

The Effect of Work-Life Balance On Job Satisfaction and Productivity in The General and Financial Bureau of The Indonesian Quarantine Agency

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Article history:

Received January 9, 2025

Revised January 17, 2025

Accepted January 21, 2025

Abstract

Human Resources (HR) are a critical asset for companies, playing an active role in driving, thinking, and planning to achieve organizational goals. The balance between life as a worker and as an individual (Work-Life Balance, WLB) is a fundamental aspect that companies must consider as a determinant for regulation. Employee job satisfaction significantly contributes to productivity, with satisfied employees tending to be more productive. This study aims to analyze the influence of Work-Life Balance (WLB) on employee satisfaction and productivity in the General Affairs and Finance Bureau of the Indonesian Agricultural Quarantine Agency. The research employs a descriptive quantitative method with a causal associative approach, involving 20 employees as samples. Data were collected using validated and reliable questionnaires and processed using the SmartPLS software. The analysis results show that WLB has a significant positive impact on employee satisfaction and productivity, with a p-value of < 0.05 . Based on the t-statistic values, WLB has a stronger influence on productivity compared to satisfaction. Employees who can balance work demands and personal life demonstrate higher levels of satisfaction and productivity. These findings highlight the importance of managing WLB within organizational policies to enhance employee performance. The practical implications of this study suggest the need for policies such as flexible working schedules and time management training to support employee well-being and productivity.

Keywords:

Human Resources; Job Satisfaction; Productivity; Work-Life Balance; Organizational Policies.

1. INTRODUCTION

Human resources (HR) are very important assets for a company. Basically, HR is an individual who actively plays a role and is employed to move, think, and plan everything in a company or organization so that goals are achieved. Among the various resources that exist in the company, HR has the most significant contribution. This was conveyed by Hasibuan (2015), who explained that humans always play an active and dominant role in every organizational activity, because they are the ones who plan, implement, and determine the success of achieving organizational goals. Therefore, it will be very difficult for an organization to operate properly and achieve its goals if employees are unable to carry out their duties and functions effectively.

Creating and maintaining employee job satisfaction is an important effort for the company's continuity. This is because satisfied employees can have a positive impact on the company, such as increased efficiency and productivity (Kunwar et al., 2022). According to Robbins and Judge in (Pangemanan, 2017), the belief that satisfied employees are more productive than dissatisfied employees has been a fundamental principle for managers for many years, and various studies have begun to prove this.

The interviews in this study were conducted with two employees who worked in the general and financial bureau. Based on the results of the interviews, they revealed that their work environment is

comfortable, with a supportive boss in helping them with their tasks. Employers often provide useful new experiences and knowledge. The income they receive is considered quite proportional to the performance given. During their time at the company, they and several other colleagues also received promotions based on their performance. When they successfully complete the task well, they get awards and direction from their superiors. In fact, the company gives additional money or bonuses as a form of appreciation. This makes them feel that even though they are facing personal problems, they still have to be professional at work and can separate personal affairs from work. Therefore, the results of this interview are different from the findings of research conducted by Diyah and Widiastini (2021) which discussed job dissatisfaction, because the two employees were satisfied with the aspects of the work they received.

According to As'sad in Soetrisno (2022), there are three main factors that affect job satisfaction. First, psychological factors, which include interest, comfort at work, attitude towards work, talents, and skills. Second, social factors, namely the relationship between employees and fellow colleagues and with superiors. Third, physical factors, which include the type of work, time and rest time arrangements, work equipment, room conditions, temperature, lighting, air circulation, employee health, age, and other factors.

On the other hand, if human resources (HR) in an organization are lacking or even non-existent, it will be increasingly difficult to increase employee productivity (Indahsari & Damayanti, 2020). One of the factors that plays a role in achieving company stability is the existence of productive workers. Productivity reflects the ability of workers to complete their tasks well. In addition, there are other factors that can affect productivity, such as the pressure that workers experience due to coercion, which can cause stress or depression, thus hindering their performance. To achieve optimal productivity, employees must have knowledge, skills, abilities, and a positive attitude in carrying out their tasks. However, in practice, there are several obstacles that affect employee productivity at the General and Financial Bureau of the Indonesian Quarantine Agency. One of them is an indication that some employees have not fully understood the existing standards.

In the world of work, HR management must understand how to develop high-quality human resources. The quality of employees will improve if they feel satisfied with the work they do. Therefore, companies need to be sensitive to the condition of employees to be able to improve company performance, for example by implementing work-life balance which is a psychological need for workers. That is why, in order to achieve the company's mission, it is important to pay attention to the extent to which employees are improving in their performance, which is inseparable from their career development efforts.

The term Work-Life Balance (WLB) first emerged in the United Kingdom in the late 1970s. Kirchmeyer, as cited in Poulouse and Sudarsan (2017), defines WLB as achieving satisfaction in various aspects of life, both professional and personal, which requires personal resources such as energy, time, and commitment to be distributed evenly. The balance between life as a worker and as an individual is a crucial aspect that companies must consider as the foundation for formulating regulations.

According to Mendis & Weerakkody (2017), WLB refers to the arrangement of working hours that allows individuals to complete their office tasks while also fulfilling other responsibilities, such as caring for parents or family members (Ardiansyah & Surjanti, 2020). Meanwhile, Hutcheson (2012:5) describes WLB as a factor that enables individuals to feel satisfied with the balance between their work and personal lives (Maslichah & Hidayat, 2016).

At the Indonesian Agricultural Quarantine Agency, issues related to WLB have become one of the primary challenges suspected to influence employee productivity. One notable indicator is work interference with life, where work duties disrupt personal life. Many employees, particularly in the General Affairs and Finance Bureau, face difficulties in establishing a balance between the demands of their work and their personal lives.

2. RESEARCH METHOD

The research conducted by the author employs a descriptive quantitative method with a causal associative approach. According to Sugiyono (2019), quantitative research is a method grounded in positivist philosophy, used to analyze a population or sample, collect data using research instruments, and analyze data with a quantitative or statistical approach to test hypotheses.

This study was conducted in the General Affairs and Finance Bureau of the Indonesian Agricultural Quarantine Agency, involving 20 employees as respondents. The data type used is primary data, collected through the distribution of a Likert-scale questionnaire that has been tested for validity and reliability. Data processing was performed using Smart PLS 3.0 to test the hypotheses.

2.1. Work-Life Balance (WLB) Scale

The Work-Life Balance (WLB) Scale developed by Fisher et al. (2009) and adapted by Gunawan et al. (2019) was used to measure the WLB variable. This instrument consists of 17 items divided into two aspects: Demands and Resources. The scale uses a Likert format with the following options: Never, Rarely, Sometimes, Often, and Very Often. The scale has been translated into Indonesian and tested for reliability

and validity by Gunawan et al. (2019). Psychometric testing conducted by Gunawan et al. (2019) demonstrated high reliability and validity. The reliability test showed a Composite Reliability (CR) value greater than 0.7, indicating that all items on this instrument are reliable. Meanwhile, the validity test revealed Standardized Loading Factor (SLF) values exceeding 0.5, confirming that all items are valid. The reliability and validity test results using Cronbach's alpha produced a value of 0.727, indicating that all items in the instrument are interrelated and, therefore, can be considered both reliable and valid.

Table 1. Blueprint of the Work-Life Balance Instrument (Gunawan et al., 2019)

No.	Aspect
1.	Demands
2.	Resources

2.2. Job Satisfaction Survey (JSS)

The scale used in this study is based on the Job Satisfaction Survey (JSS), developed by Paul E. Spector to measure job satisfaction. The JSS was translated by Junaedi & Aisyah (2021) and is grounded in Herzberg's Two-factor Theory of job satisfaction (Rungruangchaikit, 2008; Singh & Slack, 2016; Spector, 1985). This scale consists of 36 items covering nine aspects to assess employees' attitudes toward their jobs. Each aspect comprises four items that measure perceptions of that particular job aspect.

The total score of the instrument is calculated by summing all the items. The assessment scale uses a summated format with six response options, ranging from "Strongly Disagree" to "Strongly Agree." The items are presented as statements that may be either favorable (supportive) or unfavorable (non-supportive). The nine aspects measured include: Salary, Promotion, Supervision, Benefits, Contingent Rewards (performance-based rewards), Operating Procedures (necessary rules and procedures), Coworkers, Nature of Work, and Communication.

Although the JSS was initially developed for human service organizations, it is now applicable to various types of organizations in both the private and public sectors. Psychometric testing results indicate that this instrument has high reliability and validity, with a Cronbach's alpha value of 0.820, demonstrating that all items in the instrument are interrelated, thereby ensuring its reliability and validity.

Table 2. Job Satisfaction Scale (JSS) Measurement Instrument (Junaedi & Aisyah, 2021)

No.	Aspect
1.	Salary
2.	Promotion
3.	Supervision
4.	Fringe Benefits
5.	Contingent Rewards
6.	Cowokers
7.	Nature of Work
8.	Communication

2.3. Work Productivity Scale

The work productivity scale for employees to be studied was developed by the researcher based on the opinion of Simamora (in Andri Saputra, 2014). The aspects of work productivity include: Work Quantity, Work Quality, and Timeliness.

3. RESULTS AND DISCUSSION

3.1. Validity Test Results

Table 3. Validity Test Results

No. Questionnaire	Work-Life Balance	Satisfaction	Produktivty	Description
1.	0.657	0.818	0.684	Valid > 0.4438
2.	0.609	0.772	0.665	
3.	0.784	0.863	0.893	
4.	0.723	0.769	0.711	
5.	0.774	0.619	0.824	
6.	0.604	0.766	0.472	
7.	0.695	0.752	0.516	
8.	0.648	0.657	0.588	
9.	0.768	0.677	0.687	

10.	0.570	0.635	0.609
11.	0.673	0.734	0.742
12.	0.753	0.576	0.487
13.	0.723	0.675	0.617
14.	0.707		0.703
15.	0.774		0.711
16.			0.789
17.			0.461
18.			0.671

Source: (Research Evidence, 2025)

Based on the data obtained above, in table 3 of the Validity Test Results, it can be seen that in each statement the Work Life Balance (X) obtained a calculated value > the table 0.4438. So, it can be revealed that the data obtained is considered valid, the same results can be seen in each statement in Satisfaction (Y1) and Productivity (Y2)

3.2. Reliability Test Results

Table 4. Reliability Test Results

Variable	Value Cronchbach Alpha	Coefficient Cronbach's Alpha	Description
Worklife Balance	0.862		
Satisfaction	0.870	0.6	Reliable
Produktivty	0.886		

Source: (Research Evidence, 2025)

Based on the results above in table 4, it can be seen that all variables have a cronchbach alpha value above 0.6 which indicates that all variables are reliable

3.3. Results of Hypothesis Tests

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (O/STDEV)	P Values
Work Life Balance -> Kepuasan	0.942	0.946	0.027	34.460	0.000
Work Life Balance -> Produktivitas	0.977	0.977	0.015	64.609	0.000

Figure 1. Path Coefficients Results

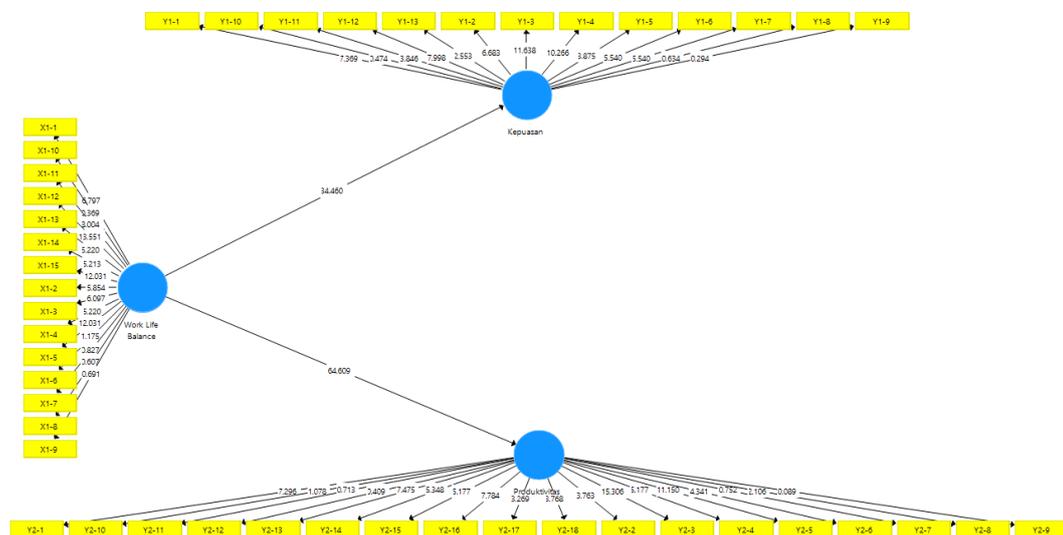


Figure 2. Bootstrapping Results

In PLS analysis, statistical testing for each hypothesized relationship is carried out through simulation. This is done using the bootstrapping method on the sample. Below are the results of the bootstrapping analysis:

- The Influence of Work-Life Balance on Job Satisfaction. The results of the first hypothesis testing, which examines the influence of Work-Life Balance on Job Satisfaction, show a p-value of 0.000 and a t-statistic value of 34.460. The p-value of 0.000 is less than 0.05, and the t-statistic value of 34.460 is greater than the t-table value of 2.085. These results indicate that Work-Life Balance has a positive influence on Job Satisfaction, and thus the hypothesis is accepted.

- b. The Influence of Work-Life Balance on Productivity. The results of the first hypothesis testing, which examines the influence of Work-Life Balance on Productivity, show a p-value of 0.000 and a t-statistic value of 64.609. The p-value of 0.000 is less than 0.05, and the t-statistic value of 64.609 is greater than the t-table value of 2.085. These results indicate that Work-Life Balance has a positive influence on Productivity, and thus the hypothesis is accepted.

3.4. Discussion

3.4.1. The Influence of Work-Life Balance on Job Satisfaction

This study is in line with the opinion of Sari & Hasyim (2022), who state that employee job satisfaction is a crucial factor as it can affect productivity and the overall direction of company development. Companies that manage resources well can create mutually beneficial relationships between employees and the company, thus motivating employees to improve their performance. One of the essential needs for employees is a balance of time, involvement, and optimal satisfaction. This indicates that if employees can achieve a good balance of time, they will also experience high job satisfaction. In other words, a good work-life balance will positively impact employee job satisfaction.

The hypothesis testing results also show that a good work-life balance will increase job satisfaction. Conversely, if the work-life balance is poor, job satisfaction will decrease. These findings support the research of Qodrizana (2018), which shows a positive relationship between work-life balance and job satisfaction. Poluan (in Lingga, 2020) explains that work-life balance is a condition where employees feel satisfied and positively impacted by their roles in both work and personal life in a balanced way. Factors contributing to higher job satisfaction include work-family balance, social life, and workload in the company. When employees struggle to achieve this balance, they are at risk of experiencing stress and fatigue that can affect their performance at work.

The relationship between work-life balance and job satisfaction shows that work-life balance can act as a factor influencing employee job satisfaction. Niebuhr et al (2022) argue that the arrangement of working hours and rest periods is a factor influencing job satisfaction. This arrangement of work and rest time can also be considered part of work-life balance. A balance between work and personal life is a condition in which a person can manage and distribute their work responsibilities, personal life, and other obligations effectively (Nawarcono & Setiono, 2021).

3.4.2. The Influence of Work-Life Balance on Productivity

Based on the hypothesis testing results, it was found that Work-Life Balance has a significant effect on work productivity at the General Affairs and Finance Bureau of the Indonesian Agricultural Quarantine Agency. The statistical analysis results show a positive regression coefficient with a significance value below 0.05, indicating that the better the level of Work-Life Balance, the higher the employees' work productivity. This suggests that time management and the balance between job demands and personal needs directly contribute to the improvement of individual performance in the work environment.

Furthermore, the data analysis revealed that key aspects of Work-Life Balance, such as Personal Life Disruptions by Work, Work Disruptions by Personal Life, Work Improvement from Personal Life, and Personal Life Improvement from Work, influence work productivity. Employees who feel that the organization provides space for them to balance personal and professional responsibilities tend to have higher motivation, better energy, and the ability to focus on work tasks. These findings are consistent with the theory that a healthy work-life balance can reduce stress and improve job satisfaction, which ultimately has a positive impact on work outcomes.

The practical implication of these findings is that managing Work-Life Balance should be a priority in organizational policies. Strategies such as implementing flexible work schedules, time management training, and fostering a work culture that supports work-life balance can be effective steps to improve productivity. Additionally, organizations should continuously evaluate employees' needs regarding Work-Life Balance to ensure that the policies implemented are relevant and effective in supporting optimal performance.

4. CONCLUSION

Based on the research results, the validity test showed that all statements in the variables of Work-Life Balance, Satisfaction, and Productivity had a r value greater than the r table (0.4438), indicating that the data used in this study is valid. Furthermore, the reliability test revealed that the Cronbach's Alpha values for these three variables were above 0.6, indicating that the research instrument is reliable for measuring the concepts under study. The hypothesis testing results revealed that Work-Life Balance has a significant positive effect on Satisfaction and Productivity, with p-values < 0.05 and t-statistics far above the t-table (2.085). These findings strengthen the direct relationship between work-life balance and employee job satisfaction and productivity.

From the discussion, it is concluded that a good Work-Life Balance improves job satisfaction; employees who maintain a balance between work and personal life have higher motivation in their work. The

same applies to productivity, where balanced time management between work responsibilities and personal life has a positive impact on work outcomes. Employees who feel supported by the organization in achieving Work-Life Balance tend to be more motivated and focused, as demonstrated in this study. The practical implication is that organizations need to prioritize Work-Life Balance policies, such as flexible work schedules and time management training, to support optimal performance and enhance employee well-being.

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