
Journal of Emerging Global Synergy on Business, Management, Economics, Law and Society (JEBELS)

Scholars Scientific Journal

ISSN (Online): , ISSN (Print):

<https://journal.arepublisher.com/index.php/jebels>

The Influence of Work Life Balance, Compensation and Self-Efficacy on Job Satisfaction

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ABSTRACT

Job satisfaction is a crucial aspect in creating a conducive, developing, and sustainable work environment. This study aims to explore the role of harmony between work, life, remuneration, and self-confidence in influencing employee job satisfaction. The subjects studied consisted of 90 employees at PT. Perut Aman Sejahtera. The sample selection process was determined randomly. Data were collected by combining interview methods and questionnaires. The analytical tool used in this study was the SMART PLS application version 4.0.9.6. The research findings indicate that Work Life Balance has a positive and significant contribution to job satisfaction, and compensation has been proven to have a positive and significant influence, and Self Efficacy also has a positive and significant impact on job satisfaction.

Keywords: Job Satisfaction; Work Life Balance; Compensation; Self-Efficacy.

Submitted: 02-01-2026

Revised: 11-02-2026

Accepted: 14-02-2026

Article Doi:

[http:](http://)

RESEARCH BACKGROUND

Human resources (HR) are seen as an essential component in an organization, because their involvement not only supports the achievement of formulated goals, but also determines the overall achievement of the organization (Putri and Supriadi, 2022). According to Darmawan (2022), human resources must be considered a key factor in the success of programs and activities in a high-performing and capable organization. Achieving organizational goals requires various human resource investments to remain competitive. An organization's human resources must continuously develop their knowledge and skills, which are equally important. According to Saputra (2022), job satisfaction in an organization reflects how much employees enjoy their work. Job satisfaction can be defined as an individual's attitude toward their work, and the amount of compensation received by an employee is proportional to the effort they have put in.

The most important aspect of a person's job is job satisfaction. Because each individual employee has different characteristics, their job satisfaction can also vary, potentially leading to varying impacts on employee job satisfaction. Various factors can influence job satisfaction.

Table 1. Job Satisfaction Pre-Survey Results Data

No.	Statement	Yes	No
1	I have enough time to take care of work and personal life.	6	9
2	I am satisfied with the salary given by the company	5	10
3	I feel satisfied if I complete the job well	7	8

Source: Data processed by researchers, 2024

Based on the results of a survey on job satisfaction, it shows that a lack of satisfaction regarding working hours and established salaries has an impact on ineffective work completion caused by a lack of job satisfaction obtained by employees of PT. Perut Aman Sejahtera. Because each individual employee has a varied nature, therefore their job satisfaction can also vary, this has the potential to cause variations in impacts concerning employee job satisfaction.

According to Aliya et al., (2020), work-life balance has been found to have a positive and significant correlation with job satisfaction. Employees who can balance their work and personal lives tend to feel satisfied and happy with their jobs. By creating a good balance, employees are more motivated to give their best performance and feel more loyal to the company. Furthermore, compensation constraints arise when rewards are deemed inadequate and do not match the level of employee contribution, further exacerbating this situation. According to Jufrizen & Pratiwi (2021), job satisfaction is a positive psychological state experienced by employees in the work environment when their needs are optimally met, which directly affects work activities and perceived levels of satisfaction. Furthermore, there is a lack of support for the development of employee self-efficacy, which serves to emphasize an individual's confidence and ability to complete their tasks effectively. According to Septian et al., (2023) Self-efficacy is one's own capacity to reach the level expected performance influences subsequent actions. To achieve these goals, the role of employees is a key factor, because the quality of services and products is greatly influenced by the performance, professionalism and job satisfaction of the employees themselves.

Of course, companies must pay special attention to employees, including work-life balance, compensation, and self-efficacy, which contribute to job satisfaction. Each element is related to job satisfaction. This has the potential to impact employee job satisfaction in various ways. To ensure all employees remain with the company, job satisfaction is essential for all

employees. Therefore, this study aims to examine the influence of work-life balance, compensation, and self-efficacy on job satisfaction.

LITERATURE REVIEW

Job satisfaction

Job satisfaction is an affective or emotional response to various aspects of work. Job satisfaction is fundamentally an individual issue. Each individual's satisfaction with their values varies (Darmawan, 2020). According to Zulkifli (2022), job satisfaction is part of life satisfaction. Because work is an important part of life, job satisfaction also influences life satisfaction.

Work Life Balance

According to Fadli (2022), work-life balance is the balance between fulfilling personal responsibilities and work roles. This essentially refers to stability in work responsibilities and personal endeavors that are important to an individual. According to Gaskell (2020), work-life balance is a boundary that appears to be the new norm.

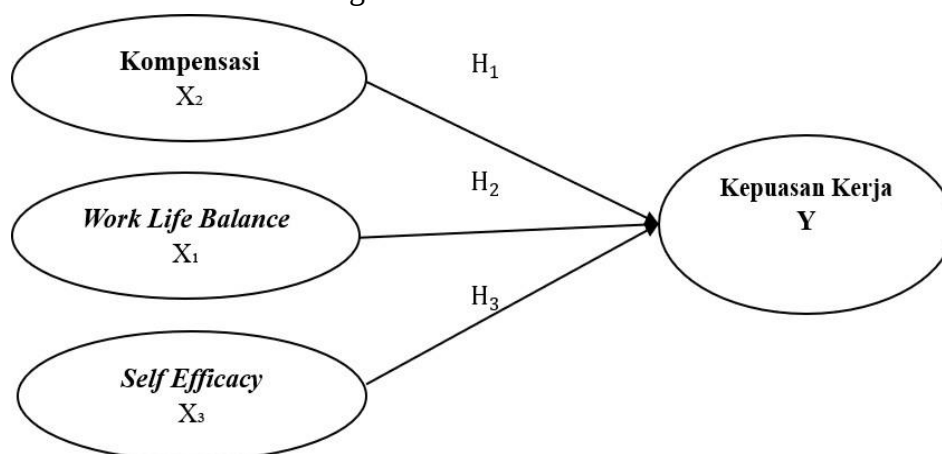
Compensation

According to Hasibuan (2020), compensation includes all income, direct and indirect, in the form of money or goods, received by an employee in return for services provided to the company. According to Handoko (2021), compensation includes everything that employees receive in return for work, income is not only limited to salary and wages, but also includes various other forms of compensation, both direct and indirect.

Self-Efficacy

According to Parmin, (2021) Self-Efficacy is an individual's belief in their ability to carry out tasks or actions required to achieve certain results. According to Aviani, (2022) someone with high self-efficacy tends to work harder, be more successful, and be persistent in achieving their goals.

Figure 1. Framework



Information:

1. Independent variables, namely variables whose values are not directly related to other values, variables are given the symbol (X), including:
X1: Work Life Balance
X2: Compensation
X3: Self Efficacy
2. The dependent variable, namely the variable whose value depends on another variable, is given the symbol (Y):
Y: Job satisfaction

METHOD

Research Design

This study used a quantitative approach to examine the influence of work-life balance, compensation, and self-efficacy on job satisfaction at PT. Perut Aman Sejahtera. Data were collected through a questionnaire containing a series of questions to be answered by respondents based on their actual conditions.

Population and Sampel

Yam & Taufik (2021) stated that this study examines the relationship between variables or the influence of one variable on another and evaluates the hypotheses developed. To collect data for this study, a questionnaire was used drawn from the population. The population in this study consisted of all 90 permanent employees of PT Perut Aman Sejahtera. Sampling in this study used a saturated sampling method, where the entire population was used as the research sample.

Data Collection Techniques and Instrument Development

The analysis method used in this study is a component-based or variance-based Structural Equation Model (SEM), with data processing using SmartPLS version 4 software. PLS (Partial Least Squares) is a variance-based alternative method in SEM. According to Muzzaki (2021), Partial Least Squares (PLS) is a powerful method for analyzing uncertainty factors. Therefore, the data is assumed not to require the use of a specific scale of measurement, and the sample size is minimized.

RESULTS AND DISCUSSION

Data Quality Test Results

1. Outer Model

a. Convergent Validity

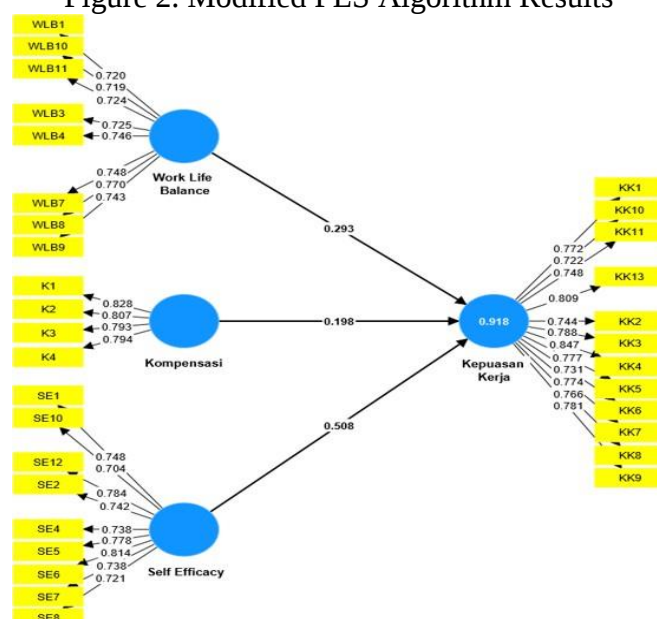
Convergent validity testing on a measurement model using reflective indicators is conducted by assessing the correlation between indicator scores (item scores or component scores) and construct scores calculated using the Partial Least Squares (PLS) method. According to Imam Gozali, Parashakti & Putriawati (2020), convergent validity is an aspect of construct validity testing that ensures that the indicators developed to measure a construct truly have a strong relationship. Convergent validity can be assessed using the average variance extracted (AVE) and outer loading values. If the AVE value is greater than 0.5 and the outer loading of each indicator is greater than 0.7, the indicator

is considered valid.

Table 2. Convergent Validity Test Results (Modification)

Variables	Indicator	Outer Loading	Information
Compensation	K1	0.828	valid
	K2	0.807	valid
	K3	0.793	valid
	K4	0.793	valid
	KK1	0.765	valid
Job satisfaction	KK2	0.746	valid
	KK3	0.783	valid
	KK4	0.841	valid
	KK5	0.772	valid
	KK6	0.736	valid
	KK7	0.769	valid
	KK8	0.763	valid
	KK9	0.771	valid
	KK10	0.720	valid
	KK11	0.753	valid
Self Efficacy	KK13	0.808	valid
	SE1	0.745	valid
	SE2	0.729	valid
	SE4	0.738	valid
	SE5	0.752	valid
	SE6	0.805	valid
	SE7	0.718	valid
	SE8	0.711	valid
	SE10	0.701	valid
	SE12	0.774	valid
Work Life Balance	WLB1	0.738	valid
	WLB3	0.720	valid
	WLB4	0.737	valid
	WLB7	0.735	valid
	WLB8	0.761	valid
	WLB9	0.728	valid
	WLB10	0.703	valid
	WLB11	0.705	valid

Figure 2. Modified PLS Algorithm Results



Source: PLS Output, 2025

The results of the modified convergent validity test in Figure 2 and Table 2 show that all indicators have met convergent validity because they have a loading factor value above 0.70. Next, the AVE test was conducted to assess the extent to which the indicators explain the construct variance. An AVE value greater than 0.50 indicates that the construct can explain more than half of the indicator variance.

Table 3. Average Variance Extraction (AVE) Results

Variables	AVE
Job satisfaction	0.596
Compensation	0.649
Self-Efficacy	0.565
Work Life Balance	0.543

Source: PLS Output, 2025

b. Discriminant Validity

Discriminant validity testing of reflective indicators can be observed through the cross- value between the indicator and its construct. An indicator demonstrates validity if its contribution to the intended construct is the greatest, compared to its contribution to other constructs in the model.

Table 4. Discriminant Validity Test Results (Cross loadings)

	Job Satisfaction	Compensation	Self Efficacy	Work Life Balance
K1	0,741	0,828	0,675	0,742
K2	0,720	0,807	0,719	0,700
K3	0,684	0,793	0,665	0,644
K4	0,656	0,794	0,604	0,677
KK1	0,772	0,648	0,732	0,719
KK2	0,744	0,651	0,680	0,665

	Job Satisfaction	Compensation	Self Efficacy	Work Life Balance
KK3	0,788	0,683	0,703	0,745
KK4	0,847	0,699	0,761	0,754
KK5	0,777	0,715	0,685	0,616
KK6	0,731	0,627	0,680	0,655
KK7	0,774	0,648	0,756	0,715
KK8	0,766	0,641	0,738	0,681
KK9	0,781	0,733	0,738	0,734
KK10	0,722	0,681	0,674	0,696
KK11	0,748	0,668	0,711	0,657
KK13	0,809	0,674	0,800	0,771
SE1	0,731	0,673	0,748	0,683
SE2	0,664	0,594	0,742	0,615
SE4	0,701	0,570	0,738	0,701
SE5	0,721	0,632	0,778	0,682
SE6	0,714	0,669	0,814	0,692
SE7	0,678	0,559	0,738	0,634
SE8	0,717	0,604	0,721	0,666
SE10	0,668	0,649	0,704	0,702
SE12	0,729	0,647	0,784	0,700
WLB1	0,686	0,563	0,642	0,720
WLB3	0,690	0,633	0,672	0,725
WLB4	0,660	0,630	0,624	0,746
WLB7	0,703	0,619	0,716	0,748
WLB8	0,662	0,680	0,658	0,770
WLB9	0,681	0,664	0,617	0,743
WLB10	0,660	0,596	0,674	0,719
WLB11	0,678	0,678	0,690	0,724

Source: PLS Output, 2025

Table 4 shows that the correlation between the constructs compared to other constructs, the compensation figure is the highest. Similarly, the Job Satisfaction construct, where the correlation between the construct and other indicators is higher than the correlation of the indicator with other constructs. Furthermore, for the Self-Efficacy construct, where the correlation between the construct and other indicators is higher than the correlation of the indicator with other constructs. Similarly, the Work-Life Balance construct has a higher correlation between the construct and other indicators than the correlation of the indicator with other constructs.

Table 5. Discriminant Validity Test Results (Fornell Lacker Criterion)

	Job Satisfaction	Compensation	Self Efficacy	Work Life Balance
Job satisfaction	0.772			
Compensation	0.661	0.805		
Self-Efficacy	0.725	0.718	0.752	
Work Life Balance	0.730	0.708	0.714	0.737

Source: PLS Output, 2025

Ghozali, (2016) also suggests the use of the Heterotrait-Monotrait Ratio (HTMT), which shows good discriminant validity if the value is less than 0.85.

c. Reliability Test

Reliability testing aims to evaluate the internal consistency of the instruments used in the research model. If all latent variables demonstrate composite reliability and Cronbach's alpha values ≥ 0.70 , the construct is deemed to have high reliability, thus the questionnaire can be considered reliable and consistent in measuring the intended variables (Ghozali, Parashakti & Putriawati, 2020).

Table 6. Composite Reliability & Cronbach's Alpha Test Results

Variables	Cronbach's Alpha	Composite Reliability	Information
Job satisfaction	0.938	0.947	Reliable
Compensation	0.819	0.881	Reliable
Self-Efficacy	0.904	0.921	Reliable
Work Life Balance	0.880	0.905	Reliable

Source: PLS Output, 2025

Based on Table 6, the test results for composite reliability and Cronbach's alpha values showed satisfactory results, with all latent variables having values ≥ 0.70 . This finding indicates that all latent constructs in the model can be categorized as reliable.

2. Inner Model

a. R-Square

According to Ghozali (2016), a good R^2 value for a PLS model varies depending on the research context. However, as a general guideline, an R^2 value above 0.75 is considered high, 0.50 is considered adequate, and 0.25 is considered low. A higher value indicates a model with better explanatory power.

Table 7. Endogenous Variable Values R^2

Endogenous Variables	R-square
Job satisfaction	0.918

Source: PLS Output, 2025

The structural model shows that the Job Satisfaction variable has quite good strength, if the value is above 0.67. The influence of the independent latent variables, namely Compensation, Self-Efficacy, and Work-Life Balance on Job Satisfaction, produces an R-square value of 0.918. This indicates that 91.8% of the variability of the Job Satisfaction construct can be explained by the variability of the Compensation, Self-Efficacy, and Work-Life Balance constructs, while 8.2% is explained by other variables not studied.

b. Goodness of Fit Model

The Goodness of Fit test for the structural model in the inner model uses the predictive-relevance (Q^2) value. A Q^2 value greater than 0 indicates that the model has predictive relevance. The following shows this.

The predictive relevance value is obtained using the formula:

$$Q^2 = 1 - (1 - R_1)(1 - R_p)$$

$$Q^2 = 1 - (1 - 0.918)$$

$$Q^2 = 1 - (0.082)$$

$$Q^2 = 0.918$$

Based on the calculations presented, the predictive relevance (Q^2) value obtained was 0.918, meaning its value is greater than 0 (zero). This indicates that 91.8% of the variation in the dependent variable, Job Satisfaction, can be explained by the independent variables used in the model. Therefore, this model is considered to have good and relevant predictive capabilities.

c. Hypothesis Testing Results (Path Coefficient Estimation)

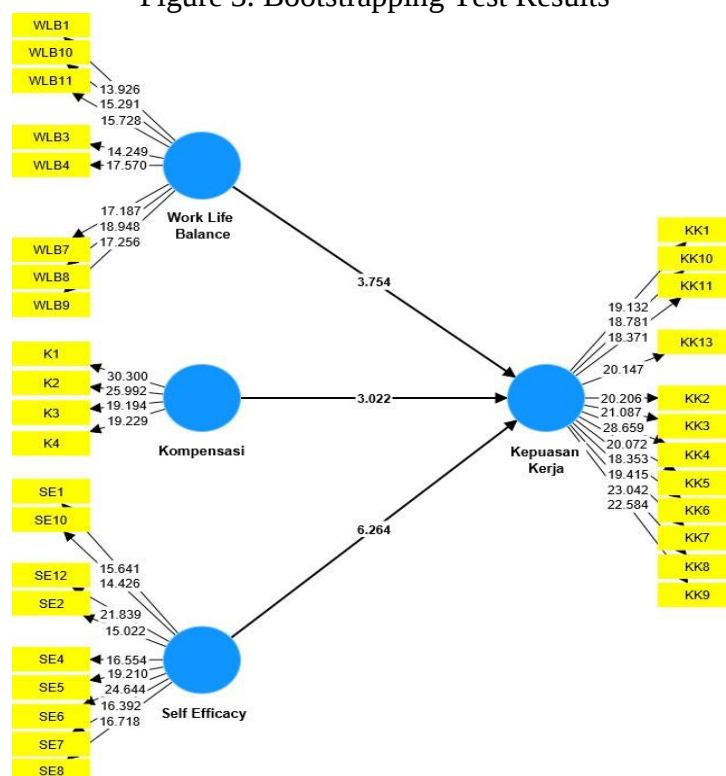
Hypothesis testing uses Structural Equation Modeling (SEM) example analysis using SmartPLS. In addition to confirming the theory, and stating whether or not there is an interaction between latent variables. The hypothesis is said to be accepted if the calculated t value is compared using the t table value, namely ≥ 1.97612 & P values < 0.05 Ghazali & Latan in (Rizkiawan et al., 2024).

Table 8. Hypothesis Testing Results

	Original Sample	Standard Deviation	T-Statistics	P Values	Information
Work Life Balance □ Job satisfaction	0.293	0.078	3,754	0,000	Positive - Significant
Job Satisfaction □ Compensation	0.198	0.066	3,022	0.001	Positive - Significant
Self-Efficacy □ Job satisfaction	0.508	0.081	6,264	0,000	Positive - Significant

Source: PLS Output, 2025

Figure 3. Bootstrapping Test Results



Source: PLS Output, 2025

Based on Table 8, Work life balance has a positive and significant effect on job satisfaction (T-statistic $3.754 > 1.96$; P-value $0.000 < 0.05$), compensation has a positive and significant effect on job satisfaction (T-statistic $3.022 > 1.96$; P-value $0.001 < 0.05$) and self-efficacy has a positive and significant effect on job satisfaction (T-statistic $6.264 > 1.96$; P-value $0.000 < 0.05$).

Data for this study were collected through the distribution of questionnaires to 158 respondents at Universitas Mercu Buana, Meruya Campus. Not all distributed questionnaires were returned due to some employees being unwilling to complete them. At the beginning of the questionnaire, questions regarding respondent identity were provided to describe demographic profiles. The characteristics of the respondents in this study are presented in the following table.

Discussion

The Effect of Work Life Balance on Job Satisfaction

Based on the results of the hypothesis testing in this study, the T-statistic value is 3.754, the original sample value is 0.293, and the P-value is 0.000. Because the T-statistic value exceeds the T-table of 1.96, the original sample is positive, and the P-value is below 0.05, it is determined that Work-Life Balance has a significant positive effect on Job Satisfaction. This is because flexible working hours support employees in maintaining a balance between work and personal life. This allows employees to make maximum use of working hours and not engage in personal activities while working. The results of the study are in accordance with the research of Iga Puspa Sari et al., (2021) and Syairazi et al., (2024) which stated that work-life balance has a significant positive effect on employee job satisfaction in working in a company.

The Effect of Compensation on Job Satisfaction

Based on the results of the hypothesis test in this study, the T-statistic value was obtained at 3.022, the original sample was 0.198, and P Values were 0.001. Because the T-statistic value exceeds the T-table value of 1.96, the original sample is positive, and P Values are below 0.05, it can be concluded that Compensation has a significant positive effect on Job Satisfaction. This is due to the level of employee satisfaction with the amount of salary they receive compared to colleagues who have similar responsibilities, as well as being satisfied with non- financial rewards, such as certificates, praise, promotions from the company, which are enough to motivate employees, so that employees always try to give their best in every task they do at work and try to improve the quality of work at work. The results of this study are supported by Sulistyorini, S. (2023), and Tarmidi, A et al., (2021) who found that the compensation provided by the company has a significant positive effect on employee job satisfaction.

The Influence of Self Efficacy on Job Satisfaction

Based on the results of the hypothesis test in this study, it shows that the T-statistic value is 6.264, the original sample value is 0.508, and the P Values are 0.000. Because the T-statistic value is higher than the T-table of 1.96, the original sample has a positive value, and the P Values are smaller than 0.05, it can be concluded that Self Efficacy has a positive and significant effect on Job Satisfaction. This phenomenon arises because employees feel confident that they can overcome any problems that arise in the work process, while maintaining self-confidence when facing challenging and stressful work situations, so that Employees tend to complete work independently, although conventional methods are more widely used. This approach supports

the creation of new strategies that can complete work more optimally. The findings of this study support studies by Ni Luh Putu Ariani et al. (2023) and Jeniy Indriyani et al. (2020), which state that self-efficacy has a positive and significant effect on job satisfaction.

CONCLUSIONS AND RECOMMENDATIONS

Conclusions

1. Work life balance has a significant positive influence on job satisfaction.
2. Compensation has a significant positive influence on job satisfaction.
3. Self-efficacy has a significant positive influence on job satisfaction.

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