

WORK-LIFE BALANCE AND SUBJECTIVE WELL-BEING: THE MEDIATING ROLE OF JOB SATISFACTION ON EMPLOYEES OF PT SEMEN PADANG

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ABSTRACT

Purpose of Study: (1) Effects of Work-Life Balance on Individuals' Perceived Well-Being (2) how a healthy work-life balance affects contentment in one's position the impact of contentment in one's work on one's sense of well-being (4) how contentment with one's professional life influences one's subjective well-being. This study employs quantitative methods and is based on causal principles. One hundred eighty-eight individuals who worked at PT Semen Padang made up the study's population and sample. I am collecting data using a survey that uses a Likert scale. The method used in the study was PLS (Partial Least Square), a structural equation modeling method implemented in SmartPLS 4. The study's data processing findings show that: (1) PT. Semen Padang workers' subjective well-being is positively and significantly impacted by work-life balance. T (2) PT. Semen Padang workers report higher levels of job satisfaction when they can balance their professional and personal lives comfortably. Personnel at PT. Semen Padang reports higher levels of subjective well-being when they are satisfied with their jobs. Fourth, PT Semen Padang workers' subjective well-being is positively and significantly impacted by work-life balance, as measured by job satisfaction.

ABSTRAK

Tujuan Penelitian: (1) Pengaruh Work-Life Balance terhadap Persepsi Kesejahteraan Individu (2) bagaimana work-life balance yang sehat mempengaruhi kepuasan kerja seseorang dampak kepuasan kerja terhadap rasa kesejahteraan seseorang (4) bagaimana kepuasan terhadap kehidupan profesional seseorang mempengaruhi kesejahteraan subjektif seseorang. Penelitian ini menggunakan metode kuantitatif dan berdasarkan prinsip kausal. Seratus delapan puluh delapan individu yang bekerja di PT Semen Padang menjadi populasi dan sampel penelitian. Saya mengumpulkan data menggunakan survei yang menggunakan skala Likert. Metode yang digunakan dalam penelitian ini adalah PLS (Partial Least Square), yaitu metode pemodelan persamaan struktural yang diimplementasikan dalam SmartPLS 4. Temuan pengolahan data penelitian menunjukkan bahwa: (1) Kesejahteraan subjektif pekerja PT. Semen Padang dipengaruhi secara positif dan signifikan oleh work-life balance. (2) Pekerja PT. Semen Padang melaporkan tingkat kepuasan kerja yang lebih tinggi ketika mereka mampu mencapai keseimbangan yang nyaman antara kehidupan profesional dan pribadi mereka. Personel di PT. Semen Padang melaporkan tingkat kesejahteraan subjektif yang lebih tinggi ketika mereka merasa puas dengan pekerjaan mereka. Keempat, kesejahteraan subjektif pekerja PT Semen Padang secara positif dan signifikan dipengaruhi oleh keseimbangan kehidupan kerja, yang diukur dengan kepuasan kerja.

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INTRODUCTION

In the current era of globalization, the importance of subjective well-being has gained widespread significance in everyone's life and is considered a fundamental need that must be met. Subjective well-being has also been extended to other areas, including daily work, so that employees' subjective well-being becomes very important in the company because it is associated with various personal outcomes and the achievement of company goals. Therefore, every employee should attain good subjective well-being (Hassan Jafri & Batra, 2014) .

Subjective well-being is a general term used to describe the level of well-being felt by a person, based on a subjective assessment of his life experiences (Diener & Ryan, 2015). subjective well-being refers to a person's positive perception of the state of his life (Butt et al., 2020) and (Fan et al., 2014). Employees are considered to have high subjective well-being if they feel satisfied with their work, often feel positive emotions, and rarely experience negative emotions (Diener et al., 2023). Subjective well-being in employees has an important role in a company, employees who have optimal subjective well-being will have a higher feeling of happiness, which provides better work results at work (Park et al., 2004).

Furthermore, previous studies have shown that a healthy work-life balance improves people's subjective well-being (Gröpel & Kuhl, 2009). According to studies cited by Yang et al. (2018), a healthy work-life balance is one factor that contributes to an individual's subjective sense of well-being. For Greenhaus et al. (2003), the term "work-life balance" describes how well an individual can juggle their professional and personal responsibilities while yet finding fulfillment in both. A lack of harmony between work and personal life leads to a wide range of unpleasant feelings and unhappiness (Hämmig & Bauer, 2009). According to study by Major et al. (2002), persons' health and well-being may be negatively impacted when there is an imbalance between their job and family lives. This, in turn, impacts their identity, well-being, and quality of functioning (Cinamon & Rich, 2010). Researchers Scholarios and Marks (2004) found that work-life balance is associated with positive employee attitudes and well-being, which in turn affects the organization's performance.

According to Hasan et al., (2020) and Robbins et al.,(2016) employees with high job satisfaction exhibit higher subjective well-being, while workers with low job satisfaction begin to show higher higher, employees who aren't happy in their jobs start to see their work negatively and become dissatisfied with their lives in general.to improve their standard of living generally.Job satisfaction is another aspect that impacts one's subjective well-being. According to Kridharta & Rusdianti.,(2017), job satisfaction is a positive or negative feeling that a person experiences towards his job. In line with Kaffashpoor & Sadeghian, (2020) research which states that job satisfaction as a mediator in subjective well-being. Hasan et al.,(2020) job satisfaction describes how a person's life goes during his work period. Someone who is satisfied with their job will show positive feelings towards it, while those who are not satisfied will show negative feelings. Satisfaction is a measure used to determine whether someone feels happy or unhappy, and is satisfied or dissatisfied with their job.

Based on an initial survey by distributing questionnaires conducted by the author, 47% of respondents answered "yes" and 53% answered "no" to the statement "if I could redo my life, there is almost nothing I would change." In addition, 60% of respondents said "yes" and 40% said "no" to the statement "I feel emotional and even angry when interacting with fellow employees who do not comply with the rules." Some employees also admitted to feeling fear if their tasks were not completed, with 53% answering "yes" and 47% answering "no," although this fear did not make them complete their tasks. And 60% of respondents said "yes" and 40% said "no" to the statement that they feel emotional or angry when interacting with coworkers who do not follow the rules. In addition, there are some employees who feel afraid if their tasks are not completed, but this feeling of fear does not encourage them to complete their tasks, with 53% answering "yes" and 47% answering "no." And based on interviews with 2 Semen Padang employees, it is known that the level of employee job satisfaction at

PT Semen Padang is still relatively low, this is because there are still many employees who do not comply with existing rules by arriving late at work.

LITERATURE REVIEW

The Grand Theory on which this research is based is the Spillover Theory proposed by (Staines, 1980). This theory suggests that a person's experience in one aspect of life, be it work or personal life, can affect other aspects of life. Feelings, behaviors, and experiences gained from work can affect an individual's personal life, and vice versa. Spillover Theory explains the reciprocal relationship between experiences at work and outside of work that can affect overall well-being. For example, negative emotions from the workplace can affect mood and social interactions at home, while conflicts at home can disrupt work focus and decrease job satisfaction. As such, Spillover Theory shows how experiences in one area of life can spread and affect another, highlighting the significance of understanding the connection between a person's work-life balance and their subjective happiness and contentment with their employment.

Eryilmaz, (2011) states that subjective well-being is an individual's assessment of their life, including positive feelings such as happiness and hope, as well as negative feelings such as anger and sadness. In addition, this well-being also includes the level of individual satisfaction in various aspects of life. Positive and negative emotions linked to life events form total contentment, which in turn shapes subjective well-being, which is influenced by satisfaction in extremely significant areas of life. According to Diener et al., (1999), there are 2 indicators of subjective well-being, namely: affective components, and cognitive affects.

The state of having one's personal and professional lives reasonably balanced is known as work-life balance (Lockwood, 2003). Employees are more likely to be satisfied with their jobs when they are able to maintain a good work-life balance. Work-life balance gives employees the freedom to utilize flexible working hours to balance work with other activities, such as gathering with family, pursuing hobbies, art, studies, and not just focusing on work alone (Frame & Hartog, 2003). According to Fisher et al.,(2009) We may measure work-life balance using four indicators: WIPL, PLIW, PLEW, and WEPL. These stand for work-life interference, work-life improvement of personal life and personal life improvement of work-life.

Li et al., (2020) state that job satisfaction is a person's feelings or attitudes towards their job or the experiences they have at work. According to Kridharta & Rusdianti, (2017) Satisfaction is a measure used to assess whether someone feels happy or unhappy, and is satisfied or dissatisfied with their job. Hasan et al.,(2020) One definition of job satisfaction is the degree to which an individual derives personal fulfillment from their work. According to Newman et al. (2015) and Prasoon & Chaturvedi (2016), contentment in one's employment positively affects happiness in one's personal and professional lives. Likeability, passion, discipline, and performance on the job are some of the signs of job satisfaction (Hasibuan, 2008).

The conceptual framework of this research is :

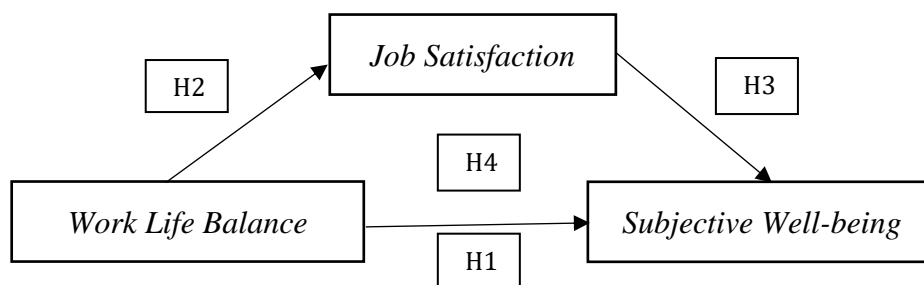


Figure 1. Conceptual Framework

Based on the conceptual framework, the hypothesis can be obtained

H1 : Work-life balance has a positive and significant effect on subjective well-being.

H2 : Work-life balance has a positive and significant effect on job satisfaction.

H3 : Job satisfaction has a positive and significant effect on subjective well-being.

H4 : Work-life balance affects subjective well-being mediated by job satisfaction.

METHOD

This study used a causal research design and a quantitative research approach. A total of eighty-eight individuals working at the PT Bank Nagari Head Office made up the study's population. In this research, the complete sampling approach was used for sampling. Since the complete population is being sampled, this method is used (Sugiyono, 2013). Primary and secondary sources were used to compile the data utilized in this investigation. A Likert scale is used as the means of data collecting in this research. While this research uses data analysis techniques, namely SEM-PLS (Partial Least Square) using SmartPLS 4 software.

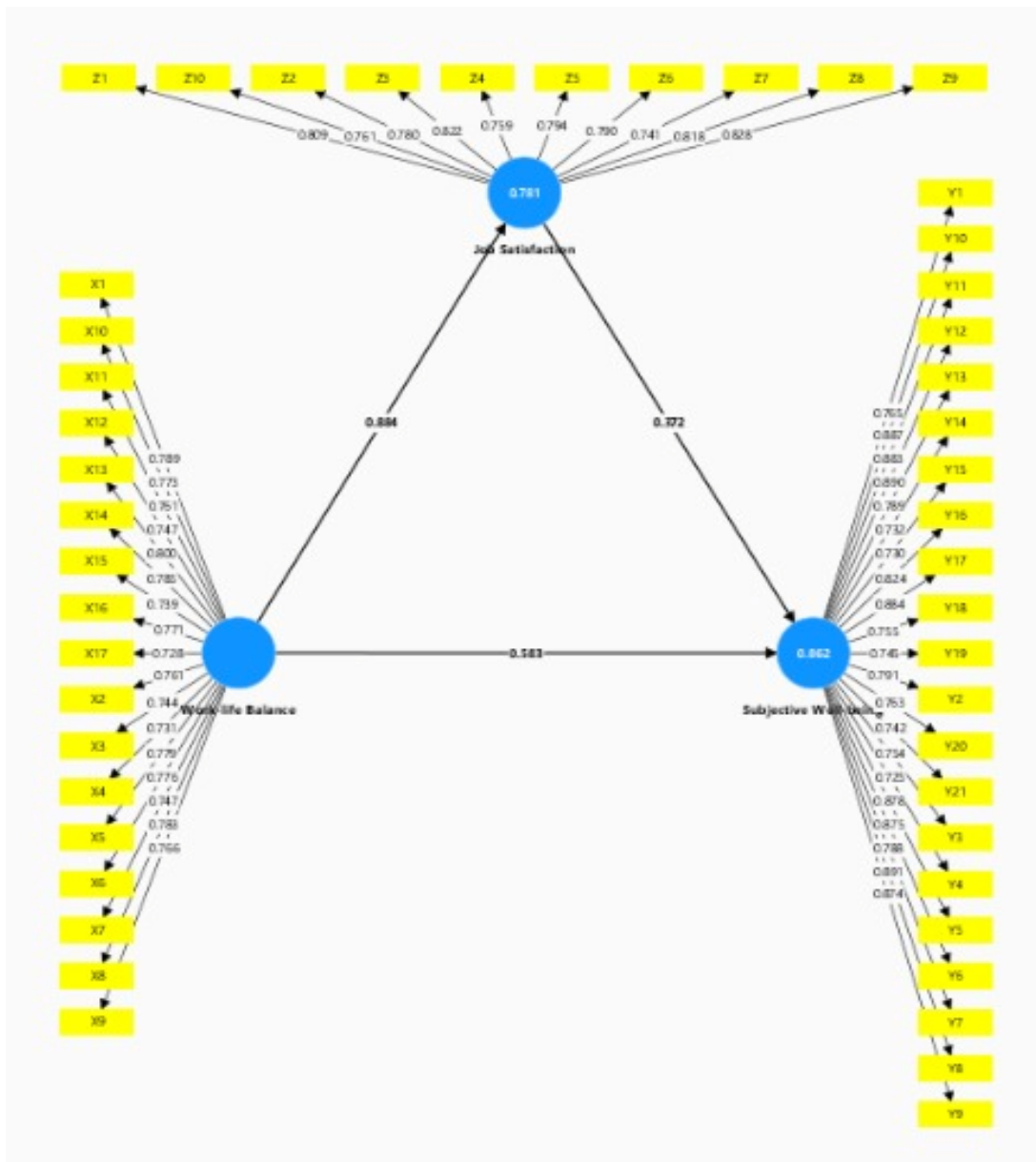
RESULT AND DISCUSSION

A total of two indicators measuring subjective well-being yielded an average score of 3.23 and a respondent achievement rate (TCR) of 64.68%, as shown in the frequency distribution of the subjective well-being variable. The indicators consist of twenty-one statement items. From this explanation, it can be concluded that the level of subjective well-being of PT Semen Padang employees in the Inventory unit is sufficient. Thus, PT Semen Padang employees need to maintain and improve employee subjective well-being. So that PT Semen Padang employees have better subjective well-being.

Balance between job and personal life is also an independent variable. Using four indicators and seventeen statement items, we may quantify work-life balance. There was a responder accomplishment rate (TCR) of 59.11% and a cumulative average score of 2.95 for the four variables used to assess work-life balance. This reasoning suggests that PT Semen Padang's inventory unit employees do not have a good work-life balance. As a result, improving the employee's work-life balance is crucial if PT Semen Padang wants its staff to have a good work-life balance. This can allow employees to do other activities such as developing hobbies, gathering with family, studying, and others.

Finally, the third variable in this study is job satisfaction. In measuring job satisfaction, the author uses 5 indicators with 10 statement items. With a responder accomplishment rate (TCR) of 72.64%, the sum of the five variables used to determine work satisfaction yields an average score of 3.63. Workers in the Inventory unit of PT Semen Padang have an adequate work-life balance, according to this explanation.

The model's validity and reliability are evaluated via the use of instrument testing. There are two parts to this evaluation: validity and reliability. The validity test makes use of outer loading and average variance extracted (AVE), while the reliability test examines composite reliability (CR).



Results of the external loading according to the data management are shown in Figure 1. Each variable's indicators have good convergent validity, since all of them have loading factors more than 0.7 (Ghozali, 2012).

Table 1 Analysis Results Square Root Of Average (AVE)

	<i>Average Variance Extracted (AVE)</i>
<i>Work-life Balance</i>	0,583
<i>Subjective Well-being</i>	0,657
<i>Job Satisfaction</i>	0,625

Each construct has a validity over 0.5, as shown in table 1 (Ghozali & Latan, 2014). All of the variables have passed the appropriate level of validity tests.

Look the example below:

Table 2. Composite Reliability dan Cronbach Alpha

	<i>cronbach's alpha</i>	<i>Composite reliability (rho_a)</i>
<i>Work-life balance</i>	0,955	0,956
<i>Subjective Well-being</i>	0,973	0,975
<i>Job Satisfaction</i>	0,933	0,934

According to Table 2 above, Cronbach's alpha and composite reliability scores are more than 0.7, indicating that all constructs in the estimated model either meet the criteria or can be trusted.

Table 3. Results of R-square analysis

	<i>R-Square</i>
<i>Subjective Well-being</i>	0,862
<i>Job Satisfaction</i>	0,781

A correlation coefficient of 0.862 indicates that the variables of work-life balance and job satisfaction explain 86.2% of the variation in subjective well-being, as shown in Table 3. This finding indicates that the work-life balance variable may affect 78.1% of the job happiness variable, as the job satisfaction variable achieved 0.781.

Table 4. Results of inner model analysis

	<i>Original Sample (O)</i>	<i>Sample Mean (M)</i>	<i>Standard Deviation (STDEV)</i>	<i>T Statistics (O/STDEV)</i>	<i>P Values</i>
<i>Work-life Balance -> Subjective Well-being</i>	0,583	0,585	0,070	8,297	0,000
<i>Work-life Balance -> Job Satisfaction</i>	0,884	0,885	0,018	48,502	0,000
<i>Job Satisfaction -> Subjective Well-being</i>	0,372	0,371	0,074	5,037	0,000

Hypothesis 1: A t-count value of 8.297 > 1.96 (ghozali and latent), coefficient of determination of 0.583, and an impact size of work-life balance factors on subjective well-being are all part of the picture. This demonstrates that the work-life balance of PT Semen Padang personnel has a favorable and substantial impact on their subjective well-being.

Hypothesis 2: Evidence suggests that work-life balance elements influence job satisfaction, since there is a positive association between the two (t-count=48.502 > 1.96, r=0.884). Workers' job happiness is positively and significantly impacted by their work-life balance, as seen here at PT Semen Padang.

Hypothesis 3: A t-count value of 5.037 > 1.96 and a coefficient of determination of 0.372 indicate that work satisfaction factors impact subjective well-being. Employees' subjective well-being is positively and significantly impacted by their level of work satisfaction, according to this study.

Table 5. Calculation of Indirect Variable Coefficients

	<i>Original Sample (O)</i>	<i>Sample Mean (M)</i>	<i>Standard Deviation (STDEV)</i>	<i>T Statistics (O/STDEV)</i>	<i>P Values</i>
<i>Work-life Balance -> Job Satisfaction -> Subjective Well-being</i>	0,329	0,328	0,065	5,043	0,000

This is in accordance with the findings shown in table 18. A t-statistic of 5.043, with a value greater than 1.96, shows that job satisfaction is an indirect way in which work-life balance affects subjective well-being. The previously established results of determining the coefficient of the mediating variable formed the basis for this discovery. A favorable and statistically significant correlation between a healthy work-life balance and happiness, as shown by the original sample's result of 0.329, via the mediation of job satisfaction.

CONCLUSION

1. Work-life balance has a good and substantial effect on the subjective well-being of PT Semen Padang's Inventory unit personnel. It is evident from this that there is a link between a good work-life balance and happiness.
2. The Inventory unit workers of PT Semen Padang report higher levels of job satisfaction when they are able to maintain a healthy work-life balance. Results demonstrate a positive correlation between work-life balance and happiness on the job.
3. PT Semen Padang's Inventory unit workers' Subjective Well-being is positively and significantly impacted by Job Satisfaction. The correlation between occupational satisfaction and subjective well-being is strong.
4. PT Semen Padang workers' subjective well-being is impacted by work-life balance, with job satisfaction mediating this relationship.

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