

The Role of Work Life Balance in Increasing Job Satisfaction and Employee Well Being

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Abstract. *This study aims to explain the effect of work-life balance on job satisfaction and employee wellbeing, as well as the impact of job satisfaction on employee wellbeing. Data for this study were obtained through an online questionnaire using a 7-point Likert scale filled out by all employees with a total of 69 respondents at PLN UIK Tanjung Jati B. The analysis method used is Partial Least Square (PLS), an alternative method of Structural Equation Modeling (SEM), which involves evaluating the outer and inner models and testing hypotheses. The results of the analysis show that work-life balance has a significant positive effect on job satisfaction and employee wellbeing. In addition, job satisfaction also has a positive effect on employee wellbeing. This study emphasizes the importance of organizations in creating a work environment that supports work-life balance. The implication of this study is that by paying attention to the work-life balance aspect, organizations can improve employee job satisfaction and directly contribute to improving employee wellbeing. This study provides valuable insights for human resource practitioners and company leaders to develop better strategies and policies in managing work-life balance and improving job satisfaction and employee wellbeing.*

Keywords: *Balance; Employees; Satisfaction; Work.*

1. Introduction

Human resources are the most strategic component of an organization, and management must understand that human resources can increase productivity. Human resources play a vital role in an organization and science offers a variety of programs and techniques that can be used to manage human resources more efficiently. In an increasingly competitive business environment, the importance of work-life balance, employee well-being, and job satisfaction are becoming a major focus for companies. An imbalance between work time and leisure time can result in physical and mental fatigue, increase the risk of burnout, and decrease employee motivation and performance. In addition, compromised employee well-being can negatively impact their mental and physical health, causing problems such as anxiety, depression, and sleep disorders that in turn can affect employee productivity and absenteeism.

Work-life balance has become a major focus in the modern world of work where boundaries

between work and personal life is increasingly blurred. Company policies that support flexible working hours, remote work, and social support play a key role in shaping this balance. Companies that are able to create an environment that understands the individual's need to combine work demands with personal life can improve the overall well-being of employees. All employees need a balance between their work and life. Therefore, prioritizing work-life balance is not only a wise policy, but also a necessity to maintain a balance between employee productivity and well-being. The extent to which an employee is engaged and satisfied with their work is defined as their work-life balance (Greenhaus et al., 2003). The results of a study by Nafiudin, (2015) stated that when someone is unable to balance between their non-work life and work issues, they may choose to look for another job or even quit their job. Employees may not get their well-being due to the loss of balance between work and family life or between the two.

Work-life balance is a balance between work and personal life, not only depends on individual decisions but is also influenced by the company's role in supporting employee well-being. Employee well-being plays a crucial role in creating a work environment that supports a healthy work-life balance. Companies that care about employee well-being tend to provide policies and programs that facilitate a balance between work and personal life, such as flexible working hours, sufficient leave, and support for mental health. In addition, companies that pay attention to employee well-being will also create a work culture that promotes collaboration, avoids work overload, and appreciates employee achievements and contributions, thus encouraging employees to achieve a healthy balance between their work and personal lives. Thus, employee well-being not only has an impact on individual well-being, but also contributes to the achievement of a positive work-life balance in an organization.

Job satisfaction is an employee's feeling of pleasure or displeasure at the work done by looking at it as a whole or by reviewing aspects of the conditions that exist in his work in the organization where he works (Spector, 2003). Job satisfaction plays an important role in forming a healthy work-life balance for individuals. When someone feels satisfied with their job, they tend to have greater motivation to manage their time wisely, prioritize tasks, and set clear boundaries between work and personal life. This helps reduce the level of stress felt by employees, allowing them to more easily balance the demands of their work with their personal needs. In addition, a supportive work environment, which is often associated with high levels of job satisfaction, can provide additional support for employees in their efforts to achieve a satisfactory work-life balance. Thus, job satisfaction not only contributes to the psychological well-being of individuals but also plays an important role in forming a balanced lifestyle between work and personal life.

Employee well-being is very important for the success of an effective organization. According to Wright et al. (2007) employee well-being is a subjective condition that includes various aspects, such as physical, material, social, emotional, happiness, and balance between positive and negative emotions. Employee Well-being is a subjective state and there are many

dimensions (emotional, happiness, material, social and balance

between positive and negative emotions). Employee well-being is a key component that enables effective organizational outcomes. A company needs to create quality and high-performance employees in order to face increasingly tough and competitive business challenges. The success of a company in developing its business is influenced by several key factors, one of which is improving the welfare of human resources (employees).

To adapt to the digital world in the era of industry 4.0, organizations must prepare human resources that are tough, resilient, patient and creative in dealing with various conditions that continue to change, along with their supporting devices. Therefore, companies need to adopt policies and programs that support work-life balance, such as flexible working hours and employee health programs. In addition, a supportive work environment and recognition of employee contributions are also important factors in increasing job satisfaction and ensuring employees remain motivated and high-performing.

2. Research methods

This research is explanatory research. According to Singa rimbun, Masri (2008) that explanatory research is research that highlights the influence between determining variables and tests the proposed hypothesis where the description contains a description but focuses on the relationship of variables. The variables in this study include work life balance, job satisfaction and employee well-being. Data were collected using the interview method using a research instrument, namely a list of questions that had been compiled for respondents in the form of a questionnaire, with the measurement scale used being an interval scale using the Likert Scale or Likert Scale. The interview itself is a meeting where two people meet to exchange information and share ideas through questions and answers, so that meaning can be constructed about a particular problem (Sugiyono, 2013).

3. Results and Discussion

This research involved employees of PLN Tanjung Jati B Main Generation Unitas many as 69 respondents. The general description of the research objects regarding age, gender, education, position and length of service in the company can be seen in the following table:

TableRespondent Overview

Respondent Characteristics		Amount (Person)	Percentage (%)
Gender	Male	60	87%
	Female	9	13%
Age	20 - 30 years old	11	16%
	31 - 40 years old	42	61%
	41 - 50 years old	13	19%

	51 - 56 years old	3	4%
Last education	SENIOR HIGH SCHOOL	2	3%
	D3/D4	15	22%
	S1	42	61%
	S2/S3	10	14%
Length of service at PLN	<5 years	4	6%
	5 - 10 years	23	33%
	> 10 years	42	61%

Source: Google Drive Questionnaire Output, processed (2024)

Based on the age of the respondents, it shows that the majority of respondents are aged 31 to 40 years with a percentage of 61% with a total of 42 people. Respondents are aged 41 to 50 years with a percentage of 19% with a total of 13 people. Respondents are under 31 years old with a percentage of 16% with a total of 11 people. Respondents are over 50 years old with a percentage of 4% with a total of 3 people. The majority of the age of PT PLN employees are at a mature and productive age. Employees at a mature and productive age tend to have balanced priorities between career and non-work life, which can increase their job satisfaction and overall well-being.

Based on gender, it shows that the majority of respondents are male with a percentage of 87% with a total of 60 people. While the respondents are female with a percentage of 13% with a total of 9 people.

Based on the working time at PLN, it shows that the majority of respondents have worked for more than 10 years with a percentage of 61% with a total of 42 people. Respondents with a working period of 5 to 10 years have a percentage of 33% with a total of 23 people. Respondents with a working period of less than 5 years have a percentage of 6% with a total of 4 people. This shows that employees of PT PLN Unit Induk Tanjung Jati B have a low retention rate, with this low retention rate it is expected that employees can show a high level of job satisfaction and are expected to be better able to manage time and priorities wisely to achieve a healthy work life balance and its relationship to employee welfare.

Based on gender, it shows that the majority of respondents' last education is S1 with a percentage of 61% with a total of 42 people. Respondents are D3 and D4 with a percentage of 22% with a total of 15 people. Respondents are S2 and S3 with a percentage of 14% with a total of 10 people. Respondents are high school with a percentage of 3% with a total of 2 people. In line with the core business in managing the Power Plant, the S-1 Education qualification is more prioritized at PT PLN Unit Induk Pembangunan Tanjung Jati B. With the majority of respondents' high education, it is expected that employees have a better understanding and comprehension of the importance of balance between work life and personal life (work-

life balance).

Descriptive statistics is a method used to analyze and present quantitative data from samples obtained. This analysis aims to provide a simple description or description of data regarding respondents' answers through the results of the questionnaire distributed to employees at PLN Tanjung Jati Main Generation Unit

Work-life balance recognized as a supporting factor for employee mental and physical well-being, while increasing productivity and creativity in the work environment. Work-life Balance variable indicators include satisfaction balance, time balance and involvement balance. Based on field research, the Work-life Balance variable index can be seen in the table below.

Table *Work Life Balance*

Code	Indicator	Mean	Standard Devia- tion	Category
WLB.1	Satisfaction Balance	5,812	0.839	Tall
WLB.2	Time Balance	5,565	1,148	Tall
WLB.3	Involvement Balance	5,710	1,264	Tall
Average		5,696	1,084	Tall

Source: PLS Output Data, 2024

The table above shows that the Mean value of the work life balance variable in the high category is 5.696 with a standard deviation of 1.084. This indicates that most employees of PT PLN Unit Induk Pembangkitan Tanjung Jati B have succeeded in managing and achieving a healthy balance between work life and personal life. From the results of each indicator, the highest response was obtained on the WLB.1 indicator, satisfaction balance of 5.812. The lowest respondent response was on the WLB.2 indicator, time balance, which was 5.565. Although overall the Mean value is in the high category, employees of PT PLN Unit Induk Pembangkitan Tanjung Jati B still feel dissatisfied with the time balance aspect.

Job satisfaction recognized as an important factor in work-life balance and employee well-being because it affects various aspects of a person's professional and personal life. Indicators of job satisfaction variables include enjoyment of the work being done, not wanting to stop working, having a positive bond at work, and having high work motivation. Based on field research, the job satisfaction variable index can be seen in the table below.

Table *Job satisfaction*

Code	Indicator	Mean	Standard Devia- tion	Category
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KK.1	Happy with the work done	5,841	0.972	Tall
KK.2	Don't want to stop working	6,290	1,051	Tall
KK.3	Have a positive working relationship at work	6,014	0.860	Tall
KK.4	Have high work motivation	5,986	0.789	Tall
Average		6,033	0.918	Tall

Source: PLS Output Data, 2024

The table above shows the mean value of the job satisfaction variable in the high category. Which is 6.033 with a standard deviation of 0.918. This indicates that in general employees feel satisfied working at PT PLN Unit Induk Pembangkitan Tanjung Jati B. The highest response value on the KK.2 indicator Do not want to stop working is 6.290, this is in accordance with the low level of retention in the Company. The lowest respondent response on the KK.1 indicator is happy with the work done, which is 5.841. In general, employees of PLN Unit Induk Pembangkitan Tanjung Jati B already have high job satisfaction which shows that employees feel satisfied with various aspects of their work.

In this study, data analysis uses the Smart PLS 3.0 application. where the results of the analysis will be explained as follows:

1) Outer Model Evaluation

The outer model analysis aims to assess how the measurement constructs are on latent variables. The evaluation of the outer model is by testing convergent validity (outer loading and AVE), consistency reliability (cronbach alpha and CR) and discriminant validity (Fornell-Larcker and HTMT) using the Smart PLS 3.0 application.

2) Convergent Validity Test

Testing the validity instrument of the construct-forming indicators was carried out using analysis of the outer model values with reflective indicators through the convergent validity of the latent construct-forming indicators (Ghozali, 2015).

3) Outer Loading

(Hair et al., 2011) explains that the outer loading value identifies the correlation between indicators and variables. The outer loading value is said to be ideal if the loading factor (LF) value is > 0.7 , meaning that the indicator is valid in measuring its construct. The following are the results of this study which have been analyzed for the outer loading measurement model in the following table:

The results of the validity test of the indicators of the work-life balance, job satisfaction, and

employee well-being variables through Outer Loadings can be seen in the following table:

TableValidity Test Results

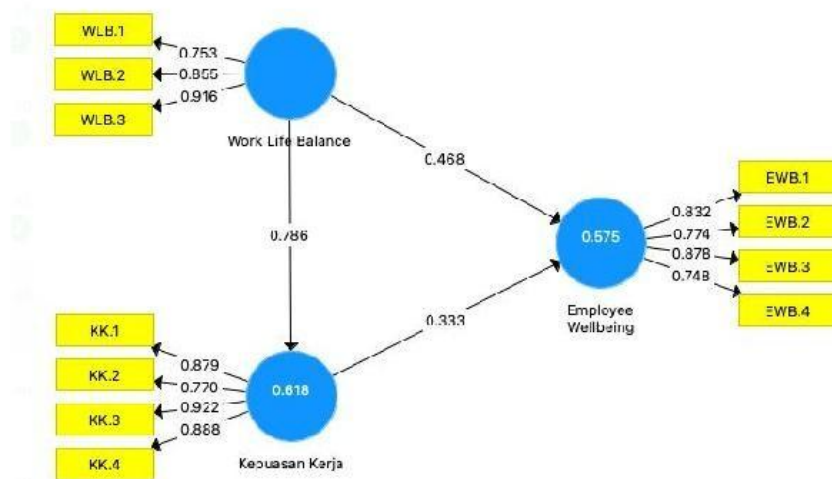
Indicators and Variables	Loading Value	Factor > / <	Provision	Information
EWB.1 < - Employee Well-being	0.832	>	0.70	Valid
EWB.2 < - Employee Well-being	0.774	>	0.70	Valid
EWB.3 < - Employee Well-being	0.878	>	0.70	Valid
EWB.4 < - Employee Well-being	0.748	>	0.70	Valid
KK.1 < - Job Satisfaction	0.879	>	0.70	Valid
KK.2 < - Job Satisfaction	0.770	>	0.70	Valid
KK.3 < - Job Satisfaction	0.922	>	0.70	Valid
KK.4 < - Job Satisfaction	0.888	>	0.70	Valid
WLB.1 < - Work Life Balance	0.753	>	0.70	Valid
WLB.2 < - Work Life Balance	0.855	>	0.70	Valid
WLB.3 < - Work Life Balance	0.916	>	0.70	Valid

Source: PLS Output Data, 2024

The table illustrates the validity test which shows that the value of all indicators has a Loading Factor value above 0.70 which means that all indicators used are valid. The following is a model of the validity test results as below:

Figure Validity Test Model

Source: PLS Output Data, 2024



4) Average Variance Extracted (AVE)

The criteria used Average Variance Extracted (AVE) is > 0.50. According to (Chin, 1998) if the AVE value is > 0.50 then the construction is able to explain an average of at least 50% of the item variance. The table below will show the AVE from the results of this study as follows:

Table Average Variance Extracted (AVE) Value

Construction	Average Variance Extracted (AVE)	> / <	Provision	Information
Employee Wellbeing	0.656	>	0.50	Valid
Job satisfaction	0.752	>	0.50	Valid
Work Life Balance	0.712	>	0.50	Valid

Source: PLS Output Data, 2024

Based on the results of the AVE value table for the employee well-being and job satisfaction variables and work-life balance, which is >0.50 . This shows that all the variables in this study are valid, where the AVE value of this study is >0.50 , meaning that each indicator can

Other tests use composite reliability, where a variable can be declared reliable if it has a Composite Reliability (CR) value > 0.70 . The following is a table of composite reliability results of this study, namely:

Table Composite Reliability Value

Construction	Composite Reli- ability	> / <	Provision	Information
Employee Wellbeing	0.884	>	0.70	Valid
Job satisfaction	0.923	>	0.70	Valid
Work Life Balance	0.881	>	0.70	Valid

Source: PLS Output Data (2024)

A measurement is said to have good reliability to measure each of its latent variables if it has a correlation between constructs and latent variables. The table results show that the employee well-being, job satisfaction and work-life balance variables have a CR value of > 0.70 . These results can be concluded that all variables in this study are valid and reliable, meaning that each indicator has good reliability to measure each variable so that it can be continued to the next test.

The inner model is a specification of the relationship between latent variables (structural model) which is also called inner relation. Describes the relationship between latent variables based on the substantive theory of the research. Evaluation of the structural model or inner model aims to predict the relationship between latent variables. Evaluation of the structural model is evaluated using several models including R-Square for the dependent variable. The most common measure used to evaluate the structural model is the coefficient of determination (R^2 value). Testing on the structural model is evaluated by considering the percentage of variance explained by looking at the R^2 value for the endogenous latent variable. (Ghozali, 2015:79) R-square values including 0.75 (strong), 0.50 (moderate) and 0.25 (weak) indicate

that the ability of endogenous variables to predict the model. The table of coefficient of determination (R-square) test results can be explained as follows:

Table R-Square

	R Square	R Square Adjusted
Employee Wellbeing	0.575	0.562
Job satisfaction	0.618	0.612

Source: PLS Output Data (2024)

Based on the table above, it can be concluded that the R-square value of the endogenous variable Employee well-being has a moderate ability of 0.562 and job satisfaction has a moderate ability of 0.612 in predicting the model. It can be said that the exogenous variable work life balance has a 56.2% influence on Employee well-being. While the variables work life balance and job satisfaction have a 61.2% influence on Employee well-being. While the rest can be explained by other variables outside this study.

F-Square indicates that exogenous variables have a large influence on endogenous variables with the criteria (0.02 = weak, 0.15 = moderate and 0.35 = strong). The table of effect size (F-square) test results can be explained below, namely as follows:

Table F-Square

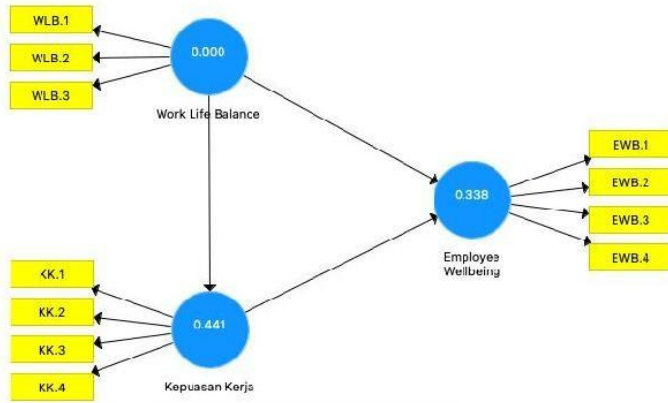
	Employee Wellbeing	Job satisfaction	Work Life Balance
Employee Wellbeing			
Job satisfaction	0.100		
Work Life Balance	0.197	1,615	

Source: PLS Output Data (2024)

Based on the test results in the table above, the F-square value on all variables has a varying effect on other variables. Where the work-life balance variable has a strong effect on job satisfaction of 1.615, the work-life balance variable also has a moderate effect on employee well-being of 0.197 and the job satisfaction variable has a moderate effect on employee well-being of 0.100.

Q-square is a way to test predictive relevance. Q2 value > 0 indicates that the model has predictive relevance, while Q2 < 0 indicates that the model lacks predictive relevance (Ghozali & Latan, 2015). can estimate the quality of the research structural model. The image and table of Q-Square test results can be seen below.

Picture Q-Square



Source: PLS Output Data (2024) Table 4.14 Q-Square Test Results

	CV Redundancy	CV Communal-ity
	Q ² (=1-SSE/SSO)	Q ² (=1-SSE/SSO)
Employee Wellbeing	0.338	0.419

Based on the results of the cross-validation (CV) test in table above, the communality and redundancy indices estimate the quality of the structural model of the study. This shows that cross validation communality can ensure the quality of the structural model in accordance with the positive index of all blocks, and is able to consider the measurement model as a whole. In addition, the matrix for evaluating the quality of each structural equation is available in the CV redundancy index. The value of this index must be positive for all endogenous variables. The results of the table show that the CV redundancy and communality of all variables in this study are positive and > 0 , which means that the quality of the structural model in this study is appropriate or has become a fit model.

Hypothesis Testing

In hypothesis testing using the boots tapping menu on Smart PLS 3.0 by looking at the Path Coefficients table in the T-statistics and p-values columns. This hypothesis testing uses the significance criteria of P-value < 0.05 and the value

significance of 5%. Path Coefficient is considered significant if T-statistic > 1.96 . To find out the magnitude of the influence of the relationship can be tied through the path coefficient, with the criteria if the path coefficient > 0.30 gives a moderate influence, $0.30 - 0.60$ is strong and > 0.60 is very strong. This study has three hypotheses in the inner model, the results can be

seen in the table below as follows:

Table Hypothesis Test Results

	Original Sample (O)	Sam- ple (O)	Sample- Mean (M)	Standard Deviation (STDEV)	De- T (O/STDEV)	Statistics (O/STDEV)	P Values
Job Satisfaction -> Employee Well-being	0.333		0.338	0.122	2,723		0.007
Work Life Balance -> Employee Wellbeing	0.468		0.467	0.140	3,356		0.001
Work Life Balance -> Job Satisfaction	0.786		0.789	0.048	16,514		0,000

Source: PLS Output Data (2024)

Based on the results of the hypothesis testing in the table above, it can be interpreted in the following model:

Hypothesis Test Results 1

The results of hypothesis testing 1 show that Work life balance has a positive and significant effect on job satisfaction. Based on the results of the hypothesis test, it is known that the path coefficient (O) is 0.786, meaning that Work life balance has a very strong relationship with job satisfaction. While the T-statistics value is $16.514 > 1.96$ with a significance level of $0.000 < 0.05$, meaning it is significant. So hypothesis 1 states that Work life balance has a positive and significant effect on Job Satisfaction and is accepted.

Hypothesis Test Results 2

The results of hypothesis 2 testing show that Work life balance has a positive and significant effect on Employee well-being. Based on the results of the hypothesis test, the path coefficient (O) is 0.468, meaning that Work life balance has a strong relationship with Employee well-being. While the T-statistics value is $3.356 > 1.96$ with

significance level $0.001 < 0.05$ means significant. So hypothesis 2 states that *Work life balance* has a positive and significant influence on Employee well-being and is accepted.

Discussion

1) The influence of work life balance on job satisfaction

Based on the results of testing hypothesis 1 in this study, Work life balance has a positive and significant effect on Work-life balance. The results of testing hypothesis 1 indicate that individuals who have a better work-life balance may feel more satisfied with their jobs, which can improve their overall well-being.

Work life balance has a significant influence on job satisfaction through several key indicators.

First, satisfaction balance shows that when individuals can manage their time and energy between work and personal life well, they tend to feel happier with the work they do. Furthermore, a well-maintained time balance results in individuals who are not only productive at work, but also have a lower desire to quit their jobs, because they feel they have enough time to rest and spend time with family and hobbies. In addition, a good engagement balance builds a positive work bond in the workplace, where individuals feel appreciated and supported in achieving their goals. This implies that creating a work environment with supportive coworkers and implementing strategies to help employees manage their work-life balance

This contributes to high work motivation, as they feel motivated to give their best in a supportive and constructive environment. Thus, it can be concluded that work-life balance affects job satisfaction through satisfaction balance, time balance, involvement balance, and in turn, affects enjoyment of work, desire to stay at work, having a positive work relationship, and high work motivation. The findings of this test support this and show a positive relationship between work-life balance and job satisfaction.

2) Influence *Work life balance* to wards Employee Well-being

Based on the results of testing hypothesis 2 in this study, Work-life balance has a significant influence on employee wellbeing with reference to several main indicators. The balance of satisfaction between work and personal life encourages employees to feel satisfied overall, thereby increasing their overall happiness and well-being. In addition, a good time balance allows employees to allocate time in a balanced way between work and life outside of work, which in turn reduces stress and improves mental well-being. The balance of involvement between work tasks and activities outside of work also plays a role in improving employee well-being by providing employees with the opportunity to engage in meaningful activities outside of work.

In this context, aspects of employee wellbeing such as job security, job promotion, right to express opinions, and work intensity can also be influenced by the level of work-life balance experienced by employees. For example, employees who have poor work-life balance tend to experience job uncertainty and may have difficulty in achieving desired job promotions. In addition, high work intensity due to a lack of balance between work and personal life can lead to decreased physical and mental wellbeing. Therefore, efforts to create a work environment that supports work-life balance can positively affect employee wellbeing through the various indicators mentioned. By creating a good balance between work and personal life, companies can improve employee wellbeing and satisfaction and promote better productivity and retention in the long term.

These factors include not only the demands placed on the individual in their work, but also the resources available to them, such as support from co-workers, organizational policies that promote work-life balance, and opportunities for skill development and autonomy. In addi-

tion, effective management and adjustment of these factors contribute to a balanced integration between work and personal life, leading to increased employee well-being.

High job satisfaction is directly related to employee wellbeing because someone who is satisfied with their job tends to experience lower levels of stress and higher levels of happiness at work. When someone is happy with their job, they feel more motivated and excited to do their job well. This can reduce the levels of fatigue and burnout that are usually associated with work, which in turn improves the overall wellbeing of employees.

In addition, high job satisfaction also has an impact on employee retention rates. When someone is happy with their job, they are more likely to stay with the company and not look for jobs elsewhere. This reduces employee turnover rates in the company, which can lead to organizational stability and improve the overall well-being of employees by creating a more stable and reliable work environment.

Another indicator of employee wellbeing that is influenced by job satisfaction is job security. Employees who are satisfied with their jobs tend to be more confident about their future at the company and feel more secure in their jobs. They may have greater confidence that they will remain employed and have opportunities to grow at work. This can reduce the levels of stress and anxiety associated with job uncertainty, which in turn improves the overall wellbeing of employees.

Job promotion is also an important indicator of Employee wellbeing which is influenced by job satisfaction. Employees who are happy with their work

tend to be more motivated to achieve success and progress in their careers. They may work harder and develop the skills needed to obtain job promotions. Thus, high job satisfaction can encourage career growth and advancement, which in turn improves the overall well-being of employees.

The right to express opinions is also an important aspect of employee wellbeing that is influenced by job satisfaction. Employees who are satisfied with their jobs tend to feel valued and heard by their superiors and coworkers. They may have more opportunities to participate in decision-making and provide input on issues that affect them at work. This can increase employees' sense of belonging and engagement in the organization, which in turn improves employees' overall wellbeing.

Work intensity is another aspect of employee wellbeing that is influenced by job satisfaction. Employees who are happy with their jobs are more likely to cope with high work demands and maintain a balance between their work and personal lives. They may have higher energy levels and be more motivated to complete the tasks at hand. This can reduce stress levels associated with high workloads and improve overall employee wellbeing.

Thus, high job satisfaction has a positive and comprehensive impact on employee well-being.

It not only affects the overall level of employee happiness and well-being, but also affects various aspects of their work life, including job security, job promotion, right to say, and work intensity. Therefore, it is important for organizations to pay attention to and promote employee job satisfaction as part of their strategy to improve employee well-being and create a healthy and productive work environment.

4. Conclusion

The results of explanatory research in this study shows that Work life balance can increase Job Satisfaction and Employee Well-being. Based on the results of the data analysis through questionnaires that have been distributed to respondents of PLN UIK Tanjung Jati B employees, it can be concluded that: 1. Work life balance has a positive and significant effect on job satisfaction, meaning that the role and consistency of the company in implementing work-life balance in the workplace can increase job satisfaction for employees. 2. Work life balance has a positive and significant effect on Employee well-being, meaning that the better the implementation of Work life balance in the workplace by the company, the higher the level of employee well-being in the company. 3. Job satisfaction has a positive and significant effect on Employee well-being, meaning that the higher the employee job satisfaction in the workplace, the higher the level of Employee well-being in the Company.

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