

The Effect of Work-Life Balance on Job Satisfaction Mediated by Work Motivation of Higher Education Lecturers in West Kalimantan

Sandra Endang Suci Octora^{1*}, Titik Rosnani², Ilzar Daud², Rizky Fauzan²

¹Doctoral Student of Management Science, Faculty of Economics and Business, Universitas Tanjungpura Pontianak, Indonesia

²Faculty of Economics and Business, Universitas Tanjungpura Pontianak, Indonesia

***Corresponding Author:** Sandra Endang Suci Octora

Doctoral Student of Management Science, Faculty of Economics and Business, Universitas Tanjungpura Pontianak, Indonesia

Article History

Received: 29.04.2023

Accepted: 11.06.2023

Published: 01.08.2023

Abstract: This study aims to test and analyse the effect of Work-Life Balance on Job Satisfaction with Work Motivation as mediation for lecturers working in Universities in West Kalimantan. The research approach used in this research is quantitative research. The method used is a survey method by distributing questionnaires to 100 lecturers in West Kalimantan; the data is then processed by the Structural Equation Model (SEM) method. The results of data analysis were carried out with the help of Smart PLS 4.0. The results obtained are work-life balance affects work motivation; work motivation affects job satisfaction while work-life balance affects job satisfaction when fully mediated by work motivation.

Keywords: Work-Life Balance, Job Satisfaction, Work Motivation.

1. INTRODUCTION

Higher Education is a place to produce quality human beings. Qualified human beings must be educated by qualified teaching staff. Qualified teaching staffs are supported by various factors in their lives such as academic ability, personal or family life and satisfaction with the job itself. Lecturers have many duties and responsibilities that must be carried out in carrying out the TRI Dharma of Higher Education, namely Education, Research and Community Service, lecturers are also busy with other administrative activities. Life balance is an important factor in the harmony between work life, family and time for oneself.

Previous research conducted shows that work-life balance affects job satisfaction (Hasan & Teng, 2017). Work Life balance plays a positive role in job satisfaction and work motivation plays a role in achieving job satisfaction (WOLOR *et al.*, 2020).

2. LITERATURE REVIEW

Work-life Balance and Job satisfaction

A good work-life balance can improve a person's quality of life which is believed to increase employee Job satisfaction with their work (Kumar, 2022). Further research states that work-life balance has a positive impact on job satisfaction (Rashmi & Kataria, 2021). Job satisfaction measurements are adapted from the generic job satisfaction scale (Macdonald & MacIntyre, 1997). The researcher makes the following hypothesis:

H1: Work-life Balance has an influence on Job Satisfaction.

Copyright © 2023 The Author(s): This is an open-access article distributed under the terms of the Creative Commons Attribution 4.0 International License (CC BY-NC 4.0) which permits unrestricted use, distribution, and reproduction in any medium for non-commercial use provided the original author and source are credited.

CITATION: Sandra Endang Suci Octora, Titik Rosnani, Ilzar Daud, Rizky Fauzan (2023). The Effect of Work-Life Balance on Job Satisfaction Mediated by Work Motivation of Higher Education Lecturers in West Kalimantan. *South Asian Res J Bus Manag*, 5(4), 114-119. 114

Work-life Balance and Work Motivation

Work-life Balance is the need for employees to achieve a healthy balance between the desire to participate in work to show full commitment and feel comfortable while giving their best efforts to loved ones. Dimensions that can measure Work Life Balance are Work Interference with Personal Life, Personal life interference with work and work or personal life enhancement (Hayman, 2005). Work-life balance is very important for companies because it plays a role in determining the level of motivation to remain committed to work. Previous research states that there is an influence between work-life balance and work motivation (Aliasah, 2020), thus researchers make the following hypothesis:

H2: Work-life Balance has an influence on Work Motivation.

Work Motivation and Job Satisfaction

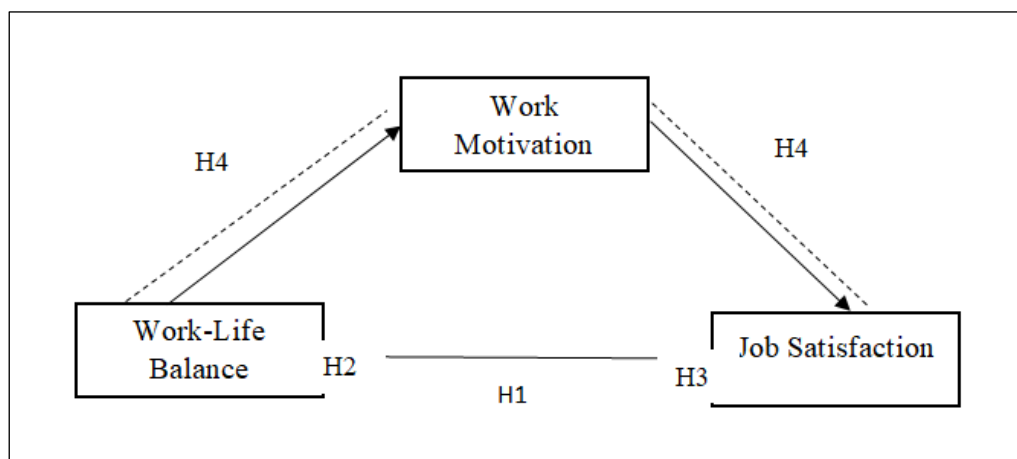
Work motivation is needed so that employees can achieve the expected performance. Motivation will increase employee enthusiasm for work and achievement. Employees who have progress and achievement at work will achieve the desired Job Satisfaction from the job itself. Work motivation is measured using several items of extrinsic and intrinsic motivation (Tremblay *et al.*, 2009). The hypotheses built by researchers are:

H3: Work Motivation has an influence on Job Satisfaction.

Work-life Balance, Work Motivation and Job Satisfaction

A person's work-life balance is influenced by many things. Work-life balance is a very important aspect of a person's life (Ashie, 2021) and can be a problem for employees who are unable to manage their life balance. Work motivation is needed to encourage employees to work in order to achieve job satisfaction. The hypothesis built by researchers is as follows:

H4: Work-life balance affects Job Satisfaction mediated by Work Motivation.



Picture 1: Research Framework

3. RESEARCH METHODOLOGY

3.1 Measurement

The method used in this research is quantitative. According to Ferdinand (2020; 8) Quantitative research is research that develops propositions and hypotheses to be tested with quantitative data to the final findings in the form of hypothesis testing research. Data collection uses a questionnaire that is randomly distributed using an online platform, namely Google Form, to lecturers at Universities in West Kalimantan.

The first part of the questionnaire contains demographic data from respondents to classify respondents. In the next section, respondents were asked to answer and measured using a five-level Likert scale. Work-life Balance variable consists of 10 items adopted from (Hayman, 2005). Work Motivation uses 10 items from the concept of extrinsic and intrinsic motivation (Tremblay *et al.*, 2009) and Job Satisfaction is measured using a scale adopted from the employee satisfaction measurement scale (Macdonald & MacIntyre, 1997).

3.2 Sampling Data Collection

The sample was distributed randomly to lecturers in West Kalimantan Universities as many as 100 respondents. Respondents came from various universities such as Tanjungpura University Pontianak, Universitas Widya Dharma Pontianak, Universitas Muhammadiyah Pontianak, Institute of Business and Economics Indonesia, IAIN Pontianak, Akper Bethesda Serukam, Poltekkes Kemenkes Pontianak, Politeknik Negeri Pontianak and Politeknik Tonggak Equator.

3.3 Data Analysis

The measurement scale uses a Likert scale with a value of 1-5 then the respondent's answer data is analysed by Partial Least Square (PLS) using the Structure Equation Model (SEM) method, the statistical test tool uses SMART PLS 4.0.

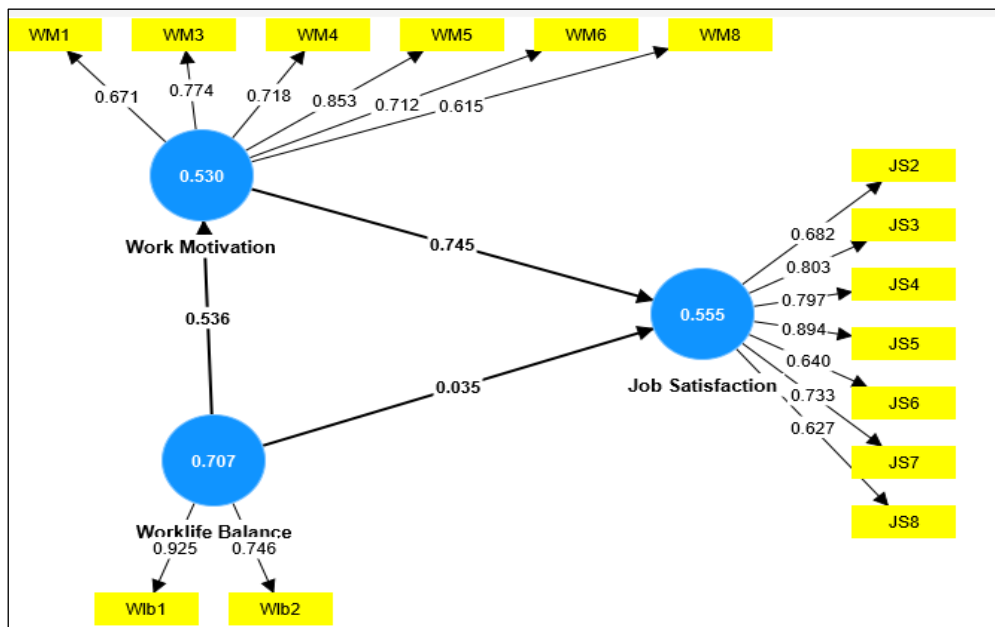
4. RESULTS

4.1 Respondent Characteristics

Table 1: Demographics

Category	Item	Total	%
Sex	Pria	56	56.00%
	Wanita	44	44.00%
	Total	100	
Last Education	S2	94	94%
	S3	6	6%
	Total	100	
Age	17-25	1	1%
	26-35	49	49%
	36-45	33	33%
	46-55	14	14%
	>55	3	3%
	Total	100	
Length of Service	1-5 Tahun	24	24%
	6-10 Tahun	37	37%
	11-15 Tahun	25	25%
	16-20 Tahun	1	1%
	>20 Tahun	13	13%
	Total	100	

4.2 Measurement and Model



Picture 2: Outer Model Results

Based on table 2 below, testing for reliability and validity is carried out from the Work-life Balance, Work Motivation and Job Satisfaction variables of all items, only items that meet the requirements are continued to the next stage. In the WLB variable only items WLB1 and WLB 2, Work Motivation variables that can be used are WM1, WM3, WM4, WM5, WM6 and WM 8 while Job Satisfaction variables that can be used are JS2, JS3, JS4, JS5, JS6, JS7, and JS8.

Table 2: Outer Loading Results

	JS	WM	WLB
JS2	0,682		
JS3	0,803		
JS4	0,797		
JS5	0,894		
JS6	0,640		
JS7	0,733		
JS8	0,627		
WM1		0,671	
WM3		0,774	
WM4		0,718	
WM5		0,853	
WM6		0,712	
WM8		0,615	
WLB1			0,925
WLB2			0,746

The results of the construct and reliability test are as follows:

Table 3: Construct Reliability and Validity Test

	Cronbach's Alpha	Composite Reliability (RHO_A)	Composite Reliability (RHO_C)	AVE
Job Satisfaction	0,863	0,884	0,896	0,555
Work Motivation	0,821	0,842	0,870	0,530
Work-Life Balance	0,610	0,741	0,827	0,707

Table 3 shows that all variables show an AVE value above 0.5 and a composite reliability value of > 0.7. So it can be concluded that the research can be continued to the next stage.

Discriminant validity measurement is seen from the test results based on the Fornell Larcker criteria with the following results:

Table 4: Discriminant Validity Results (Fornell Larckel)

	Job Satisfaction	Work Motivation	Work-Life Balance
Job Satisfaction	0,745		
Work Motivation	0,764	0,728	
Work-Life Balance	0,434	0,536	0,841

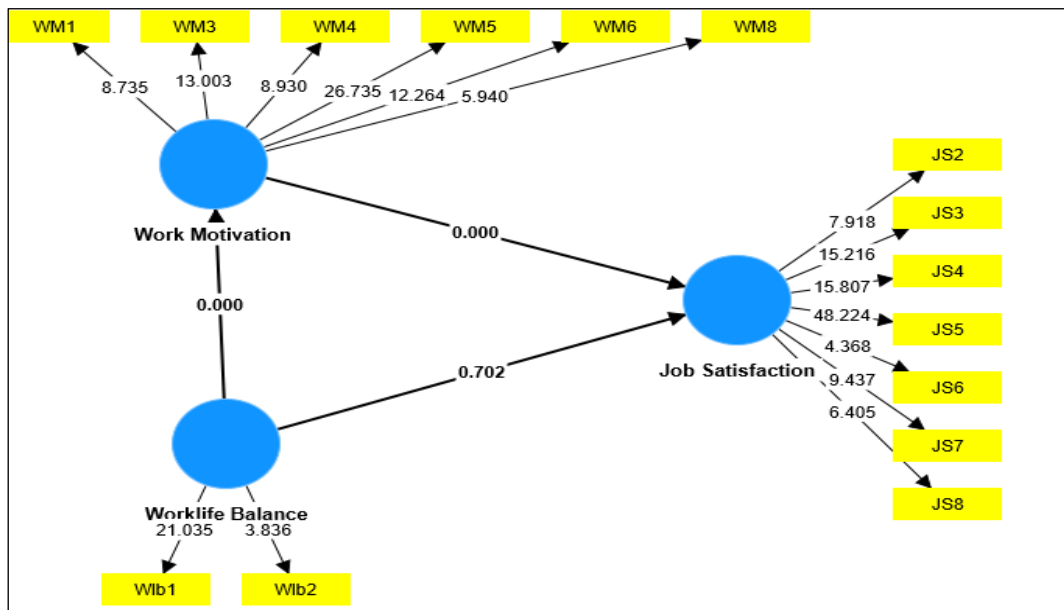
Based on Table 4 above, all variables are considered valid. Therefore, the next process is to look at the R Square (R^2) results, as follows:

Table 5: R Square (R^2) Results

	R Square	R Square Adjusted
Job Satisfaction	0,584	0,576
Work Motivation	0,288	0,280

The R Square test shows the effect of the independent variable on the dependent variable. Thus this research model can explain the phenomenon of Job Satisfaction by 58, 4% while the remaining 41.6% is influenced by other variables not examined in this study. Work motivation has an influence of 28.8% while the remaining 71.2% is influenced by other variables not examined in this study. After all these initial testing steps are fulfilled, the next step is to test the hypothesis.

4.3 Hypothesis Test



Picture 3: Inner Model Results

Table 6: Direct Effect Test Results

	Original sample	Sample mean	Standard Deviation (STDEV)	T Statistik	P Values	Decision
Work-life Balance → Job Satisfaction	0,035	0,042	0,091	0,383	0,702	Rejected
Work-life Balance → Work Motivation	0,536	0,539	0,108	4,964	0,000	Accepted
Work Motivation → Job Satisfaction	0,745	0,747	0,064	11,7250	0,000	Accepted

In this section, it is analysed from the answers of 100 respondents using the Smart-PLS tool. The correlation between Work-life balance and Job Satisfaction shows that the measurement of these variables does not have a significant influence between Work-life balance and Job Satisfaction, this can be seen from the T Statistic value of 0.383 < 1.96 and the P Values value of 0.702 > 0.05, so Hypothesis 1 is rejected.

The correlation between Work-life balance and work motivation shows that the measurement of these variables has a significant influence between Work-life balance and work motivation this can be seen from the T Statistic value of 4.964 > 1.96 which means Hypothesis 2 is accepted.

From the data above, the correlation between Work Motivation and Job Satisfaction shows that the measurement of these variables has a significant influence between Work Motivation and Job Satisfaction this can be seen from the T Statistic value of 11.7250 > 1.96 which means Hypothesis 3 is accepted.

Table 7: Indirect Effect Test Results

	Original sample	Sample mean	Standard Deviation(STDEV)	T Statistik	P Values	Decision
Work-life Balance → Work Motivation → Job Satisfaction	0,400	0,404	0,092	4,322	0,000	Accepted

In the indirect effect test results, it is found that there is an influence between work-life balance and Job Satisfaction with Work Motivation as a mediator, the T statistic results show a value of 4,322 > 1.96 and a P value of 0.000 < 0.005 which means that the hypothesis 4 is accepted, in other words Work Motivation is an intermediary for Job satisfaction. This result shows that this is a full mediation because in the initial hypothesis without mediators, work-life balance and job satisfaction have no effect.

5. CONCLUSIONS

This study aims to look at the relationship between work-life balance, work motivation and job satisfaction of lecturers who have many activities besides running Tri Dharma, family and social relationships and time for themselves. Previous research has shown the importance of the relationship between these variables. However, in this study, work-life balance has an influence on job satisfaction when fully mediated by work motivation. This means that lecturers' work-life balance will have an effect on job satisfaction if they have strong work motivation.

6. LIMITATIONS AND RECOMMENDATIONS

Future researchers are expected to examine work-life balance using different demographic classes such as employees in the banking sector who have long working hours and sometimes added with overtime hours as well and other researchers can examine employees in the health sector who have alternating types of working hours (shifts).

7. ACKNOWLEDGMENTS

The researcher would like to thank those who have helped, especially lecturers from various Universities in West Kalimantan. Thanks also to the Faculty of Economics and Business, Universitas Tanjungpura Pontianak.

REFERENCES

- Aliasah, M., Abdullah, Z., & Shafee, S. (2020). THE IMPACT OF THE WORK-LIFE BALANCE ON WORK ENGAGEMENT OF NON-ACADEMIC EMPLOYEE IN HIGHER LEARNING INSTITUTIONS IN MALAYSIA. *Educational Administration Research and Review*, 4, 79-87. 10.17509/earr.v4i1.26197.
- Ashie, A. A. (2021). Work-Life Balance: A Systematic Review. *The International Journal of Business & Management*, 9(3). <https://doi.org/10.24940/theijbm/2021/v9/i3/bm2103-001>
- Ferdinand, Augusty. (2020). Metode Penelitian Manajemen. Semarang:Badan Penerbit Universitas Diponegoro.
- Hasan, N. A. B. B., & Teng, L. S. (2017). Work-Life Balance and Job Satisfaction among Working Adults in Malaysia: The Role of Gender and Race as Moderators. *Journal of Economics, Business and Management*, 5(1), 18–24. <https://doi.org/10.18178/joebm.2017.5.1.478>
- Hayman, J. (2005). Psychometric Assessment of an Instrument Designed to Measure Work Life Balance. *Research and Practice in Human Resource Management*, 13.
- Kumar, R. (2022). *Quality of Work Life and Its Influence on Work Life Balance in. November.*
- Macdonald, S., & MacIntyre, P. (1997). The generic job satisfaction scale: Scale development and correlations. *Employee Assistance Quarterly*, 13(2), 1-16.
- Rashmi, K., & Kataria, A. (2021). The mediating role of work-life balance on the relationship between job resources and job satisfaction: perspectives from Indian nursing professionals. *International Journal of Organizational Analysis*. <https://doi.org/10.1108/IJOA-04-2021-2722>
- Tremblay, M. A., Blanchard, C. M., Taylor, S., Pelletier, L. G., & Villeneuve, M. (2009). Work Extrinsic and Intrinsic Motivation scale: its value for organizational psychology research. *Canadian Journal of Behavioural Science*, 41(4), 213–226. <https://doi.org/10.1037/a0015167>
- WOLOR, C. W., SOLIKHAH, S., FIDHYALLAH, N. F., & LESTARI, D. P. (2020). Effectiveness of E-Training, E-Leadership, and Work Life Balance on Employee Performance during COVID-19. *Journal of Asian Finance, Economics and Business*, 7(10), 443–450. <https://doi.org/10.13106/jafeb.2020.vol7.no10.443>