



The Influence of Work-Life Balance on Job Satisfaction Through the Mediation of Employee Work Stress at CV Satya Dharma Transport

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Abstract, Job satisfaction is a critical element for the sustainability of a company. The relationship between personal and professional life balance, commonly referred to as work-life balance, and job satisfaction has garnered significant attention because work-life balance can influence employees' satisfaction levels with their jobs. On the other hand, work stress often hinders the achievement of optimal job satisfaction. This study aims to analyze the effect of work-life balance on job satisfaction with work stress as a mediating variable. The research employs a quantitative approach conducted on the employees of CV Satya Dharma Transport, located at Jl. Bumbak Dauh No. 84, Umalas, Bali, with a total sample of 32 employees obtained through a saturated sampling method. Data collection was carried out through interviews and questionnaires. The analytical technique used is Structural Equation Modeling (SEM) with a Partial Least Squares (PLS) approach. The results of the study indicate that work-life balance has a positive and significant effect on job satisfaction, work-life balance has a negative and significant effect on work stress, work stress has a negative and significant effect on job satisfaction, and work stress significantly mediates the effect of work-life balance on job satisfaction.

Keywords: Work-life balance, job satisfaction, work stress

1. INTRODUCTION

Human Resources (HR) are important assets owned by an organization or company. Human Resource Management involves effectively overseeing human resources as a core asset. This is achieved through the application of various management and operational functions, enabling the organization to attain its established goals efficiently (Sinambela, 2016:9). Human resources (HR) have a large role in achieving the goals of the organization, employees, and society. Human Resource Management (HR) plays an important role in managing human resources to be effective and efficient in achieving company goals.

Job satisfaction is an important aspect that every individual must have in carrying out their work (Saputra, 2021). One of the things that can affect job satisfaction is the balance between work life and personal life. According to Nawano et al., (2024), one of the challenges that companies often face is maintaining a balance between work and personal life or work-life balance. This imbalance can increase work stress in employees and ultimately affect job satisfaction.

Bali is an interesting tourist area to visit, even Bali is known for its diversity of natural resources and culture, and is famous for its natural beauty. The industry of tourism stands out as one of the most vibrant sectors, especially in Indonesia (Permatasari, 2022). Local and foreign tourists spend a lot of their holidays in Bali. This is one of the profitable things for vehicle rental service entrepreneurs. CV Satya Dharma Transport (Gobike & Car Rental Bali) is a company engaged in the service sector. This business entity provides various fleets that can be used by tourists while on vacation in Bali. CV Satya Dharma Transport has two company locations located at Jalan Bumbak Dauh No. 84, Umalas and Jalan Bumbak Dauh No. 125, Umalas. This company was founded in 1989 and has served more than 50,000 local and foreign guests. Gobike & Car Rental Bali provides the latest vehicles, such as the Toyota Raize, Mitsubishi New Xpander, Toyota New Avanza, and other latest vehicles.

Based on interviews conducted with three employees, problems related to job satisfaction were found, where employees felt trapped in situations with difficult choices, such as coworkers who were difficult to work with, coordination between supervisors and employees that often resulted in miscommunication, to working hours that felt more than vacation time. CV Satya Dharma Transport employees were only given four vacations in one month.

Job satisfaction is an important aspect that can determine the level of success of an organization based on the goals that have been set. Robbins (2015:46) said that job satisfaction is a positive emotion about a person's job that comes from evaluating its characteristics. Job satisfaction is an important part of life satisfaction. The type of environment outside of work affects emotions in the workplace, just as work plays an important role in life, job satisfaction can affect a person's life satisfaction (Sinambela, 2016:303). This is align with Herzberg's two-factor theory which states that there are two factors that influence job satisfaction. The two-factor theory known as Herzberg's motivation theory is a theory proposed by Frederick Irving Herzberg in 1966. This theory explains two factors, namely hygiene factors and motivational factors, each of which is responsible for feelings of satisfaction or dissatisfaction at work (Dewi & Adnyani, 2020). Work-life balance can be said as a hygiene factor, because if employees feel overwhelmed by work and do not have enough time for personal life, then they will experience work stress which will result in decreased job satisfaction. Work-life balance and work stress can be classified as one of the hygiene factors, namely company policies and administration. Employees are very important to balance their lives with the help of policies and practices in the workplace that help them achieve their goals (Nurendra et al., 2016).

Companies that do not pay attention to the needs of their employees or do not get special and serious attention, then this can result in job dissatisfaction caused by work stress (Dwiriansyah et al., 2022). One of the factors that supports good employee job satisfaction is the existence of a good work-life balance system in the company (Satriansyah, 2019).

Abioro et al (2018) stated that work-life balance (WLB) is said to be the total time a person spends doing their work compared to the total time spent building relationships and involvement with other people. According to Mwangi, et al. (2016), achieving work-life balance involves establishing the right priorities between your career ambitions and the various aspects of life, such as health, leisure, family, personal enjoyment, and intellectual growth.

Previous research regarding job satisfaction and work-life balance according to Rondonuwu, et. al. (2018) there is a positive influence of work-life balance on employee job satisfaction. Maslichah and Hidayat's (2016) research shows that work-life balance has a significant influence on job satisfaction. Razak, et. al., (2022) showed that there was an influence of work-life balance on job satisfaction because the work-life balance given to employees fulfilled the job satisfaction desired by employees.

Employees who feel greater control over their lives are increasingly able to balance and commit to work and family (Jaharuddin & Zainol, 2021). Khoiriyah et al., (2020) said that individuals who work always try to achieve balance in their lives in order to maintain their existence, even when they are working. A person chooses to look for another job or even quits work when they cannot balance their problems outside the office and at work (Nafiudin, 2015).

The level of job satisfaction can be influenced by the level of work stress, meaning that the lower the level of work stress, the higher the level of job satisfaction (Dwiriansyah et al., 2022). This is supported by research from Puspitawati & Atmaja (2020) which states that work stress has a negative and significant effect on job satisfaction, which means that high work stress will make employee job satisfaction low. Stress is an emotional and mental state that has an impact on a person's physical and emotional health (Handoko, 2011: 200).

According to Bhastary (2020), excessive stress can harm a person's ability to deal with the environment. Sinambela (2016:473) states that the causes of work stress include workloads that are felt to be too high, pressing working hours, poor quality of work control, unhealthy working environment, inadequate work authority in relation to tasks, work disputes, other differences between employees and managers who are frustrated with their work.

Several studies have examined the relationship between work-life balance, job stress, and job satisfaction, but this is different from the study conducted by Satriansyah (2019), where researchers found that job stress did not act as a mediator in this relationship. This study was conducted to gain further understanding of the effect of work-life balance on job satisfaction through the mediation of employee job stress so that it is hoped that organizations or companies can understand and produce benefits to improve employee performance in the company. Employees who have high job satisfaction are expected to be motivated to work optimally in achieving the company's goals which of course can benefit its employees.

2. RESEARCH METHODS

This study uses a quantitative approach that is associative causality. According to Sugiyono (2017:37), Causality is a relationship that is cause and effect and one variable affects another variable. This study explains about work stress mediating the influence of work-life balance on job satisfaction. The variables in this study consist of exogenous variables, endogenous variables, and mediating variables.

The research was conducted at CV Satya Dharma Transport, a company that provides vehicle rental services and tour packages. This company has two places located at Jl. Bumbak Dauh No. 84, Umalas and Jl. Bumbak Dauh No. 125, Umalas. This location was chosen because problems regarding job satisfaction were found.

The sampling method in this study uses the Non-probability Sampling technique, namely saturated sampling which is a sampling technique where all members of the population are used as research samples (Sugiyono, 2018: 156). In this study, the sample to be taken is all employees of CV Satya Dharma Transport totaling 32 people with different positions or titles.

3. RESEARCH RESULTS AND DISCUSSION

Inferential Analysis of Research Data

Structural Equation Modeling (SEM) Analysis Based on Partial Least Square (PLS)

The analysis technique used is a variance-based structural equation model (Structural Equation Modeling-SEM) or component-based SEM which is often called Partial Least Square (PLS). PLS is a multivariate analysis technique that allows for analyzing a series of several latent variables simultaneously, thus providing statistical efficiency. This analysis consists of several tests, namely evaluation of the measurement model (outer model), evaluation of the structural model (inner model), hypothesis testing and mediation testing.

1) Evaluation of Measurement Model (Outer Model)

Outer model or measurement model is defined as how each indicator block relates to its latent variables. Evaluation of the measurement model is measured by convergent validity, discriminant validity, and composite reliability tests.

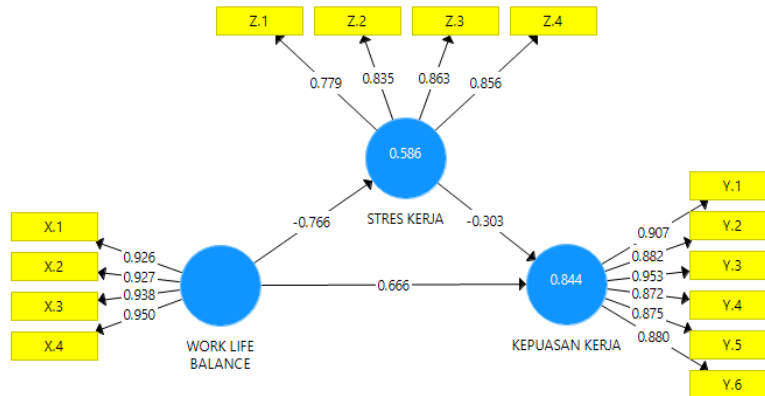


Figure 1. Measurement Model Path Diagram

Source: Appendix 5 Primary Data (processed data), 2024

(1) Convergent Validity

The first part of the outer model testing is convergent validity. Indicators are considered valid if they have an outer loading value above 0.7 and an Average Variance Extracted (AVE) above 0.5 (Ghozali, 2014:40). The following are the results of the convergent validity test.

Table 1 Results of Convergent Validity Test

No	Variables	Indicator	Outer Loading
1	Job satisfaction	I do the work according to the job description given by the company.	0.907
		I am satisfied with the salary given by the company because there is fairness in the distribution of compensation.	0.882
		I am satisfied with the promotion opportunities provided by the company so that I can advance in my work.	0.953
		My superiors helped me technically when I had difficulties.	0.872

		I have a good relationship with my co-workers.	0.875
		I have a sense of shared responsibility with my coworkers.	0.880
		The work I do does not interfere with my personal life.	0.926
		My personal life does not interfere with my work.	0.927
2	Work-life Balance	My personal life can improve my performance at work.	0.938
		The work I do can improve the quality of my personal life.	0.950
		I have role ambiguity at work.	0.779
		I feel there is no career development in this company.	0.835
3	Job Stress	I feel like there is no open communication with my coworkers.	0.863
		I often experience conflicts with coworkers.	0.856

Source: Appendix 6 Primary Data (processed data), 2024

The results of the convergent validity test indicate that all outerloadings values in the study are greater than 0.70. This concludes that the variable indicators in the study have met the convergent validity test.

In addition to the outerloadings value, convergent validity testing can also be done by looking at the AVE value. Based on the provisions, AVE is said to be good when the value is greater than 0.5. The following are the results of the AVE value.

Table 2 AVE Test Results

Variables	AVE
<i>Work-life Balance</i>	0.874
Job satisfaction	0.801
Job Stress	0.696

Source: Appendix 6 Primary Data (processed data), 2024

Based on the results of the AVE test, it can be seen that all AVE values in the research variables are greater than 0.5. This can indicate that the research variables have met the convergent validity test.

(2) *Discriminant Validity*

This test can be done through cross loading of measurements with its construct. A value can be said to be discriminantly effective if the cross loading correlation value with a latent variable must be greater than the correlation value with other latent variables. The following are the results of the cross loading test.

Table 3. Cross Loading Test Results

	Job satisfaction	Job Stress	Work-life Balance
X.1	0.885	-0.688	0.926
X.2	0.814	-0.685	0.927
X.3	0.852	-0.814	0.938
X.4	0.802	-0.667	0.950
Y.1	0.907	-0.748	0.851
Y.2	0.882	-0.792	0.863
Y.3	0.953	-0.760	0.854
Y.4	0.872	-0.659	0.757
Y.5	0.875	-0.651	0.708
Y.6	0.880	-0.736	0.767
Z.1	-0.648	0.779	-0.721
Z.2	-0.638	0.835	-0.530
Z.3	-0.691	0.863	-0.625
Z.4	-0.725	0.856	-0.659

Source: Appendix 6 Primary Data (processed data), 2024

The results of the cross loading test in table 3 indicate that all items have a cross loading correlation value with latent variables that exceeds their correlation with other latent variables. Comparing the square root of each variable with the correlation between the variable and other variables in the model is the basis for assessing discriminant validity. If the square root of the AVE of each variable exceeds its correlation with other variables in the model, then the model shows strong discriminant validity. This can indicate that the research variables have met the discriminant validity test. \sqrt{AVE}

(3) Composite Reliability

Cronbach's alpha and composite reliability aims to test the reliability value between the indicator blocks of the constructs that form it with two criteria, namely composite reliability and Cronbach's Alpha. An indicator that measures a variable has good composite reliability if it has a composite reliability value or Cronbach's Alpha above 0.70.

Table 4. Results of Cronbach's Alpha and Composite Reliability Tests

Variables	Cronbach's Alpha	Composite Reliability
Work-life Balance	0.952	0.965
Job satisfaction	0.950	0.960
Job Stress	0.854	0.901

Source: Appendix 6 Primary Data (processed data), 2024

Based on the results of the Cronbach's alpha and composite reliability tests, it can be seen that the Cronbach's alpha and composite reliability values are greater than 0.7 so it can be concluded that the research construct is reliable.

2) Structural Model Evaluation (Inner Model)

Structural model or inner model. A model is developed using established concepts and theories to analyze the relationship between exogenous and endogenous variables outlined in the conceptual framework. The theoretical model developed within the conceptual framework is illustrated in a flowchart, which visually represents the relationships between the exogenous and endogenous variables to be tested. Evaluation of the structural model in this study consists of the R-Square and Q-Square tests.

(1) R-Square Value

Table 5. R-Square Test Results

	R Square	R Square Adjusted
Job satisfaction	0.844	0.833
Job Stress	0.586	0.572

Source: Appendix 7 Primary Data (processed data), 2024

From the table above, it can be seen that the R-Square Adjusted value of the variable job satisfaction is 0.833 which means that the work-life balance and work stress variables have an influence on the variables job satisfaction 83.3%, the remaining 16.7% is influenced by variables outside this research model.

Adjusted R – Square value of the variable work stress is 0.572 which means that the work-life balance variable has an influence on the variable work stress 57.2%, the remaining 42.8% is influenced by variables outside this research model.

(2) Q-Square Value

The goodness of fit test is performed using the Q-square value. A positive Q-square value indicates that the model has relevant predictive ability. Conversely, a negative value indicates that the model's predictive ability is inadequate. The calculation of the Q-square value can be seen in the following formula.

$$Q^2 = 1 - [(1-R^2) (1-R^2)]$$

$$Q^2 = 1 - [(1-0.833) (1-0.572)]$$

$$Q^2 = 1 - [(0.167) (0.428)]$$

$$Q^2 = 1 - 0.071$$

$$Q^2 = 0.929$$

According to the results of the calculations presented above, the Q-Square value obtained is 0.929 or greater than 0 so it can be concluded that the construct has good predictive relevance.

Hypothesis Testing

Statistical Test t (t-test) has a provision that if in testing it obtains p-value <0.05 (alpha 5%), it means the test is significant, and vice versa, if p-value > 0.05 (alpha 5%), it means it is not significant. The following are the test results from the bootstrapping menu.

Table 6. Path Coefficient Test Results (Partial)

Origin al sample (O)	Sample mean (M)	Standard deviation (STDEV)	T statistic (O/STDEV)	P values	
Work Life Balance -> Job Satisfaction	0.666	0.648	0.140	4,761	0,000
Work Life Balance -> Work Stress	-0.766	-0.772	0.066	11,540	0,000

Job Stress -					
> Job Satisfaction	-0.303	-0.323	0.138	2,194	0.014

Source: Appendix 8 Primary Data (processed data), 2024

According to the results of the calculations presented above, the partial hypothesis testing output is obtained with the following description.

1) Hypothesis Testing 1 (The effect of work-life balance on job satisfaction)

The results of the hypothesis test in table 6 obtained p-values of $0.000 < 0.05$. The t-statistic value of $4.761 > 1.64$ and the original sample has a positive value of 0.666. So it can be concluded that work-life balance has a positive and significant effect on job satisfaction.

2) Hypothesis Testing 2 (The effect of work-life balance on work stress)

The results of the hypothesis test in table 6 obtained p-values of $0.000 < 0.05$. The t-statistic value of $11.540 > 1.64$ and the original sample has a negative value (-0.766). So it can be concluded that work-life balance has a negative and significant effect on work stress.

3) Hypothesis Testing 3 (The effect of work stress on job satisfaction)

The results of the hypothesis test in table 6 obtained p-values of $0.014 < 0.05$. The t-statistic value of $2.194 > 1.64$ and the original sample has a negative value (-0.303). So it can be concluded that work stress has a negative and significant effect on job satisfaction.

Table 7. Results of the Path Coefficient Test (Mediation Test)

	Original sample (O)	Sample mean (M)	Standard deviation (STDEV)	T Statistics (O/STDEV)	P Value
Work Life Balance -> Job Stress -> Job Satisfaction	0.232	0.251	0.115	2,013	0.022

Source: Appendix 8 Primary Data (processed data), 2024

Based on the calculation results above, the output of the mediation hypothesis test was obtained with the following description.

- 1) Hypothesis Testing 4 (The effect of work-life balance on job satisfaction through work stress)

The results of the hypothesis test obtained a p-value of 0.022 <0.05. So it can be concluded that work stress is able to significantly mediate work-life balance on job satisfaction.

Research Discussion

The Effect of Work-life Balance on Job Satisfaction

The results of the hypothesis test show that work-life balance has a positive and significant effect on employee job satisfaction at CV Satya Dharma Transport. This shows that if the work-life balance of CV Satya Dharma Transport employees runs well, their level of job satisfaction will increase. These results are in accordance with previous research conducted by Shabrina & Ratnaningsih (2019) which states that work-life balance has a positive and significant effect on job satisfaction, where the higher the work-life balance, the higher the job satisfaction of PT. Pertani (Persero) employees. One of the factors that supports good employee job satisfaction is the existence of a good work-life balance system in the company (Satriansyah, 2019).

Rahmawati & Gunawan (2019) showed that work-life balance has a positive and significant effect on job satisfaction. The results of Arif et al.'s research (2014) also stated that work-life balance has a positive and significant effect on job satisfaction. The study stated that work-life balance has a positive effect on job satisfaction of the academic community of Harapan Bersama Polytechnic during the COVID-19 pandemic (Kurniawan & Huda, 2021)

The Influence of Work-life Balance on Work Stress

The results of the hypothesis test show that work-life balance has a negative and significant effect on work stress of CV Satya Dharma Transport employees. This shows that the better an employee is at managing the division of time for work and personal interests, the less likely the stress is felt by CV Satya Dharma Transport employees. These results are in accordance with research conducted by Piscesta et al., (2022) stated that work-life balance has a negative effect on work stress. This indicates that a stronger work-life balance correlates with reduced work stress, and vice versa. Priandari & Adnyani (2023) also said that work-life balance has a negative and significant effect on work stress. This means that the higher the work-life balance of employees at the Discovery Kartika Plaza Kuta Hotel, the lower the work

stress of its employees. Research Results of Rizky & Afrianty (2018) and Rafsanjani et al., (2019) shows that work-life balance has a negative and significant effect on work stress.

The Influence of Job Stress on Job Satisfaction

The results of the hypothesis test show that work stress has a negative and significant effect on employee job satisfaction at CV Satya Dharma Transport. This shows that the lower the level of stress felt by an employee while working, the greater the job satisfaction felt by the employee while working at CV Satya Dharma Transport. These results are in accordance with research conducted by Safitri & Astutik (2019) which shows that work stress has a negative and significant effect on job satisfaction. The results of the study by Puspitawati & Atmaja (2020) also stated that work stress has a negative and significant effect on job satisfaction. This means that high work stress will make employee job satisfaction low. Yasa & Dewi (2018) also stated that work stress has a negative and significant effect on job satisfaction.

The Effect of Work-life Balance on Job Satisfaction Through Job Stress

The results of the hypothesis test show that work stress is able to significantly mediate work life balance on employee job satisfaction at CV Satya Dharma Transport. This shows that the higher the work-life balance of employees in managing personal needs with work, the easier it will be for them to manage their work so as to avoid work stress which can later encourage greater job satisfaction felt by employees while working at CV Satya Dharma Transport. These results are in accordance with research conducted by Nurendra et al., (2016) which states that work stress is proven to mediate the effect of work-life balance on job satisfaction, which means that low work-life balance can increase work stress first before reducing work stress in employees. The results of Darmawan's research (2023) also stated that work stress mediates the influence of work-life balance on employee job satisfaction at PT Adhi Karya (Persero), Tbk, where the importance of work-life balance of the employee in achieving the company's goals without work stress in an effort to increase job satisfaction. In contrast to the research conducted by Satriansyah (2019), where researchers found that work stress did not act as a mediator in this relationship. The study used path analysis with a population of 116 employees of Bank Indonesia, Central Java Representative Office.

4. CONCLUSION

The findings from the research analysis and the ensuing discussion on work-life balance, work stress, and job satisfaction, the research conclusions are as follows.

- 1) *Work-life balance* has a positive and significant effect on employee job satisfaction at CV Satya Dharma Transport. This means that the better the level of work-life balance, the higher the employee job satisfaction at CV Satya Dharma Transport.
- 2) *Work-life balance* has a negative and significant effect on work stress of CV Satya Dharma Transport employees. This means that the better the level of work-life balance, the more CV Satya Dharma Transport employees will avoid work stress.
- 3) Job stress has a negative and significant effect on employee job satisfaction at CV Satya Dharma Transport. This means that the lower the level of job stress, the higher the level of employee job satisfaction at CV Satya Dharma Transport.
- 4) Job stress can significantly mediate the influence of work-life balance on employee job satisfaction at CV Satya Dharma Transport. This means that the better the level of work-life balance, the less stress is felt and the higher the level of employee job satisfaction at CV Satya Dharma Transport.

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