

The Effect Of Work-Life Balance On Employee's Job Satisfaction And Work Motivation As Intervening Variable On Head Office PT Perkebunan Nusantara VI

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Abstract

When discussing employee behavior, companies need to know what are the needs of employees, because employees are an important element in achieving company goals, so that strategies can be formulated that drive employee satisfaction at work. Seeing this condition, this research examines the effect of work-life balance on employee job satisfaction through the work motivation of PT Perkebunan Nusantara VI employees. Four research hypotheses were formulated to guide learning. The research design used is a type of survey with structured statements to respondents. The population consists of all employees of PT Perkebunan Nusantara VI head office. Sampling by random sampling method or randomly, intended as a fairly unbiased representation of the total population and obtained 70 respondents as a sample. The collected data were analyzed using a statistical tool, namely SmartPLS V.3.3.9. The results of this study indicate that work-life balance has a positive but not significant effect on employee job satisfaction. On the other hand, work-life balance has a positive and significant effect on work motivation. Then, work motivation has a positive and significant effect on employee job satisfaction and work motivation can be a mediating variable affecting work-life balance on job satisfaction. Therefore, it is recommended that companies make specific policies regarding programs that can support the work life balance of employees so that maximum job satisfaction is achieved.

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1.0 INTRODUCTION

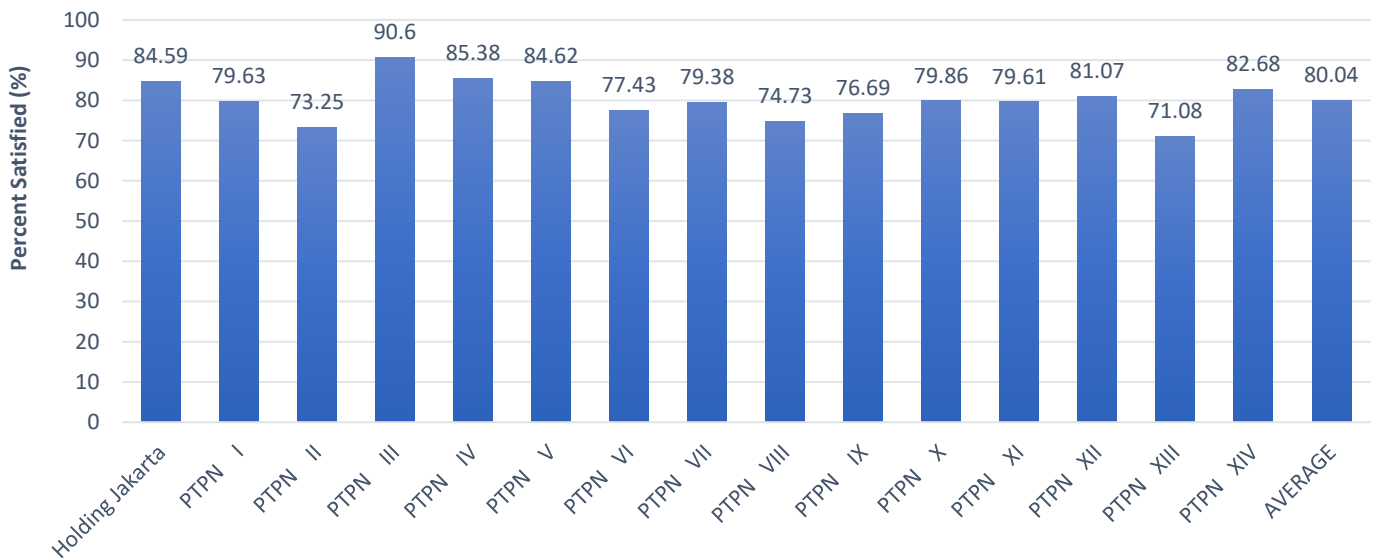
Someone who enters and joins an organization has various desires, needs, and past experiences that unite to form an expectation that can be fulfilled at work. When discussing employee behavior, companies need to know what are the needs of employees, bearing in mind that employees are an important element in achieving company goals, so that strategies can be formulated that drive employee satisfaction at work so that employees show good performance. Rosita, (2019) opines that job satisfaction is specifically interpreted as a positive view of a job as a result of job characteristics. Job satisfaction is an important element in improving work-life balance. Rahmawati and Gunawan, (2019) view that an employee's feelings of satisfaction are obtained when they have achieved a work-life balance related to this achievement.

This shows that employees who can balance work and personal life responsibilities will have better job satisfaction than those who cannot.

Job satisfaction based on several research results is the impact of work-life balance as some of the following research results indicate. Hussein et al., (2016) found that employee job satisfaction is the impact of work-life balance. Companies must make every effort to build a work environment that attracts, retains and motivates its employees so that it can help them work comfortably and increase job satisfaction.

PT Perkebunan Nusantara VI as a State-Owned Enterprise (BUMN) is engaged in the processing of palm oil, coffee and tea plantation products as the main commodities with Holding as the center of the PTPN

Chart 1: Results of the 2020 PTPN Group Employee Satisfaction Survey Report



Source: PT Perkebunan Nusantara VI HR Data for 2020

Group. PTPN VI with Jambi and West Sumatra Provinces has a policy to increase employee job satisfaction with various policies. One of them is by giving long service awards to employees who have worked with a certain length of service calculation. This policy is carried out by the company as a form of appreciation for employee loyalty to the company and to motivate new employees to provide the best service to the company. In accordance with the opinion of Syamsudin,(2015) that high job satisfaction is obtained by rewarding years of service in accordance with the provisions and optimally so that it can make employees work better which will have an impact on increasing work productivity.

PTPN Group has conducted an employee satisfaction survey for 2020 for all PTPN areas, which can be seen in Chart 1. Based on the results of the employee satisfaction survey report, it is found that employees are still feeling dissatisfied, in aspects such as the promotion and career development system based on position level, the compensation gap which is quite far due to differences in class and position level, and the incompatibility of the job given with the job description.

Fulfilling the job satisfaction of an employee also requires the achievement of harmony between what is obtained and what is expected, or between rewards and needs if he is satisfied with his job. If there is harmony in carrying out the demands in an employee's life, then he can succeed in his work at the company. For example,

employees can provide time for their families every weekend along with working every day and at the same time can manage time for their roles with the community so that their multi-role involvement runs smoothly. Work-life balance is a form of individual ability to balance his role in personal life with his own role in work activities with no intervention between one role and another. Mayangsari and Amalia, (2018) believe that work-life balance is needed so that a person can balance his work and personal life. It is more difficult for employees to enjoy life when they lose balance in their life because they have to work full time to make ends meet.

Seeing this condition, it can be said that the balance between work and life in a job is an important factor and needs to be considered by every company in making a policy so that employee productivity can be maximized. Sumarni et al., (2019) opines that employees who do not have a work-life balance will perform poorly and have lower levels of job satisfaction. Employees will feel safer and more comfortable at work if the company improves the work life balance system, offers good compensation, maintains a positive work environment, and maintains a positive attitude from superiors so that employees will always be motivated. Employees will work as hard as possible and always try to provide the best service to the company. A good work-life balance will result in a sense of satisfaction with the work that employees do, as well as maintain full responsibility in the personal lives of employees. High employee morale can result in

employees working more productively in carrying out their work routines. Providing motivation to employees can make employees feel cared for so that work can be completed according to company targets.

Motivation in work is very important for a company. Suleiman et al., (2022) views that motivation is considered as the driving force behind individual actions. It encourages people to engage in certain activities, encourages them to continue doing them. Without the motivation of employees to work together for the good of the company, the goals that have been set cannot be achieved. Work-life balance is a form of the proportion of time, emotions, and attitudes needed to be able to work in a proportionate balance with one's life outside of work, such as family life, socializing, hobbies, health, entertainment, and self-development. This will certainly affect the job satisfaction of employees. In general, employees who are motivated at work can carry out various tasks and responsibilities in two different roles, namely roles in the family and roles in work life so that work motivation is important for balancing the work life of employees, states Fauziah, (2020). If an employee's work motivation is higher or increases accompanied by a balanced work life, then their job satisfaction will also increase.

Based on the description and views above, the researcher intends to conduct further research by raising the title "The Influence of Work-Life Balance on Employee Job Satisfaction Through Work Motivation as an Intervening Variable".

2.0 LITERATURE REVIEW AND HYPOTHESIS

2.1 Work Life Balance And Employee Job Satisfaction

A balanced condition is defined as a person's ability to meet the needs of each role. To support the needs of employees both organizationally and psychologically, employees must have the ability to manage the time needed for these two different roles, and if the employee's needs are met then the employee feels satisfied with his job so that it can be said that the employee has a work-life balance. According to Darmawan et al., (2015) work-life balance can be defined as an effort made by individuals to balance the two or more roles that are being played. According to Rahmayati, (2021) work-life balance is defined as the ability of individuals to fulfill their work

and family commitments, as well as other non-work responsibilities and activities. Hamid & Ishak, (2022) on the other hand, suggest that a balanced state known as work-life balance is a state in which a person places equal responsibilities on demands that both have an impact on productivity at work and the capacity to maintain healthy relationships with others in both personal and professional settings such as, the demands of personal and family life. In addition to the relationship between work and family functioning, it also involves other roles in other areas of life. Work-life balance contributes to increasing job satisfaction.

According to Wenno, (2018) with a work-life balance, job satisfaction will increase. If work-life balance in an organization is high, it will have a positive impact on employee job satisfaction which will show an increase, so it is necessary to increase employee satisfaction in work. Measurement of work-life balance according to Kusumah et al., (2021) consists of placing priorities between work life and life outside work, flexible working hour arrangements, improving personal quality, high commitment to family and work and increasing work productivity.

According to Rahmawati and Gunawan, (2019) an employee's feeling of satisfaction is obtained when he has achieved a work-life balance related to this achievement. This shows that employees who are able to balance work and personal life responsibilities will have better job satisfaction than those who are not. This is supported by a research by Pratama and Setiadi, (2021) who found that employees who work in startup companies have high job satisfaction with a balance of life high work. Thus, employees will be more enthusiastic at work and employee job satisfaction will increase.

According to Sari et al., (2017) job satisfaction refers to the attitude that a person usually shows towards his work. Someone with high job satisfaction has a positive attitude towards his work. A person who is dissatisfied has a negative attitude. According to Sudiyanto, (2019) job satisfaction is a person's attitude towards work that is fun and loves work and one's expectations of the rewards he receives from the work he does. As for other opinions, according to Tonnisen & Ie, (2020) job satisfaction is defined as an emotional state experienced by employees, which is pleasant or positive.

Sari et al., (2017, on the other hand view measurements of job satisfaction include: Satisfaction with compensation, employees want a compensation system that they feel is fair, clear, and in line with their expectations; Satisfaction with promotion, an employee who works in the company will hope to be promoted up every level of position; Satisfaction with co-workers; employees also need social interaction between employees; Satisfaction with superiors, the way leaders can be unpleasant or pleasant for subordinates, this can affect one's satisfaction; Satisfaction with the work itself, employees prefer jobs that give them the opportunity to use their skills and abilities.

Based on the description above, it can be seen that the results of previous research revealed that there is a relationship between work-life balance and job satisfaction, so for this research the first hypothesis proposed, is:

H1: Work-life balance has a positive and significant effect on job satisfaction of PT Perkebunan Nusantara VI Head Office employees.

2.2 Work life balance and work motivation

Work-life balance is generally described as the ability to balance two or more things. Balancing two roles in different places requires high focus and good time management so that each side of life goes as expected, so that there needs to be a form of special care and attention from superiors to subordinates by providing motivation. In general, employees who are motivated at work can carry out various tasks in two different responsibilities, namely responsibility to family and responsibility to work. This means that work motivation is important in balancing employee work life according to Fauziah, (2020).

Employee enthusiasm at work can make employees more productive to carry out their work routines. Creating a work-life balance by motivating employees can make employees feel cared for so that work can be completed according to company targets. According to Hasibuan (2013) work motivation is to provide a driving force that creates passion so that it makes you want to work together, work effectively and combine it with all efforts to achieve satisfaction. According to Sudiyanto (2019) work motivation is a strong driving spirit for humans to

do a job related to the goals and needs they want to achieve. The role of motivation is to encourage employees to work hard in achieving organizational goals. Therefore, work-life balance is expressed as a positive influence on work motivation.

Work-life balance tends to increase work motivation shown by employees. Work motivation is able to develop a strong desire of employees to be able to balance the 2 roles they carry through a high commitment to work that is beneficial to the organization. Measurement of work motivation according to Hasibuan (2013; 162), includes: The need for achievement, developing creativity. enthusiastic for high achievers; The need for affiliation, feeling accepted and respected by others in the environment where he lives and works; The need for power, having the best position and mobilizing abilities to achieve power.

Nurendra and Saraswati, (2017) state that work motivation is the need or desire of an employee which is important for companies to understand and pay attention to the work-life balance of employees, because balancing several things and even more demands that must be met is very tiring. This can make employee performance at work decrease, hence motivation is needed as a driving force, and with company management motivation it can foster employee enthusiasm. Motivated employees will make the company achieve its goals more easily because employees will sincerely and voluntarily work with their best efforts, even without the supervision of their superiors.

H2: Work-life balance has a positive and significant effect on the work motivation of PT Perkebunan Nusantara VI Head Office employees.

2.3 Work motivation and employee job satisfaction

The concept of work motivation according to Sudiyanto (2019) is to motivate employees to work in carrying out their duties related to goals and achievements. The opinion of Fachrezi & Khair (2020) is that work motivation is a way to move someone to complete work with enthusiasm and full responsibility by providing motivation. The role of motivation is to encourage employees to work hard in achieving organizational goals. Employees with good work motivation tend to have high job satisfaction. Rosita et al.,

(2020) found that job satisfaction is related to employee behavior, which means that employees who have a positive attitude towards their work and the characteristics of their work where employees feel satisfied at work.

Work motivation affects how employees will behave in the workplace, related to reactions to changes obtained in responding positively or negatively to conditions encountered in the workplace. Motivation can encourage employees to generate enthusiasm, willingness, and sincerity to work. Kamall et al., (2018) stated that motivation can be encouraged through self-efficacy, initiative, passion and family support. Company achievements, set goals will not be achieved without employee motivation to work together so it is important to pay attention to things that make employees motivated. Conversely, if there is high work motivation, this is the hope of the organization's success in achieving its goals. Sholikhah et al., (2018) stated that motivation has a positive and significant effect on job satisfaction. Motivation is also a supporting factor in increasing job satisfaction, so companies need to place motivation as a priority for work programs to increase employee job satisfaction. Lantara, (2019) states that there is a direct effect of work motivation on employee job satisfaction and has a positive effect on job satisfaction.

Implementation of balanced of life is closely related to work motivation and job satisfaction of employees. Improving employee job satisfaction Companies can formulate strategies by supporting employee work-life balance. Rahmawati & Gunawan, (2019) argued that an employee's feelings of satisfaction are obtained when he has achieved a work-life balance related to this achievement. In addition, it is also necessary to provide motivation to employees since without the motivation of employees to work, the goals that have been set will not be achieved. Latifah et al., (2020) discovered that through high employee motivation at work, employees will be more diligent, active and happy in doing their work. There is nothing that makes them feel burdened with the work being done because they can carry out the multi-role responsibilities they carry, so that will make employees become more productive, satisfied with their work and company goals will be achieved.

Taking into account the fundamental role of work-life balance and work motivation caused by job satisfaction, the third and fourth hypotheses in this study can be proposed, namely:

H3: Work motivation has a positive and significant effect on job satisfaction of PT Perkebunan Nusantara VI Head Office employees.

H4: Work-life balance has a positive and significant effect on job satisfaction of PT Perkebunan Nusantara VI Head Office employees through work motivation as an intervening variable.

3.0 RESEARCH FRAMEWORK

Considering the results of previous studies, this study proposes a research framework which shows that work-life balance can increase job satisfaction through work motivation as an intervening variable. Pictographically the basic theoretical model for this study is presented in figure 1 below:

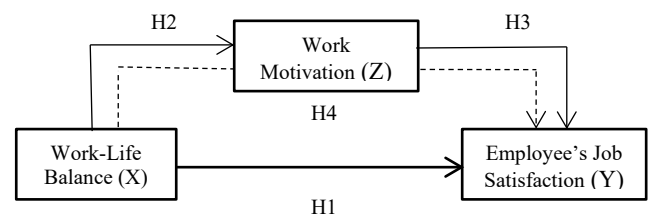


Figure 1 Research Framework

4.0 RESEARCH METHODS

4.1 Population and Sample

PTPN Group is a BUMN engaged in the plantation sector throughout Indonesia. PT Perkebunan Nusantara VI is a branch of the PTPN Group which covers areas in the provinces of West Sumatra and Jambi Province. The population for this study were all employees of the Head Office of PT Perkebunan Nusantara VI, totaling 206 people who were employees from various educational, cultural, social and ethnic backgrounds. The diversity of the background of the object of this study was taken in the hope that it could represent employee perceptions so that good research results were obtained. In this study using the Slovin formula to calculate sample size, researchers used an e value of 0.1 because the population is large. Based on the calculation results obtained 70 respondents as a sample in this study. In this study, the authors used a probabilistic sampling technique/probability sampling. Sugiyono, (2011) explains that "probability sampling is a

sampling technique that provides equal opportunities or opportunities for each element or member of the population to be selected as a sample. In this study, researchers used simple random sampling.

4.2 Data source

Primary data is data obtained directly from the original source. The main data referred to relates to the variables studied: employees' perceptions of work-life balance, work motivation, and employee job satisfaction at PT Perkebunan Nusantara VI head office.

4.3 Data Collection Methods and Techniques

Based on existing methods and theories, the research method chosen is a quantitative method which explains the influence of one variable on other variables focusing on numerical data analysis, according to Sugiyono, (2016). The most suitable tool for this research method is a questionnaire. Questionnaire is a data collection method that is answered by submitting statements to respondents, (Sugiyono2011). In this study the authors used the questionnaire method. This data collection was carried out by distributing questionnaires to the research subjects, namely employees of PT Perkebunan Nusantara VI and filled in directly by the respondents. The questionnaire used in this study was the Likert scale model questionnaire, Sugiyono (2011). The Likert scale is used to show attitudes, opinions, and perceptions of individuals or groups of people about social phenomena.

Likert scales convert measured variables into variable indicators, which are used as a starting point for creating tool items. Tool items can be statements or questions. By using a Likert scale, the response of each tool item scale is very positive to negative. This method is used so that researchers can find the assessment given by each employee and obtain data to draw further conclusions. To measure the variables above, 5 point Likert scale is used as follows:

Table 2 Questionnaire Measurement Scale

Alternative Answers	Score
Strongly Agree (SA)	5
Agree (A)	4
Neutral (N)	3
Disagree (DS)	2
Strongly Disagree (SDS)	1

4.4 Data Analytics and Analysis Tools

Based on the hypothesis that has been set, the data analysis used in this study is partial least squares (PLS) as a tool to process it. The data analysis technique uses the Structural Equation Model (SEM) technique, using the SmartPLS program (v.3.3.9). PLS is an analysis of SEM constructs, and SEM is a collection of statistical methods that can simultaneously test relatively complex sets of relationships. This complex relationship can be described as a collection of relationships that exist between one or more dependent (intrinsic) variables and one or more independent (extrinsic) variables. The selection of PLS in this study was based on the characteristics of the data in the SEM-PLS model.

4.5 Research Variable

The research variables and each of the forming dimensions are as follows: work life balance (X): 1. Placement of priority 2. Setting working hours 3. Improving personal quality 4. Commitment to family and work 5. Work productivity; job satisfaction (Y): 1. Compensation 2. Promotion 3. Colleagues 4. Supervisor 5. Job itself; and work motivation (M): 1. The need for achievement 2. The need for affiliation 3. The need for power.

5.0 RESULT AND DISCUSSION

5.1 Characteristics of Respondents

Based on the results of the questionnaire that has been given to employees of the Head Office of PT Perkebunan Nusantara VI. the characteristics of these respondents consist of gender, age, length of service, and latest education with a total of 70 respondents. The majority of respondents' gender is male with a percentage of 67%, this is due to company policies that prioritize the acceptance of male employees in the context of the type of work that requires field service and flexible working hours so that the majority of employees working at PTPN VI are male.

The age characteristics of respondents, the majority are more than 46 years old. This means that the company has employees who are mostly of productive age to work. Judging from the length of work, the majority of respondents in this study worked for 1-5 years with a percentage of 36% or 25 respondents. The characteristics of respondents based on their latest education are

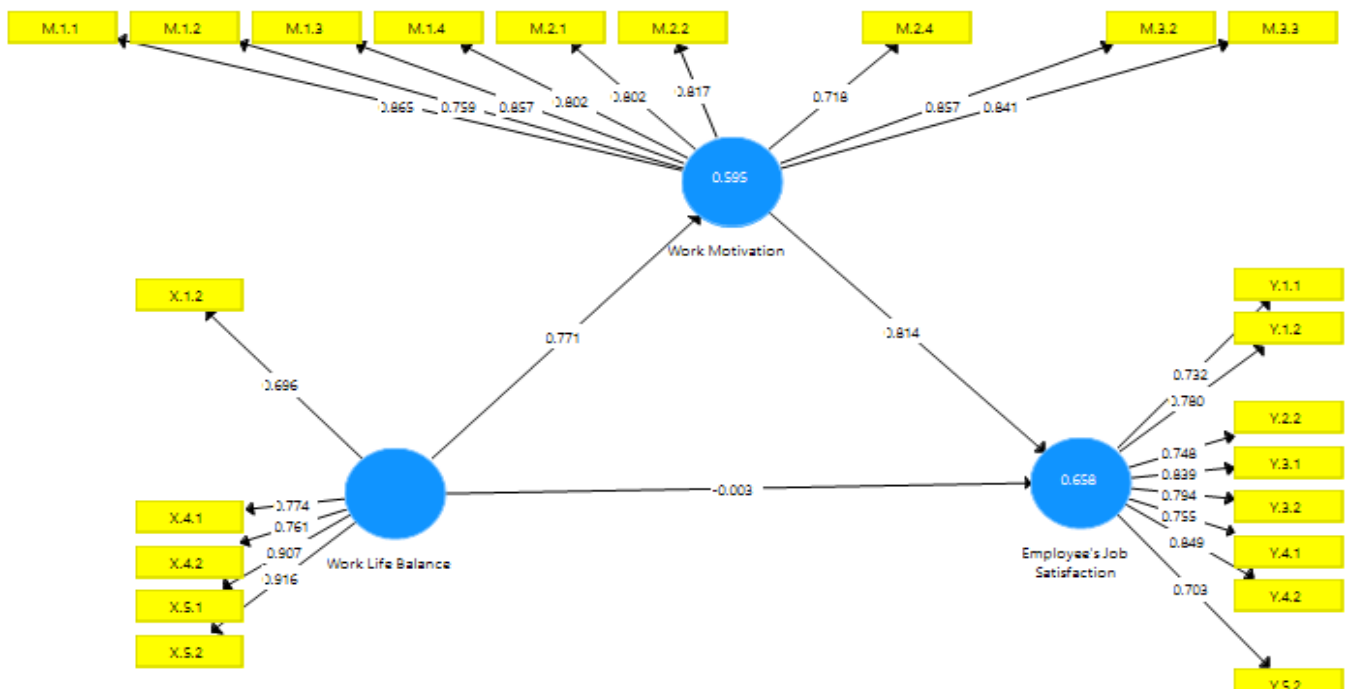


Figure 2: Outer Model Indicator to Dimension After Recalculation

dominated by S1 graduates with a percentage of 46% or 32 respondents, this is related to employee recruitment which generally requires graduate employees or with the latest S1 education.

5.2 Value and Average of Research Variables

Respondents' assessment of each research variable, where the work-life balance variable (X) on the dimensions of commitment to family and work has the highest average, reaching 4.37 or 87.5%, then the employee's job satisfaction variable (Y) at the dimension of the work itself is 4.25 or 85% and the work motivation variable on the dimension of need for achievement is 4.12 or 83.25%.

5.3 Measurement Model (Outer Model)

According to Ghazali (2009) to assess convergent validity, the loading factor value must be > 0.7 . In this study there are invalid items, namely X.1.1, X.2.1, X.2.2, X.3.1, X.3.2, Y.2.1, Y.5.1, M.2.3, M.3.1, and M.3.4 so that deletion of the construct is then recalculated and to obtain all valid indicators and constructs.

To test the discriminant validity, that is, look at the cross loading value of each variable must be > 0.07 . These results can be seen in table 3 below:

Table 3 Outer Loading Indicator Values to Dimensions After Recalculation

Variable	Indicator	Outer Loading	Information
Work Life Balance	X.1.2	0.70	Valid
	X.4.1	0.77	Valid
	X.4.2	0.76	Valid
	X.5.1	0.91	Valid
	X.5.2	0.92	Valid
Employee's Job Satisfaction	Y.1.1	0.73	Valid
	Y.1.2	0.78	Valid
	Y.2.2	0.75	Valid
	Y.3.1	0.84	Valid
	Y.3.2	0.79	Valid
	Y.4.1	0.75	Valid
	Y.4.2	0.85	Valid
	Y.5.2	0.70	Valid
Work Motivation	M.1.1	0.87	Valid
	M.1.2	0.76	Valid
	M.1.3	0.86	Valid
	M.1.4	0.80	Valid
	M.2.1	0.80	Valid
	M.2.2	0.82	Valid
	M.2.4	0.72	Valid
	M.3.2	0.86	Valid
	M.3.3	0.84	Valid

Source: Data Processing with SmartPLS (2022)

Based on Table 3 above, it shows the results of the analysis output of all constructs producing an outer

loading value of > 0.70 , it is concluded that all indicators are declared valid or feasible so that they have met convergent validity and reliability as shown in Figure 2.

After the validity test, model measurements are also carried out to test the reliability of a construct by looking at the Composite Reliability and Average Variance Extracted in Table 4 below:

Table 4: Value of Composite Reliability and Average Variance Extracted

Variable	Composite Reliability	Average Variance Extracted
Employee job satisfaction (Y)	0.92	0.60
Work life balance (X)	0.91	0.66
Work Motivation (M)	0.95	0.66

Source: Processing data with PLS (2022)

In addition to the composite reliability value, the average variance extracted value is also used to measure the reliability value. An indicator is considered valid if it has an AVE value above 0.5. The Composite Reliability value generated by the value of each variable is >0.7 and the Average Variance Extracted value generated by the value of each variable is >0.5 . This shows that the proposed variables fulfill the reliability test.

5.4 Structural Model (Inner Model)

There are 2 components in the structural model research, namely R-Square testing and hypothesis testing. R-Square testing by looking at the R-Square value, can be seen in table 5 below:

Table 5: R-Square Value

Variable	R-Square
Employee job satisfaction	0.66
Work Motivation	0.59

Source: Processing data with PLS (2022)

Based on table 5 above, it can be seen that the R-Square value of the job satisfaction variable variant is 0.66 or 66% influenced by the work-life balance variable. This shows that the effect of the work-life balance variable on the job satisfaction variable is in the medium category. The remaining 34% is influenced by other factors outside those examined in this study. Then for the work motivation variable of 0.59 or 59% is influenced by the work-life balance variable. The remaining 41% is influenced by other factors outside those studied in this context

The results of testing the research hypothesis can be declared accepted if the results are in accordance with the rule of thumb, if the P-value <0.05 then the T-statistic > 1.96 by looking at the Result for Inner Weights value in table 6 below:

Table 6: Result for Inner Weights

Variable	Original Sample	T Statistics	P Values	Information
Work Life Balance (X) -> Employee's Job Satisfaction (Y)	0.00	0.02	0.98	Not Significant H1: Rejected
Work Life Balance (X) -> Work Motivation (M)	0.77	8.94	0.000	Significant H2: Accepted
Work Motivation (M) -> Employee's Job satisfaction (Y)	0.81	6.08	0.000	Significant H3: Accepted
Work Life Balance (X) -> Work Motivation (M) -> Employee's Job Satisfaction (Y)	0.63	5.12	0.000	Significant H4: Accepted

Source: Data Processing with SmartPLS (2022)

5.5. Discussion

Based on hypothesis testing, the following is a discussion of the results of the analysis carried out with SmartPLS.

The results showed that the work-life balance of PT Perkebunan Nusantara Head Office employees seen from priority placement, working hours arrangement, personal quality improvement, commitment to family and work, and work productivity was very good. The employees' job satisfaction as seen from the compensation received, all employees have the opportunity to be promoted, good communication with colleagues and superiors, and employees understand all work processes and systems and are very satisfied. Work motivation seen from employees trying to meet the need for achievement by increasing creativity, meeting the need for affiliation such as employees enjoy interacting with co-workers and cooperating, as well as the need for the power that is seen from the ability to direct others which makes employees have the determination to be responsible in leading team work means that employees of the PT Perkebunan

Nusantara VI Head Office have high work motivation to themselves and their work.

5.6 The Effect of Work-Life Balance on Employee Job Satisfaction

Work-life balance has a positive but not significant effect on employee's job satisfaction at PT Perkebunan Nusantara VI. This shows, if improved, work-life balance will not directly affect employee's job satisfaction. If the work-life balance that employees have is high, it will not directly affect employee's job satisfaction. This means that work-life balance which consists of placing priorities, setting working hours, improving personal quality, commitment to family and work, and work productivity has a positive but not significant effect on job satisfaction which consists of providing compensation, promotion systems, good relations with colleagues and superiors, as well as the work itself. This is in accordance with the opinion of Saif et al., (2011) which describes that there is no significant difference found in employee satisfaction. Another study by Shujaat et al., (2011) showed that work-life balance did not have much effect on employee's job satisfaction. This means that work-life balance does not automatically make employee's job satisfaction low but still need for company policies that make employee work-life balance to increase job satisfaction.

5.7 The Effect of Work-Life Balance on Work Motivation

The results showed that work-life balance had a positive and significant effect on work motivation. This means that the higher the work-life balance of employees, the more motivated they are to work and vice versa if the work-life balance of employees decreases, work motivation will decrease. The dimensions of commitment to family and work best describe work-life balance which identifies the reasons that employee motivation makes employees have good relationships with family, co-workers, and the surrounding environment. The results of this study support the research conducted by Ryan and Wahyuni, (2018) which states that work-life balance has a positive influence on work motivation. This is also in line with the opinion of Fauziah, (2020) who said that the higher the work-life balance, the higher the work motivation felt by employees.

5.8 The Effect of Work Motivation on Employee Job Satisfaction

The results showed that work motivation had a positive and significant effect on employees' job satisfaction. It can be seen from the work motivation of employees to excel by increasing creativity in work and being able to produce the best which creates its own satisfaction for employees towards their work. In addition, the need for affiliation consists of employee relations with colleagues and a harmonious community environment, making the work atmosphere comfortable and pleasant, supportive and caring superiors create good cooperation. The responsibility given to employees in leading the team is considered capable of directing and controlling other employees to cooperate with each other, so that employees have the opportunity to be promoted which has an impact on the amount of compensation received by employees also increases, so that job satisfaction increases along with the increase in employee work motivation. This supports previous research by Diyanti et al., (2017) which found that work motivation has a significant effect on job satisfaction. This study is also in line with the opinion of Lusri & Siagian, (2017) who found that motivation has a significant effect on job satisfaction.

5.9 The Effect of Work-Life Balance on Employee Job Satisfaction Through Work Motivation as an Intervening Variable

The results showed that work-life balance had a positive but not significant effect on employees' job satisfaction but through work motivation the relationship between work-life balance and job satisfaction had an effect on positive and significant. This means that if the work-life balance is high it will affect the perceived job satisfaction of employees will increase, and if employee's job satisfaction increases then work motivation is also high or increased. This shows that work-life balance consisting of priority placement, setting working hours, improving self-quality, commitment to family and work, and well-managed work productivity has a positive and significant impact on work motivation through fulfilling employee needs for achievement, the need for affiliation and the need for power that makes employees motivated to work well and this has a positive and significant effect on employee's job satisfaction which consists of providing compensation, promotion opportunities for each employee, good relations with colleagues, superior

concern for employees and employee understanding to the work itself.

This research supports an earlier study by Kumarasamy et al., (2017) who found that if employees can have a good work-life balance will make them more motivated at work, motivated employees feel happy and satisfied with their work. So that it will improve the ability to work better. This is according to research conducted by Utami & Pranasari (2020) that work-life balance affects employees' work motivation and work motivation affects employee's job satisfaction. That is, the higher the work-life balance of work motivation, the higher the job satisfaction of employees.

6.0 CONCLUSIONS AND SUGGESTIONS

6.1 Conclusion

Based on the results of the analysis and discussion in the previous chapter, the following conclusions can be drawn:

1. Placement of priorities, setting working hours, improving personal quality, commitment to family and work as well as work productivity illustrates the employee's work-life balance is very good. Employee's job satisfaction which is explained by the dimensions of compensation, promotion, co-workers, superiors and the work done by employees explains that employees are very satisfied with themselves and their work, and employees are motivated to fulfill the need for achievement, need for affiliation and the need for power in work life and society.
2. Work-life balance has a positive but not significant effect on job satisfaction of PT Perkebunan Nusantara VI Head Office employees. This means that work-life balance can increase job satisfaction but not significantly.
3. Work-life balance has a positive and significant effect on job satisfaction of PT Perkebunan Nusantara VI Head Office employees. This means that the higher the work-life balance of employees, the more motivated they are to work, and that the employees will try to work better.

4. Work motivation has a positive and significant effect on job satisfaction of PT Perkebunan Nusantara VI Head Office employees. Most of the employees have good relationships and are supportive with their co-workers, which makes them help each other so that they always feel excited and try their best to give their best.
5. Work-life balance has a positive and significant effect on employee's job satisfaction with work motivation as an intervening variable, meaning that to increase job satisfaction it can be through increasing work motivation with its forming indicators, the company is expected to also pay attention to improving other aspects that can increase employee's job satisfaction.

6.2 Suggestion

Based on the results of the research conducted, the researchers present the following suggestions:

Companies need HR strategies and policies that aim to support work life balance programs such as enforcing family-friendly company policies which may include flexible working hours arrangements, providing self-development so that employees have skills in dividing time and reducing work volume in order to complete work faster so that they go home earlier and have more time with their family and a compensation calculation system for the right performance, in terms of a clearer promotion system and career opportunities so that all employees have the same opportunities. For academic purposes, this research can be used as a reference for further research, and the research variables can be expanded to other variable

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