

The Effect of Work-Life Balance and Quality of Work Life on Job Satisfaction

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Abstract

This study aims to examine the effect of work-life balance and quality of work life on job satisfaction among employees at Open Your Mind Indonesia. The background of this research is rooted in the growing awareness of the importance of creating a positive work environment that supports employees' well-being and performance. Quality of work life is a multidimensional construct encompassing physical work conditions, managerial support, fair compensation, and opportunities for personal and professional development. Meanwhile, work-life balance reflects the ability of individuals to effectively manage job demands alongside personal life, which is essential to reducing stress and promoting psychological well-being. Quantitative method with data collected through questionnaires distributed to 40 respondents at Open Your Mind Indonesia (OYMI). Data analysis was conducted using SPSS IBM version 29 to test the direct influence between work life balance, quality of work life, and job satisfaction. The results demonstrate that both quality of work life and work-life balance have a significant and positive influence on job satisfaction. Employees who experience better quality of work life and a balanced work-life integration tend to report higher levels of job satisfaction. These findings emphasize the need for organizations to design flexible, supportive, and inclusive work environments to enhance employee satisfaction at work.

INTRODUCTION

In the modern era of work transformation, where digitalization, remote working, and changing employee expectations redefine the nature of employment, organizations face growing challenges in maintaining employee satisfaction and engagement. One of the most critical organizational goals today is ensuring Job Satisfaction (JS), which significantly influences productivity, commitment, and retention. Among the various factors that have emerged as influential antecedents to job satisfaction are Work-Life Balance (WLB) and Quality of Work Life (QWL). Job Satisfaction is broadly defined as an employee's overall affective reaction to their job experiences, which includes perceptions of fairness, fulfillment, and alignment between personal values and job roles (Hudays et al., 2024). JS has crucial impact for individuals and also the organization (Allam et al., 2024). It serves as a core indicator of organizational health and is positively associated with performance, loyalty, and lower turnover rates. As such, identifying and enhancing the determinants of job satisfaction has become a strategic imperative for employers, especially in service-oriented and knowledge-driven sectors. One of the most influential of these determinants is Work-Life Balance. WLB refers to an individual's ability to effectively manage and harmonize the demands of both work and personal life without excessive role conflict or stress (Badrianto & Ekhsan, 2021). Quality of work life is recognized as a vital aspect of the workplace that fosters and enhances employees' positive attitudes and behaviors, including proactivity and

prosocial conduct (Ogunola, 2022). As the boundaries between work and home continue to blur (especially post-pandemic) employees who are unable to maintain this balance may experience role overload and dissatisfaction. Conversely, when organizations support their staff in managing their personal and professional lives, it fosters not only greater satisfaction but also improved organizational outcomes such as reduced absenteeism and greater job commitment. In addition to WLB, Quality of Work Life is a multidimensional construct that encompasses the overall working conditions that an employee experiences ranging from job security, safe work environments, fair compensation, meaningful work, to opportunities for growth and participation in decision-making (Kumar, 2022). High QWL implies that employees feel valued, supported, and engaged in their roles, which leads to increased levels of satisfaction and performance. According to (Jayaraman et al., 2023), a supportive and enriching work environment is a significant predictor of job satisfaction, particularly when it involves transparent communication, equitable recognition, and personal development. Organizations that successfully cultivate both WLB and QWL tend to create a more committed and satisfied workforce. While these two concepts are distinct, they often overlap. For example, one dimension of QWL is flexibility, such as adjustable working hours or hybrid work arrangements which also contributes to better WLB. Thus, promoting QWL often indirectly enhances WLB, reinforcing job satisfaction in the process.

In the context of today's workplace, particularly in sectors that rely heavily on knowledge workers or digital infrastructure, such as tech startups or remote-based firms, the importance of WLB and QWL has grown more pronounced. Employees are no longer just looking for competitive compensation; they seek meaningful work experiences that respect their time, well-being, and autonomy. A study by (Aruldoss et al., 2021) affirms that both QWL and WLB independently and significantly contribute to job satisfaction, reinforcing the need for organizations to adopt a holistic approach to employee experience. In Indonesia, a rapidly developing economy with a young, urbanized workforce, the demand for better WLB and QWL is increasing. Many millennial and Gen Z employees prioritize mental well-being, flexibility, and personal growth as part of their employment expectations. Employers that fail to adapt to these changing priorities risk losing talent and facing higher disengagement levels. Thus, it becomes crucial to understand how WLB and QWL specifically influence job satisfaction within Indonesian organizational contexts, especially among younger and digitally oriented workers. While numerous international studies have validated the role of WLB and QWL in enhancing job satisfaction, local studies remain relatively limited, particularly those involving remote-first or digital-based work environments in Indonesia.

This study therefore aims to empirically examine the direct effects of WLB and QWL on Job Satisfaction, using quantitative methods to test the extent of these relationships within the context of an Indonesian non-profit organization. Open Your Mind Indonesia (OYMI), a youth-led nonprofit organization operating under the Indorelawan platform, presents a highly relevant and academically valuable context for investigating the effects of Work-Life Balance (WLB) and Quality of Work Life (QWL) on Job Satisfaction. As a digitally-oriented, mission-driven organization that engages predominantly millennial and Gen Z volunteers and staff, OYMI embodies the modern dynamics of remote and flexible work environments conditions under which WLB and QWL are increasingly critical. WLB has emerged as a pivotal focus within the field of human resource management, serving as a strategic response to the growing complexity and demands of modern work environments, particularly those shaped by the integration of digital platforms (Sinaga et al., 2025). Moreover, in contrast to traditional corporate settings, OYMI offers

a distinctive organizational culture where intrinsic motivation, psychosocial well-being, and participatory work practices are central to employee and volunteer engagement. This makes it a particularly suitable site for examining how non-monetary job characteristics shape satisfaction levels.

Job satisfaction (JS) plays a crucial role in improving organizational outcomes. Research by (Inayat & Jahanzeb Khan, 2021) highlighted that satisfied employees demonstrate better efficiency, which directly contributes to organizational productivity. JS may hold substantial significance for employees, as it contributes to the advancement of their career development (Yunita et al., 2023). According to (Al-Zu'bi, 2010), JS reflects the degree to which individuals feel positively about their jobs, including aspects such as work conditions, recognition, and opportunities for personal growth. This emotional evaluation encompasses both intrinsic and extrinsic dimensions, such as the nature of the work itself and the conditions under which it is performed (Hudays et al., 2024). Moreover, (Morris, 2020) emphasized that intrinsic elements such as autonomy, responsibility, and the meaning of work significantly enhance job satisfaction, while extrinsic components like compensation and managerial support also play vital roles. JS is also interrelated with organizational commitment. Meyer and Allen's three-component model (affective, normative, and continuance commitment) offers a robust framework for understanding how satisfied employees might develop stronger emotional bonds and loyalty toward their organizations (Algarni & Alemeri, 2023). In shaping employee job satisfaction, extrinsic factors such as interpersonal relationships and recognition from managers also play a critical role (Morris, 2020). Job satisfaction reflects a comprehensive sense of psychological well-being, mental clarity, freedom from work-related stressors, and a proactive orientation toward fulfilling occupational demands (Kumar, 2022). Employees also perceive job satisfaction as a sense of pride in what they have accomplished and in successfully completing their assigned tasks (Dziuba et al., 2020). The dimensions of job satisfaction: encompassing salary, opportunities for career advancement, interpersonal relationships with colleagues, interactions with supervisors, and the intrinsic characteristics of the job potentially play a pivotal role in shaping employees' retention (Purba & Darmasetiawan, 2023). In other words, job satisfaction becomes a crucial factor in achieving happiness at the workplace and holds significant influence. It represents an employee's response that typically reflects a positive attitude toward their work. Therefore, job satisfaction is a fundamental element in ensuring the efficient and effective functioning of an organization, ultimately contributing to its success and competitive advantage (Dziuba et al., 2020).

Work-life balance significantly influences employees' perspectives on both their professional responsibilities and personal lives (Thro & Prasain, 2024). WLB is not just a convenience but a strategic necessity for non-profit organizations (Judijanto et al., 2024). WLB enhances employees' emotional health, fosters job satisfaction, and directly influences performance and retention. WLB encompasses not only employees' perceptions, attitudes, and expectations regarding their work, but also the ways in which these conditions are interpreted, the extent to which individual needs are fulfilled, and how these needs are recognized and understood within the organizational context (Siagian et al., 2024). WLB does not merely entail an equal allocation of time between professional responsibilities and personal life, but rather the attainment of a harmonious integration that aligns with an individual's personal values and priorities (Ogunola, 2022). WLB is a critical determinant in maintaining organizational performance within non-profit organizations (Hafit et al., 2024). As employees in these organizations typically place less emphasis

on financial rewards, it is imperative for non-profit institutions to cultivate internal motivation derived from a healthy work-life balance (Hafit et al., 2024).

Quality of Work Life (QWL) plays a critical role in enhancing employee productivity by fostering a supportive, motivating, and engaging work environment (Leitão et al., 2021). A high level of QWL not only contributes to employees' psychological well-being and job satisfaction but also encourages greater commitment, reduced absenteeism, and improved performance outcomes. QWL encompasses a total of material and non-material values attained by an employee throughout his tenure in an organization in exchange for his effort attributed to achieving organizational objectives (Ogunola, 2022). QWL is influenced by various organizational factors, including the nature of the job, working conditions, availability of material resources, physical environment, leadership practices, and internal communication among staff. These elements play a crucial role in shaping employees' perceptions and can substantially impact their performance, efficiency, and overall productivity (Ogunola, 2022). QWL is also significantly influenced by the intensity of negative emotions and adverse feelings experienced in the workplace, highlighting the critical role of emotional well-being in shaping employees' subjective perceptions of their work environment (Kiryliuk & Ryabokon, 2021). Walton in (Leitão et al., 2021) identified eight key dimensions that constitute the concept of quality of work life (QWL), including: equitable and sufficient compensation; a work environment that ensures safety and promotes health; opportunities for employees to apply and enhance their competencies; prospects for ongoing development and job security; the promotion of social integration within the organization; the establishment of organizational practices grounded in constitutional principles; the alignment of work with an individual's overall life experience; and the broader social significance of work within society. Psychological research on the QWL commonly employs two fundamental indicators to evaluate its subjective perception: overall life satisfaction and the degree of experienced happiness (Kiryliuk & Ryabokon, 2021). These dimensions reflect the extent to which individuals perceive their work environment as supportive of their broader well-being and emotional fulfillment.

Work-life balance (WLB) contributes significantly to enhancing employees' job satisfaction, as it fosters the perception that professional and personal responsibilities are compatible, thereby supporting individual development aligned with personal life priorities and expectations (Ogunola, 2022). The empirical previous study substantiates that WLB is correlated with job satisfaction and performance among employees in Non-Government Organizations (Hafit et al., 2024). A well-maintained WLB contributes positively to employees' job satisfaction by reinforcing the perception that professional and personal domains are not only compatible but also mutually supportive, enabling individuals to align their career with personal growth and life priorities (Ogunola, 2022). WLB contributes to employees' psychological comfort and emotional well-being, factors which are central to job satisfaction (Yunita et al., 2023). An effective WLB, characterized by an individual's ability to allocate adequate time to both professional responsibilities and personal life, has been shown to contribute positively to job satisfaction (Siagian et al., 2024)(Silaban & Margaretha, 2021). The absence of WLB support is often characterized by various limiting conditions, including rigid organizational policies, non-flexible working schedules, excessive job demands, restricted access to personal or leisure time, and other structural barriers that hinder employees from attaining job satisfaction (Hafit et al., 2024). It can be concluded that WLB has a positive effect on job satisfaction. Maintaining a healthy WLB contributes to elevated levels of compassion satisfaction among employees in the workplace,

which in turn enhances their motivation to perform effectively and support their clients (Stanley & Sebastine, 2023). Based on the explanation above, the following is the hypothesis in this study:

H₁: Work-life balance has a positive and significant effect on job satisfaction.

Quality of work life (QWL) reflects the extent to which individuals experience job satisfaction (Ogunola, 2022). The QWL is intrinsically linked to organizational performance, indicating that higher levels of employee satisfaction may contribute to enhanced organizational outcomes (Sinaga et al., 2025). QWL is proposed to fulfill intrinsic and extrinsic employee needs, thereby fostering a sense of fulfillment and contentment in one's job (Aruldoss et al., 2021). Empirical evidence consistently indicates that a favorable QWL contributes significantly to higher levels of job satisfaction. For instance, Siagian et al. (2024) demonstrate that employees who perceive a high QWL tend to report greater satisfaction with their jobs. QWL is a strong predictor of job satisfaction, especially in challenging and labor-intensive work contexts (Jayaraman et al., 2023). The implementation of quality of QWL significantly contributes to the development of employee job satisfaction. When QWL practices are effectively applied within an organization, employees are more likely to experience higher levels of satisfaction in their professional roles (Purba & Darmasetiawan, 2023). Previous research by (Aruldoss et al., 2021) suggest that an enhanced quality of work life is positively correlated with increased job satisfaction among employees. QWL have a positive and significance influence on job satisfaction of employees (Jayaraman et al., 2023). Based on the explanation above, the following is the hypothesis in this study:

H₂: Quality of work life has a positive and significant effect on job satisfaction.

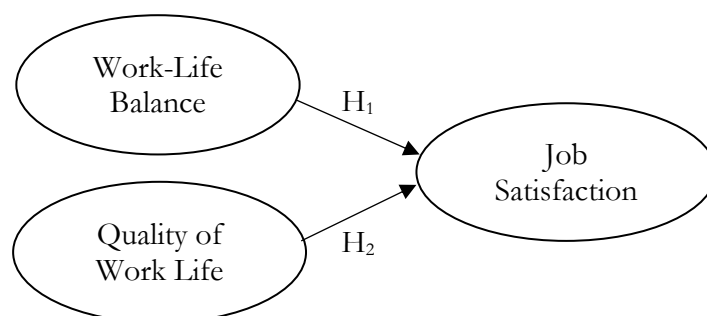


Figure 1. Research Model

METHODS

This research was conducted using quantitative methods and using primary and secondary data sources. Primary data is obtained from questionnaires distributed online using google form to respondents who are employees of Open Your Mind Indonesia (OYMI) organization while secondary data is in the form of sources of scientific articles relevant to the research topic. The population in this study consisted of employees at OYMI. A probability sampling method was employed, which ensures that every member that represent the total population has an equal chance of being selected as a research sample (Sugiyono, 2017). Specifically, the study utilized simple random sampling, a technique in which samples are chosen entirely at random without considering hierarchy, rank, or level within the population (Sugiyono, 2017). In this research, the sample used were employees currently working at OYMI with a total of 40 people. The sampling technique in this study also refers to Roscoe's Theory because the number of the total population is not exactly known. According to Roscoe in (Sugiyono, 2017), an adequate sample size for scientific research is 30-500. For studies employing multivariate analysis, the recommended

minimum is at least 10 times the number of variables. Given that this study involved 40 participants, the sample size meets the recommended criteria. The dependent variable in this study is job satisfaction which is measured adapting instruments from previous research journals (Gumasing & Ilo, 2023). The study also examines two independent variables: work-life balance and quality of work life. Work-life balance and quality of work is measured using nine statement items adapted from the research of (Bhende et al., 2020). The questionnaire to measure each variable observed in this study uses a Likert scale and consists of 5 scales, namely: SS = Strongly Agree is scored 5, S = Agree is scored 4, N = Neutral is scored 3, TS = Disagree is scored 2, STS = Strongly Disagree is scored 1. The average value of the results of filling out the questionnaire will be categorized as stated in Table 1 below.

Table 1 Score Range Category

Score Range	Category
1,00-1,80	Very Low
1,81-2,60	Low
2,61-3,40	Medium
3,41-4,20	High
4,21-5,00	Very High

The results of the validity and reliability tests reveal that each instrument employed for data collection surpasses the required standards, demonstrating their validity and reliability for analyzing questionnaire responses from 40 participants. Specifically, the validity test shows that the calculated r-values surpass the critical r-values, confirming that every indicator within the research variables meets the criteria to pass the validity test, as detailed in Table 2 below:

RESULTS AND DISCUSSION

RESULTS

Table 2 Validity Test Result

Variable	Item indicator	r table	r count	status
Work-Life Balance (WLB)	WLB1	0,3044	0,858	valid
	WLB2	0,3044	0,841	valid
	WLB3	0,3044	0,809	valid
	WLB4	0,3044	0,822	valid
	WLB5	0,3044	0,572	valid
	WLB6	0,3044	0,594	valid
	WLB7	0,3044	0,683	valid
	WLB8	0,3044	0,528	valid
	WLB9	0,3044	0,658	valid
Quality of Work Life (QWL)	QWL1	0,3044	0,819	valid
	QWL2	0,3044	0,890	valid
	QWL3	0,3044	0,810	valid
	QWL4	0,3044	0,753	valid
	QWL5	0,3044	0,763	valid
	QWL6	0,3044	0,672	valid
	QWL7	0,3044	0,845	valid

	QWL8	0,3044	0,817	valid
	QWL9	0,3044	0,810	valid
Job Satisfaction (JS)	JS1	0,3044	0,805	valid
	JS2	0,3044	0,847	valid
	JS3	0,3044	0,861	valid
	JS4	0,3044	0,847	valid
	JS5	0,3044	0,793	valid
	JS6	0,3044	0,661	valid

After successfully surpassing the indicator validity test, the reliability test was subsequently conducted by comparing against the Cronbach alpha value which must be greater than 0.7, with the results presented in Table 4.2 below:

Table 3 Reliability Test Result

Variable	Cronbach's Alpha	Status
Work-Life Balance	0,928	Reliable
Quality of Work-Life	0,878	Reliable
Job Satisfaction	0,886	Reliable

Source: Research Data Processing (2025)

Based on Table 4.2, each variable has a Cronbach's Alpha value > 0.6 so it can be concluded that the research instrument used to collect primary data is reliable. After the reliability test is carried out, the next step is to calculate the mean of each research variable.

Table 4 Mean For Each Variable

Variable	Item indicator	Score	Mean	Category
Work-Life Balance (WLB)	WLB1	4,02	4,19	High
	WLB2	4,17		
	WLB3	4,00		
	WLB4	4,15		
	WLB5	4,38		
	WLB6	4,30		
	WLB7	4,15		
	WLB8	4,15		
	WLB9	4,38		
Quality of Work Life (QWL)	QWL1	4,23	4,00	High
	QWL2	4,03		
	QWL3	4,12		
	QWL4	3,87		
	QWL5	3,88		
	QWL6	3,90		
	QWL7	3,88		
	QWL8	4,00		
	QWL9	4,15		

Job Satisfaction (JS)	JS1	4,20	4,20	High
	JS2	4,15		
	JS3	4,25		
	JS4	4,15		
	JS5	4,23		
	JS6	4,25		

Based on the data analysis of the questionnaire responses presented in Table 4.3, the average score for the work-life balance (WLB) variable is 4.19, indicating a high level. Similarly, the quality of work life (QWL) variable has a mean score of 4.00, also categorized as high. The job satisfaction variable shows the average score of 4.20, which also indicate the high level of perception.

Table 5 Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.847 ^a	.717	.702	.37846

a. Predictors: (Constant), WLB, QWL

Based on the data in Table 5 regarding the research model test, work-life balance and quality of work life variables together explain 70.2% of the variance in job satisfaction, while the remaining 29.8% is attributed to other factors outside of this research model.

**Table 6 Multiple Linear Regression Result
Coefficients**

Model	Unstandardized Coefficients		Standardized Coefficients		Sig.
	B	Std. Error	Beta	t	
1(Constant)	.269	.487		.552	.584
WLB	.413	.173	.315	2.381	.023
QWL	.550	.124	.585	4.430	.000

a. Dependent Variable: JS

DISCUSSION

The t-value for the independent variable work-life balance (WLB) is higher than the critical t-table value ($2.381 > 1.96$), and the significance level exceeds 0.05 ($p > 0.05$), indicating that its effect on job satisfaction is statistically significant. Consequently, the first hypothesis (H1), which proposed that WLB has a positive and significant impact on job satisfaction, is supported. These findings are consistent with several prior studies that reported a significant positive relationship between WLB and job satisfaction (Ogunola, 2022; Siagian et al., 2024; Silaban & Margaretha, 2021). This suggests that when employees are able to balance their work and family roles effectively, they tend to experience higher levels of job satisfaction (Silaban & Margaretha, 2021). This is because WLB allows them to manage external pressures without letting them interfere with their professional duties (Silaban & Margaretha, 2021). When individuals are able

to effectively allocate time to both their professional responsibilities and personal life, it can lead to a higher level of job satisfaction (Silaban & Margaretha, 2021). The relationship between work-life balance and job satisfaction is both statistically and practically significant. Promoting WLB within the workplace constitutes a critical strategy for enhancing employee satisfaction (Yunita et al., 2023).

For the second independent variable, quality of work life (QWL) is proven to have a positive and significant effect with a calculated t value greater than the t table ($4.430 > 1.96$) and with a significance value of less than 0.05 ($p \text{ value} < 0.05$). The second hypothesis (H2) in this study which states that QWL has a positive and significant effect on job satisfaction has been proven (H2 accepted). This result is in line with previous research by (Siagian et al., 2024) which proved the positive and significant effect of QWL experienced by employees in the field of non-profit organization on their job satisfaction. Previous research by (Aruldoss et al., 2021) and (Ogunola, 2022) also showed similar results which proved that QWL experienced by employees is a significant positive predictor of job satisfaction. The goal of QWL is to develop job satisfaction for individuals and assist organisations in hiring and retaining high potential staff (Kumar, 2022). When organizations implement initiatives aimed at enhancing QWL, employees are more likely to perceive the workplace as safe, stable, and conducive to both personal and professional growth. Consequently, improved QWL contributes positively to overall job satisfaction by fostering conditions such as job security, fair compensation and benefits, meaningful participation in organizational processes, and opportunities for skill development (Ogunola, 2022).

CONCLUSION

Based on the results of the study, it can be concluded that work life balance (WLB) and quality of work life (QWL) has a significant and positive influence on job satisfaction at Open Your Mind Indonesia (OYMI) organization. The higher the level of WLB and QWL experienced by employees at OYMI, the greater their tendency to have job satisfaction. To promote greater job satisfaction and employee well-being, organizations should design and implement work-life balance initiatives that yield benefits for both the employees and the institution. From a managerial perspective, this implies that OYMI must adopt a more strategic and integrated approach to human resource development that aligns WLB and QWL initiatives with broader organizational goals. These programs must be thoughtfully integrated with the organization's strategic goals and should aim to minimize conflicts between personal and professional responsibilities. Beyond balancing work and personal life, the concept of quality of work life (QWL) plays a crucial role in shaping employees' overall experiences. QWL encompasses both tangible and intangible elements of the workplace, including physical conditions, psychological climate, and organizational culture. Leaders within organizations must identify and prioritize factors that foster employee retention, satisfaction, and engagement. Efforts should be directed toward cultivating a supportive and conducive work environment that addresses both the physical and emotional needs of employees. Moreover, the adoption of family-friendly policies can further enhance QWL by enabling employees to manage their familial obligations without compromising professional responsibilities. Such policies should be flexible enough to accommodate family emergencies and important life events, thereby reducing work-family tension and enhancing organizational loyalty. Organizational leaders must view employee well-being as a strategic priority, integrating policies and practices that support both professional excellence and personal fulfillment. By doing so, OYMI can not only improve job satisfaction but also strengthen long-term organizational sustainability through increased retention, performance, and employee commitment.

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