



The effect of work life balance on job satisfaction moderated by work motivation

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ABSTRACT

The objectives in this study are 1) to analyze the work life balance variable on job satisfaction, 2) to analyze the work life balance variable on job satisfaction moderated by work motivation variables. This study uses a quantitative approach with a population of employees of PT Cemerlang Plastindo Group. The sampling technique in this study used purposive sampling. The sample used was 48 production employees. Data collection was carried out through a questionnaire. The analysis in this study used Partial Least Square (PLS) with SmartPLS 4.0 software. There are two model specifications used in PLS, namely: outer and inner models. The results of this study found that work life balance has a positive and significant effect on job satisfaction, work life balance moderated by work motivation has a positive and significant effect on job satisfaction at PT Group Cemerlang Plastindo.

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1. INTRODUCTION

In the midst of the current era of globalization, competition between business people is increasing along with the pace of global economic growth. Every company is racing to get the maximum profit with the minimum use of resources, even though the competitive pressure is stronger than ever. Among all the resources involved in sustaining the company, human resources have the most dominant contribution (Pangemanan et al., 2011). Good resource management is one of the success factors in an organization (Fadilla et al., 2023).

Creating and maintaining employees is an important endeavor for the continuity of the company. This is because satisfied employees bring positive effects to the company, such as increased efficiency and productivity. (Pangemanan et al., 2011). Therefore, it seems difficult for a company to operate smoothly and obtain goals, if its employees are not able to execute their duties and functions properly. Especially if the company gives various demands and job pressures without paying attention to employee job satisfaction. According to Robbins (Nurendra & Saraswati, 2017) if employees are

dissatisfied with their jobs, employees can leave their jobs, often complain, dissent, steal organizational property, avoid some of their job responsibilities, and so on.

Job satisfaction is a description of individual things, because each individual has their own values that apply to each individual (Pratama & Setiadi, 2021) Job satisfaction is also described as an individual's expression of their level of well-being in relation to their workload and activities (Saragih et al., 2020). Job satisfaction according to (Satriansyah, 2019) is an emotional attitude that is pleasant and loves his job. Job satisfaction is related to an employee's attitude at work (Aurantia, 1967). Job satisfaction is often viewed as a diverse combination of emotions, values, and perceptions that a person has about their tasks related to their job (Barnett, 2017). Job satisfaction can be influenced by several factors. One of them is work life balance. In an effort to increase job satisfaction, many companies are currently starting to implement work life balance. this program is considered important because companies realize that employees not only face roles and problems at work, but also outside of work.

Work life balance itself is how a person is able to balance the demands of work with personal and family needs (Annamaria, 2018). (Sari & Hasyim, 2022) states that work life is a situation when a person feels the same role involvement and satisfaction with the scope of work and family, with minimal conflict due to their ability to manage various responsibilities and determine priorities. Meanwhile, according to (Prayogi et al., 2019) Work-life balance is a state that has a balance where there are demands for work and one's personal life are the same. Meanwhile, according to (Delecta, 2011) work life balance is defined as the ability of individuals to fulfill their work and family commitments, as well as other non-work responsibilities.

The time employees have must be balanced between time for personal life and time at work. if the employee's time is more dominant to one of them, it will have a negative impact on one of them. When employees are more inclined towards work, the time for family or personal life will be reduced and lead to low job satisfaction of these employees. However, if employees are more inclined to personal or family life, this will affect the quality and performance of employee work which can experience a decrease in the quality and performance of their work. Thus, achieving work-life balance is a necessity for workers to have a good quality of life (Rahmayati, 2021).

According to N.V. Kuznetsova, et al., (2017) in research (Syahputri & Warsindah, 2021) motivation as a collection of internal and external drivers that drive human activities that determine a clear focus on the achievement to be addressed. According to (Klarner et al., 2013) in research (Syahputri & Warsindah, 2021) considers motivation as a psychological process to direct the actions and interactions of people in the surrounding environment. According to (Irwandy, 2017) work motivation is a series of internal and external forces that cause workers to choose a way of action and direct it to certain behaviors. Work motivation is also one of the factors to increase employee job satisfaction. Work motivation itself is a capital to mobilize and direct employees so that they can carry out their respective jobs in achieving goals with full awareness, responsibility, and enthusiasm. Work motivation can provide energy to mobilize all existing potential, create high willingness, and increase togetherness. There are two aspects of work motivation, namely the passive aspect where work motivation is a need and at the same time a driver, and from a static perspective where work motivation is a positive effort in mobilizing the power and potential of workers to productively achieve predetermined goals (Gunawan et al., 2020).

The worklife balance phenomenon is also experienced by the company PT Group Cemerlang Plastindo, a company engaged in manufacturing, producing a wide range of pallet products of various sizes and materials, which are sold at the most competitive prices. In fact, the problem that arises at PT Group Cemerlang Plastindo is the decline in employee attendance.

From the data obtained, it is known that the employee absenteeism data for the last three years has fluctuated every year. In 2020, the absenteeism rate was recorded at 8.21%, in 2021, the absenteeism rate was 7.71%, and in 2022, the absenteeism rate increased to 8.01%. The data tells us that the performance of employees when working in the company is far from the company's performance, because there are still some employees who have permission to work or are late to work, which is one of the reasons for employee absenteeism in work.

Based on the results of the pre-survey, it can be seen that job satisfaction at PT Group Cemerlang Plastindo as a whole is not as expected. Employees feel that there is an imbalance of time at work, where employee time is more dominant towards work than personal life. In addition, the workload is too excessive sometimes making employee working hours not in accordance with predetermined provisions or exceeding working hours. This results in a feeling of dissatisfaction with employees in terms of their work, where they always work overtime to complete their work so that it can be completed according to the time specified by the company. Which is where time with family becomes less and more dominant towards their work, causing a low level of employee job satisfaction in the company.

In research on the relationship between work life balance and job satisfaction conducted by (Pratama & Setiadi, 2021) at a startup company in Jakarta, it shows a positive relationship between the influence of work life balance on job satisfaction. According to (Sang et al., 2009) in research (Hafid & Prasetyo, 2017) found facts in the field regarding research on the effect of work life balance on turnover tendencies in the architectural services industry in Loughborough, UK, it was concluded that an unbalanced balance of time and energy spent at work and outside the workplace could affect employees' intention to leave the company. This is due to employees' job dissatisfaction with the company where they work.

Start of art of this research according to (Annamaria, 2018) states that there is a positive influence of work life balance on employee job satisfaction, where job satisfaction can actually be achieved when the organization supports the creation of work life balance. Meanwhile, according to (Wenno, 2018) there is a positive and significant relationship between work life balance and job satisfaction. Which means that the higher the work life balance, the higher the job satisfaction and vice versa if the work life balance is lower, the lower the level of job satisfaction. (Krisentia et al., 2022) According to his research, work life balance has a significant and positive effect on job satisfaction, and work motivation is able to moderate or strengthen the relationship between the influence of work life balance on job satisfaction.

The objectives in this study are 1) to analyze work life balance variables on job satisfaction, 2) to analyze the effect of work life balance moderated by work motivation. The importance of this research is to provide useful information for PT Group Cemerlang Plastindo in order to help create a better quality of life for employees where a work life balance system will be created so that a balance is created that will make employees feel satisfied in doing work.

2. RESEARCH METHOD

This study uses a quantitative approach. the population in this study were 60 employees of PT. Group Cemerlang Plastindo and the sample taken was only 48 employees in the production section. With the reason that employees in the production division work time is more dominant in the workplace compared to their families because they often have to work overtime to complete their work so that it can be completed according to the time specified by the company. The sampling technique in this study used a saturated sampling technique which according (Sugiyono, 2010) in research (Amin et al., 2023) is a sampling technique when all members of the population are used as samples if less than

100 respondents. This study uses a questionnaire data collection method and data collection instruments using a Likert scale. The data analysis technique in this study uses partial least squares analysis. The software used is SmartPLS version 4.0 (J. F. Hair et al., 2019). The procedure and eligibility criteria for SmartPLS 4.0 results are :

a. Evaluation of the measurement model or Outer Model

This model specifies the relationship between latent variables and their indicators or it can be said that the outer model defines how each indicator relates to its latent variable. Tests carried out on the outer model : a) Convergent validity, the value of convergent validity is the value of the cross loading factor on the latent variable with its indicators. Expected value >0.7 ; b) Discriminant validity, this value is the value of the cross loading factor which is useful for knowing whether the construct has adequate discriminant, namely by comparing the loading value on the intended construct must be greater than the loading value with other constructs; c) Composite reliability, data that has composite reliability >0.8 has high reliability; d) Expected Average Variance Extracted (AVE) >0.5 , e) Cronbach's alpha, reliability test with Cronbach's alpha, expected value >0.6 for all constructs.

- b. Inner Model (Structural Model): a) VIF, to determine the presence or absence of intercorrelation between independent variables with the provisions <5 ; b) R-Square on endogenous constructs. The R-Square value is the coefficient of determination on endogenous constructs, the R-Square value is 0.67 (strong), 0.33 (moderate), 0.19 (weak); c) Prediction relevance (Q-Square), also known as stone-geisser's. This test is conducted to determine the prediction capability with the blindfolding procedure. If the value obtained is 0.02 (small), 0.15 (medium), 0.35 (large); d) Estimate for path coefficients, is the value of the path coefficient or the magnitude of the latent construct influence relationship. Performed with the bootstrapping procedure.

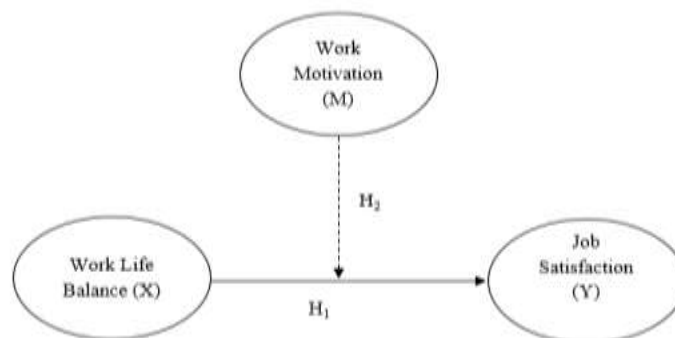


Figure 1. Research model

3. RESULTS AND DISCUSSIONS

In this section, it is explained the results of research and at the same time is given the comprehensive discussion. Results can be presented in figures, graphs, tables and others that make the reader understand easily (Grieshaber, 2020). The discussion can be made in several sub-chapters.

3.1 Algorithm Model Results

The algorithm aims to measure validity and reliability. If the value obtained is greater than 0.7, then the indicator is acceptable or declared valid. However, at the scale development stage, if the loading value obtained is greater than 0.6, it can still be declared valid or accepted.

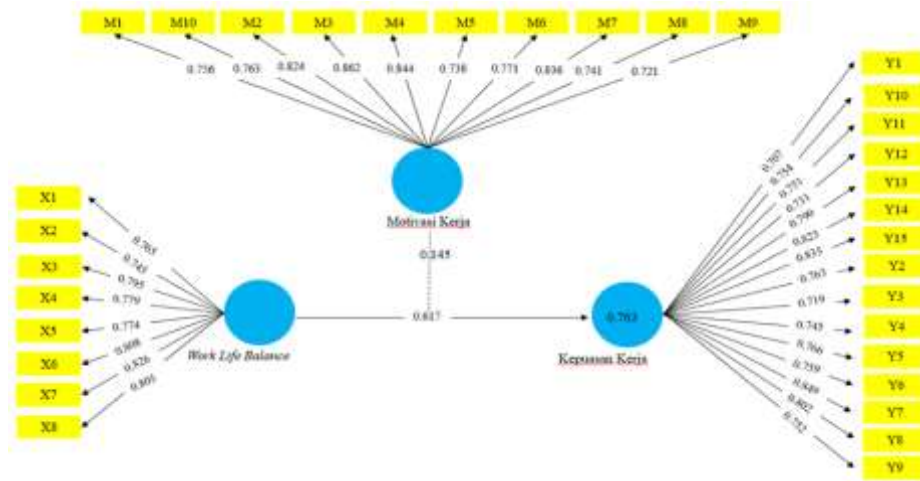


Figure 2. Algorithm model

3.2 Outer Model

The Outer Model is the relationship of the estimated parameters or indicators with the measurement model (latent variables). A good outer model is said to have met the Goodness of Fit, namely reliability and validity. The measurement model in question is: 1) Loading Factor value with conditions > 0.7 (J. Hair & Alamer, 2022). Assessing the outer model has three criteria, namely convergent validity, discriminant validity, construct reliability and validity.

a. Convergent Validity

Convergent validity relates to the principle that the measures (manifest variables) of a construct should be highly correlated. The convergent validity test can be seen from the loading factor value for each construct indicator. The rule of thumb that is usually used to assess convergent validity is that the loading factor value must be more than 0.7.

Table 1. Outer loading

	M (Work Motivation)	X (Work Life Balance)	Y (Job Satisfaction)	M (Work Motivation) x X(WorkLife Balance)
M1	0.756			
M10	0.763			
M2	0.824			
M3	0.862			
M4	0.844			
M5	0.738			
M6	0.771			
M7	0.836			
M8	0.741			
M9	0.721			
X1		0.765		
X2		0.745		
X3		0.795		
X4		0.779		
X5		0.774		
X6		0.808		
X7		0.826		
X8		0.805		
Y1			0.707	
Y10			0.754	
Y11			0.751	
Y12			0.731	

Y13	0.790
Y14	0.823
Y15	0.835
Y2	0.763
Y3	0.719
Y4	0.745
Y5	0.766
Y6	0.759
Y7	0.849
Y8	0.802
Y9	0.752
M (Work Motivation) x X (Work Life Balance)	1.000

Source: Data processed by researchers, 2023

Based on table 1. Overall, the outer loading value of each reflex construct has a loading value > 0.7 so that the model is declared to have met the criteria for good convergent validity.

b. Discriminant Validity

Discriminant validity relates to the principle that measures (manifest variables) of different constructs should not be highly correlated. Discriminant validity can be seen from the cross loading value with the construct, each indicator in a construct has a difference with indicators in other constructs which can be indicated by a higher loading value than the construct itself (J. F. Hair et al., 2019). The way to test discriminant validity with reflexive indicators is to see the cross loading value for each variable must be > 0.7.

Table 2. Cross loading

	M (Work Motivation)	X (Work Life Balance)	Y (Job Satisfaction)	M (Work Motivation) x X(WorkLife Balance)
M1	0.756	0.174	0.452	-0.046
M10	0.763	0.298	0.518	-0.064
M2	0.824	0.250	0.523	-0.034
M3	0.862	0.105	0.485	0.041
M4	0.844	0.085	0.442	0.023
M5	0.738	0.097	0.316	-0.068
M6	0.771	0.283	0.501	-0.129
M7	0.836	0.381	0.597	-0.201
M8	0.741	0.277	0.387	-0.144
M9	0.721	0.371	0.368	-0.166
X1	0.272	0.765	0.669	0.169
X2	0.496	0.745	0.674	0.099
X3	0.130	0.795	0.559	0.002
X4	0.101	0.779	0.526	-0.046
X5	0.308	0.774	0.654	0.210
X6	0.302	0.808	0.548	0.028
X7	0.144	0.826	0.580	-0.020
X8	0.055	0.805	0.515	-0.106
Y1	0.479	0.429	0.707	0.135
Y10	0.534	0.576	0.754	0.161
Y11	0.463	0.678	0.751	0.309
Y12	0.537	0.457	0.731	0.256
Y13	0.546	0.601	0.790	0.014
Y14	0.498	0.632	0.823	0.160
Y15	0.310	0.794	0.835	0.138
Y2	0.520	0.484	0.763	0.148
Y3	0.573	0.320	0.719	0.297
Y4	0.439	0.372	0.745	0.203
Y5	0.346	0.538	0.766	0.133
Y6	0.484	0.587	0.759	0.138

Y7	0.504	0.686	0.849	0.089
Y8	0.357	0.696	0.802	0.078
Y9	0.375	0.725	0.752	0.014
M (Work Motivation) x X (Work Life Balance)	-0.101	0.066	0.190	1.000

Source: Data processed by researchers, 2023

Based on table 2. Overall the cross loading value of each reflex construct has a loading value > 0.7 so that the model is declared to have met the criteria for good discriminant validity.

c. Construct Reliability Dan Validity

In addition to seeing the value of factor loading for each construct as a validity test, the measurement model also conducts a reliability test. The reliability test is carried out to prove the accuracy, consistency, and accuracy of the instrument in measuring a construct. In PLS - SEM using SmartPLS, measuring the reliability of a construct can be done in two ways, namely with Cronbach's alpha and composite reliability. However, using Cronbach's alpha to test the reliability of a construct will provide a lower value (under estimate) so it is more advisable to use composite reliability. The rule of thumb that is usually used to assess composite reliability must be greater than 0.7.

Table 3. Construct reability dan validity

	Cronbach's Alpha	Composite Reliability (rho_a)	Composite Reliability (rho_c)	Average Variance Extracted (AVE)
Job Satisfaction	0.951	0.954	0.956	0.594
Work Motivation	0.932	0.940	0.942	0.619
Work Life Balance	0.913	0.914	0.929	0.620

Source: Data processed by researchers, 2023

Based on table 3. The Cronbach's alpha value of the job satisfaction variable is 0.951, the work motivation variable is 0.932, and the work life balance variable is 0.913. This shows that the Cronbach's alpha value is greater than 0.70, which indicates that the data used is reliable, and the composite reliability value of the job satisfaction variable is 0.954, the work motivation variable is 0.940, and the work life balance variable is 0.914. This shows that the composite reliability value is greater than 0.60, which indicates that the data used is reliable. While the AVE value of the job satisfaction variable is 0.594, the work motivation variable is 0.619, and the work life balance variable is 0.620. The AVE value must be greater than 0.5. Thus, the data used in this observation fulfill the concept of validity.

3.3 Inner Model

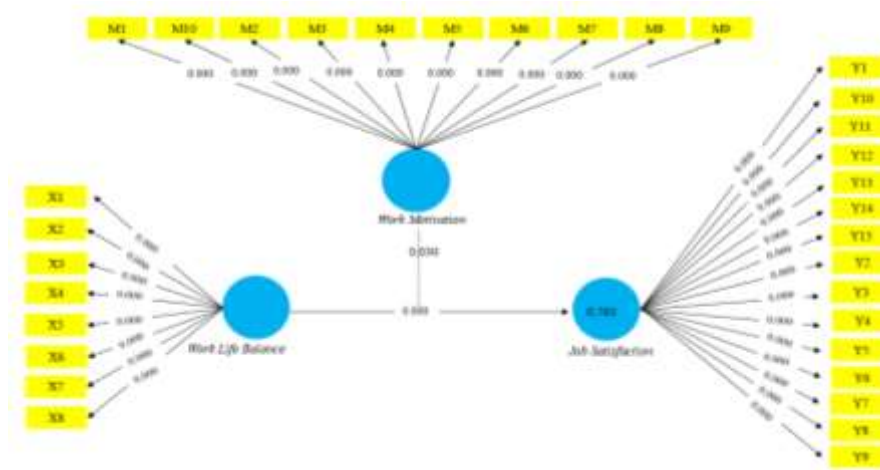


Figure 3. Inner model

a. Collinearity

A variable can be used in a model if there is no high collinearity with a VIF value <5. If the VIF value is > 5, the variable must be removed from the research model (Bloom & Reenen, 2013). VIF value data can be seen in table 4.

Table 4. Collinearity statistics (VIF)

	VIF
Work Motivation -> Job Satisfaction	1.118
Work Life Balance -> Job Satisfaction	1.112
Work Motivation x Work Life Balance -> Job Satisfaction	1.021

Source: Data processed by researchers, 2023

Based on table 4. From the collinearity test results, each variable gets a value <5, it can be said that there is no multicollinearity.

b. R-Square

The results of the R-square value test will later describe the strength of the endogenous variables in making predictions in the structural model. The magnitude of the R-square value will show the strength of the model which is classified into 3 parts, namely weak, moderate, and strong respectively with an R-square value of 0.19; 0.33; and 0.67 (Bloom & Reenen, 2013). The following is the R-Square value obtained from the results of data processing with PLS, as follows :

Table 5. R-Square

	R-square
Job Satisfaction	0.763

Source: Data processed by researchers, 2023

Based on Table 5. The R-Square value for the job satisfaction variable is 0.763 or 76.3%, so that the results of testing the structural model obtained the R-Square value in the strong category.

c. Blinffolding

Blinffolding is an analysis to assess the level of relevance of predictions in a construct model. Blinffolding can be used to show how good the observation values obtained from processing this data are. In determining whether the observation results in data processing are good, that is by looking at the resulting value, if the Q2 value > 0, then the observation value is said to be good, as in equation 1: $Q2 = 1 - (1 - R2)$ where R12 = R-Square, the endogenous variable in equation model.

$$\begin{aligned}
 Q^2 &= 1-(1-R^2) \\
 &= 1-(1-0,763) \\
 &= 0.763
 \end{aligned}$$

Based on equation 1, Q^2 is obtained at 0.763, more than 0, so the observation value is declared good.

d. Bootstrapping

Hypothesis testing uses a criterion of 1.96, declared influential if it obtains a t-statistic value of more than 1.96. Table 7 is the partial test results in this study.

Table 6. Path coefficients

				Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T-Statistic	P-Value
Work Satisfaction	Motivation	->	Job	0.431	0.448	0.117	3.683	0.000
Work Satisfaction	Life Balance	->	Job	0.617	0.595	0.121	5.085	0.000
Work Balance ->	Motivation x Job Satisfaction		Work Life	0.145	0.140	0.068	2.146	0.032

Source: Data processed by researchers, 2023

Based on Table 7, it can be explained as follows : (a) The effect of work life balance variables on job satisfaction obtained a t-statistic value: 5,085 > 1.96 and a P-value: 0.000. This means that work life balance affects job satisfaction. (b) The effect of work motivation variables moderating work life balance on job satisfaction obtained a t-statistic value: 2.146 > 1.96 and P-value: 0.032. This means that work motivation variables have the effect of strengthening the relationship between work life balance and job satisfaction.

3.4 Discussion

a. Work life balance on job satisfaction

Based on the results of the study, it shows that work life balance has a positive and significant effect on job satisfaction at PT Group Cemerlang Plastindo. The balance between work life and personal life also plays an important role in increasing job satisfaction. The application of work life balance at PT. Group Cemerlang Pastindo which affects job satisfaction is that the company provides flexibility in work schedules, remote policies or fair leave can help employees achieve a healthy balance between work and personal life. this has a positive impact on their satisfaction with work.

This is in line with the theory in the book (Sari, 2023:25), which explains that work-life balance has an important role in increasing job satisfaction. Providing flexibility in work schedules, remote work policies, or fair leave can help employees achieve a healthy balance between work and personal life. This will have a positive impact on their satisfaction with work.

Research conducted (Puspitawati & Mujiati, 2023) explains that work life balance has an important influence on increasing job satisfaction. Work life balance in general provides knowledge about things that lead to job satisfaction so that work life conflicts can be avoided, namely such as communication, division of labor, free time owned by the employee, and work life balance.

b. Work life balance on job satisfaction moderate by work motivation

Based on the results of the analysis, it is known that work motivation is able to moderate the effect of work life balance on job satisfaction. The application at PT Group

Cemerlang Plastindo is that the company provides development and training opportunities to employees. When employees feel that they have the opportunity to grow and develop their skills, they tend to be more satisfied and motivated in their work. This can also help the company retain talented and potential employees. Overall, improving job satisfaction is about creating a supportive work environment, providing fair incentives, paying attention to work-life balance, providing development opportunities, and engaging employees. By improving job satisfaction, companies can create a more productive and positive environment. Employees who are satisfied with their jobs tend to be more dedicated, passionate and motivated to achieve company goals. They also tend to have higher loyalty towards the company, which can reduce employee turnover rates.

This is in line with the theory in the book (Sari, 2023:25) which explains that when companies provide flexibility in work schedules, remote work policies, or fair leave can help employees achieve a healthy balance between work and personal life and provide development and training opportunities to employees, so they tend to be more satisfied and motivated in their work. this will have a positive impact on their satisfaction with work.

Research conducted (Krisentia et al., 2022) which states that work motivation strengthens the relationship between work life balance and job satisfaction, because there is an increase in job satisfaction after the interaction of work motivation. If the interaction between work life balance and work motivation is higher, job satisfaction will also increase, the better the work motivation of employees in an organization will encourage them to give appropriate appreciation for their work, which will make employees feel comfortable in carrying out their work, thereby increasing satisfaction at work.

4. CONCLUSION

Based on the results and discussion, it can be concluded as follows; (1) Work life balance has a significant positive effect on job satisfaction in employees of PT Group Cemerlang Plastindo. (2) Work motivation has a significant positive effect in strengthening the relationship between the influence of work life balance on job satisfaction in employees.

The implication of this research study is that companies can improve work life balance so that employee job satisfaction can continue to increase. However, not only work life balance and work motivation can affect employee job satisfaction because there are still many other factors that influence it. However, this research has been able to prove empirically that work life balance and work motivation are factors that can affect employee job satisfaction.

PT Group Cemerlang Plastindo is expected to provide working hours in accordance with government regulations. If the company continues to set working hours outside of government regulations, the company should provide additional money or overtime pay to employees. besides that the company needs to minimize the demands of work deadlines, so that employees do not need to work outside working hours and can have time for family and other personal interests.

It is hoped that this research can add insight for further research that is more in-depth about work life balance on job satisfaction with work motivation as a moderator so that this research can be carried out again using the same variables but different research objects that have uncertain working hours in order to study more.

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