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The Mediating Role of Work-Life Balance in the Relationship between Workload, Compensation, And Job Satisfaction

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ABSTRACT

Objective: This study aims to describe how Work-Life Balance Mediate the Relationship between Workload, Compensation, and Job Satisfaction.

Methodology: This study uses a quantitative approach with survey method, data research were taken from 120 employees at PT PLN (Persero) UPT Pulogadung and analyzed using SmartPLS 3.2.9 version.

Findings: The data analysis showed that workload has a negative and significant effect on job satisfaction, compensation has a positive and significant effect on job satisfaction, workload has a negative and significant effect on work-life balance, compensation has a positive and significant effect on work-life balance, work-life balance has a positive and significant effect on job satisfaction, work-life balance partially mediates the negative relationship between workload and job satisfaction, work-life balance partially mediates the positive relationship between compensation and job satisfaction.

Conclusion: Worklife Balance plays a role in mediating the negative and significant relationship between current workload and job satisfaction, and Worklife Balance plays a role in mediating the positive and significant relationship between compensation and job satisfaction.

Keywords: Compensation; Job Satisfaction; Work-Life Balance; Workload.

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INTRODUCTION

The existence of human resources in a company acts as a driving force in achieving company goals. Every company must have goals and with quality human resources, it is hoped that job satisfaction can be achieved according to the expectations of both employees and companies, so that indirectly job satisfaction in work becomes a very important role (Saputra, 2021).

Employee job satisfaction at PT PLN (Persero) UPT Pulogadung is a very important issue considering that in its business processes PT PLN (Persero) UPT Pulogadung is always guided by occupational safety, occupational health, environment and security. The response to

employee dissatisfaction varies, one of which is from non-compliance with established company rules such as employee attendance (Sinambela, 2021).

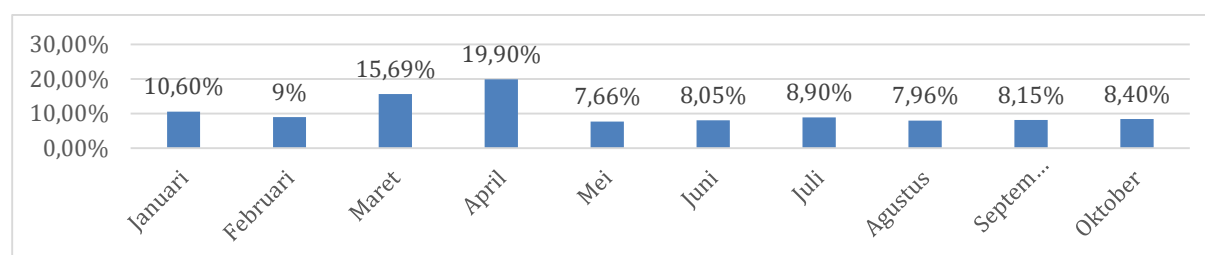


Figure 1. Late Attendance of PLN UPT Pulogadung Employees in 2024

Source: Human Resources Division PLN UPT Pulogadung

The data shows that there are still employees who are late for work, this tends to be a bad culture. The existence of employee dissatisfaction will have an impact on reducing performance, service quality, asset losses and even work accidents.

One of the factors causing job dissatisfaction is the high workload that has a direct impact on the lack of rest time. In addition to draining energy, excessive work pressure will also cause mental difficulties and anxiety, which makes job satisfaction decrease. Previous research by Indra (2024) found that workload has a positive and significant effect on job satisfaction, however Lando et al. (2023) in their research found that workload has a negative and significant effect on job satisfaction.

Providing adequate compensation will encourage the level of employee discipline at work and will ultimately increase job satisfaction (Sinambela, 2021). Previous research by Saluy & Raharjo (2021) found that compensation has a positive and significant effect on job satisfaction, however Siregar & Linda (2022) in their research found that compensation has a positive and significant effect on job satisfaction.

Work-life balance is an important factor in achieving a balance between professional and personal demands (Delecta, 2011). Previous research by Rivaldi et al. (2024) found that work-life balance has a positive and significant effect on job satisfaction, however Jailani & Nawangsari (2020) found that work-life balance has no effect on job satisfaction.

Based on the research gap above, it is necessary to conduct research related to the phenomenon of declining job satisfaction by identifying the factors that cause it from the variables of workload, compensation and work-life balance.

LITERATURE REVIEW

Workload

Workload is defined as the difference between an employee's capacity or ability and the demands of the job that must be faced (Tarwaka, 2015). Employee abilities that are greater than job demands will cause boredom, while employee abilities that are lower than job demands will cause excessive fatigue (Rolos et al. 2018). According to Tarwaka (2015) in Siregar & Linda (2022) Workload can be measured from dimension of time load, mental effort load and psychological stress load.

Compensation

According to Dessler (2017) in Jailani & Nawangsari (2020) Compensation is defined as a form of payment for employees in return for work performed. The purpose of compensation according to Sinambela (2021) These include bonding, job satisfaction, staffing, motivation, ensuring fairness, discipline, union influence and government influence. According to Dessler (2017) in Jailani & Nawangsari (2020) compensation can be measure from direct compensation and indirect compensation.

Work-life Balance

According to Fisher et al. (2009) in Gunawan (2019) Work-Life Balance is defined as a multi-dimensional construct that consists of the use of time, energy, goal achievement, and tension in work and personal life. Work-Life Balance is the implementation of the principle of Sustainable Development (Sutawidjaya et al., 2022) and can support sustainable human resource development (Rao, 2017). There are two dimensions of Work-Life Balance, namely Demands, which include indicators of Work Interference With Personal Life (WIPL) and Personal Life Interferences With Work (PLIW) and the Resources dimension, which includes indicators of Personal Life Enhancement Of Work (PLEW) and Work Enhancement Of Personal Life (WEPL)

Job Satisfaction

According to Robbins & Judge (2013) job satisfaction is a positive feeling about one's job resulting from an evaluation of its characteristics. Lange (2021) in his research found that there is a correlation between job satisfaction and organizational sustainability. The dimensions of job satisfaction described by Robbins & Judge (2013) in Islamy (2019) are work, salary / wages, promotion, supervision and coworkers.

RESEARCH HYPOTHESIS

The Effect of Workload on Job Satisfaction

High workload can be a major factor that reduces employee job satisfaction in an organization. When employees are faced with heavy and complex tasks, they are prone to experiencing increased stress levels and accumulated fatigue. Such stress and fatigue can reduce employees' motivation and enthusiasm for their work, creating a less satisfying work environment. Previous research by (Lando et al., 2023) and (Saputra, 2021) found that workload has a negative and significant effect on job satisfaction. Based on theory and previous research, the following hypothesis is determined:

(H1) : Workload has a negative and significant effect on Job Satisfaction

The Effect of Compensation on Job Satisfaction

Adequate and fair compensation has a significant role in increasing employee job satisfaction. Compensation that is commensurate with contribution and performance can provide recognition of an individual's value within the organization. When employees feel that they are properly rewarded for effort and achievement, this can increase job satisfaction. Previous research by Findy et al. (2020), Arafah & Rianti (2024) and Saluy & Raharjo (2021) found that compensation has a positive and significant effect on job satisfaction. Based on theory and previous research, the following hypothesis is determined:

(H2) : Compensation has a positive and significant effect on Job Satisfaction

The Effect of Workload on Work-Life Balance

High levels of workload can interfere with a person's ability to achieve a healthy balance between their professional and personal lives. When people face excessive workloads, they generally experience difficulties in providing sufficient time and energy for activities outside of work, such as time with family, exercising, or pursuing personal interests. Previous research by Pertiwi et al. (2023) found that workload has a negative and significant influence on Work-Life Balance. Based on theory and previous research, the following hypothesis is determined:

(H3) : Workload has a negative and significant effect on Work-Life Balance

The Effect of Compensation on Work-Life Balance

Lockwood in Wibowo & Hartono (2020) found that the effects of pay and compensation can form two terms that can lead to psychological disorders, namely Work-to-Family and Family-to-Work. In particular, the effects of the two domains have an important impact on each other. Previous research by Sutiara et al. (2023) found that compensation has a positive and significant influence on Work-Life Balance. Based on theory and previous research, the following hypothesis is determined:

(H4) : Compensation has a positive and significant effect on Work-Life Balance

The Effect of Work-Life Balance on Job Satisfaction

A good Work-Life Balance allows employees to allocate sufficient time for activities outside of work, such as time with family, recreation, or pursuing personal interests. This can improve employees' emotional and mental well-being, which in turn affects their job satisfaction. Employees who feel happy and balanced in their lives overall tend to be more satisfied with their jobs. Previous research by Fadilla & Assyofa (2022), Rivaldi et al. (2024), Lando et al. (2023) and Dewi et al. (2021) found that Work-Life Balance has a positive and significant influence on job satisfaction. Based on theory and previous research, the following hypothesis is determined:

(H5) : Work-Life Balance has a positive and significant effect on job satisfaction

The Effect of Workload on Job Satisfaction through Work-Life Balance as Mediating Variable

High workloads can lead to higher levels of stress in employees, which can then disrupt the balance between their work and personal lives. Employees who feel burdened by heavy tasks tend to have less time and energy to spend with family, pursue personal interests, or do enjoyable activities outside of work. This can reduce overall life satisfaction, including job satisfaction. Previous research by Suparman & Wirayudha (2023) found that workload has a positive and significant influence on job satisfaction through Work-Life Balance. Based on theory and previous research, the following hypothesis is determined:

(H6) : Workload has a positive and significant effect on job satisfaction through work-life balance

The Effect of Compensation on Job Satisfaction through Work-Life Balance as Mediating Variable

Adequate compensation allows employees to have greater access to resources that support work-life balance. Employees who receive good compensation are better able to afford childcare services, home care, or additional leisure time that can help better manage responsibilities outside of work. This can positively affect Work-Life Balance and, in turn, increase job satisfaction. Previous research by Sutiara et al. (2023) found that compensation has a positive and significant effect on job satisfaction through Work-Life Balance. Based on theory and previous research, the following hypothesis is determined:

(H7) : Compensation has a positive and significant effect on job satisfaction through work-life Balance

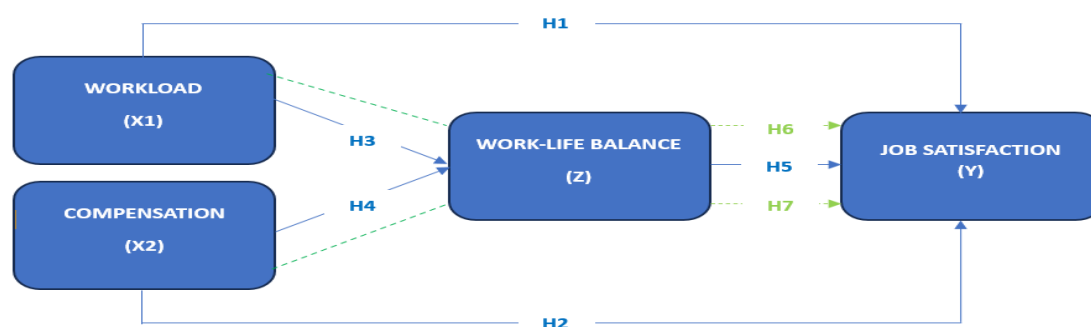


Figure 2. Theoretical Framework

METHOD

In this study of 170 employees of PT PLN (Persero) UPT Pulogadung, the research sample taken was 120 employees. This is done because the author uses a Non Probability Sampling technique calculated by the Slovin formula in the hope of saving time for data collection. The data collection method used used a questionnaire with a Likert scale with a value range of 1-5 which was distributed via Google Form media. The questionnaire data that has been obtained will be processed with the SmartPLS version 3.2.9 application, and the following tests are carried out: 1) Outer Model 2) Inner Model 3) Test direct and indirect effects 4) Hypothesis testing

RESULT AND DISCUSSION

Result

Outer Model Assessment

Outer Model testing can be seen through Convergent Validity, Discriminant Validity and Reliability (Hair et al., 2014). Convergent Validity is calculated based on the correlation of the item score with the construct score, the measurement is declared valid if the AVE value is > 0.5 . Discriminant Validity measures the same correlation on the variables of each indicator with a reference value on Fornell Larcker > 0.7 . To determine reliability, the Composite Realibility reference > 0.7 and Cronbach's Alpha > 0.7 are used.

Table 2. Outer Model Result

Variable	AVE	Fornell Larcker	Composite Realibility	Cronbach's Alpha
Workload	0.580	0.761	0.934	0.943
Compensation	0.558	0.771	0.913	0.927
Worklife Balance	0.587	0.747	0.899	0.919
Job Satisfaction	0.594	0.766	0.947	0.953

Source: Output PLS 2024

Inner Model Aessment

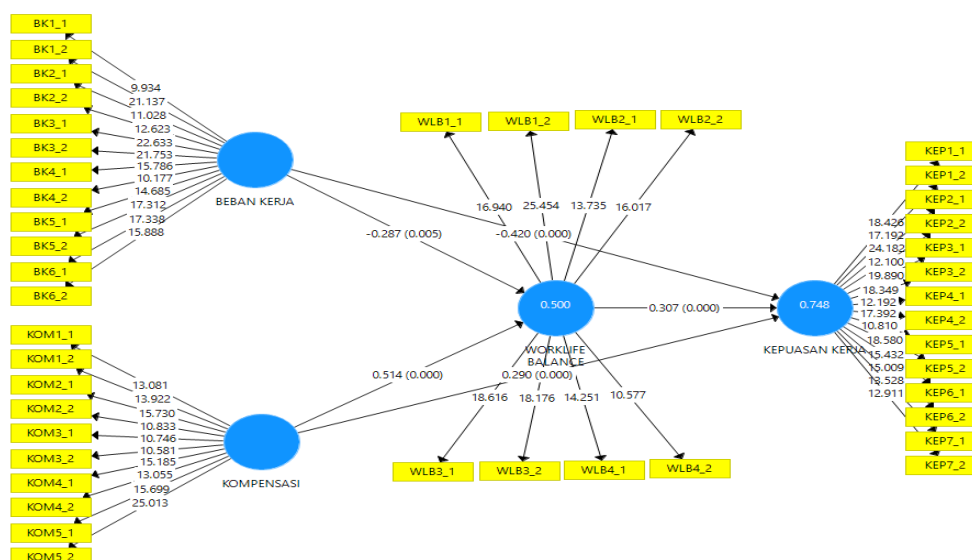


Figure 3. Bootstrapping Result

Direct Effect, Indirect Effect and Hypothesis Testing

Test the direct and indirect effects between variables to determine the significance or probability value of the total effect, direct effect and indirect effect. Hypothesis testing is done by analyzing the path coefficient value, T-Statistic and P-Value, if the path coefficient value is positive, T-Statistic > 1.65 with a P-Value of 0.05, the hypothesis that there is a positive and significant effect is accepted (Hair et al., 2014).

Table 5. Direct Effect, Indirect Effect and Hypothesis Testing

Variable	Original Sample	T Statistics	P Values	Effect	Hypothesis Result
Workload > Job Satisfaction	-0.420	8.653	0.000	Negative Significant	Accepted
Compensation > Job Satisfaction	0.290	3.966	0.000	Positive Significant	Accepted
Workload > Work-Life Balance	-0.287	2.583	0.005	Negative Significant	Accepted
Compensation > Work-Life Balance	0.514	6.383	0.000	Positive Significant	Accepted
Work-Life Balance > Job Satisfaction	0.307	5.237	0.000	Positive Significant	Accepted

Variable	Original Sample	T Statistics	P Values	Effect	Hypothesis Result
Workload > Work-Life Balance > Job Satisfaction	-0.088	2.349	0.009	Negative Significant	Rejected
Compensation > Work-Life Balance > Job Satisfaction	0.158	3.648	0.000	Positive Significant	Accepted

Source: Output PLS 2024

Discussion

The Effect of Workload on Job Satisfaction

In this relationship, it shows that the higher the workload given to employees will reduce employee job satisfaction at PT PLN (Persero) UPT Pulogadung. This is due to the obstacles that arise in every job that make employees experience difficulties in completing their work, obstacles that arise both external and internal are factors that can interfere with job completion. Then from the employee's side, in completing their work tasks, they still do not rely on a priority scale, therefore this allows many tasks to be completed incorrectly.

The Effect of Compensation on Job Satisfaction

In this relationship, it shows that the better compensation provided to employees can increase employee job satisfaction at PT PLN (Persero) UPT Pulogadung. Compensation provided by the company in the form of providing health facilities to keep employees and their family members healthy, as well as adequate facilities both facilities and infrastructure to support employee work activities are the factors that most affect employee job satisfaction at PT PLN (Persero) UPT Pulogadung.

The Effect of Workload on Work-Life Balance

In this relationship, it shows that the higher the workload given to employees will have an impact on not achieving the Work-Life Balance of employees at PT PLN (Persero) UPT Pulogadung. Completing tasks that are not arranged based on a priority scale will make work neglected and not completed on time, work that is not completed on time will potentially be done outside of working hours which means it will sacrifice employee time that should be used for personal activities. The obstacles that arise in every job also make employees feel under pressure which, if left unchecked, can interfere with the psychological health of employees.

The Effect of Compensation on Work-Life Balance

In this relationship, it shows that the better compensation for employees can support the achievement of Work-Life Balance of employees at PT PLN (Persero) UPT Pulogadung. In this case, providing compensation in the form of health care facilities that meet employee expectations is considered a form of company support in maintaining employee Work-Life Balance in terms of health, with guaranteed health, employees feel that their work has a good influence on their personal life.

The Effect of Work-Life Balance on Job Satisfaction

In this relationship, it shows that the better the quality of Work-Life Balance can increase employee job satisfaction at PT PLN (Persero) UPT Pulogadung. Personal Life Enhancement Of Work is the dimension that has the most influence on employee job satisfaction, in this case employees feel that employees' personal lives are factors that can increase employee motivation at work.

The Effect of Workload on Job Satisfaction through Work-Life Balance as Mediating Variable

In this relationship, it shows that high workload will have an impact on decreasing Work-Life Balance and will further impact on decreasing employee job satisfaction at PT PLN (Persero) UPT Pulogadung. This can occur because the perceived workload exceeds the ability so that employees cannot achieve a good balance between their work and personal life and has an impact on decreasing job satisfaction. Based on observations of the research object, at the beginning of 2024 there was a mutation of 50 employees to other PLN units along with the increasing performance targets of the PT PLN (Persero) UPT Pulogadung unit. this is a challenge for management in organizing strategies to achieve satisfactory performance in 2024. With fewer employees required to achieve satisfactory performance, it means that employees will get more workload than before. When employees feel that they are getting a high workload, employees will give more energy and time to complete the work which has an impact on reducing employee Work-Life Balance in terms of energy and time. Employees who have difficulty in managing or achieving their Work-Life Balance because they tend to spend more energy and time in the office, will cause dissatisfaction with the work they do.

The Effect of Compensation on Job Satisfaction through Work-Life Balance as Mediating Variable

In this relationship, it shows that the better compensation will have an impact on increasing Work-Life Balance and will further increase employee job satisfaction at PT PLN (Persero) UPT Pulogadung. Providing compensation that meets the expectations of employees at PT PLN (Persero) UPT Pulogadung in the form of health care facilities is one of the company's support for its employees in achieving Work-Life Balance in the Work Enhancement of Personal Life dimension. In the observation of the research object, the health care facilities received are not only limited to employees but also include the families and children of these employees. This is felt by employees that the work they do provides great benefits for their personal lives.

CONCLUSION

The results of this study indicate that workload has a negative and significant effect on both work-life balance and job satisfaction, but providing fair compensation will affect the achievement of work-life balance and employee job satisfaction. Furthermore, work-life balance plays a role in partially mediating the relationship between workload and compensation on job satisfaction.

For future research improvements, it is recommended to add other variables that can affect job satisfaction such as the job stress and work environment. take research samples from the entire population.

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