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**THE EFFECT OF WORK-LIFE BALANCE, MOTIVATION, AND  
COMMUNICATION ON EMPLOYEE JOB SATISFACTION AT PT TRANSKON  
JAYA TBK**



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**Abstract**

Human resource talent development is very important for a company because good human resource development can create a capability that will be a strength in running the company's business and as a tool to achieve the company's vision and mission to be better in the future. To create employees who have good abilities, companies must have a formula for developing these capabilities. One of the stimuli that can encourage this is job satisfaction. Therefore, the purpose of this study is to determine the effect of work-life balance, motivation, and communication on employee job satisfaction at PT Transkon Jaya Tbk. This study was conducted at PT Transkon Jaya Tbk, with a population of 150 using the census method with 150 respondents, this research method uses a quantitative research method. Data collection by observation and distribution of questionnaires. The data analysis tool used is Smart PLS4. The results of the study showed that the variables work-life balance, motivation, and communication have a significant effect on employee job satisfaction at PT Transkon Jaya Tbk.

**Keywords:** Work-Life Balance, Motivation, Communication, Job Satisfaction

## INTRODUCTION

The mining process requires adequate transportation that meets quality and safety standards. This aims to facilitate the mobility of workers and other resources that can support mining activities ([www.transkon-rent.com](http://www.transkon-rent.com)). Some private companies that provide transportation that can be used in mining areas such as; PT. Transkon Jaya Tbk, PT. Global Mitra Travelindo, and PT. Rajawali Transindo Tama. The transportation provided such as light vehicles, light trucks, LV 4x4 & 4x2, Ambulances, Rescue units, and others that can be rented leased, or traded.

PT Transkon Jaya Tbk is a rental company based in Balikpapan, East Kalimantan that has been operating for more than 15 years, in the field of 4 x 4 & 4 x 2 vehicle rental for the mining, oil & gas, and construction industries. This aims to further grow the Indonesian business widely by increasing the range of vehicles rented and diversifying into other industrial sectors. One of the supporters of PT Traskon Jaya Tbk's business is human resources, where PT Transkon Jaya Tbk continues to develop the talents, they have and create high standards in attracting and retaining employees to be the best ([www.transkon-rent.com](http://www.transkon-rent.com)).

Human resources are productive individuals who work as drivers of a company, and who function as assets so good management and development are needed so that human resources in the company can face and complete task demands both now and, in the future, (Susan, 2019). Developing human resource talent is important for the company because, by developing good human resources, superior human resources will be created that can be a driver for achieving the company's vision and mission, of course, followed by fulfilling employee needs so that employees can give good feedback to the company so that employee job satisfaction is created (Rodhiyatu Aliya & Saragih, 2020).

(Saputra & Adnyani, 2019) Job satisfaction is an emotional attitude felt by an employee, from his research also stated that job satisfaction is influenced by motivation and communication. While research conducted by (Ningrum Rahayu, 2020) that job satisfaction is a set of employee feelings about whether or not their work is enjoyable, the results of the study show that employee job satisfaction is influenced by motivation.

Several factors can influence employee job satisfaction, such as Work-Life Balance (Rodhiyatu Aliya & Saragih, 2020), Motivation, and Communication (Saputra & Adnyani, 2019). (Findy et al., 2020) explained Work-Life Balance as a condition where individuals

can divide roles and time in work life and personal life, in the results of their research stated that Work-Life Balance does not have a significant effect on job satisfaction. This is in contrast to research conducted by (Yusnani & Prasetyo, 2018), Employees who have a balance between work life and personal life, or what is often referred to as Work-Life Balance will create a level of employee job satisfaction, with research results showing a significant influence of Work-Life Balance on employee job satisfaction. Research conducted by (Dewi et al., 2022) with the same results, shows that Work-Life Balance which is described as a broad concept with involvement in determining priorities between work (Career) and life has a positive and significant influence on job satisfaction.

In addition to Work-Life Balance, Motivation is one of the important aspects that every employee must have, if employees are well motivated then they can do their best work to achieve company goals and also achieve job satisfaction. Motivation within employees exists because there are needs that must be met, these employee needs can be influenced by external factors and individual employees (Saputra & Adnyani, 2019), This was also expressed by (Ningrum Rahayu, 2020) in her research on the effect of motivation on job satisfaction, Motivation usually arises because of unmet needs, goals to be achieved, or expectations that are desired, in her research, stated that motivation partially affects employee job satisfaction. (Ariani & Abdurrahman Assarofa, 2018) in her research stated that motivation has a positive but not significant effect on employee job satisfaction, Motivation is one of the most important aspects in an employee so that the employee can be moved to do their job well to achieve organizational or company goals. This is inversely proportional to the research conducted (Andy et al., 2021) in its research regarding motivation which is the driving force that directs individuals towards the goals they want to achieve. The research conducted shows that motivation does not have a significant effect on employee job satisfaction.

In addition to Work-Life Balance and motivation, communication also plays an important role in carrying out activities within an organization (Ariani et al., 2020). Communication according to (A. Saputra & Rotua Turnip, 2018) is the delivery of messages, ideas, and concepts, from one person to another, with research results that communication affects job satisfaction. Good communication between coworkers, leaders, and subordinates can help achieve employee job satisfaction. The creation of good communication can be seen

from the achievement of understanding between the sender and recipient of the message conveyed, (Safari et al., 2019) with research results stating that communication has a positive and significant effect on employee job satisfaction. Salem in (Ariani et al., 2020) claim that the results of his research show that 70% of change programs fail and poor internal communication is seen as the main reason for the failure. This is in contrast to research conducted by (Wakhyuni & Andika, 2019) which states that communication does not have a significant effect on job satisfaction. (A. Saputra & Rotua Turnip, 2018) stated that if communication is not established properly, it will cause employees or between employees and leaders to experience a deadlock in overcoming company problems. Good and effective communication needs to be done to achieve employee job satisfaction. (Safari et al., 2019).

## **REVIEW OF LITERATURE**

Employee job satisfaction is the reaction, feeling, and attitude of whether employees are happy or not and what employees expect from the work they do. This is also expressed by (Zainal, 2018:620), Satisfaction is an evaluation that describes a person's feelings of happiness or displeasure, satisfaction or dissatisfaction at work. (Robbins & Judge, 2017:49) defines job satisfaction as a positive feeling towards their work obtained from an evaluation of the characteristics of the satisfaction itself. (Hasibuan, 2019:202), Job satisfaction is a combination of inside and outside work is job satisfaction that is reflected by an emotional attitude that is balanced between rewards and the implementation of their work, employees who enjoy more job satisfaction from a combination of inside and outside work will feel satisfied if the results of their work and rewards are considered fair and appropriate. (Luthans, 2015:191) job satisfaction is the result of employees' views on how good their work is, providing things that are considered important, job satisfaction reflects employees' feelings about their work.

(Zainal, 2018:620), Theories about job satisfaction that are quite well-known are: Discrepancy Theory, Equity Theory, and Two Factor Theory, this theory formulates job characteristics into two groups, namely satisfiers or motivators and dissatisfies. Satisfies and Dissatisfies (Mangkunegara, 2021:120-122) put forward theories about job satisfaction, namely: Equity Theory, Difference Theory, Fulfillment Theory, Group View Theory, and Herzberg's Two two-factor theory.

(Robbins & Judge, 2017:36), Job satisfaction is influenced by many factors, including Challenging Work, Appropriate Rewards, Supportive Work Environment Conditions, and Interpersonal Relationships (Hasibuan, 2019:203), Employee job satisfaction is influenced by the following factors: Fair and Decent Rewards, Placement According to Expertise, Work Weight, Work Atmosphere and Environment, Equipment that Supports Work Implementation, Leadership Attitude in Leadership and Monotonous Worker Nature or Not (Zainal, 2018:623), Factors that can influence employee job satisfaction are divided into two groups, namely: Intrinsic Factors and Extrinsic Factors

(Hutcheson, 2012:5), Work-life balance is the state of control, achievement and satisfaction in your life”, It means you have a sense of being able to make choices that fit for you, it also means that you align your choices with those things that are important to you in life. Work-Life Balance includes more than time, it includes feeling good about your level of involvement in both your work and non-work roles. (Wardani, 2021:7), Work-Life Balance in the eyes of employees is being able to carry out and manage obligations as an employee, namely working and being responsible for one's life and family. Fisher and Bulger in (Wardani, 2021:7) that work-life Balance is the competition of an individual's time and energy used to carry out different roles in their lives. (Annamaria Rondonuwu et al., 2018:32) stated that Work-Life Balance is the extent to which a person feels satisfied with carrying out all roles in life outside and inside their work. (Schabracq et al., 2013:36) revealed that several factors can affect a person's Work-Life Balance, such as Personality Characteristics, Family Characteristics, Job Characteristics, and Attitudes. (Annamaria Rondonuwu et al., 2018:32), Measuring work-life Balance can use several indicators such as: 1) Time Balance, concerns the amount of time given to work and activities outside of work; 2) Engagement Balance, the level of psychological involvement and commitment at work or outside of work; 3) Satisfaction Balance, relates to the level of job satisfaction while working and things outside of work.

Fisher, Bulger, and Smith in (Wardani, 2021:9), indicators in measuring Work-Life Balance are the number of Working Hours, Time with Family, Time for Personal Life, Decision Making, Responsibility for Family, Place of Time in Completing Tasks, Workload, Work Environment Atmosphere, Relationships with Superiors/ Subordinates, and Social Life Outside of Work

Motivation is one of the important aspects to be instilled in employees, this is because good and positive motivation will move employees to work optimally, productively, and committed to achieving company goals. This is also supported by (Hasibuan, 2019:141), Motivation is a question of how to direct the power and potential of subordinates, so that they are willing to work together productively to achieve and realize the predetermined goals.

(Sutrisno, 2020) Motivation is a factor that drives a person to do a certain activity, therefore motivation is often interpreted as a factor that drives a person's behavior. (Zainal, 2018:607), Motivation is a series of attitudes and values that influence individuals to achieve specific things according to individual goals, motivation includes unique feelings, thoughts, and past experiences that are part of the company's internal and external relationships.

(Sutrisno, 2020) To understand motivation, there are several theories of motivation, namely:

#### **Abraham Maslow (Needs Theory)**

Needs are defined as the gap experienced between reality and the drive within. Needs are the basis of employee behavior, Abraham Maslow suggested that the hierarchy of human needs is as follows: Physiological Needs, Safety Needs, Affiliation Needs, Esteem Needs, Self-Actualization Needs

#### **Frederick Herzberg (Model and Factor Theory)**

According to this motivation maintenance theory, two factors influence a person's work conditions, namely: Maintenance Factor, and Motivation Factor.

#### **David McClelland (Achievement Motivation Theory)**

According to this theory, three basic components can be used to motivate employees, namely: The need for achievement, the Need for affiliation, need for power Motivation indicators according to (Zainal, 2018:610), are: The need to achieve success, the need for power or work authority, the need to affiliate; The desire to be friendly and get to know

(Suranto, 2011:2) the term communication comes from the Latin word "*Communicare*" which means to inform, the word then developed into English "Communication" which means the exchange of information, ideas, concepts, or ideas. Communication is the transfer of information, ideas, and understanding from one person to another person who can interpret it according to the intended purpose (Mangkunegara, 2021:145). Every company must carry out a good communication process, with good

communication, every job runs properly in other words there are no obstacles or disruptions. (Robbins, Stephen; Judge, 2017:223). Communicating is more than just conveying meaning; the meaning must be understood. Dedy Mulyana in (Moorcy et al., 2018:77), Communication in organizations encourages employees to take action in accordance with what the leader wants, and what subordinates or employees want is the most difficult result to achieve in communication.

(Mangkunegara, 2021:145), Put forward three communication processes, namely: Communication Process According to Keith Davis, Communication Process According to Andrew E. Sikula, Communication process according to George S. Odiorne (Robbins & Judge, 2017:224), Describes the communication process as follows: The sender starts a message by encoding his thoughts, Channels, are determined by the organization and send messages related to the professional activities of its members. The recipient, the person to whom the message will be directed, must first translate the symbols into a form that can be understood. (Moorcy et al., 2018:78), The communication process is divided into two stages, namely: Primary, when the process of conveying one's thoughts and/or feelings to another person using symbols as a direct medium to the audience, and secondarily, when the audience is not in direct contact with the communicator and the message is delivered through various media to be received.

(Mangkunegara, 2021:148) There are two reviews of factors that influence communication, including a. Factors from the Sender or Communicator: Sender Skills, Sender Attitude, Sender Knowledge, b. Factors from the Receiver include: Receiver Skills, Receiver Attitude, Receiver Knowledge, and Communication Channel Media, (Robbins, Stephen; Judge, 2017:225), Communication can flow vertically (Dimensions into downward and upward directions) or laterally. (Moorcy et al., 2018:102), Communication moves in an upward, downward, or horizontal direction.

## **RESEARCH METHOD**

The population of PT Transkon Jaya Tbk is 706 employees, but in this study, the population will be focused on the office section with a population of 150 employees consisting of the commercial department (28 employees), FAC (32 employees), HCBP (22 employees), Internal Audit (5 employees), IT (18 employees), Purchasing (7 employees),

SSCD (5 employees) and Warehouse (33 employees). In this study, the sampling technique used is saturated sampling which is a determination technique when all members of the population are used as samples.

In this study, the data will be analyzed with the help of the SmartPLS3 application to determine the effect of Work-Life Balance, Motivation, and Communication on Job Satisfaction of PT Transkon Jaya Tbk employees.

The equation can be written as below:

$$\eta = \beta X_1 + \beta X_2 + \beta X_3 + \epsilon y$$

Information:

$\eta$  = Endogenous Latent Variable

$\beta X$  = Exogenous Latent Variable

$\epsilon y$  = Measurement error or noise

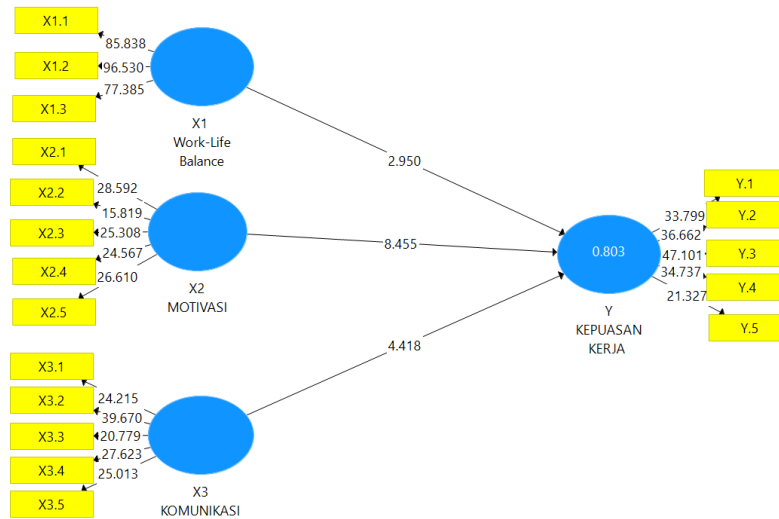
## RESULTS AND DISCUSSION

PT Transkon Jaya Tbk is a company based in Balikpapan, East Kalimantan, PT Transkon Jaya has been operating since January 4<sup>th</sup>, 2002, and started commercial operations in 2020, PT Transkon Jaya Tbk has focused on building an LV rental business since 2006. PT Transkon Jaya is a specialist rental company with 4x4 and 4x2 standards the best and optimal vehicle specifications and international safety standards. PT Transkon Jaya Tbk provides various fleet services including Rebtal LV 4x4 and 4x2, special vehicles such as H / Duty Trays & Service Bodies, Lube Units, Ambulances, Rescue Units, and Water Tanks, Buses, and Small Trucks.

PT Transkon Jaya's office is located in Balikpapan with branches and workshop representatives located in 42 mining areas throughout Indonesia. The management team of PT Transkon Jaya Tbk consists of expatriates and nationals who have field experience related to the operation of the LV rental industry in Indonesia.

### Structural Model Analysis (Inner Model)

The inner Model specifies the relationship between latent variables or constructs. This study will explain the results of R2 for endogenous latent variables, F2 for effect size, and hypothesis testing. Here is a picture of the structural model:



**Figure 1**  
**Model Structure**

Source: SmartPLS 3 Program Analysis Data Results

**Coefficient of Determination or R-Square (R2)**

R-square can be seen in endogenous constructs. An R2 value of more than 0.67 is interpreted as “good”, an R-square value of 0.33 is interpreted as “moderate”, and an R-square value of 0.19 is interpreted as “weak”. The following is the result of the R-Square research.

**Table 1**  
**R-Square**

	R Square	R Square Adjusted
<b>Y_JOB SATISFACTION</b>	0.803	0.799

Source: SmartPLS 3 Program Data Output (2022)

Table 1 explains that the R-Square value for the work-life balance, motivation, and communication variables on job satisfaction is 0.803 or 80.3%, which can be interpreted as "good" because it is more than 0.67. The Adjustment R-Square value for the work-life balance, motivation, and communication variables on job satisfaction is 0.79 or 79.9%.

**F-SQUARE (F2) for Effect Size**

F-Square values of 0.02, 0.15, and 0.35 can be interpreted as whether the latent variable predictor has a weak, medium or large influence at the structural level. It shows the F-Square value of the Work-Life Balance variable on job satisfaction of 0.078, which means

that the latent variable has a weak influence, the F-Square value of motivation is 0.492, which means that the latent variable has a large influence, while the F-Square value of communication on job satisfaction is 0.145, which means that the latent variable has a weak influence.

The FIT model can be seen from the Normal Fit Index (NFI) value. A good SRMR value must be below 0.08, an SRMR value of 0.105 is considered marginal, and a good NFI value must be above 0.90 so that an NFI value of 0.743 is considered marginal.

**Table 2**  
**Fit Model**

	Saturated Model	Estimated Model
SRMR	0.069	0.069
NFI	0.815	0.815

Source: SmartPLS 3 Program Data Output (2022)

Table 2 shows the SRMR value of 0.069, which means that the value is considered marginal, while the NFI value shows a value of 0.815, which means that it is considered marginal.

**Inner Model Basic Equation Model**

The basic equation model of the inner model can be seen in the original sample value in Table 2, it can be explained that the work-life balance path coefficient (X1) has a value of 0.208, the motivation path coefficient (X2) has a value of 0.476, the communication path coefficient (X3) has a value of 0.300. so that the basic equation model of the inner model is:

$$\eta = 0.208 X1 + 0.476 X2 + 0.300 X3 + \epsilon y$$

1. The relationship between the Work-Life Balance variable (X1) and job satisfaction (Y) is shown by a value of 0.208 and a significant value of  $0.004 < 0.05$ , so statistically  $H_0$  is rejected and  $H_a$  is accepted. The Work-Life Balance variable has a significant effect on job satisfaction.
2. The relationship between the motivation variable (X2) and job satisfaction (Y) is shown by a value of 0.476 and a significant value of  $0.00 < 0.05$ , so statistically  $H_0$  is rejected and  $H_a$  is accepted. The motivation variable has a significant effect on job satisfaction.
3. The relationship between the communication variable (X3) and job satisfaction (Y) is shown by a value of 0.300 and a significant value of  $0.00 < 0.05$ , so statistically  $H_0$  is

rejected and  $H_a$  is accepted. The communication variable has a significant effect on job satisfaction.

### Hypothesis Testing

Hypothesis testing will be done by comparing the calculated t value with the t table to determine whether or not there is an influence between variables. Hypothesis testing in this study was carried out using the t test, by looking at the calculation of the path coefficient in the inner model test. The significance value criteria used are using the P-value significance at 5%, then the t-statistic value must be greater than  $> 1.96$  compared to the t-table value. The t-statistic value is obtained from the results of SmartPLS3 bootstrapping.

To see whether the independent variables have a positive or negative influence on the dependan variable, it can be seen from the original sample if the original sample has a positive value, then the direction of the influence is positive, but if the original sample has a negative value then the direction of the influence is negative in the path coefficient. The following are the results of the hypothesis in this study:

**Table 3**  
**Hypothesis Testing**

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics ( O/STDEV )	P Values
X1_Work-Life Balance -> Y_JOB SATISFACTION	0.208	0.208	0.071	2,950	<b>0.004</b>
X2_MOTIVATION -> Y_JOB SATISFACTION	0.476	0.475	0.056	8,455	<b>0,000</b>
X3_COMMUNICATION -> Y_JOB SATISFACTION	0.300	0.300	0.068	4,418	<b>0,000</b>

Source: SmartPLS 3 Program Data Output (2022)

Based on table 3, it explains that the variable that has the greatest influence is the motivation variable on job satisfaction with a t-statistic value of 8.455. The variable that has the second greatest influence is the communication variable on job satisfaction with a t-statistic value of 4.418. The variable that has the third greatest influence is the Work-Life Balance variable on job satisfaction with a t-statistic value of 2.950.

Determining whether or not the independent variable is significant towards the dependent variable is seen using the P-Value in Table 3 with the analysis results obtained as follows:

1. The value produced on the Work-Life Balance variable on job satisfaction is t-statistic 2.950 and P-Value of 0.004, so, the t-statistic value of  $2.950 > t\text{-table } 1.96$  or P-Value

- 0.004 < 0.05. Therefore, the first hypothesis which reads "Work-Life Balance (X1) has an effect on the job satisfaction variable (Y) of PT Transkon Jaya Tbk employees" can be accepted and H0 can be rejected. This is because the results of the analysis are in accordance with the significance value criteria used, namely using a P-value of 5%.
2. The value generated on the motivation variable towards job satisfaction with t-statistic 8.455 with a P-Value of 0.000 then, the t-statistic value of 8.455 > t-table 1.96 or P-Value 0.00 < 0.05. Therefore, the second hypothesis which reads "Motivation (X2) has an effect on the job satisfaction variable (Y) of PT Transkon Jaya Tbk employees" can be accepted and H0 can be rejected. This is because the results of the analysis follow the significance value criteria used, namely using a P-value of 5%.
  3. The value generated on the communication variable on job satisfaction with a t-statistic of 4.418 with a P-Value of 0.000, then, the t-statistic value of 4.418 > t-table 1.96 or P-Value 0.00 < 0.05 Therefore, the second hypothesis which reads "Communication (X3) has an effect on the job satisfaction variable (Y) of PT Transkon Jaya Tbk employees" can be accepted and H0 can be rejected. This is because the results of the analysis are in accordance with the significance value criteria used, namely using a P-value of 5%.

### **The Influence of Work-Life Balance (X1) on Employee Job Satisfaction (Y)**

The results of the hypothesis testing obtained the results of the analysis, namely the Work-Life Balance variable (X1) has a positive and significant effect on the job satisfaction variable (Y) of PT Transkon Jaya Tbk employees. This is evidenced by the respondents' responses which show that in the Work-Life Balance variable, the time balance indicator has the highest level of strongly agree, the second indicator is the balance of satisfaction, and the third indicator is the balance of involvement.

Thus, it can be concluded that a good Work-Life Balance situation and condition will increase employee job satisfaction. This is supported by previous research conducted by (Yusnani & Prasetyo, 2018) and (Dewi et al., 2022b), in their studies both stated the same results, namely that Work-Life Balance shows a significant positive influence on employee job satisfaction.

### **The Influence of Motivation (X1) on Employee Job Satisfaction (Y)**

The results of the hypothesis testing obtained the results of the analysis, namely the Motivation variable (X2) has a positive and significant effect on the job satisfaction variable

(Y) of PT Transkon Jaya Tbk employees. This is evidenced by the respondents' responses which show that in the motivation variable, the indicator of social relationship needs has the highest level of strongly agree, the second indicator is the need for recognition and the need for self-actualization, the third indicator is physiological needs and the last is the need for security.

Thus, it can be concluded that good Motivation situations and conditions will increase employee job satisfaction. This is supported by previous research conducted by (Ningrum Rahayu, 2020) stating that motivation partially influences employee job satisfaction, and (M. Saputra & Adnyani, 2019) motivation has a positive and significant effect on job satisfaction.

### **The Influence of Communication (X3) on Job Satisfaction (Y)**

The results of the hypothesis testing obtained the results of the analysis, namely the Communication variable (X2) has a positive and significant effect on the job satisfaction variable (Y) of PT Transkon Jaya Tbk employees. This is evidenced by the respondents' responses which show that in the communication variable, the attitude change indicator has the highest level of strongly agree, followed by the second indicator on the ease of obtaining information, the third indicator is the intensity of communication, the fourth indicator is the effectiveness of communication and the last is the level of message understanding.

Thus, it can be concluded that good communication situations and conditions will increase employee job satisfaction. This is supported by previous research conducted by (Siregar et al., 2019) showing that communication has a positive and significant effect on job satisfaction, and (Wibowati, 2022) which states that there is a significant influence between communication and employee job satisfaction.

## **CONCLUSION**

Based on the results of research and discussions in previous chapters regarding the influence of work-life balance, motivation and communication on employee job satisfaction at PT Transkon Jaya Tbk, the author draws the following conclusions: 1) Work-life balance has a positive and significant influence on employee job satisfaction at PT Transkon Jaya Tbk, so the hypothesis can be accepted; 2) Motivation has a positive and significant influence on employee job satisfaction at PT Transkon Jaya Tbk, so the hypothesis can be accepted; 3)

Communication has a positive and significant influence on employee job satisfaction at PT Transkon Jaya Tbk, so the hypothesis can be accepted.

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