2 + 0,192X3 + e$$

The values of the parameters or regression coefficients that have been standardized for the variables X1, X2 and X3 show that :

1. If the Work Life Balance (X1) variable increases by one unit, then the Work Satisfaction (Y) variable will increase by 0.848 assuming the other variables are constant. A significance value of 0.000 (< 0.05) indicates that this effect is statistically significant. This means that Work Life Balance has the most dominant influence on employee job satisfaction.
2. If the Leadership Style variable (X2) increases by one unit, then the Job Satisfaction variable (Y) will increase by 0.255, with a significance value of 0.038 (< 0.05). This shows that Leadership Style has a significant effect on Job Satisfaction, even though the contribution is not as large as X1.
3. If the variable Work Stress (X3) increases by one unit, then Job Satisfaction (Y) will increase by 0.192, with a significance value of 0.043 (< 0.05). This means that the influence of Work Stress is also significant, although the effect is smaller than that of X1 and X2. It should be noted that positive values on the work stress variable can be caused by statements formulated in reverse form (e.g.: the lower the stress, the higher the satisfaction).

Since all X variables have a Sig value of < 0.05 , it can be concluded that *Work Life Balance*, Leadership Style, and Work Stress all have a significant effect on Job Satisfaction.

Discussion

Based on the results of data analysis and hypothesis testing that has been carried out previously is basically an effort to solve the problems that have been identified in this study using a statistical approach, for that it is necessary to interpret the results of statistical testing in the form of a description of the problem being studied.

The Effect of Work Life Balance on Job Satisfaction

Based on the results of multiple linear regression analysis in this study, the results of partial hypothesis testing between the variables of Work Life Balance and Employee Job Satisfaction were obtained. It can be concluded that Work Life Balance has a significant effect on employee job satisfaction, so it can be said that the better the balance between work life and personal life that employees feel, the higher their job satisfaction level will be at the Ternate City KPU Secretariat.

According to Hasibuan (2018), work-life balance is a condition in which a person is able to manage time and energy between work and personal life in a balanced manner, without sacrificing either of them. This balance is important to create individual comfort and happiness at work, thus having an impact on increasing satisfaction with the work itself.

The implementation of a good work-life balance includes a reasonable division of working time, support for employees' personal needs, and flexibility in carrying out professional and personal responsibilities. Employees who feel that their lives are not interrupted by work will have a higher morale, stronger loyalty to the agency, and a positive attitude towards the job tasks given.

The results of this study are also consistent with previous research by Dewi et al. (2023) and Isa et al. (2024), which shows that Work Life Balance has a positive and significant influence on Job Satisfaction. Thus, the results of this study reinforce that organizational efforts

in creating a balanced work environment between professional demands and employees' personal needs greatly contribute to the increase in overall job satisfaction.

The Influence of Transemotional Leadership Style on Job Satisfaction

Based on the results of multiple linear regression analysis in this study, it was found that the Transformational Leadership Style variable had a significant effect on employee job satisfaction. This shows that the better the transformational leadership style applied by the leadership, the higher the level of employee job satisfaction within the Ternate City KPU Secretariat.

According to Bass and Avolio in Hasibuan (2018), a transformational leadership style is a leadership style that is able to provide influence, motivation, and individual attention to his subordinates. Leaders with this style are able to create a clear vision, set an example, and encourage employees to achieve common goals beyond expectations.

The application of an effective transformational leadership style can foster employee trust, morale, and loyalty. When employees feel supported and appreciated by their leaders, it has a positive impact on their comfort and satisfaction at work. A work environment built on the basis of inspiration, attention, and appreciation will create a conducive work atmosphere and increase employee work motivation. The results of this study are strengthened by the findings of Adiwantari et al. (2020) who stated that leaders who provide inspiration, motivation, and individual attention to employees can create a positive and supportive work environment, which ultimately affects increased job satisfaction. Thus, this study proves that transformational leadership style is one of the important factors in creating working conditions that are able to improve overall employee satisfaction

The Effect of Work Stress on Job Satisfaction

Based on the results of multiple linear regression analysis in this study, it was found that the Work Stress variable had a significant effect on employee job satisfaction. This means that the higher the level of work stress experienced by employees, the lower their job satisfaction level. On the other hand, if work stress can be minimized, then employee job satisfaction will tend to increase. This shows that effective stress management is very important in creating a healthy and productive work environment at the Ternate City KPU Secretariat.

According to Robbins & Judge (2017), excessive stress can reduce job satisfaction, reduce motivation, and increase the potential for conflict and emotional exhaustion. Luthans (2011) also stated that prolonged work stress can cause burnout, decrease productivity, and negatively impact mental health and job satisfaction. When employees feel psychologically depressed, this will affect their comfort at work and reduce their morale in carrying out organizational tasks.

High work stress can be caused by various factors, such as excessive workload, tight deadlines, pressure from superiors, and a less supportive work environment. In the context of the Ternate City KPU, work pressure during the election preparation period is one of the main triggers of stress that must be strategically anticipated by management.

The results of this study are in line with previous research by Yasa and Dewi (2019) which found that work stress has a negative and significant effect on job satisfaction. Likewise, the findings of Hanim (2020) emphasize the importance of stress management in creating employee well-being. Therefore, organizations need to take preventive and corrective steps in

managing work stress, such as adjusting workloads, good communication between organizational levels, and providing psychological support.

The Effect of Work Life Balance, Leadership Style and Work Stress on Job Satisfaction

Based on the results of multiple linear regression analysis in this study, it was found that the variables of *Work Life Balance*, Transformational Leadership Style, and Work Stress simultaneously had a significant effect on employee Job Satisfaction. This shows that these three variables together have an important role in determining the level of employee job satisfaction within the Ternate City KPU Secretariat.

When employees are able to balance personal and work life, are led by an inspirational and supportive figure, and do not experience excessive work pressure, they will feel more satisfied with the work they are undertaking. The combination of balanced working conditions, positive leadership, and effective stress management, creates a healthy work environment and supports optimal employee engagement.

According to Greenhaus and Allen (2011), *work-life balance* allows employees to reduce role conflicts and improve well-being, thus having a direct impact on job satisfaction. Bass and Avolio (1994) state that transformational leadership encourages employee morale through individual motivation and attention. On the other hand, Lazarus and Folkman (1984) emphasize that excessive stress due to work pressure can decrease psychological well-being, which ultimately reduces job satisfaction.

The findings in this study are in line with the results of simultaneous tests that show that the three independent variables have a strong influence on job satisfaction. This emphasizes that organizational strategies to improve employee satisfaction should be carried out comprehensively by considering work-life balance, leadership quality, and integrated work stress management.

Thus, to maximally increase employee job satisfaction, organizations such as the Ternate City KPU need to create policies and work climates that are able to support these three aspects in a sustainable and balanced manner.

CONCLUSION

This study empirically confirms that work-life balance, transformational leadership, and work stress significantly and collectively influence the job satisfaction of employees at the Ternate City KPU Secretariat. Specifically, fostering a healthy work-life balance and implementing transformational leadership positively enhance satisfaction, while elevated work stress diminishes it. For future research, it is recommended to conduct longitudinal studies to capture how these dynamics fluctuate across the intense, cyclical phases of the electoral calendar. Additionally, expanding the scope to include other election management bodies across different regions of Indonesia and incorporating mediating or moderating variables, such as organizational culture or personal resilience, would provide a more nuanced understanding of the factors shaping employee well-being in this unique and critical public sector context.

REFERENCES

Anam, C., & Prasetyo, I. (2024). Pengaruh Konflik Dan Stres Kerja Terhadap Kinerja Melalui Komitmen Pada Staf Sekretariat Komisi Pemilihan Umum Provinsi Jawa Timur. *MAP (Jurnal Manajemen Dan Administrasi Publik)*, 7(1), 21–36.
<https://doi.org/10.37504/map.v7i1.598>

Arikunto, S. (2010). *Prosedur Penelitian Suatu Pendekatan Praktik* (Edisi Revisi). Jakarta: Rineka Cipta.

Budi Santoso, A., & Yuliantika, R. (2022). Pengaruh Kepuasan Kerja Dan Kompensasi Terhadap Intention To Stay (Studi Kasus Pengemudi Gojek Di Kota Bandung). *JIMEA Jurnal Ilmiah MEA (Manajemen, Ekonomi, Dan Akuntansi)*, 6(3), 1407–1422.

Dewansyah, B., L, N. W. F. A., & Huneman, T. (2024). *Analisis Pengaruh Gaya Kepemimpinan dan Stres Kerja Terhadap Work-Life Balance Karyawan Swasta di Cirebon*. 7(2). <https://doi.org/10.32877/eb.v7i2.1668>

Dewi, N. L., et al. (2023). *Pengaruh Work-Life Balance terhadap Kepuasan Kerja*. *Jurnal Psikologi Terapan*, 11(1), 55–66.

Ernawati. (2023). Pengaruh Worklife Balance dan Gaya Kepemimpinan Transformasional terhadap Kepuasan Kerja dan Kinerja Karyawan. *Journal of Economic, Management and Entrepreneurship*, 1(4).

Ghozali, I. (2016). *Aplikasi Analisis Multivariate dengan Program IBM SPSS 23*. Semarang: Badan Penerbit Universitas Diponegoro.

Greenhaus, J. H., & Allen, T. D. (2011). Work–Family Balance: A Review and Extension of the Literature. In J. C. Quick & L. E. Tetrick (Eds.), *Handbook of Occupational Health Psychology* (2nd ed., pp. 165–183). Washington, DC: APA.

Hanım, A. (2020). *Stres Kerja dan Kepuasan Karyawan*. *Jurnal Ilmu Sosial*, 18(1), 88–95.

Hasibuan, M. S. P. (2015). *Manajemen Sumber Daya Manusia*. Jakarta: Bumi Aksara.

Heri. (2025). Pengaruh gaya kepemimpinan transformasional, budaya organisasi dan stress kerja terhadap kinerja pegawai dinas pemuda dan olahraga kabupaten lamongan Jawa timur. *Jurnal Ilmiah MEA (Manajemen, Ekonomi, Dan Akuntansi)*, 9(1).

Luthans, F. (2011). *Organizational Behavior: An Evidence-Based Approach* (12th ed.). New York: McGraw-Hill.

Maharani, D., et al. (2023). *Work-Life Balance dan Kepuasan Kerja di Kalangan ASN*. *Jurnal Administrasi Publik*, 10(2), 95–104.

Musa, H., & Yuliza, Y. (2022). Pengaruh Gaya Kepemimpinan dan Budaya Organisasi Terhadap Kepuasan Kerja dengan Komitmen Organisasi sebagai Variabel Intervening pada Komisi Pemilihan Umum Provinsi Sumatera Selatan. *Jurnal Ilmiah Ekonomi Global Masa Kini*, 13(2), 84–91. <https://doi.org/10.36982/jiegmk.v13i2.2544>

Mutiara, M., Endah Dewi Purnamasari, & Muhammad Bahrul Ulum. (2024). Pengaruh Work Life Balance Dan Gaya Kepemimpinan Terhadap Kinerja Karyawan Pada Pt. Asuransi Bri Life Palembang. *JEMSI (Jurnal Ekonomi, Manajemen, dan akuntansi)*, 10(2), 1171–1179. <https://doi.org/10.35870/jemsi.v10i2.2285>

Nik Kamariah Nik Mat, & Pea, S. (2015). *Transformational Leadership and Job Satisfaction: A Comparative Study*. Asian Academy of Management Journal, 20(2), 23–39.

Novitasari, I. (2020). *Gaya Kepemimpinan Transformasional terhadap Kepuasan Kerja*. *Jurnal Kepemimpinan dan Organisasi*, 4(2), 113–125.

Purba, S. D., Tarigan, J. W., Sinaga, M., & Tarigan, V. (2021). Pelatihan Penggunaan Software SPSS Dalam Pengolahan Regressi Linear Berganda Untuk Mahasiswa Fakultas Ekonomi Universitas Simalungun Di Masa Pandemi Covid 19. *Jurnal Karya Abdi*, 5(2), 202–208.

Robbins, S. P. (2015). *Organizational Behavior* (16th ed.). New Jersey: Pearson Education.

Robbins, S. P., & Judge, T. A. (2017). *Organizational Behavior* (17th ed.). Harlow: Pearson.

Suhartini. (2021). *Work-Life Balance dan Kepuasan Kerja Karyawan*. Yogyakarta: Deepublish.

Yasa, I. G. R., & Dewi, A. A. S. K. (2019). *Pengaruh Stres Kerja terhadap Kepuasan Kerja Pegawai*. Jurnal Manajemen dan Bisnis, 6(1), 33–45.