

**THE EFFECT OF EMPLOYEE WELL-BEING ON JOB SATISFACTION
WITH WORK-LIFE BALANCE AS A MEDIATING VARIABLE**

(Undergraduate Thesis)

By

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**UNDERGRADUATE MANAGEMENT PROGRAM
FACULTY OF ECONOMICS AND BUSINESS
UNIVERSITY OF LAMPUNG
2024**

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Undergraduate Thesis

**As One of Requirements to Achieve
BACHELOR OF MANAGEMENT**

At

**Management Department
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**UNDERGRADUATE MANAGEMENT PROGRAM
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2024**

ABSTRACT

THE EFFECT OF EMPLOYEE WELL-BEING ON JOB SATISFACTION WITH WORK-LIFE BALANCE AS A MEDIATING VARIABLE

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This study aims to test the direct effect of employee well-being on job satisfaction, and test whether work-life balance mediates the direct effect of employee well-being on job satisfaction in the millennial generation born in 1981-1966 (aged 27-42) who work in the private sector in Bandar Lampung. To achieve these objectives, research was conducted using a quantitative approach with a survey method, by taking a sample of 270 respondents through non-probability sampling method, data were collected using a questionnaire with likert scale ranging from 1 to 5. The instruments used were previously tested using SPSS, hypothesis testing and research data analyzed using SEM on SmartPLS 4 software. The results showed that this research supports all hypothesis. Employee well-being has a direct positive and significant effect on job satisfaction, and work-life balance significantly mediates the effect of employee well-being on job satisfaction. Based on the research that has been conducted, it is known that the companies can focus on improving employee well-being and promoting work-life balance to enhance job satisfaction among millennial employees in the private sector of Bandar Lampung. This research contributes to a deeper understanding of each variable studied in the context of millennial employees in the region.

Keywords: Employee Well-being, Work-life Balance, Job Satisfaction.

ABSTRAK

PENGARUH KESEJAHTERAAN KARYAWAN TERHADAP KEPUASAN KERJA DENGAN KESEIMBANGAN KEHIDUPAN KERJA SEBAGAI VARIABEL MEDIASI

By

MARIA ELISABETH ZENDRATO

Penelitian ini bertujuan untuk menguji pengaruh langsung kesejahteraan karyawan terhadap kepuasan kerja, dan menguji apakah keseimbangan kehidupan kerja memediasi pengaruh langsung employee well-being terhadap kepuasan kerja pada generasi milenial yang lahir pada tahun 1981-1966 (usia 27-42 tahun) yang bekerja di sektor swasta di Bandar Lampung. Untuk mencapai tujuan tersebut, penelitian dilakukan dengan menggunakan pendekatan kuantitatif dengan metode survei, dengan mengambil sampel sebanyak 270 responden melalui metode pengambilan sampel non-probabilitas, data dikumpulkan dengan menggunakan kuesioner dengan skala likert dengan rentang nilai 1 sampai dengan 5. Instrumen yang digunakan sebelumnya diuji dengan menggunakan SPSS, pengujian hipotesis dan data penelitian dianalisis dengan menggunakan SEM pada software SmartPLS 4. Hasil penelitian menunjukkan bahwa penelitian ini mendukung semua hipotesis. Kesejahteraan karyawan berpengaruh langsung positif dan signifikan terhadap kepuasan kerja, dan keseimbangan kehidupan kerja secara signifikan memediasi pengaruh kesejahteraan karyawan terhadap kepuasan kerja. Berdasarkan penelitian yang telah dilakukan, diketahui bahwa perusahaan dapat fokus pada peningkatan kesejahteraan karyawan dan mempromosikan keseimbangan kehidupan kerja untuk meningkatkan kepuasan kerja di kalangan karyawan milenial di sektor swasta Bandar Lampung. Penelitian ini memberikan kontribusi pada pemahaman yang lebih mendalam tentang setiap variabel yang diteliti dalam konteks karyawan milenial di wilayah tersebut.

Keywords: Kesejahteraan Karyawan, Keseimbangan Kehidupan Kerja, Kepuasan Kerja.

Undergraduate Thesis Title : **THE EFFECT OF EMPLOYEE WELL-BEING ON JOB SATISFACTION WITH WORK-LIFE BALANCE AS A MEDIATING VARIABLE**

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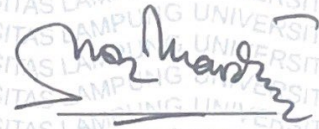

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Hereby declare that this research is the author's original work, not a duplicate from any other work, with the exception of the lines that have been referenced and discussed in the bibliography. If it be demonstrated in the future that this study has deviations, the researcher bears complete responsibility.

Thus I make this statement so that it can be understood

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BIOGRAPHY



Maria Elisabeth Zandrato, the author, was born in Bandarlampung, February 4, 2002. The author is the first child of Mr. Murniman Zandrato and Mrs. Carla Catiwan. The author has two younger sisters and two younger brother named Natanael, Teresa, Vionetta, Calvin.

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The experience gained during the lecture period is something that the author is grateful for. A lot of knowledge and beautiful memories that will always be remembered. The author is grateful to the people who contributed to help and support until the completion of this thesis. The author hopes that this thesis can be useful for readers, especially for the field of human resources management.

MOTTO

“Wherever life plants you, bloom with grace”

“He has made everything beautiful in its time.”

(Ecclesiastes 3:11)

“Walk by faith, not by sight.”

(2 Corinthians 5:7)

My beloved parents, Mami and Papi

who always love and educate me with love, who always pray and support me to achieve my dreams. Without you, i would not be where i am today.

My dearest sisters and brothers

who always gives me joy and encouragement every day and be the reason i stay strong in pursuing my future.

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Bandarlampung, February 2024

Maria Elisabeth Zendrato

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I. INTRODUCTION

1.1 Background

In this age of globalization, technological advancements are accelerating, and competition is tight, that every employee must be able to increase their capabilities and skills to improve their quality in order to compete. Human resources play a significant role in the implementation of the company's business activities and can be viewed as a determining factor in the achievement of organizational goals. A company needs to have outstanding, dependable, and capable human resources to complete the tasks assigned to it in order to reach its desired goal.

The participation of every employee is essential to a company's success. They are one of the most important parts of a business, thus every company should consider their needs. Certainly, skilled human resources will help the company in reaching its goals. They must ensure that all of their employees are motivated and productive at work in order to produce good performance and achieve reasonable company goals. To ensure the highest possible employee performance, it is important to encourage employee job satisfaction in order to inspire them to accomplish their job duties to the best of their abilities. As a result, employees' productivity and performance will increase to their maximum capacity, as well as their level of job satisfaction.

Each individual has different satisfaction standards. Many jobs are changing due to new working methods and rapid technological improvements. As companies

struggle to fulfill rigorous deadlines and goals, employees are frequently forced to put in far more time than what was originally agreed upon, often against their choice. The use of information technology makes employees quickly adapt to the technology and of course this has a different impact on employees. It has been stated by studies in the fields of organizational behavior and organizational development that the concept of job satisfaction is complicated since various people have varied standards for satisfaction and it is impossible to satisfy everyone (Bakotic & Babic, 2013).

Job satisfaction is a happy or positive emotional state resulting from assessing one's employment or job experience (Locke, 1976). The determinants of job satisfaction are continuously increasing and encompass factors such as salary, income level, chances for advancement, colleagues, working conditions, communication, personal development, job security, and the overall work environment (Wu, Kwan, Liu, & Resick, 2012). These elements significantly contribute to employees' happiness, as they offer psychological and emotional contentment.

Job satisfaction is one factor that has a significant effect on positive mental health. According to recent studies, job satisfaction is a crucial indicator of positive mental health at work. Positive mental health at work is crucial in today's organizational management. The advancement of positive mental health improves the working environment and is associated with a positive impact on employees as well as an effect on employee job satisfaction. Furthermore, job satisfaction results from individuals' subjective comparisons of real and expected work scenarios. Moreover, it is seen as a foundation of positive well-being in the workplace (Bulińska-Stangrecka & Bagińska, 2021).

Changes at work and in the surrounding environment provide a risk of diminishing work-related well-being, which could have a bad effect on people and, possibly, on organizations. These changes have been widely reported but usually ignored in the core human resources management literature, human resources should prioritize human resources management practices that can help

limit their impact. For instance, changing technology continues to have an impact on how well people do at work. While some developments are beneficial, including opportunities for remote work, increased information access, and automation of routine tasks, others pose risks to employee well-being. (Guest D. E., 2017).

According to Brey (2012), Well-being is a philosophical topic, but it has become a major concern in other areas, particularly psychology and economics, in recent decades. Empirical research on well-being and happiness is becoming very influential on policies, where measurements are increasingly used to form the basis of social and economic policies. According to this study, the lack of attention to employee well-being has become a key gap in existing research in management (Bataineh, 2019).

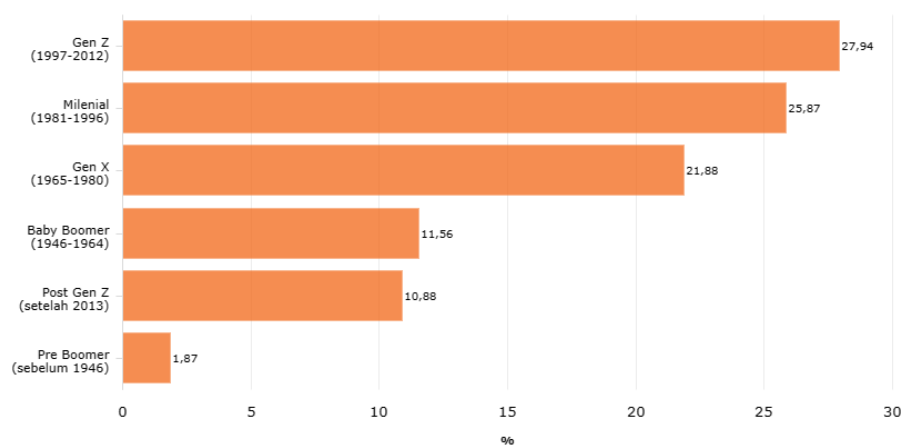
Cooper and Dewe (2018) argue that today special attention is paid to well-being as a business management strategy. As a result, there has been a fundamental shift in how companies view employee health and how it affects their financial situation. A genuine strategic advantage in any company can be achieved by merging lower healthcare costs with improved employee productivity. Organizational executives are aware that healthier personnel are more productive. The working environment and employee well-being must be improved, nevertheless, in order to keep workers happy and productive.

Current definitions of work-life balance include providing satisfaction at work and at home with minimal and functional role conflict (Clark S. C., 2001), the individual's perception that work and non-work activities are appropriate and contribute to current life priorities (Kalliath & Borough, 2008), and the relationship between institutional and cultural time and between work and non-work (Felstead et al., 2002). Regarding the similarities of these definitions, it is possible to say that WLB can help to create a balance between one's work and other activities outside of work. Work-life balance encompasses a variety of factors, including organizational policies such as flexible working hours and benefits provided by the company which may lead to job satisfaction.

According to Bhende et al. (2020), achieving work-life balance is essential for maintaining low stress levels and promoting high levels of well-being among employees. It is a fundamental practice that should be practiced by all individuals in the workplace due to its numerous benefits, including increased productivity, stress prevention, improved relationships, opportunities to engage in personal activities outside of work, and others. The ability to effectively balance work, personal and social commitments determine one's work-life balance. Therefore, achieving this ideal depends on the harmonious integration of these three dimensions in an individual's life.

Work-life balance is increasingly important in today's digitally connected millennial work culture, with millennials valuing it more than income (Meenakshi, 2013). Being familiar with technology, they prioritize work flexibility. However, their different values, attitudes and work preferences pose a challenge to management (Supanti & Butcher, 2019), contributing to high employee turnover rates and low career commitment. Improving millennial well-being is critical to attracting, retaining and developing younger talent and addressing unique industry challenges. However, the role of work-life balance in linking employee well-being and job satisfaction remains under-researched, especially in this generation. According to *Badan Pusat Statistik* (BPS) 2020, the millennial generation makes up 25.87 percent of the population, while the Z generation makes up 27.94 percent which provides opportunities for accelerated economic growth.

Figure 1. 1 Total Population by Generation in 2020



Source: Badan Pusat Statistik, 2020

The millennial generation or commonly referred to as the Y generation is the generation born between 1981 and 1996 and Z generation is the generation born between 1997 and 2012. According to Schroth (2019), the Y generation that is very dependent on technology. They are referred to as millennial because they are a generation that lives at the turn of the era where digital technology has begun to develop. This generation often uses instant digital technology to communicate such as SMS, email, social media, and instant messaging.

Furthermore, from the data obtained from the *Pusat Data dan Teknologi Informasi Ketenagakerjaan* regarding the working population by age group and gender, Figure 1.2 explains that the working population is mostly in the age group of 35 - 39 years, which is 15.90 million people or around 12.13 percent. Next are those aged 30 - 34 years, as many as 15.53 million people or around 11.85 percent. It can be concluded that millennial generation dominate the working population.

Table 1. 1 Employed Population by Age Group and Gender

Age	Gender		Total
	Man	Woman	
15-19 years old	2.899.678	2.308.847	5.208.525
20-24 years old	7.065.477	5.100.300	12.165.777
25-29 years old	9.180.210	5.839.594	15.019.804
30-34 years old	9.777.673	5.755.698	15.533.371
35-39 years old	9.747.755	6.151.181	15.898.936
40-44 years old	9.211.592	6.307.452	15.519.044
45-49 years old	8.553.128	5.897.314	14.450.442
50-54 years old	7.336.586	5.249.870	12.586.456
55-59 years old	5.737.196	4.035.028	9.772.224
60-64 years old	4.073.311	2.682.243	6.755.554
65 + years old	4.983.564	3.170.608	8.154.172
Total	78.566.170	52.498.135	131.064.305

Source: Sakernas, February 2021 processed by Pusdatik Kemnaker

Generation Y grew up in technology so their lives are more affluent, more tech savvy, and more ethnically diverse. Millennial are always engaged in programs that aim to seek satisfaction and opportunities to excel. They also have high expectations for how a person or organization will regard them, and when those expectations are not met in terms of pay or other rewards, stress-inducing negative thoughts and sensations may surface. A mismatch between expectations and reality can sometimes lead to stress.

Dealing with technological change can cause stress, especially in the process of intensive or continuous learning to keep up with technological developments. Factors such as time pressure, high expectations, and lack of support can contribute to a decline in employee well-being. There is increasing evidence that current employment patterns may be negatively impacting workers' physical and mental health as well as job satisfaction levels (Faragher, 2005).

Furthermore, to keep employees satisfied and productive, improving their well-being at work and working conditions is necessary. As the well-being of employees and WLB grows in importance, it is important to understand the relationship between these areas and reveal the most effective measures to ensure the most valuable benefits for individuals and organizations (Stankevičienė, Tamaševičius, Diskienė, Grakauskas, & Rudinskaja, 2021). Previous research has found that employees consider WLB as a critical condition for gaining well-being since it affects their productivity (Boxall & Macky, 2014). Investing in HRM

policies, appropriate WLB strategies, and paying attention to factors that aid employees in striking a beneficial balance between work and personal needs has been found to strengthen and stabilize the work and personal lives of employees at organizations that value their employees.

In this research, work-life balance acts as a bridge between employee well-being and job satisfaction, helping to explain how these factors interact in the work environment. Employee well-being encompasses aspects such as happiness, life satisfaction, stress levels, and psychological well-being of employees, while job satisfaction measures the extent to which employees feel satisfied with their jobs. With regard to this definition, work-life balance plays a mediating role in this variable because work-life balance refers to the balance between work-related tasks and personal life. This balance includes the efficient management of time, energy, and attention to meet personal and professional needs. Of course, maintaining a healthy work-life balance can increase job satisfaction, organizational dedication, and general well-being. Thus, this study aims to examine whether employee well-being has a stronger direct effect on job satisfaction or through an indirect effect mediated by work-life balance.

Furthermore, this study uses the Self-Determination Theory (SDT) developed by (Ryan & Deci, 2000). This theory is related to the variables of this study, namely employee well-being, job satisfaction, and work-life balance. The self-determination theory provides a useful framework for understanding how meeting psychological requirements (autonomy, competence, and relatedness) affects employee well-being, job satisfaction, and work-life balance. When these needs are addressed, employees are more likely to have a favorable work environment that promotes their general well-being and allows for work-life balance, which can increase job satisfaction. SDT promotes the integration of work and personal life in a way that is consistent with personal beliefs and goals. Employees are more likely to be satisfied when they believe their job allows them to pursue personal interests and commitments. This integration can be encouraged by flexible work arrangements, clear communication about expectations, and a culture that values both work and personal life.

Previous studies have shown different results when examining the connection between employee well-being and job satisfaction. (Isgor & Haspolat, 2016) found that there was a positive relationship between job satisfaction and employee well-being. In contrast to previous research, Wright and Cropanzano (2000) demonstrated in their study titled "job satisfaction and psychological well-being as the predictor of job performance" that psychological well-being had a predictive effect on job performance but not on job satisfaction. Previous research recommends investigating the relationship between job satisfaction and psychological well-being with different variables (Isgor & Haspolat, 2016). Moreover, a field study by Pratama and Srimulyani (2022) shows that Work-life Balance significantly impacts Job Satisfaction. Adnan et al. (2021) discovered a negative relationship between work-life balance and job satisfaction. In an empirical study, Mani et al. (2020) demonstrated that work-life balance can increase job satisfaction in Kuala Lumpur, Malaysia, service companies. With reference to the results of previous research, the goal of this study is to see the effect of employee well-being on job satisfaction in millennial generation employees by using work-life balance as a mediator for all millennial generation employees in Bandar Lampung who work in private sector.

The findings of this study make a significant contribution to the existing scientific literature on well-being because it has revealed whether employee well-being has a direct impact on job satisfaction, or whether WLB mediates these variables.

1.2 Research Questions

In the workplace, building a productive and effective workforce requires an understanding of the complex relationship between employee well-being, job satisfaction, and work-life balance. Previous study has found a link between employee well-being and job satisfaction, implying that employees who are content and have their needs met are more likely to be satisfied with their occupations (Adnan et al., 2021; Isgor et al., 2016). However, we still have

a limited understanding of the underlying mechanisms that explain how employee well-being affects job satisfaction. This study seeks to fill that gap by examining whether work-life balance acts as a mediating variable in the effect of employee well-being on job satisfaction.

This research will discuss several issues with the following details:

- a. Does employee well-being affect job satisfaction?
- b. Does work-life balance mediate employee well-being on job satisfaction?

1.3 Research Purpose

The objectives that are expected to be achieved in this research are as follows:

- a. The effect of employee well-being on job satisfaction.
- b. The effect of work-life balance in mediating employee well-being on job satisfaction.

1.4 Research Benefits

The benefits of the research include:

1. For the author

This study serves as a requirement for graduating from the University of Lampung's S1 Management program.

2. For academics

This research is closely related to HRM courses so by doing this research it is hoped that writers and interested parties can better understand it. This research is also expected to add information and knowledge as reference material for further research.

3. For other parties

The results of this study can be used as input and useful for companies in managing human resources, and issues related to employee well-being, job satisfaction, and work-life balance. This research is expected to be useful for the development of science in the field of HRM and provide information for subsequent researchers who take the same topic.

II. LITERATURE REVIEW, FRAMEWORK AND HYPOTHESIS

2.1 Employee Well-being

Well-being can be analyzed from both macro and individual perspectives, encompassing life expectancy, poverty rates, and environmental issues. Individual well-being assessment involves subjective or psychological evaluations of physical, social, and psychological aspects of health, occupational, and life quality. Well-being, defined as a state of being healthy, happy, and in good health, is linked to participation in all aspects of life. Among these areas of life, occupation and occupational functioning are especially important.

Employee well-being is defined broadly as "the overall quality of an employee's experience and functioning at work," and it includes more than just people's physical health at work (Warr P. B., 1987). The term "employee well-being" refers to the physical, mental, and emotional health of employees, as well as their comfort and happiness. Employee well-being is typically understood to be the whole of a person's experiences and productivity from both a physical and psychological standpoint (Warr P. , 1999).

(Ryan & Deci, On Happiness and Human Potentials: A Review of Research on Hedonic and Eudaimonic Well-Being, 2001) explained that there are two major philosophical perspectives concerning well-being:

- a. One is hedonism (happiness orientation), which defines happiness as a subjective experience.

- b. The other is eudaimonism (concerns about realizing human potential power), which considers well-being to be the consequence of personal achievement, self-actualization, or self-positioning.

Employee well-being is comprised of eight components, according to Sirgy (2012): (a) fulfilling work, (b) a positive response to the workplace environment, (c) a proportion of job uplifts to job challenges, (d) desire satisfaction, (e) work-life satisfaction, (f) a part of the broader notion of employee well-being, (g) job-relevant well-being and context-independent well-being, and (h) work quality. He explained employee well-being as the satisfaction of employees who experience a variety of work activities and the results obtained from participation in the workplace. According to Juniper (2010), the definition of employee well-being is a component of the well-being that is obtained by individuals from a job, and this component is influenced by the work environment.

Based on the description above, the researcher concludes that the definition of employee well-being is a subjective state that describes an employee's self at work and is influenced by the work environment.

2.1.1 Dimensions of Employee Well-being

The average adult spends about one-third of their life working. According to Harter et al (2002) work is an important part of a person's life because it influences his or her life and well-being in society. Ryff and Keyes (1995) investigated well-being dimensions and offered a multidimensional model. The paradigm emphasizes three essential dimensions of well-being:

- a. Psychological well-being (PWB), Recent scientific conceptions of psychological well-being, on the other hand, encompass three crucial, coherent domains: emotional experience, cognitive judgment of life satisfaction, and human flourishing.
- b. Social well-being, refers to the extent to which individuals feel connected to others and are able to form meaningful relationships with them. This includes

dimensions such as social integration, social acceptance, social contribution, social coherence, and social actualization.

- c. Emotional well-being, characterized by the ability to recognize and express emotions in a healthy way. This involves the ability to regulate emotions effectively and cope with stress in a positive way.

These well-being dimensions contribute to an individual's overall sense of happiness, fulfillment, and satisfaction in life.

2.1.2 Aspects of Employee Well-being

According to Ryff & Keyes (1995) psychological well-being is influenced by factors of age, gender, social class, and cultural background. (Ryff & Keyes, 1995) describes six aspects of psychological well-being namely:

1. Self-acceptance

Having a positive attitude toward oneself, recognizing and appreciating one's own good and poor attributes, and having a good outlook on prior life.

2. Positive relations with others

Have a warm, trusting relationship with each other. Individuals have the ability to empathize, feel and relate intimately with others. Demonstrates affection and is able to engage in deep friendships.

3. Environmental mastery

The individual can choose or shape the environment according to his condition. Possessing a sense of mastery and skill in managing complex regulations in external activities and structuring the environment. Utilizing possibilities effectively and being able to make decisions or produce things that correspond to their personal needs and values.

4. Autonomy

The individual's ability to be unique and different. Having independence and being able to make their own decisions and being able to avoid social pressure. Can regulate behavior, evaluate according to personal standards.

5. Personal growth

Realizing personal potentials, being open to new experiences, changing in ways that reflect knowledge for continuous self-development.

6. Purpose in life

Individuals have specific goals in life. Having control over oneself, feeling meaning from past and present life, holding beliefs that lead to goals and perspectives in life.

From the above statement, all of these aspects contribute to employees' psychological well-being and can affect their job satisfaction. Psychological well-being can be characterized by the acquisition of happiness, life satisfaction and the absence of symptoms of depression (Ryff & Keyes, 1995). Happiness is the result of psychological well-being and is the highest goal that every human being wants to achieve.

According to what was stated above on the aspects of employee well-being and data from research conducted by Ryff and Keyes (1995), environmental mastery and autonomy rise with age. Life purpose and personal progress clearly reduced with age. Scores on the dimensions of self-acceptance, and positive relationships with others significantly varied by age. It can be concluded that age is an important factor for employee well-being. So this research will focus on the millennial generation.

2.1.3 Indicators of Employee Well-being

Employee well-being, according to Zheng et al (2015), consists of three fundamental aspects: life, work, and psychological requirements in both work

and life. Based on their findings, they concluded that employee well-being encompasses psychological experiences and levels of satisfaction in both work and personal life, in addition to employees' views and feelings about their job and life satisfaction. Zheng et al. (2015) have argued that employee well-being has three major indicators, namely:

a. Life Well-being (LWB)

Zheng et al. (2015) adopted the term life well-being instead of subjective well-being to better express the intended meaning because the well-being in question is related to happiness in one's life. Two of the nine categories are covered by the life aspect: family members (family life issues) and personal and family care (representing an employee's personal emotions).

b. Workplace Well-being (WWB)

According to numerous earlier studies, overall well-being does not accurately reflect workplace well-being. (Zheng et al., 2015). Workplace well-being is defined as the sense of well-being achieved by employees from their work. The affective well-being model by Warr and Daniels (Zheng et al., 2015) proved that work-related affect can also help predict employee well-being. Page and Vella-Bodrick (Zheng et al., 2015) stated that adding subjective well-being and job satisfaction would complement developing an employee well-being model. So that job satisfaction and work-related influences can shape workplace well-being. Therefore, it can be concluded that workplace well-being encompasses not only job satisfaction but also positive emotions experienced by individuals about their work (Zheng et al., 2015). Workplace well-being includes job-related characteristics such as compensation and benefits, labor protection, logistics service, management style, and work arrangements.

c. Psychological Well-being (PWB)

According to Ryff & Keyes (1995), Psychological well-being is a state in which people can accept their strengths and weaknesses for what they are, have a purpose in life, form positive relationships with others, become self-sufficient, have control over their environment, and continue to grow as individuals.

Psychological well-being is a state in which people can accept their strengths and weaknesses for what they are, have a purpose in life, form positive relationships with others, become self-sufficient, have control over their environment, and continue to grow as individuals. According to (Wright & Bonett, 2007), a person will feel satisfied and perform at their best if they view their workplace as fascinating, enjoyable, and challenging.

This indicator from Zheng et al. (2015) will be used to measure employee well-being in this study.

2.2 Job Satisfaction

Job satisfaction refers to people's views and feelings regarding their specific job. The degree of job satisfaction among employees can vary greatly, from highly satisfied to profoundly dissatisfied. Additionally, they have personal views on the overall work environment. Along with thinking and feeling about the type of work they do, their coworkers, managers, and supervisors, people might also expect to be compensated for their jobs (George & Jones, 2008).

The concept of job satisfaction captures how people feel and act toward their jobs. Positivity and approval of one's work environment are indicators of job satisfaction. Job dissatisfaction is characterized by negative and counterproductive outlooks on work (Amstrong, 2006). According to (Friday & Friday, 2003), job satisfaction refers to the general attitude that employees have toward their jobs. Job satisfaction is a broad term that includes many different parts of a job, such as working hours, pay, professional opportunities, perks, organizational procedures, and relationships with coworkers and bosses.

Job satisfaction is a personal matter. According to Kinicki & Kreitner (2005) definition of job satisfaction as an efficiency or emotional reaction to several parts of work, each person has a varied level of satisfaction. According to this definition, a person can be mostly satisfied with one part of working life while

being unsatisfied with one or more other areas, suggesting that job satisfaction is not a single idea.

2.2.1 Factors Affecting Job Satisfaction

According to Spector (1997), job satisfaction refers to how a person feels about their job and various aspects of their job; in other words, job satisfaction is the development of a simple feeling of liking (satisfied) or disliking (dissatisfied) at work. He explained two factors affect job satisfaction, namely:

First, factors that exist in the work environment and related to work. Environmental factors in work include several things, including:

a. Job characteristics

Which is about the description of the tasks and the job itself

b. The environment in the company

The environmental conditions in the company relate to employee performance

c. Roles in the company

Which is the pattern of behavior required by individuals in the company

d. Work-family conflict

Which is a conflict that occurs when family demands and work demands interfere with each other (e.g., a father and mother working together or a single parent)

e. Wages

f. Job stress

g. Workload

Which is work that requires mental and physical effort

h. Work schedules

Including erratic schedules, long work shifts, overnight hours, and part-time work.

Second, the individual factor itself. Individual factors include several things, including

a. Age

Job satisfaction is considered to increase as a person gets older

b. Gender

Women are considered to be more satisfied with their jobs because they have low expectations of their jobs

c. Personality

Including locus of control and negative affectivity (for example, depression and anxiety)

d. Person-job fit

Which is a feeling of compatibility that employees have between job and personal characteristics.

As shown in the the above description, factors contributing to job satisfaction include both the external environment and the individual and the degree to which the two are consistent. Job satisfaction is closely related to how satisfied or unsatisfied a person is with their job because it is how they feel about their job and various aspects of it. (Spector, 1997).

2.2.2 Indicators of Job Satisfaction

Job satisfaction is employees' attitude toward work through their feelings, beliefs, and behaviors (Weiss et al., 1967). Weiss et al. (1967) developed five indicators to measure job satisfaction.

1. Job itself

Aspects of the workplace that contribute to job satisfaction include mastery of procedures and pace of work, use of talents and abilities, and variety. People get satisfaction from successfully coping with their surroundings. Workers gain confidence, competence, and self-belief when they use valued talents and abilities.

2. Pay

Pay can have a strong influence in determining job satisfaction in determining job satisfaction. According to (Nel & Van Dyk, 2004) from the lens of the equity theory of motivation, employees compare their inputs to the output received relevant to others.

3. Promotion opportunity

Opportunities for promotion do impact job satisfaction. There is a great desire to advance, particularly among business executives. According to Locke (1976), the desire for more money, social standing, psychological development, and fairness is the desire for promotion.

4. Supervision

Supervision plays a vital role in job satisfaction because of the supervisor's ability to provide emotional and technical support and guidance with work-related tasks. Supervisors influence whether workplace morale is high or low. Supervisors' attitudes and behaviors toward employees can also affect work-related complaints.

5. Co-worker

Work groups serve as a source of satisfaction for individual employees, especially in construction companies. It allows group members to interact with each other.

2.2.3 Measuring Job Satisfaction Using the Minnesota Satisfaction Questionnaire (MSQ)

To be effective, measuring job satisfaction frequently employs questionnaires for reasons of time and cost efficiency, as well as the ability to reach a more significant number of respondents. Weiss, Dawis, England, and Lofquist created the Minnesota Satisfaction Questionnaire (MSQ) in 1967 to measure job satisfaction. Both the long form (100 items) and the short form (20 items) of the MSQ. Many researchers and management have used this method and has been tested for validity and reliability as well as results. The MSQ scale measures various aspects of the job perceived as very satisfying, satisfying, undecided, unsatisfying and very unsatisfying. Employees are asked to choose one alternative answer that suits their job conditions. A high score also reflects a high job satisfaction score (Weiss, D. et.al.1967).

The short form was created to measure both intrinsic and extrinsic job satisfaction. Extrinsic job happiness is how people feel about features of the work environment that are not directly related to the job tasks or the work itself. In contrast, intrinsic job contentment is how people feel about the nature of the job tasks themselves. There is empirical support for the theoretical distinction between intrinsic and extrinsic job satisfaction in the short-form subscales of the MSQ.

2.3 Work-life Balance

Managing work and personal life is complicated and not as simple as it appears. Unsurprisingly, many organizations are developing programs to assist employees in achieving a balance between their personal and professional lives, as this improves employee performance, efficiency, loyalty, and satisfaction in both their personal and professional lives. Fisher (2002) mentioned that work-life balance is an effort made by a person or individual to balance two or more roles that are being lived.

Greenblatt (2002) defines work-life balance as fulfilling needs between work and non-work demands. Work-life balance is recognized as one of the critical emotional and psychological measures to determine whether employees feel committed and motivated in the face of global diversity and fierce competition in the workplace. Work-life balance is satisfaction with various roles in an individual's life (Clarke, 2004).

Work-life balance brings satisfaction to professional lives only when essential workplace and employment expectations are valued. Professionals who are stressed by work/life conflict and both personal and professional responsibilities are less productive and dedicated in the organization and may be absent or even leave.

Work-life balance is the balance of each person's life outside of work. This work-life balance is a crucial element that might contribute to greater job satisfaction. According to (Hutcheson, 2012), achieving a work-life balance gives people a sense of fulfillment in their careers. Every person in the workplace needs to practice work-life balance because it has many advantages, such as improving relationships, reducing stress, enhancing productivity, and giving one more time for leisure activities. The greater a person's sense of work-life balance, the better able he or she is to balance the two roles that must be fulfilled in work and personal life.

2.3.1 Components of Work-life Balance

According to (Clark, 2000), balancing work and life is the development of maintaining an ideal balance between one's professional job and their personal life with all of their many connections. (Greenhaus, Collins, & Shaw, 2003) He defined work-life balance as having three components: time balance (equivalent time spent on family and work), involvement balance (intellectual engagement in business and family duties), and satisfaction balance (equivalent fulfillment with family and work).

Whereas, Fisher (2002) states that there are four components of work-life balance, namely:

1. Time

Where the time component includes the quantity and quality of time used at work compared to the time used for other activities outside of work, for example in family, social or personal.

2. Behavior

This component covers how actions are taken by a person or individual to achieve the desired thing or goal. This condition refers to beliefs related to the ability to achieve what is desired in work and personal goals.

3. Strain

This component includes several things such as anxiety, pressure, loss of important personal activities and difficulty maintaining attention.

4. Energy

This component is used as a way to achieve a desired goal. In humans, energy is a limited resource. So that when individuals lack energy in carrying out their activities, it can make stress high.

From this statement, it can be concluded that the four components of work-life balance according to Fisher are time, behavior, strain and energy.

2.3.2 Dimensions of Work-life Balance

Work-life balance is based on the idea that work and personal life should not be viewed as competing priorities, but rather as complementary components of a full life.. The way to achieve this is by adopting an approach that involves considering the needs of the employee as well as those of the employer. (Fisher, Bulger, & Smith, 2009) stated that there are four dimensions that form work-life balance, namely:

1. WILP (Work Interference Personal Life)

This dimension reveals the extent to which work can interfere with a person's personal life. This interference can interfere with a person's personal life. This interference can have a negative effect on an individual's life, which means that this interference marks a person's low work-life balance. For example, working can make it difficult for people to manage time for their personal lives.

2. PLIW (Personal Life Interference Work)

This dimension reveals the extent to which a person's personal life is able to interfere with work life. For example, if someone experiences problems in their life, it will have a negative effect or interfere with performance at work.

3. PLEW (Personal Life Enhancement of Work)

This dimension reveals the extent to which a person's personal life is able to have an impact on improving performance in the scope of work. For example, if individuals are happy with their personal life, their mood and work can be done well.

4. WEPL (Work Enhancement Personal Life)

This dimension reveals the extent to which work is able to improve the quality of one's life. For example, if the skills acquired by individuals at work allow a person to utilize them in daily life.

According to Fisher, four factors contribute to a healthy work-life balance: Work Interference With Personal Life, Personal Life Interference Work, Personal Life Enhancement of Work and Work Enhancement of Personal Life. If work-life balance is not established, employees will experience burnout, low job satisfaction, low happiness, and work-life conflict.

2.3.3 Indicators of Work-life Balance

Hayman (2005) created a psychometric instrument for measuring work-life balance (WLB) in organizations based on Fisher-McAuley et al. (2003). Fisher-McAuley et al. (2003) investigated the association between employees' perceptions of a healthy work-life balance and their emotions about workplace stress, job satisfaction, and reasons for leaving their jobs. Hayman (2005) simplified work-life balance by introducing three quantitative indicators:

a. Work Interference with personal life (WIPL)

According to Hayman (2005), this indicator takes into account factors related to one's job that have an effect on one's private life. It assesses the impact of work on one's private life.

b. Personal life Interference with Work (PLIW)

Hayman (2005) described this measure in terms of how people's personal lives affect their professional lives.

c. Work Personal Life Enhancement (WPLE)

According to Hayman (2005), this indicator considers the mutual enrichment of one's professional and private fields. The items help in realizing the advantages and improvements brought about by one's job to one's private life and vice versa.

2.4 Previous Research

Here are some journals that explore employee well-being, job satisfaction, and work-life balance. The discussion of previous research journals is meant to serve as a resource for researchers and help in the preparation of this study.

Table 2. 1 Previous Research

No	Author	Research Title	Analysis Method	Results
1	Stankevičienė et al. (2021)	The mediating effect of work-life balance on the relationship between work culture and employee well-being	The actual data was gathered by a survey method. A specific PROCESS macro and IBM SPSS are used to conduct the mediation analysis.	Work culture significantly impacts well-being, with direct effects stronger than indirect effects.
2	İşgör et al. (2016)	Investigating the Psychological Well-Being and Job Satisfaction Levels in Different Occupations	The data were transferred into SPSS 22 statistical software, variance analysis (ANOVA) were used to conduct analysis data.	Psychological well-being and job satisfaction have a positive mid-level connection, with diverse scores across occupational areas and salary levels, but no significant distinction.
3	Adnan, Muhammad et al. (2021)	Employee Well-being and Work-life balance as a function of Job Satisfaction: The moderating role of Organizational Citizenship Behavior	During the pilot phase, the reliability of the questionnaire was evaluated using The Cronbach's Alpha and Discriminant Validity. evaluating quantitative data using descriptive and inferential statistical methods (using Smart PLS)	Study finds positive correlation between employee well-being and job satisfaction, but not work-life balance.
4	Jung et al. (2023)	Impact of Hotel Employee's Psychological Well-being on Job Satisfaction and Pro-Social Service Behavior: Moderating Effect of Work-life Balance	The AMOS and SPSS statistics programs were used to analyze the data that had been gathered.	Study finds employee psychological well-being, positive relationships, and work-life balance significantly boost job satisfaction, following self-acceptance, purpose, and environmental mastery.
5	Hamid et al (2020)	Assessing The Relationship Between Work Life Balance And Employee Job Satisfaction	SPSS was used to examine the data.	Work-life balance and job satisfaction were found to be highly correlated among factory and manufacturing employees.

2.5 Conceptual Framework

In line with the objectives and theoretical studies discussed above, the conceptual framework regarding the influence of work-life balance as a mediator between employee well-being and job satisfaction will be described as shown in Figure 2.1 as follows:

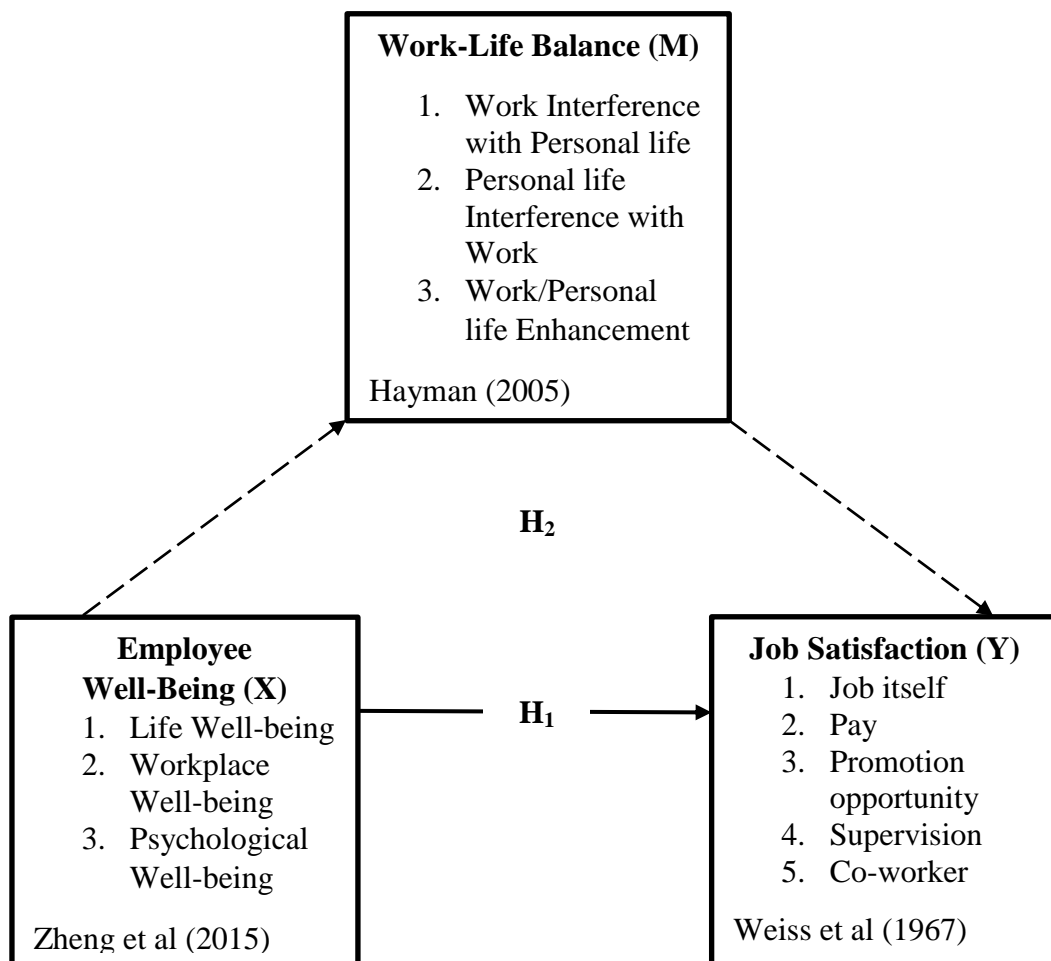


Figure 2. 1 The Effect of Employee Well-being on Job Satisfaction with Work-life Balance as a Mediating Variable

The data obtained from the research results will be analyzed using multivariate analysis. Multivariate analysis is a method commonly used to process multiple variables. The multivariate analysis technique used in this study is SEM because

there is a relationship between variables where mediation testing is needed so that this research is suitable for analysis using PLS-SEM.

2.6 Hypothesis Development

A hypothesis expresses the author's expectation or estimation of the connection between study variables. The author's research defines the study concepts and questions as to how they might be related. A hypothesis is the expected outcome (Anupama, 2018). The researcher states the hypothesis which will then be tested in the study is as follows:

1. The Effect of Employee Well-being on Job Satisfaction

The literature has acknowledged the value of job satisfaction for an employee's well-being (Faragher, 2005). Well-being includes physical, mental, and emotional health. Hence, when employees feel supported, valued, and have their well-being needs met, they are more likely to have higher job satisfaction levels and perform better in their roles. Well-being can influence various aspects of job satisfaction, such as job engagement, motivation, productivity, and overall happiness in the workplace.

Conversely, if employees experience poor well-being, such as high stress, burnout, or dissatisfaction with work-life balance, it can negatively affect their job satisfaction and overall job performance. The relationship between employee well-being and job satisfaction, stated by (Isgor & Haspolat, 2016) shows that employee well-being affects job satisfaction. It can be concluded that the two variables have a positive relationship. Based on studies by previous research, it is hoped that employee well-being can significantly affect job satisfaction, so the first hypothesis formulated as follows:

H₁. Employee well-being positively and significantly affects job satisfaction.

2. The Effect of Employee Well-being on Job Satisfaction Mediated by work-life Balance

When workers have a healthy work-life balance, they are able to allocate their time and effort productively between work and their personal and family lives. When employees have the chance to keep a good balance between their work and personal lives, they are more likely to feel better, have less stress, and be happier at work. When employees are able to reach a balance between work responsibilities and personal lives, it contributes their overall well-being. Employee well-being is the general level of happiness and health that workers experience at work on a physical, mental, and emotional level. Employees with high levels of well-being are more engaged, motivated, and satisfied with their jobs. When employees have a strong sense of well-being, they are better able to effectively manage their work-life balance. Previous research Rahim et al. (2020) confirmed that the work-life balance has a relationship with employee well-being. Balancing work-life demands will affect their well-being. Those who succeed will experience an acceptable and stable work-life relationship, which leads to employee well-being. The effectiveness of an employee's work-life balance has a big impact on how satisfied they are at work. Furthermore several research (Mani et al, 2020; Hamid et al, 2020) have proved that work-life balance have relationship with job satisfaction that can increase job satisfaction. Employees who are able to maintain that balance are less likely to develop burnout, weariness, and work-related stress. As a result, individuals are more content and fulfilled in their employment, which leads to increased job satisfaction. In this study the researcher tried to test the effect of the indirect impact of employee well-being on job satisfaction with work-life balance as a mediator, so that the fourth hypothesis was formulated as follows:

H₂. Work-life balance mediates the effect of employee well-being on job satisfaction.

III. RESEARCH METHOD

3.1 Research Design

The research method is a style of working that involves gathering data, processing it, and finally producing data that can address research issues. According to the research problem, a survey method with a quantitative approach was adopted. Survey research is research that is done on both big and small populations, but the data reviewed is data from samples taken from that community in order to determine relative events, distributions, and links between sociological and psychological characteristics (Kerlinger, 1973).

Survey research is a quantitative research method that uses samples drawn from specific populations, data collection methods by observation (interviews or questionnaires), and generalized research findings to obtain information about beliefs, opinions, characteristics, behavior, variable relationships, and data from the past or present (Lawrance, 2003).

3.2 Scope and Object of Research

The scope of this research is the field of human resource management. The scope of the discussion studied is the effect of employee well-being on job satisfaction with work-life balance as a mediator for the millennial employee in Bandar Lampung.

The object of this research is millennial generation employees born between 1981-1996 (aged 27-42), in Bandar Lampung, and working in the private sector.

3.3 Source of Data

Data being the origin of primary analysis is absolutely necessary to mention and support the questions that have been formulated and identified previously. The data used in this research is primary data.

The primary data sources in this study are millennial generation employees born between 1981-1996 (aged 27-42), in Bandar Lampung, and working in the private sector. An overview of the participants of this study can be seen based on gender, age, income earned, job division, length of employment, monthly income, marital status, and number of children (for participants who are married).

3.4 Data Collection Method

Purposive sampling was applied to collect the data from the respondents. The target population included millennial employee in Bandar Lampung who work in private sector. The questionnaire instrument is distributed using an online Google form. The data collection technique uses a questionnaire with a Likert scale for instrument measurement, which ranges from 1 to 5, as described by (Sekaran & Bougie, 2016).

Quantitative analysis requires simplification of results for easy interpretation, therefore the answers to each question carried out to measure the effect of work-life balance as a mediator between employee well-being and job satisfaction can be scored as follows:

- Strongly agree = 5
- Agree = 4
- Neutral = 3
- Disagree = 2
- Strongly disagree = 1

3.5 Population and Sample

3.5.1 Population

Sekaran and Bougie (2016) stated that population is the complete group of individuals, events, or things of interest that the researcher desires to study. It is the collection of relevant individuals, occasions, or objects about which the researcher wishes to draw conclusions. According to this definition, the population of this research will include millennial generation employees born between 1981-1996 (aged 27-42), in Bandar Lampung, and working in the private sector.

3.5.2 Sample

Sampling is selecting an appropriate amount of suitable elements from a population (Sekaran and Bougie, 2016). According to Hair et al. (2014), the minimal sample size is calculated as (number of indicators + number of latent variables) x (5 to 10 times). The maximum sample size for this investigation is based on following guidelines:

The minimum sample size = 5 x number of question items

$$= 5 \times 53$$

$$= 265 \text{ sample}$$

The maximum sample size = 10 x number of question items

$$= 10 \times 53$$

$$= 530 \text{ sample}$$

From the calculation of the number of samples above, which will be taken in this study ranges from 265 (minimum) to 530 samples (maximum).

The Non-Probability Sampling method with the Purposive Sampling technique was used to select the research respondents. This sampling can only be distributed to persons who are able to give the data that is required (Sekaran and Bougie, 2016). In this study, the samples are selected based on characteristics of the object from the population, which is the sample taken only the millennial generation born in 1981 to 1996 who had worked in the private sector in Bandar Lampung. Furthermore, the questionnaire instrument is distributed using an online Google Form.

3.6 Definition of Operational and Measurement Variable

Operational definition is a statement that explains the definition, measurement method, measurement tool, measurement results, and measurement scale of the variables to be studied so that it can be determined whether the measurement procedure will be carried out by referring to previous similar research or treated with new measurement procedures. The operational definitions and dimensions of each variable used in this study can be explained in table 3.1 as follows:

Table 3. 1 Operational Definition and Indicators Variable

No	Variable	Operational Definition	Indicators	Scale
1	Employee Well-being	Employee well-being is a feeling, a perception developed by employees as a form of evaluation of the work that has been done every day to overcome the needs and demands of the job.	1. Life Well-being 2. Workplace Well-being 3. Psychological Well-being Zheng et al (2015)	Likert
2	Job Satisfaction	An employee's positive feelings about a job, in the form of the impact or results of evaluations of various aspects of the job.	1. Job itself 2. Pay 3. Promotion opportunities 4. Supervision 5. Co-worker Weiss et al (1967)	Likert
3	Work-life Balance	Work-life balance is defined as equal responsibility and satisfaction with one's professional and personal life roles (Greenhaus, Collins, & Shaw, 2003)	1. Personal Life Interference with Work 2. Work Interference with Personal Life 3. Work/Personal life Enhancement Hayman (2005)	Likert

3.7 Data Testing Method

Validity, reliability, and normality of measuring instruments are used to determine whether or not the measuring instrument is good.

1. Validity Test

The validity test assesses how well a produced instrument measures the precise concept that it is intended to measure (Sekaran and Bougie, 2016). The benefit of the validity test is to find out whether the items in the questionnaire are really able to reveal with certainty what will be studied. If the instrument used to gather research data has low validity, the data will not be meaningful. The validity test is used to measure whether a questionnaire is valid or not. All instruments used by researchers in this study were tested for validity. To carry out this validity test using the Statistical Package for the Social Sciences (SPSS) program, this testing technique is commonly used through the Pearson Bivariate correlation by correlating each item score with the total score which is the sum of all items. If $r_{count} > r_{table}$ (2-tailed test with sig. 0.05) then the instrument or question items are significantly correlated to the total score and declared valid.

2. Reliability Test

Reliability is a test of how consistently an instrument of measurement measures the idea it is measuring (Sekaran and Bougie, 2016). The questionnaire is said to be reliable if when repeated measurements are made, it will get the same results. The Cronbach's Alpha coefficient formula is used to test the reliability of the questionnaire, which is as follows:

$$R_{ii} = \left[\frac{k}{(k-1)} \right] \left[1 - \frac{\sum \sigma_b^2}{\sigma t^2} \right]$$

Equation 3.1 Cronbach's Alpha Coefficient Formula

Information:

R_{ii} = Reliability instruments

k = Many of the items

$\sum \sigma_b^2$ = The number of variants of the item

σ^2 =Number of the total variances

According to Hair (2014), the criteria for testing the reliability test are as follows:

- a. Cronbach's Alpha ≥ 0.60 declared reliable
- b. Cronbach's Alpha ≤ 0.60 declared unreliable

3. Normality Test

According to Ghozali (2015), normality test is a test used to determine whether the distribution of data owned in a data group or variable is normally distributed or not. This test is used to confirm that the normalcy requirements have been met, ensuring the accuracy of the statistical analysis procedures and the validity of the conclusions.

3.8 Data Analysis Method

Data analysis techniques explain how researchers in a study analyze data on data that has been obtained and collected including how the testing techniques will be used. The data analysis techniques includes: descriptive statistical, structural equation modeling (SEM) and t-test. Data analysis techniques were performed using Statistical Package for the Social Sciences (SPSS) and using Partial Least Square (SmartPLS) software.

3.8.1 Descriptive Statistical Analysis

To acquire a thorough and impartial description of the study object, descriptive analysis is used. Descriptive analysis makes use of a measuring instrument, specifically the mean. The mean analysis is used to compute the average frequency of responses from respondents to each statement on each total variable and each variable dimension.

3.8.2 Structural Equation Modeling (SEM) Analysis

SEM is a technique that allows separate relationships for each of a set of dependent variables (Hair et al., 2019). The advantages of SEM are that it is more robust, clear, reliable and illustrative than regression techniques when modeling interactions, error measures, nonlinearities, relationships between multiple independent latent variables and correlated error terms.

There are two fundamental stages that can be carried out in the SEM modelling process namely measurement model validation and structural model testing. SEM typically begins with the creation of hypotheses, then moves on to model representation, operationalization of variables through the use of measuring tools, and testing of the structural model.

The use of PLS-SEM in this study is used to test and measure the direct and indirect effects between the independent variable (X), namely employee well-being on the dependent variable (Y), namely job satisfaction and add a mediating variable (M), namely work-life balance.

3.8.3 T-test

The T-test is one of the statistical tests used to determine the truth or falsity of a hypothesis that claims there is no significant difference between two sample averages drawn at random from the same population. Testing the mediation effect in the analysis using PLS uses a procedure developed by Baron and Kenny, consisting of the following stages:

1. The first model, tests the effect of exogenous variables on endogenous variables and must be significant at $t\text{-statistics} > 1.96$.
2. The second model, tests the effect of exogenous variables on mediating variables and must be significant at a $t\text{-statistic} > 1.96$.
3. The third model, tests simultaneously the effect of exogenous variables and mediation of endogenous variables.

V. CONCLUSION AND SUGGESTIONS

5.1 Conclusion

Based on the results of the discussion previously described, it can be concluded that this research supports all hypothesis.

1. Employee well-being has a direct positive and significant effect on job satisfaction.
2. Work-life balance mediates positively and significantly the effect of employee well-being on job satisfaction.

It can be interpreted that the better the employee well-being of employees, the higher their job satisfaction. Also, employee well-being affects job satisfaction through work-life balance. These results imply that the efforts of companies in realizing employee well-being need to be strengthened by the existence of work-life balance for employees in order to maximize employee job satisfaction by implementing wellness programs that address physical, mental, and emotional health can significantly improve employee well-being, also by facilitating employees with outdoor activities and disengaging from work outside of working hours.

5.2 Suggestions

Based on the research results of the three variables that have been described, the following suggestions will be presented:

1. Based on the results of research on employee well-being variables, the lowest value of the questionnaire results is found in the life well-being indicator, which is the low happiness in one's life at work which can be influenced by work environment conditions and imbalance of work life and personal life. These aspects may include factors such as health, social life, or other elements that have a direct impact on persons' happiness and life satisfaction outside of the realm of employment. Companies can implement a variety of programs, such as employee wellness programs, training, and mental health programs, to boost the value of their employees' life well-being, which can have a beneficial impact on employee well-being and indirectly increase employee job satisfaction. Furthermore, the company can require to creating a work environment, implementing work flexibility policies, and providing a positive work culture in the hope of improving employee well-being in order to increase job satisfaction and employee work-life balance to achieve company goals.
2. The results of the work-life balance questionnaire in this study show that the lowest value lies in the indicator of personal life interference with work, which is the disruption of work due to personal problems that cause employees difficulty at work. Personal commitments, family concerns, or pressing requirements outside of work may interfere with the balance of personal and professional life. This is supported by the results of research which explain that work-life balance mediates positively and significantly the effect of employee well-being on job satisfaction, so it is important for companies to provide work flexibility and reduce pressure at work. The organization could track and evaluate the extent of personal life interference with work, which can assist in identifying situations that may require additional attention and develop a corporate culture that supports and understands employees' personal issues by enabling colleagues and executives to understand each other's personal needs, resulting in a more welcoming atmosphere. This can improve the work-life balance variable and contribute to employee well-being and overall job satisfaction.

3. The research results in the job satisfaction variable show that the lowest value lies in the opportunity for employees to do different activities such as sports and arts. In this case, it can be seen that there is still a lack of work-life balance obtained by employees. So, in order to increase employee job satisfaction, the organization can offer employees time flexibility so they can devote time to interests outside of work, encourage and support creative efforts in the office, and develop employee health programs. This can help to build a more open and diverse atmosphere by allowing employees to express themselves through various activities. It can increase the value of job satisfaction in relation to non-work activities, resulting in a more satisfying work environment and improving employee well-being.

For companies, the results of this study can be used as a reference to be implemented in companies in increasing employee job satisfaction and expanding new knowledge in the field of employment. For researchers, the results of this study are hoped to be a literacy material and comparative reference to develop a more in-depth and comprehensive research study to contribute to improving job satisfaction.

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