

The Influence of Work-Life Balance on Employee Job Satisfaction at Bank Papua Teminabuan Branch

Hendra Setiawan^a, Susetyowati Sofia^b, Akmal Ridwan^c

^{a,b,c}[*Ekonomi*], [*Universitas Muhammadiyah Sorong*], [*Kota Sorong*], [*Indonesia*]

*Corresponding author. E-mail address: hendrasetiawan840@gmail.com

ARTICLE INFO

A B S T R A C T

Article history:**Received**

May 2025

Accepted

July 2025

Keywords

*Work-Life Balance,
Quality of Work Life,
Job Satisfaction, Bank
Papua*

This study investigates the impact of work-life balance (WLB) and quality of work life (QWL) on employee job satisfaction within a regional banking institution in Eastern Indonesia. The research aims to explore whether a supportive balance between professional and personal life correlates significantly with job satisfaction in the context of Bank Papua's Teminabuan Branch. Quantitative research approach was applied using an associative-causal method. Data were collected through structured questionnaires distributed to all 33 employees at the branch, selected using a saturated sampling technique. The data were analyzed using multiple linear regression along with t-tests and F-tests to examine partial and simultaneous effects. The results demonstrate that both WLB and QWL significantly influence job satisfaction, both independently and jointly. Employees who perceive better balance and supportive working conditions report higher levels of satisfaction. The findings further suggest that improving WLB and QWL is essential in enhancing employee morale, commitment, and overall organizational performance. This study contributes to the limited body of research on employee satisfaction in peripheral regions, highlighting the critical importance of work-life policies in government-owned regional banks. The insights provided can support the development of human resource strategies tailored to improve employee well-being in similar institutional and geographic contexts

1. Introduction

Human Resources (HR) play a critical role in the success of any organization. Effective human resource management is essential in optimizing employee performance, ensuring that organizational goals are met with efficiency and productivity. High-quality HR management not only benefits the organization but also enhances employee satisfaction. When employees feel valued, supported, and have opportunities for growth, they are more likely to perform at their best.

One of the key factors influencing employee satisfaction is the ability to maintain a healthy work-life balance. Work-life balance refers to the equilibrium between an employee's professional responsibilities and personal life. When this balance is achieved, employees are more motivated, focused, and productive. Additionally, the quality of work life—defined by the organizational environment, interpersonal relationships, and fair rewards—also significantly impacts how satisfied employees feel in their roles.

Job satisfaction itself is a vital psychological condition that reflects an employee's emotional response to their work. It is shaped by several factors including compensation, promotional opportunities, leadership, and the physical and social environment at the workplace. Satisfied employees tend to be more committed, exhibit better performance, and contribute positively to the organizational culture.

However, many employees struggle to maintain a balance between work and personal life, especially in demanding sectors such as banking. Based on preliminary observations at Bank Papua Teminabuan Branch, it was found that several employees face challenges in managing job responsibilities alongside personal needs. This imbalance can lead to dissatisfaction, reduced motivation, and decreased performance.

The significance of this issue is underscored by mixed findings from previous studies. While many researchers agree that work-life balance and quality of work life positively influence job satisfaction, others suggest that this relationship may vary depending on organizational context and individual expectations. Therefore, it is essential to explore this relationship further in specific organizational settings, such as regional banks.

Bank Papua is one of the regional development banks (BPDs) that plays a key role in supporting local economic growth in Eastern Indonesia, including West Papua. The Teminabuan branch serves as a vital financial institution in the region, and understanding the factors affecting employee satisfaction is crucial for improving performance and retaining skilled workers.

Given this context, this research aims to analyze the influence of work-life balance and quality of work life on job satisfaction among employees at Bank Papua Teminabuan Branch. By understanding this relationship, organizations can develop strategies to enhance employee well-being and productivity.

1.1 Background

Human resources are a critical asset that significantly determines the success and sustainability of an organization. Human resource management plays a strategic role in ensuring that companies can recruit, develop, and retain competent employees who contribute effectively toward achieving organizational goals. The performance and productivity of employees are strongly influenced by their job satisfaction, which is shaped by both organizational and personal factors.

One of the key components that influence job satisfaction is work-life balance. Work-life balance refers to the extent to which an individual can effectively manage the demands of their job while also fulfilling personal responsibilities and maintaining a healthy personal life. Employees who enjoy a good work-life balance tend to feel more satisfied, motivated, and committed to their work. On the other hand, when employees experience conflict between work and personal life, it may lead to stress, burnout, and decreased job satisfaction.

Another equally important factor is the quality of work life, which includes the physical work environment, the relationship between employees and supervisors, fairness in reward systems, and the overall organizational culture. A positive work environment that prioritizes employee well-being encourages loyalty and enhances job satisfaction.

Conversely, poor working conditions and a lack of recognition or development opportunities can lead to frustration and disengagement among employees.

In the context of the banking sector, particularly at Bank Papua Teminabuan Branch, preliminary observations reveal that many employees face challenges in balancing their job responsibilities with personal life, and are dissatisfied with various aspects of their work environment—such as workload, promotion opportunities, and interpersonal relationships. These conditions indicate that both work-life balance and quality of work life are issues that may significantly impact employee satisfaction.

Given the competitive nature of the banking industry and the importance of employee performance in delivering quality service, it is crucial for organizations like Bank Papua to understand and improve the factors that influence job satisfaction. Enhancing job satisfaction not only supports employee well-being but also contributes to organizational performance, employee retention, and service excellence.

Therefore, this study is conducted to examine the relationship between work-life balance, quality of work life, and job satisfaction among employees at Bank Papua Teminabuan Branch. The findings of this research are expected to provide valuable insights for management to develop effective strategies that foster a supportive work environment and enhance employee satisfaction.

1.2 Problem Statement

Based on the background of the problem described above, the researcher is interested in researching:

1. Is there a relationship between partial work-life balance and work-life balance at the Teminabuan Branch of Bank Papua?
2. Is there a significant relationship between work life partially and job satisfaction at the Bank Papua Teminabuan Branch Office?
3. Is there a relationship between work-life balance simultaneously and job satisfaction at the Teminabuan Branch of Bank Papua?

1.3 Objectives and Scope

The objectives of this study are to analyze and prove that:

1. To determine the relationship between partial work-life balance and work-life at the Bank Papua Teminabuan Branch Office
2. To determine the relationship between partial work-life and job satisfaction at the Bank Papua Teminabuan Branch Office
3. To determine the relationship between work-life balance and work-life simultaneously towards job satisfaction at the Bank Papua Teminabuan Branch Office

2. Literature Review

The concept of work-life balance has become increasingly important in modern organizational studies, especially in relation to employee satisfaction. Work-life balance refers to an individual's

ability to balance professional responsibilities with personal life, such as family commitments, community involvement, leisure, and self-care. Shafie Aliasah (2020) states that achieving a proper balance requires effective time and energy management between paid work and other important aspects of life. Guest (2022) further explains that a balanced life exists when an individual is equally involved and satisfied with both their work and personal roles. A good work-life balance contributes to reduced stress, higher motivation, and overall job satisfaction. On the other hand, imbalance between work and life responsibilities can lead to employee burnout, decreased performance, and emotional exhaustion.

Quality of work life (QWL) is another significant factor influencing employee satisfaction. According to Siagian (2020), quality of work life is a process where organizations respond to the needs of employees through mechanisms that allow their full involvement in decisions affecting their work. Ivancevich et al. (2008) describe QWL as encompassing job security, fair compensation, meaningful job design, and positive relationships in the workplace. A workplace that offers a high quality of work life encourages employees to be more committed, loyal, and productive. In line with this, Arifin (2020) identifies the main indicators of QWL as reward systems, working conditions, and work restructuring. When these aspects are well managed, employees are more likely to feel motivated and valued in their roles.

Job satisfaction, which is closely tied to both work-life balance and QWL, is an emotional response that employees have toward their work. Hubeis (2021) defines job satisfaction as the positive emotional state that results from the appraisal of one's job or job experiences. This includes satisfaction with job responsibilities, the work environment, and outcomes received from work. Hasibuan (2020) views job satisfaction as an emotional attitude of liking and enjoying one's job, which is often reflected in morale and work enthusiasm. Riskawati (2023) outlines four key components of job satisfaction: satisfaction with salary, promotion opportunities, relationships with supervisors, and interactions with coworkers.

Empirical studies support the strong relationship between work-life balance, quality of work life, and job satisfaction. Research by Rizq (2022), Isni et al. (2022), and Respati et al. (2023) shows that employees who experience good work-life balance and a high quality of work life tend to report higher job satisfaction. These studies suggest that when employees can effectively manage work demands while enjoying a supportive work environment, their satisfaction and performance levels improve significantly.

However, other studies show contrasting results. For example, research conducted by Agow et al. (2020) and Rachmawan & Aryani (2020) found that quality of work life does not always have a significant effect on job satisfaction. This implies that additional factors may influence the relationship, such as individual expectations, organizational culture, or external economic conditions. These findings indicate that while work-life balance and QWL are important, their impact on job satisfaction may vary depending on the organizational context.

In conclusion, the literature suggests a strong theoretical and empirical foundation for the assumption that work-life balance and quality of work life are crucial factors affecting job satisfaction. Understanding these relationships is essential for organizations seeking to improve employee well-being, increase retention, and achieve sustainable performance.

2.1 Related Work

Several previous studies have explored the relationship between work-life balance, quality of work life, and job satisfaction. These studies provide valuable insights and support the theoretical basis of the current research.

Ganapathi (2021) conducted a study at PT. Bio Farma (Persero) and found that work-life balance significantly influenced employee job satisfaction. The research indicated that out of the three aspects of work-life balance—time balance, involvement balance, and satisfaction balance—only satisfaction balance had a strong partial effect on job satisfaction. This implies that while time and involvement are important, how employees feel about their balance plays a more critical role in determining their satisfaction.

Maknunah (2020) studied lecturers at the Faculty of Social and Political Sciences at Universitas Islam Balitar and discovered a significant positive relationship between work-life balance and job satisfaction. This finding supports the idea that even in academic settings, maintaining a proper balance between professional and personal life directly influences how satisfied individuals feel with their jobs.

Pitoyo and Handayani (2022) expanded the focus by including work environment as a variable alongside work-life balance. Their research showed that both work-life balance and the work environment significantly affected job satisfaction. This suggests that internal policies and organizational culture play a supporting role in enhancing the impact of work-life balance.

A study by Saputra, Natassia, and Utami (2021) introduced additional factors such as proactive personality and emotional intelligence into the relationship between work-life balance and job satisfaction. The study confirmed that both work-life balance and quality of work life had a significant influence on job satisfaction, showing that personal traits may also strengthen or weaken these effects.

However, contrasting evidence is presented in research by Agow et al. (2020) and Rachmawan & Aryani (2020), which found that quality of work life did not significantly impact job satisfaction. These findings indicate that in some organizational contexts, other factors—such as compensation, leadership style, or communication systems—might mediate or moderate the relationship between work-life quality and employee satisfaction.

Fadilla and Assyofa (2021) studied the joint effect of work-life balance and workload on job satisfaction. They found that a balance between life and work, alongside a manageable workload, were critical in determining satisfaction levels among employees. Their findings align with the broader literature emphasizing the importance of work conditions on satisfaction.

Lastly, a study by Sari Putri et al. (2023) at CV. Andalan Inti Utama in Makassar demonstrated that work-life balance, quality of work life, and job satisfaction each had a partial impact on employee performance. This research highlights not only the effect on satisfaction but also the downstream impact on organizational productivity and effectiveness.

Overall, these related works support the assumption that both work-life balance and quality of work life are important predictors of job satisfaction. However, the mixed findings in some studies underline the need for more context-specific research—especially in less studied regions and

sectors, such as regional banks in Eastern Indonesia. This study aims to fill that gap by investigating these relationships at Bank Papua Teminabuan Branch.

2.2 Research Gap

Numerous studies have investigated the relationship between work-life balance, quality of work life, and job satisfaction across various organizational contexts. These studies generally support the notion that both work-life balance and quality of work life significantly influence job satisfaction. For example, research conducted by Ganapathi (2021), Pitoyo and Handayani (2022), and Saputra et al. (2021) found a positive correlation between these variables, suggesting that employees are more satisfied when their personal and professional lives are balanced and when their work environment is supportive.

However, despite the consistent findings in many contexts, there is still inconsistency in the literature. Some studies, such as those by Agow et al. (2020) and Rachmawan & Aryani (2020), concluded that quality of work life did not have a significant impact on job satisfaction. These discrepancies indicate that the relationship between these variables may be context-dependent and influenced by other organizational or cultural factors.

Moreover, most previous research has focused on large corporations, public institutions, or urban-based organizations, with limited attention given to regional development banks—especially those located in Eastern Indonesia, such as Bank Papua. There is a lack of empirical evidence on how employees in remote or developing regions experience work-life balance and perceive their quality of work life, and how these factors impact their job satisfaction.

This gap in the literature is particularly important considering the unique challenges faced by employees in regional banking institutions, including high workloads, limited resources, and fewer career development opportunities. These contextual factors may influence how work-life balance and work quality are experienced and their subsequent effect on job satisfaction.

Therefore, this study seeks to fill the gap by examining the influence of work-life balance and quality of work life on employee job satisfaction at Bank Papua Teminabuan Branch, a regional bank operating in a developing area of Indonesia. By exploring this relationship in a previously understudied context, this research aims to contribute to a more comprehensive understanding of employee satisfaction and provide practical insights for improving human resource practices in similar environments.

3. Methodology

This study adopts a quantitative research method with a causal associative approach to examine the effect of work-life balance and quality of work life on job satisfaction. The causal associative method is used to investigate whether there is a cause-and-effect relationship between two or more variables—in this case, work-life balance (X1), quality of work life (X2), and job satisfaction (Y). The quantitative approach is appropriate for this study because it allows the researcher to collect numerical data, analyze patterns, and test hypotheses using statistical methods.

3.1 Data Collection

The research was conducted at Bank Papua Teminabuan Branch, located in South Sorong Regency, Southwest Papua, Indonesia. The study was carried out over a period of five months,

from December 2024 to April 2025. The data collection process, specifically the distribution of questionnaires to respondents, took place between March 18 and March 20, 2025.

3.2 Analysis Techniques

The collected data were analyzed using multiple linear regression with the help of SPSS version 27. This model was chosen to assess the individual and simultaneous effects of the independent variables (age, working hours, PPE usage) on the dependent variable (occupational accident risk). Classical assumption tests were also conducted to validate the regression model.

3.3 Validation

The data collected were analyzed using several statistical techniques. First, validity and reliability tests were conducted to ensure that the questionnaire items accurately and consistently measured the variables. Next, classical assumption tests—including normality, multicollinearity, linearity, and heteroscedasticity—were carried out to verify that the data met the requirements for regression analysis.

The core analysis was conducted using multiple linear regression, which allowed the researcher to assess how much the independent variables (work-life balance and quality of work life) influenced the dependent variable (job satisfaction). In addition, t-tests were performed to evaluate the partial significance of each independent variable, while the F-test was used to examine the simultaneous influence of both variables. Lastly, the coefficient of determination (R^2) was calculated to determine the extent to which work-life balance and quality of work life explained variations in job satisfaction.

Through this structured methodology, the study aims to produce valid, reliable, and generalizable findings that contribute to the understanding of employee satisfaction in a regional banking context.

4. Results and Discussion

Validity testing is used to determine whether a questionnaire is valid or not. A questionnaire can be said to be valid if the statements in the questionnaire can reveal something that can be measured.

Variabel	Item pernyataan	r ^{hitung}	r ^{tabel}	Keterangan
Keseimbangan kerja (X1)	X1.1	0.700	0.344	VALID
	X1.2	0.453	0.344	VALID
	X1.3	0.384	0.344	VALID
	X1.4	0.570	0.344	VALID

Variabel	Item pernyataan	rhitung	rtabel	Keterangan
	X1.5	0.428	0.344	VALID
Kehidupan kerja (X2)	X2.1	0.590	0.344	VALID
	X2.2	0.634	0.344	VALID
	X2.3	0.554	0.344	VALID
Kepuasan kerja (Y)	Y1	0.485	0.344	VALID
	Y2	0.602	0.344	VALID
	Y3	0.676	0.344	VALID
	Y4	0.562	0.344	VALID
	Y5	0.822	0.344	VALID
	Y6	0.779	0.344	VALID
	Y7	0.814	0.344	VALID
	Y8	0.707	0.344	VALID

This shows that all items in the Work Balance (X1), Work Life (X2), and Job Satisfaction (Y) variables are declared valid. In the Work Balance (X1) variable, five statement items (X1.1–X1.5) have a calculated r value between 0.384 and 0.700, which means that all items have a sufficient to strong correlation with the total score. Likewise, in the Work Life (X2) variable, the third statement item (X2.1–X2.3) obtained a calculated r value between 0.554 and 0.634, and all were declared valid. Meanwhile, in the Job Satisfaction (Y) variable, all eight items (Y1–Y8) also showed good validity, with the highest calculated r value of 0.822 (in item Y5) and the lowest 0.485 (in item Y1), all of which exceeded the minimum limit. Thus, it can be concluded that all statement items in the third variable in this study are suitable for use because they have met the validity requirements, namely having a significant correlation with the total score of each variable.

4.1 Key Findings

Validity testing is carried out to assess whether each item in the questionnaire is able to measure the research variables accurately.

Variabel	Cronbaca's Alpha	Keterangan
Keseimbangan Kerja (X1)	0,706	Reliabel
Kehidupan Kerja (X2)	0,601	Reliabel
Kepuasan Kerja (Y1)	0,868	Reliabel

Based on table 4.8, the reliability test conducted using the Cronbach's Alpha technique, it is known that all variables in this study have values above 0.60, which indicates that the instrument used is reliable or consistent in measuring each variable.

4.2 Interpretation of Results

1. Normality Test

This test uses the One-Sample Kolmogorov-Smirnov method. The testing criteria are as follows: If the significance value (Asymp. Sig. 2-tailed) > 0.05 , the data are normally distributed, If the significance value (Asymp. Sig. 2-tailed) < 0.05 , the data are not normally distributed. (Hafni, 2022)

		Unstandardized Residual
N		33
Normal	Mean	,0000000
Parameters ^{a,b}	Std.	2,22932390
	Deviation	
Most	Absolute	,074
Extreme	Positive	,074
Differences	Negative	-,067
Kolmogorov-Smirnov Z		,425
Asymp. Sig. (2-tailed)		,994

a. Test distribution is Normal.

b. Calculated from data.

Based on table 4.9 above, the normality test was conducted using the Kolmogorov-Smirnov Test on the unstandardized residual value of the data of 33 respondents. The test results show an Asymp value.

2. Linearity Test

The decision-making basis for the linearity test using SPSS is at a significance level of 0.05. If the significance value (Linearity) is less than 0.05, it indicates a linear relationship between the independent variable (X) and the dependent variable (Y) (Muhammad Zakiy, S.E.I., 2021).

ANOVA Table

			Sum of Squares	df	Mean Square	F	Sig.
Kepuasan	Between Groups	(Combined)	172,115	8	21,514	2,121	,074
Kerja (Y) *	Groups	Linearity	117,506	1	117,506	11,586	,002
Keseimbangan kerja (XI)		Deviation from Linearity	54,609	7	7,801	,769	,618
		Within Groups	243,400	24	10,142		
		Total	415,515	32			

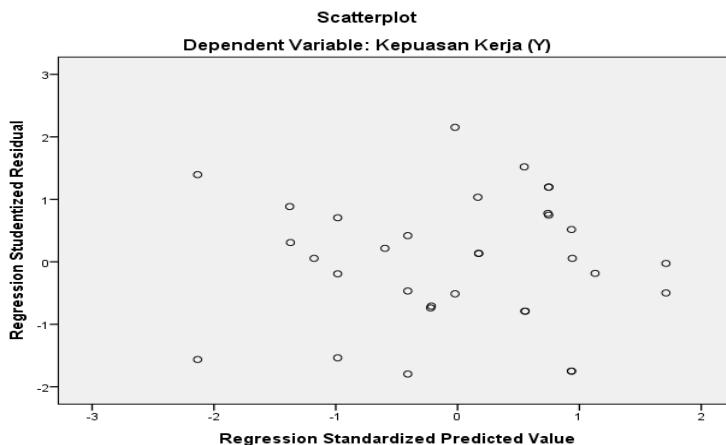
ANOVA Table

			Sum of Squares	df	Mean Square	F	Sig.
Kepuasan	Between Groups	(Combined)	228,085	4	57,021	8,518	,000
Kerja (Y)	Groups	Linearity	219,662	1	219,662	32,815	,000
*		Deviation from Linearity	8,423	3	2,808	,419	,740
Kehidupan		from					
Kerja (X2)		Linearity					
		Within Groups	187,431	28	6,694		
		Total	415,515	32			

Based on table 4.12 linearity test between Work Life (X2) and Job Satisfaction (Y) variables, the significance value of the Linearity component is 0.000, which means it is smaller than 0.05. This shows that there is a significant linear relationship between Work Life and Job

Satisfaction.

3. Heteroscedasticity Test



This random distribution of points indicates that there is no heteroscedasticity symptom in the regression model used. This means that the residual variance is constant (homoscedastic) across all predicted values, so that the classical assumption of heteroscedasticity is met. The regression model is declared suitable for further analysis because it does not violate the basic assumption of classical linear regression related to homogeneity of variance.

4. Multicollinearity Test

Detection is done by looking at the Tolerance and VIF values, where if Tolerance is greater than 0.10, there is no multicollinearity, and if it is less than 0.10, it means that multicollinearity occurs.

Coefficients^a

Model	Collinearity Statistics	
	Tolerance	VIF
1 (Constant)		
Keseimbangan		
kerja (XI)	,879	1,137
Kehidupan Kerja		
(X2)	,879	1,137

a. Dependent Variable: Kepuasan Kerja (Y)

Tolerance value > 0.10 and VIF < 10 indicate that there is no multicollinearity between

the independent variables in the regression model. And it can be concluded that the regression model does not experience multicollinearity problems.

5. Multicollinearity Test

Detection is done by looking at the Tolerance and VIF values, where if Tolerance is greater than 0.10, there is no multicollinearity, and if it is less than 0.10, it means that multicollinearity occurs.

Coefficients^a

Model	Collinearity Statistics	
	Tolerance	VIF
1 (Constant)		
Keseimbangan kerja (XI)	,879	1,137
Kehidupan Kerja (X2)	,879	1,137

a. Dependent Variable: Kepuasan Kerja (Y)

There is multicollinearity between the independent variables in the regression model and it can be concluded that the regression model does not experience multicollinearity problems

6. Multiple Linear Regression Test

The basic equation of multiple linear regression is $Y = a + b_1X_1 + b_2X_2 + e$, where Y is the dependent variable (such as job satisfaction), a is a constant, b₁ and b₂ are the regression coefficients, X₁ and X₂ are the independent variables (such as work-life balance), and e is the error.

Coefficients^a

Model	Unstandardized Coefficients		Standardized Coefficients		t	Sig.
	B	Std. Error	Beta			

1 (Constant)	1,912	4,946		,387	,702
Keseimbangan kerja (X1)	,549	,208	,317	2,635	,013
Kehidupan Kerja (X2)	1,628	,318	,617	5,120	,000

a. Dependent Variable: Kepuasan Kerja (Y)

1. Work Balance (X1) and Work Life (X2) are considered non-existent (zero value), then the Job Satisfaction value is estimated at 1.912. However, this value is not significant ($Sig = 0.702 > 0.05$), so it is less statistically meaningful.

2. This means that Work Balance has a positive and significant effect on Job Satisfaction. This means that every 1 unit increase in Work Balance will increase Job Satisfaction by 0.549 units, assuming other variables remain constant.

3. Ini menunjukkan bahwa Kehidupan Kerja juga berpengaruh positif dan sangat signifikan terhadap Kepuasan Kerja. Dengan kata lain, setiap peningkatan 1 satuan pada Kehidupan Kerja akan meningkatkan Kepuasan Kerja sebesar 1,628 satuan, jika variabel lain tetap.

Hypothesis Testing

1. Partial Test (t-Test)

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	1,912	4,946		,387	,702
Keseimbangan kerja (X1)	,549	,208	,317	2,635	,013
Kehidupan Kerja (X2)	1,628	,318	,617	5,120	,000

a. Dependent Variable: Kepuasan Kerja (Y)

Based on the table, the hypothesis testing results are as follows:

1. Effect of X_1 on Y

The t-value is 2.635 with a significance value (Sig.) of 0.013. Because the significance value is less than 0.05 ($0.013 < 0.05$), then H_0 is rejected and H_1 is accepted. This means that work balance (X_1) has a significant effect on job satisfaction (Y).

2. Effect of X_2 on Y

The t-value is 5.120 with a significance value of 0.000. Because the significance value is less than 0.05 ($0.000 < 0.05$), then H_0 is rejected and H_1 is accepted. This shows that work life (X_2) has a significant effect on job satisfaction (Y).

2. Simultaneous Test (F-Test)

ANOVA^a

Model	Sum of Squares	df	Mean Square	F	Sig.
1 Regression	256,479	2	128,239	24,191	.000 ^b
Residual	159,036	30	5,301		
Total	415,515	32			

a. Dependent Variable: Kepuasan Kerja (Y)

b. Predictors: (Constant), Kehidupan Kerja (X2), Keseimbangan kerja (XI)

It can be concluded that Work Balance (X_1) and Work Life (X_2) simultaneously have a significant effect on Job Satisfaction (Y). This means that the two independent variables together are able to explain the variations that occur in the employee job satisfaction variable.

Coefficient of Determination Test

The coefficient of determination (R^2) is a direct measure of the ability of a regression to explain the relationship between variables.

Model Summary^b

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.786 ^a	,617	,592	2,302

- a. Predictors: (Constant), Kehidupan Kerja (X2),
Keseimbangan kerja (XI)
- b. Dependent Variable: Kepuasan Kerja (Y)

Based on table 4.16 Model Summary, the coefficient of determination (R Square) value is 0.617 or 61.7%. This shows that the variables of Work Balance (X₁) and Work Life (X₂) together are able to explain the variable of Job Satisfaction (Y) by 61.7%, while the remaining 38.3% is explained by other factors not included in this regression model.

5. Discussion

The results of this study demonstrate that both work-life balance and quality of work life significantly and positively influence job satisfaction among employees at Bank Papua Teminabuan Branch. These findings align with prior research indicating that when employees are able to manage their professional responsibilities without sacrificing personal needs, they tend to exhibit higher satisfaction levels and organizational commitment (Rizq, 2022; Respati et al., 2023).

1. The Effect of Work-Life Balance on Job Satisfaction

The statistical analysis revealed a significant partial effect of work-life balance on job satisfaction. This confirms that employees who experience a healthy division between work and personal time—such as balanced workloads, time for rest, and supportive supervisors—are more likely to report positive job attitudes.

2. The Effect of Quality of Work Life on Job Satisfaction

The results also indicate that quality of work life, including reward systems, work environment conditions, and organizational structure, has a significant influence on employee job satisfaction. This suggests that employees at Bank Papua value a supportive and fair workplace where their contributions are acknowledged, and career growth is possible.

3. The Joint Effect of Work-Life Balance and Quality of Work Life

The F-test results affirm that work-life balance and quality of work life, when considered together, significantly impact job satisfaction. This reinforces the notion that job satisfaction is a multidimensional construct that cannot be shaped by a single factor but is instead influenced by the interplay between personal and organizational variables.

5.1 Comparison with Prior Research

The findings of this research are consistent with several previous studies that have demonstrated a positive and significant relationship between work-life balance, quality of work life, and job satisfaction. For example, the study conducted by Rizq (2022), Isni et al. (2022), and Respati et al. (2023) supports the current research by showing that employees who are able to manage their work and personal responsibilities effectively tend to have higher levels of job satisfaction. Similarly, the study by Lu'lu Ul Maknunah (2020) found a significant influence of work-life balance on lecturers' job satisfaction, which aligns with the result of this study at Bank Papua Teminabuan Branch. Another relevant study by Didik Joko Pitoyo and Wahyu Prabawati Putri Handayani (2022) also indicated that both work-life balance and work environment positively affect employee satisfaction. However, the current research also acknowledges contrasting findings from studies such as those by Agow et al.

(2020) and Rachmawan & Aryani (2020), which reported that quality of work life did not significantly affect job satisfaction in certain contexts. These differences may arise due to varying organizational cultures, employee expectations, or external work conditions. Overall, the results of this study strengthen the general understanding that work-life balance and quality of work life are essential factors in enhancing employee satisfaction, particularly in the banking sector.

5.2 Limitations

This study has several limitations that should be acknowledged. First, the sample size was relatively small, consisting of only 33 respondents from Bank Papua Teminabuan Branch. As a result, the findings may not be fully generalizable to other branches or institutions with different organizational cultures or workforce characteristics. Second, the study employed a cross-sectional design, which captures data at a single point in time. This limits the ability to assess changes in employee job satisfaction over time or to determine long-term effects of work-life balance and quality of work life. Third, the research relied solely on self-reported data collected through questionnaires. This method may be subject to response bias, where participants provide socially desirable answers rather than reflecting their true experiences. Lastly, the study focused only on two independent variables—work-life balance and quality of work life—while job satisfaction is a complex construct that may be influenced by additional factors such as leadership style, organizational commitment, job security, and personal values. Future research is recommended to use a larger and more diverse sample, apply longitudinal methods, and consider additional variables to provide a more comprehensive understanding of the factors affecting job satisfaction.

5.3 Future Research

Future research is encouraged to expand upon the findings of this study by addressing its limitations. First, future studies should consider involving a larger and more diverse sample across different regions, industries, or organizational types to enhance the generalizability of the results.

Second, it is recommended to adopt a longitudinal research design to examine how work-life balance and quality of work life impact job satisfaction over time. This approach would provide deeper insights into the dynamic nature of employee satisfaction and allow researchers to observe long-term trends and effects.

Third, future research should explore additional variables that may influence job satisfaction, such as leadership style, organizational culture, employee engagement, work stress, and career development opportunities. Including these factors may offer a more comprehensive view of what drives employee satisfaction in various workplace settings.

6. Conclusion

This research concludes that both work-life balance and quality of work life play a significant role in influencing employee job satisfaction at Bank Papua Teminabuan Branch. The results show that employees who are able to maintain a balance between their professional responsibilities and personal life tend to experience higher levels of satisfaction in their jobs. A balanced life not only reduces stress but also encourages greater focus, motivation, and commitment to work. Furthermore, the quality of work life, including factors such as a supportive work environment, fair reward systems, and opportunities for growth, also significantly contributes to job satisfaction. When employees feel respected, supported, and fairly treated by the organization, their satisfaction and loyalty to the company increase.

7. Recommendation

1. For the organization (Bank Papua Teminabuan Branch): It is essential for management to implement policies that support work-life balance, such as flexible working hours, clear workload distribution, and wellness programs. Creating a supportive work environment can increase employee satisfaction and productivity.
2. For human resource management: HR departments should continuously evaluate and improve the quality of work life by providing fair compensation, recognizing employee achievements, and offering opportunities for career development. Regular employee feedback mechanisms should also be implemented to identify and address job-related concerns.
3. For employees: Employees are encouraged to actively manage their time and responsibilities, both at work and in their personal lives. Developing personal time management skills and maintaining open communication with supervisors can help maintain a healthy work-life balance.
4. For future researchers: It is recommended that future studies explore additional factors that may influence job satisfaction and expand the scope of research across different sectors or institutions. Using mixed methods approaches may also yield richer data and more comprehensive conclusions.

Acknowledgement

The author would like to express sincere gratitude to the TKBM Cooperative at Sorong Port for their cooperation and permission during the data collection process. Special thanks are also extended to all TKBM workers who willingly participated as respondents in this research. The author would also like to convey appreciation to the academic advisor and all faculty staff at Universitas Muhammadiyah Sorong for their valuable guidance and support throughout the completion of this study. Lastly, the author offers heartfelt thanks to both beloved parents for their endless love, support, and encouragement

REFERENCES

- [1] Agow, S., Rachmawan, H., & Aryani, L. (2020). *Kualitas Kehidupan Kerja dan Pengaruhnya Terhadap Kepuasan Kerja*. Jurnal Manajemen Sumber Daya Manusia, 8(2), 121–130.
- [2] Agussalim. (2021). *Metode Penelitian Kuantitatif dalam Ilmu Sosial*. Jakarta: Prenada Media.
- [3] Aiman, M., et al. (2022). *Pengantar Metodologi Penelitian untuk Mahasiswa*. Bandung: CV Literasi Akademika.
- [4] Alianto. (2019). *Work-Life Balance dan Hubungannya dengan Kepuasan Kerja*. Jurnal Ilmu Administrasi, 6(1), 45–53.
- [5] Amelia, R., et al. (2023). *Kerangka Berpikir dalam Penelitian Sosial*. Surabaya: Universitas Terbuka Press.
- [6] Arifin. (2020). *Manajemen Sumber Daya Manusia: Teori dan Aplikasi*. Jakarta: Kencana.
- [7] Catalytics. (n.d.). *Theory X and Theory Y*. Retrieved from <https://catalytics.com/theory-x-and-y>
- [8] Dockery, A. M., & Bawa, S. (2014). *Work-life balance and job satisfaction*. Journal of Industrial Relations, 56(2), 272–290.
- [9] Fortuna, S. (2019). *Faktor-Faktor Kepuasan Kerja di Lingkungan Perusahaan*. Bandung: CV Remaja Rosda Karya.

- [10] Guest, D. E. (2022). *Work-life balance: Theoretical and empirical perspectives*. Journal of Organizational Behavior, 23(3), 361–375.
- [11] Hasibuan, M. S. P. (2020). *Manajemen Sumber Daya Manusia*. Jakarta: Bumi Aksara.
- [12] Hubeis, M. (2021). *Psikologi Industri dan Organisasi*. Bogor: IPB Press.
- [13] Irawati, L. (2015). *Kehidupan Kerja dan Produktivitas Karyawan*. Yogyakarta: Deepublish.
- [14] Ivancevich, J. M., Konopaske, R., & Matteson, M. T. (2008). *Organizational Behavior and Management* (9th ed.). New York: McGraw-Hill.
- [15] Kelly, E. L., et al. (2020). *Organizational Support for Work-Life Balance and Job Performance*. Academy of Management Journal, 63(4), 1085–1106.
- [16] Klindžić, M., & Marić, M. (2019). *Flexible work arrangements and organizational performance*. Employee Relations, 41(2), 274–289.
- [17] Marliani, R. (2019). *Motivasi Kerja dan Implikasinya dalam Organisasi*. Jakarta: RajaGrafindo Persada.
- [18] Nurjana, N. (2022). *Manajemen Kinerja Karyawan*. Malang: Intrans Publishing.
- [19] Priyono, B. E., et al. (2020). *Kualitas Kehidupan Kerja dan Kepuasan Pegawai*. Jurnal Ilmu Administrasi, 11(1), 1–12.
- [20] Rachmawan, H., & Aryani, L. (2020). *Pengaruh Lingkungan Kerja Terhadap Kepuasan Kerja*. Jurnal Ekonomi dan Bisnis, 5(3), 201–215.
- [21] Respati, H. (2023). *Kehidupan Kerja dan Kepuasan dalam Dunia Kerja Modern*. Surabaya: Graha Ilmu.
- [22] Riskawati, A. (2023). *Pengaruh Kepuasan Kerja terhadap Produktivitas*. Jurnal Manajemen dan Bisnis, 4(2), 90–100.
- [23] Robbins, S. P. (2001). *Organizational Behavior* (9th ed.). Upper Saddle River, NJ: Prentice Hall.
- [24] Robbins, S. P. (2021). *Perilaku Organisasi*. Jakarta: Salemba Empat.
- [25] Riffay, A. (2019). *Keseimbangan Kehidupan Kerja dan Dampaknya terhadap Kinerja Karyawan*. Yogyakarta: Deepublish.