

The Effect of Work-Life Balance and Perception of Compensation on Job Satisfaction Among Married Employees

Hikmatunnazilah*, Siti Marliah Tambunan, Dona Eka Putri, Indah Mulyani

Universitas Gunadarma, Indonesia

Email: hikma08@staff.gunadarma.ac.id *, indah_mulyani@staff.gunadarma.ac.id

Keywords

work life balance; perception of compensation; job satisfaction; employee; marriage.

ABSTRACT

An employee is a supporting factor that is quite calculated in a company. It is not uncommon for married employees to still actively work in the company. The purpose of this study was to determine whether there is an influence between work life balance and perception of compensation on job satisfaction of married employees. The method used is quantitative research method. Respondents in this study were 143 married employees. The data collection technique used purposive sampling. The distribution of questionnaire items using google forms. Work life balance is measured using a scale compiled and adapted from Hayman, consisting of 15 statement items. Perception of compensation is based on a scale from Nyberg, A, consisting of 3 statement items, and job satisfaction is measured using a scale compiled and adapted by Macdonald and MacIntyre, consisting of 10 statement items. The results of this study show that the hypothesis is accepted, namely the influence between work life balance and perception of compensation on job satisfaction in married employees. The results of hypothesis testing show a significance value of 0.000 ($p < 0.05$) and an R square value of 0.162, which means that the effect of work life balance and perception of compensation simultaneously affects job satisfaction by 16.2% and the rest is influenced by other variables outside the study. Based on the results of the empirical mean calculation.

INTRODUCTION

The growth of the economic sector in Indonesia is inseparable from various types of business entities run by individuals or in the form of companies. According to Government Regulation number 28 of 2012, a company is any form of business that carries out activities with the aim of obtaining profits or profits in the form of a legal entity established and/or domiciled in the territory of the Unitary State of the Republic of Indonesia. In providing goods or services, a company certainly needs an employee in driving growth and playing a role in the success or failure of a company, because employees are a supporting factor in a company or agency, with employees who have company qualification standards, the company's productivity will be maintained and increase (Abadi and Latifah, 2016). Hasibuan (2019) defines an employee as a service seller (mind or energy) and receives compensation whose amount has been determined in advance. Then, employees who work in a company or agency certainly have a variety of different characteristics as an individual from each other, and of course can affect effectiveness at work, the characteristics of the individual themselves are everyone who has different views, goals, needs and abilities from each other (Nur Hanifah, 2019). In addition to this, employees' personal lives outside of the main job certainly also need

attention, because employees not only face roles and problems at work, but also outside of their work.

Outside of their work, some employees have difficulty in balancing work with their personal lives, of course this will give rise to role conflicts that have an impact on their work and life (Novelia, Sukhirman & Hartana, 2013). If a person has a good balance between work and personal life outside of work, it will produce a well-being. This life balance is referred to as work-life balance. Dundas in (Noor, 2011) stated that work-life balance is the effective management of work and other activities that are also important such as family, community activities, volunteer work, self-development, tourism, and recreation.

The life of each employee certainly has certain needs that need to be known and considered, so that what are the goals or objectives of employees can be integrated quite well, such as physical and non-physical needs, and must be met in order to get a decent life. The needs of these employees can be met through the reward of what has become their duties and obligations at work. If the needs of an employee have been met with appropriate remuneration from the results of their work, then employee job satisfaction will certainly increase (Hariandja, 2013). Job satisfaction according to Hasibuan, (2007), is an emotional attitude that is fun and loves his job. Employees have a high level of job satisfaction if they have a positive attitude and feelings towards their work, on the other hand, employees who are dissatisfied with their work have negative attitudes and feelings towards their work. Based on previous research on the effect of work-life balance on job satisfaction researched by Rahmawati & Gunawan (2020), researchers explain that work-life balance affects job satisfaction. Then, another study conducted by Rondonuwu, et al. (2018), showed that work life balance had an effect on employee job satisfaction at the Synthesis Peninsula Hotel Manado by 37.4% while 63.6% was influenced by other variables. Whether or not employees are satisfied with their work is certainly inseparable from several factors that affect job satisfaction, such as work factors, work environment, salary and compensation.

Compensation is a financial reward given to employees for work that has been done in an organization (Mujanah, 2019). Compensation can be in the form of money or anything that can be measured with money, or it can also be in the form of non-financial i.e. it can be in the form of awards, promotions, conditions and work environment and others that are accepted as part of the employment relationship. This compensation is very important for employees as individuals because the amount of compensation received usually reflects an achievement made by an employee within a company or an organization. If compensation is given to employees in accordance with their duties and responsibilities, then employees will be more satisfied and motivated to achieve the goals of the organization. On the other hand, if employees view the compensation they receive as inappropriate, it will result in a decrease in motivation, the absence of an achievement, and the absence of job satisfaction.

Based on previous research researched by Dewani & Amir (2016), regarding the Relationship Between Perception of Compensation and Employee Job Satisfaction of Luwes Gading, it was found that there was a very significant positive relationship between the perception of compensation and job satisfaction in employees.

Then, a study conducted by Astuti & Mujiasih (2015), on the Perception of Compensation and Job Satisfaction on Employees of Pt Kuda Inti Samudera, Semarang,

produced a positive and significant correlation between the perception of compensation and job satisfaction in employees.

Then, research conducted by Suryatie (2010), regarding the relationship between the perception of compensation and the job satisfaction of Telkom Banjarmasin employees, produced a positive relationship and found a relationship between the perception of compensation and employee job satisfaction.

Based on the description of *work life balance* and *perception of compensation* on employee job satisfaction that has been explained above, the researcher is interested in further examining whether there is an influence between work life balance and *perception of compensation* on the job satisfaction of married employees.

The purpose of this study is to empirically test whether there is an influence between work-life balance and perception of compensation on job satisfaction in married employees. This research is expected to provide benefits both theoretically and practically. Theoretically, this research is expected to enrich the development of industrial and organizational psychology (PIO) and increase knowledge about the influence of work-life balance and perception of compensation on the job satisfaction of married employees. From a practical perspective, this research provides benefits for various parties. For respondents, the results of this study can be an input for married employees to improve their work-life balance, both in work, personal and social life, as well as understand the perception of the compensation received, so as to increase job satisfaction in carrying out their duties and responsibilities as employees. For the public, this study can provide information and references related to the influence of work-life balance and perception of compensation on the job satisfaction of married employees in companies or agencies. For future researchers, this study can be a reference and reference for further research related to the same topic, as well as compare the results of the research in different contexts, participants, and characteristics of this study.

METHOD

In this study, there were three variables analyzed: Work-Life Balance (X1), Perception of Compensation (X2), and Job Satisfaction (Y). Work-life balance refers to the balance that individuals strive for between personal, family, and work life. This study uses the work-life balance dimension from Hayman (2005), which is adapted from the theory of Fisher, Bulger, and Smith (2009), with 15 items translated into Indonesian, such as Work Interference with Personal Life (WIPL), Personal Life Interference with Work (PLIW), and Work/Personal Life Enhancement (WPLE). Perception of compensation is the employee's perception of the compensation received, whether in the form of money, goods, or other awards given by the company, that has been agreed between the employee and the company. This study uses a scale from Nyberg (2010) which consists of 3 items based on compensation aspects, especially the perception of payment based on performance. Job satisfaction refers to the positive feelings that employees have about the work they do, which is measured using a scale developed by Macdonald and MacIntyre (1997) and adapted from the nine aspects of Spector (1997), including pay, promotion, supervision, benefits, contingent rewards, operating procedures, co-workers, nature of work, and communication, with 10 items. The population in this study is employees, while the sample consists of married employees, who were selected using purposive sampling of male and female employees aged 21-40 years, working in various

companies or government/educational agencies, with a minimum of high school education. Data collection was carried out through a questionnaire designed on the Likert scale, where responses ranged from "Strongly Disagree" to "Strongly Agree," according to the method described by Sugiyono (2016). This research also involves tests of validity, item discriminatory, and reliability. Validity, according to Azwar (2012), measures the accuracy of the instrument, while reliability, as explained by Yusup (2008), ensures the consistency of measurement results. Data analysis was carried out using multiple linear regression analysis with SPSS software, in accordance with the recommendations of Ghozali (2018), to assess the influence of independent variables on dependent variables.

RESULT AND DISCUSSION

A. Research Results

Based on the results of the data analysis that has been carried out, the results of this study can be explained as follows:

1. Scale Validity Test

Table 1 Aitem Scale Work Life Balance Repaired

No	Dimensions	No Aitem
1	<i>Work Interference with Personal Life (WIPL)</i>	1, 2, 3, 4, 5, 6, 7
2	<i>Personal Life Interference with Work (PLIW)</i>	8, 9, 10, 11
3	<i>Work/Personal Life Enhancement (WPLE)</i>	12, 13, 14, 15

Table 2 Improved Job Satisfaction Scale Item

No	Aspects	No Aitem
1	<i>Pay</i>	7
2	<i>Benefits</i>	5
3	<i>Nature of Work</i>	4

2. Property Discrimination Authority (DDA)

a. Skala Work Life Balance

The results of the *work life balance scale test* obtained by the researcher are that there are several items that are not good and must be eliminated, namely item number 1,5,6,7,11,12,13,14,15 and there are six (6) good items, namely number 2,3,4,8,9,10. The correlation coefficient for a *work life balance* item ranges from 0.302 – 0.594.

Table 3 Scale Item Distribution Work Life Balance

No	Dimensions	Number of Items		Initial Items	Final Item
		<i>Favorable</i>	<i>Unfavorable</i>		
1	<i>Work Interference with Personal Life (WIPL)</i>	6,7	1,2,3,4,5	1, 2, 3, 4, 5, 6, 7	2, 3, 4
2	<i>Personal Life Interference with Work (PLIW)</i>	-	8,9,10,11	8, 9, 10, 11	8, 9, 10
3	<i>Work/Personal Life Enhancement (WPLE)</i>	12,13,14,15	-	12, 13, 14, 15	-
Quantity		6	9	15	6

b. Skala *Perception of Compensation*

The results of the perception of compensation scale test obtained by the researcher were that all items were good and none were eliminated. The correlation coefficient for aitem perception of compensation ranges from 0.335 – 0.608.

Table 4 Scale Item Distribution Perception of Compensation

No	Aspects	Number of Items		Initial Items	Final Item
		Favorable	unfavorable		
1	<i>Perceptions of Pay for Performance</i>	1,2,3	-	1, 2, 3	1, 2, 3
	Quantity	3	-	3	3

c. Job Satisfaction Scale

The results of the work satisfaction scale test obtained by the researcher were that all items were good and none were eliminated. The correlation coefficient for work satisfaction items ranges from 0.335 – 0.608.

Table 5 Distribution of Items on the Job Satisfaction Scale

No	Aspects	Number of Items		Initial Items	Final Item
		Favorable	Unfavorable		
1	<i>Pay</i>	7	-	7	7
2	<i>Promotion</i>	8	-	8	8
3	<i>Supervision</i>	9	-	9	9
4	<i>Benefits</i>	5	-	5	5
5	<i>Contingen Rewards</i>	1	-	1	1
6	<i>Operating Procedures</i>	3	-	3	3
7	<i>Co-Workers</i>	2	-	2	2
8	<i>Nature of Work</i>	4,6	-	4,6	4,6
9	<i>Communication</i>	10	-	10	10
	Quantity	10	-	10	10

3. Reliability Test

a. Skala *Work Life Balance*

In the results of the reliability test carried out, the work life balance scale obtained a coefficient value of 0.806 and it can be said that the work life balance scale has a strong reliability value. The following is a table of reliability values of the work life balance scale.

Table 6 Reliability of Scale Work Life Balance

Cronbach's Alpha	N of Items
0.806	6

b. Skala *Perception of Compensation*

In the results of the reliability test carried out, the perception of compensation scale obtained a coefficient value of 0.569 and it can be said that the perception of compensation scale has a moderate/medium reliability value (alpha between 0.50 – 0.70). The following is a table of the reliability values of the perception of compensation scale.

Table 7 Reliabilitas Skala Perception of Compensation

Cronbach's Alpha	N of Items
0.569	3

c. Job Satisfaction Scale

In the results of the reliability test carried out, the job satisfaction scale obtained a coefficient value of 0.787 and it can be said that the job satisfaction scale has a good reliability value. The following is a table of reliability values of the job satisfaction scale.

Table 8 Reliability of the Job Satisfaction Scale

Cronbach's Alpha	N of Items
0.787	10

4. Assumption Test

a. Normality Test

Table 9 Normality Test Results of Work Life Balance Scale, Perception of Compensation Scale and Job Satisfaction Scale

Variables	Sig	P	Remarks
<i>Work Life Balance</i>	0.200	$\geq 0,05$	Normal Distributed
<i>Perception of Compensation</i>	0.001	$\leq 0,05$	Not Normally Distributed
Job Satisfaction	0.001	$\leq 0,05$	Not Normally Distributed

b. Linearity Test

Table 10 Results of the Linearity Test of the Work Life Balance Scale and Perception Of Compensation on Job Satisfaction

Variables	Sig	P	Remarks
<i>Work Life Balance</i> and Job Satisfaction	0,000	$\leq 0,05$	Linear
<i>Perception of Compensation</i> and Job Satisfaction	0,000	$\leq 0,05$	Linear

c. Multicollinearity Test

Table 11 Results of Multicollinearity Test of Work Life Balance Scale and Perception Of Compensation on Job Satisfaction

Variables	Tolerance	LIVE	Remarks
<i>Work Life Balance</i>	0.965	1.036	No Multicollinearity Occurs
<i>Perception of Compensation</i>	0.965	1.036	Not Happening Multikolinearitas

Based on the table above, it can be concluded that each independent variable in this study has a *tolerance* value of 0.965, where the value is greater than 0.10 and the VIF value has a value of 1.036 which means it is below 10.0. Thus, the free variable in this study does not occur multicollinearity.

5. Uji Hypothesis

Table 12 Hypothesis Test Results Work Life Balance and Job Satisfaction

R	F	R Square	Sig	P
0.291	13.089	0.085	0.000	≤0,05

Based on the hypothesis test conducted using simple regression analysis, a significance value of 0.000 ($p \leq 0.01$) was obtained. These results show that the hypothesis in this study is accepted, namely that there is an effect of *perception of compensation* on job satisfaction in married employees. The results of the hypothesis test also showed a close relationship between *perception of compensation* and job satisfaction of 0.327 and the magnitude of the influence of *perception of compensation* on job satisfaction of 0.107 (10.7%).

Table 13 Hypothesis Test Results Perception of Compensation and Job Satisfaction

R	F	R Square	Sig	P
0.327	16.857	0.107	0.000	≤0,05

Based on the hypothesis test conducted using multiple linear regression analysis, a significance value of 0.000 ($p \leq 0.01$) was obtained. These results show that the hypothesis in this study is accepted, namely that there is an influence between *work life balance* and *perception of compensation* on job satisfaction in married employees. The results of the hypothesis test also showed the close relationship between *work life balance* and *perception of compensation* to job satisfaction of 0.402 and the magnitude of the influence of *work life balance* and *perception of compensation* on job satisfaction of 0.162 (16.2%).

Table 14 Intermediate Hypothesis Test Results Work Life Balance and Perception of Compensation Towards Job Satisfaction

Model	Unstandardized coefficients		Standardized Coefficients	t	Say.
	B	Std. Error	Beta		
(Constant)	20.449	3.544		5.770	0.000
Work Life Balance	0.198	0.065	0.239	3.034	0.003
Perception of compensation	0.395	0.110	0.282	3.585	0.000

6. Calculation Results of Empirical Mean, Hypothetical Mean, and Hypothetical Standard Deviation

a. Skala *Work Life Balance*

Based on the results of the data analysis carried out, it shows that the empirical mean, hypothetical mean, and standard deviation on *the work life balance scale*, are as follows:

Table 15 Results of Empirical Mean, Hypothetical Mean, and Standard Deviation of Work Life Balance

Scale	Mean Empirik (ME)	Mean Hipotetik (MH)	Hypothetical Standard Deviation (SDH)	Category
<i>Work Life Balance</i>	23.16	18	4	Height

Based on the results of the research conducted, on the *work life balance* scale there are 6 good items and each item has the lowest score assessment, namely, 1 and the highest score has

a score of 5. The minimum range is the lowest score multiplied by the number of good items ($1 \times 6 = 6$), then the maximum range is known, namely the largest score multiplied by the number of good items ($5 \times 6 = 30$). Then, a range between 6 to 30 is obtained with the maximum range distribution distance minus the minimum range ($30 - 6 = 24$). Thus, the standard deviation calculation is carried out by subtracting the maximum scale range by the minimum scale range and then the result is divided by 6 ($24 : 6 = 4$). A value of 6 is obtained from a normal distributed curve that divides three positive regions and three negative regions.

After obtaining the hypothetical standard deviation, then the researcher looked for the hypothetical mean by multiplying the median or middle value of the score, which is 3 by the number of good items, namely ($3 \times 6 = 18$). Descriptions of subject categories (very low, low, medium, high, and very high) can be found by calculating the empirical mean. The way to calculate the empirical mean is to add up all the scores on the *work life balance* scale, then the total number is divided by the total respondents or sample ($3312 : 143 = 23.16$).

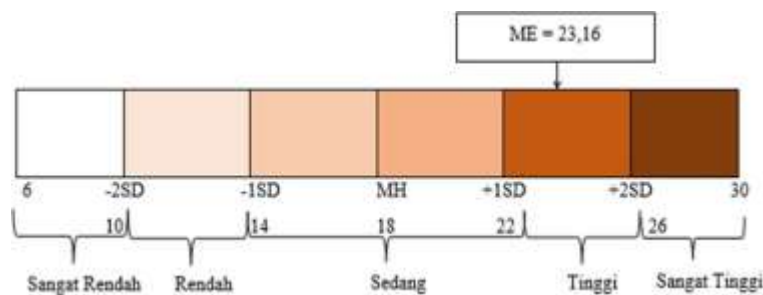


Figure 1 Scale Value Category Work Life Balance

Based on the calculation of the analysis of the empirical mean value (ME) and the *hypothetical mean value (MH)*, it was obtained that the empirical mean value (ME) was 23.16 and the *hypothetical mean value (MH)* was 18. On the *work-life balance* scale, it shows that married employees have a *work-life balance* in the high category.

b. *Skala Perception of Compensation*

Based on the results of the data analysis carried out, it shows that the empirical mean, hypothetical mean, and standard deviation on the *perception of compensation* scale, are as follows:

Table 16 Empirical Mean, Hypothetical Mean, and Standard Deviation Perception of Compensation Test Results

Scale	Mean Empirik (ME)	Mean Hipotetik (MH)	Hypothetical Standard Deviation (SDH)	Category
<i>Perception of Compensation</i>	13,69	12	3	Medium

Based on the results of the research conducted, on the *perception of compensation* scale there are 3 good items and each item has the lowest score assessment, namely, 1 and the highest score has a score of 7. The minimum range is the lowest score multiplied by the number of good items ($1 \times 3 = 3$), then the maximum range is known, namely the largest score multiplied by the number of good items ($7 \times 3 = 21$). Then, a range between 3 to 21 is obtained with the maximum range distribution distance minus the minimum range ($21 - 3 = 18$). Thus, the standard deviation calculation is carried out by subtracting the maximum scale range by the

minimum scale range and then the result is divided by 6 ($18 : 6 = 3$). A value of 6 is obtained from a normal distributed curve that divides three positive regions and three negative regions.

After obtaining the hypothetical standard deviation, then the researcher looks for a hypothetical mean by multiplying the median or middle value of the score, which is 4 by the number of good items, namely ($4 \times 3 = 12$). Descriptions of subject categories (very low, low, medium, high, and very high) can be found by calculating the empirical mean. The way to calculate the empirical mean is to add up all scores on the *perception of compensation* scale, then the total number is divided by the total respondents or sample ($1959 : 143 = 13.69$).

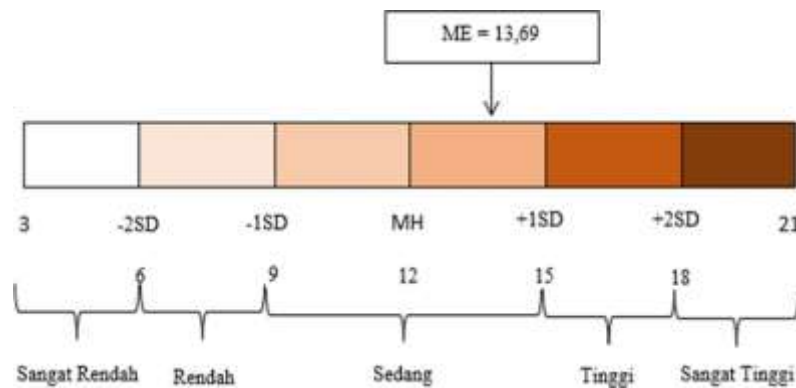


Figure 2 Scale Value Category Perception of Compensation

Based on the calculation of the analysis of the empirical mean value (ME) and the hypothetical mean value (MH), it was obtained that *the empirical mean value (ME) was 13.69 and the hypothetical mean value (MH) was 12*. On the *perception of compensation* scale, it shows that married employees have a *perception of compensation* classified as a medium category.

c. Job Satisfaction Scale

Based on the results of the data analysis carried out, it shows that *the empirical mean, hypothetical mean, and standard deviation on the job satisfaction scale, are as follows:*

Table 17 Results of Empirical Mean, Hypothetical Mean, and Standard Deviation of Job Satisfaction

Scale	Mean Empirik (ME)	Mean Hipotetik (MH)	Hypothetical Standard Deviation (SDH)	Category
Job Satisfaction	36,41	30	6,6	Medium

Based on the results of the research conducted, on the job satisfaction scale there are 3 good items and each item has the lowest score assessment, namely, 1 and the highest score has a score of 5. The minimum range is the lowest score multiplied by the number of good items ($1 \times 10 = 10$), then the maximum range is known, which is the largest score multiplied by the number of good items ($5 \times 10 = 50$). Then, a range between 10 to 50 is obtained with the maximum range distribution distance minus the minimum range ($50 - 10 = 40$). Thus, the standard deviation calculation is carried out by subtracting the maximum scale range by the minimum scale range and then dividing the result by 6 ($40 : 6 = 6.6$). A value of 6 is obtained from a normal distributed curve that divides three positive regions and three negative regions.

After obtaining the hypothetical standard deviation, then the researcher looked for a hypothetical mean by multiplying the median or middle value of the score, which is 3 by the

number of good items, namely $(3 \times 10 = 30)$. Descriptions of subject categories (very low, low, medium, high, and very high) can be found by calculating the empirical mean. The way to calculate the empirical mean is to add up all scores on the *perception of compensation* scale, then the total number is divided by the total respondents or sample ($5208 : 143 = 36.41$).

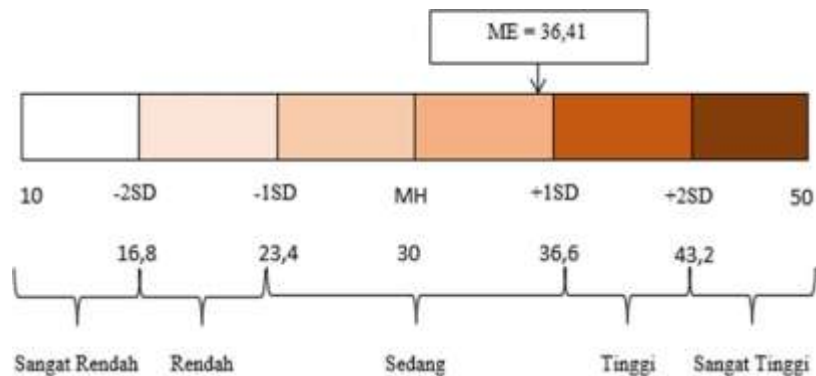


Figure 3 Categories of Job Satisfaction Scale Values

Based on the calculation of the analysis of the empirical mean value (ME) and hypothetical mean value (MH), it was obtained that *the empirical mean value (ME) was 36.41 and the hypothetical mean value (MH) was 30*. On the job satisfaction scale, it shows that married employees have job satisfaction classified as moderate.

7. Sample Description Analysis Based on Demographic Data

The number of samples in this study was 143 married employees. The description of the research subjects was classified based on gender, age, age of marriage, education, length of work, place of residence, number of children, and whether or not they had an ART (domestic assistant).

a. By Gender

Based on the results of the analysis conducted, 68 subjects had a *work life balance* in the high category with a *mean* value of 22.71, followed by a female research sample (PR) of 75 subjects had a *work life balance* in the high category with a *mean* value of 23.57.

Furthermore, the research sample of 68 subjects who were male (LK) had a *perception of compensation level* in the medium category with a *mean* value of 13.69, followed by a female gender (PR) research sample of 75 subjects had a *perception of compensation level* in the medium category with a *mean* value of 13.71.

Then, the research sample of 68 subjects had a level of job satisfaction in the medium category with a *mean* value of 35.88, while the research sample of 75 subjects had a level of job satisfaction in the high category with a *mean* value of 36.91.

b. By Age

Of the 143 respondents, the age sample in this study ranged from 21 - 40 years old. In the age sample of 21-29 years with a total of 81 respondents, they had a *work life balance* in the high category with a *mean* value of 23.05, while the *level of perception of compensation* was in the medium category with a *mean* value of 13.49, and also in job satisfaction was in the medium category with a *mean* value of 36.42.

Then, in the 30-35 year old age sample with a total of 47 respondents, they had a *work life balance* in the high category with a *mean* value of 23.49, while the *level of perception of*

compensation was in the medium category with a *mean* value of 14.00, and also in job satisfaction was in the medium category with a *mean* value of 36.00.

Then, in the 36-40 year old age sample with a total of 15 respondents, they had a *work life balance* in the high category with a *mean* value of 22.73, while the *level of perception of compensation* was in the medium category with a *mean* value of 13.87, and in the job satisfaction was in the high category with a *mean* value of 37.73.

c. Based on Marital Age

Of the 143 respondents, the sample of marriage age in this study ranged from 1 – 15 years of marriage. In the marriage age sample with a range of 1-5 years, the number of respondents as many as 81 people had a *work life balance* level in the high category with a *mean* value of 23.03, while in the *perception of compensation* it was in the medium category with a *mean* value of 13.83, and also in the job satisfaction was in the medium category with a *mean* value of 36.26.

Furthermore, the sample of marriage age with a range of 6-10 years of respondents as many as 47 people had a *work life balance* level in the high category with a *mean* value of 23.42, while in the *perception of compensation* it was in the medium category with a *mean* value of 13.33, and also in the job satisfaction was in the medium category with a *mean* value of 36.25.

Then, in the sample of marriage age with a range of 11-15 years, the number of respondents as many as 15 people had a *work life balance* level in the high category with a *mean* value of 23.00, while in the *perception of compensation* it was in the medium category with a *mean* value of 14.50, and in job satisfaction it was in the high category with a *mean* value of 39.13.

d. By Education

Of the 143 respondents, the sample of the education level in this study, namely SMA – S3, where the high school level with a total of 16 respondents has a *work life balance* level in the high category with a *mean* value of 22.75, while the *level of perception of compensation* is in the medium category with a *mean* value of 14.31 and also has a level of job satisfaction in the medium category with a value of 22.75 *mean* of 35.13.

Then, at the D3 level with a total of 15 respondents, there is a *work life balance* level in the high category with a *mean* value of 22.73, while the *level of perception of compensation* is in the medium category with a *mean* value of 14.20 and has a level of job satisfaction in the high category with a *mean* value of 37.47.

Then, at the S1 level with 102 respondents, there is a *work life balance* level in the high category with a *mean* value of 23.09, while the *level of perception of compensation* is in the medium category with a *mean* value of 13.31 and also has a job satisfaction level in the medium category with a *mean* value of 36.33.

Furthermore, at the S2 level with a total of 5 respondents, there is a *work life balance* level in the high category with a *mean* value of 25.20, and the *level of perception of compensation* is in the high category with a *mean* value of 15.20, and also has a level of job satisfaction in the high category with a *mean* value of 37.40.

At the S3 level with a total of 5 respondents, there is a *work life balance* level in the high category with a *mean* value of 25.20, and the *level of perception of compensation* is in the high

category with a *mean* value of 16.60, and also has a level of job satisfaction in the high category with a *mean* value of 38.20.

e. Based on Length of Work

Of the 143 respondents, the sample of the length of time they worked in this study ranged from 1 to 15 years old. In the long working age of 1-5 years, the number of respondents as many as 87 people had a *work life balance* in the high category with a *mean* value of 23.03, while they had a *perception of compensation* in the medium category with a *mean* value of 13.83, and also in job satisfaction was in the medium category with a *mean* value of 36.26.

Then, at the age of 6-10 years, the number of respondents as many as 48 people had a *work life balance* in the high category with a *mean* value of 23.42, while having a *perception of compensation* in the medium category with a *mean* value of 13.33, and also in job satisfaction was in the medium category with a *mean* value of 36.25.

Then, at the age of 11-15 years, the number of respondents as many as 8 people had a *work life balance* in the high category with a *mean* value of 23.00, while they had a *perception of compensation* in the medium category with a *mean* value of 14.50, and in job satisfaction was in the high category with a *mean* value of 39.13.

f. Based on Residence

Of the 143 respondents, the sample of residences in this study was rented, with parents/in-laws, their own houses, and others. In the sample who lived in a rented apartment with a total of 16 respondents, the level of *work life balance* was in the medium category with a *mean* value of 21.44, and had a *perception level of compensation* in the medium category with a *mean* value of 13.00, also in the job satisfaction level was in the medium category with a *mean* value of 34.94.

Then, in the sample who lived with parents/in-laws with a total of 57 respondents, the level of *work life balance* was in the high category with a *mean* value of 23.23, while the *level of perception of compensation* was in the medium category with a *mean* value of 13.63, and the level of job satisfaction was in the high category with a *mean* value of 37.07.

Furthermore, in the sample who lived at home with a total of 164 respondents, the level of *work life balance* was in the high category with a *mean* value of 23.45, and had a *perception level of compensation* in the medium category with a *mean* value of 14.06, and also in the level of job satisfaction was in the medium category with a *mean* value of 36.23.

Then, in the remaining sample other than those mentioned above (others), the number of respondents as many as 6 people had a *work life balance* level in the high category with a *mean* value of 24.00, and had a *perception level of compensation* in the medium category with a *mean* value of 12.33, and also in the job satisfaction level was in the medium category with a *mean* value by 36.17.

g. Based on the Number of Children

Of the 143 respondents, the sample number of children in this study ranged from 0 – 3 children. In the sample that did not have children (0), the number of respondents was 41 people who had a *work life balance* level in the high category with a *mean* value of 23.25, while the *level of perception of compensation* in the medium category with a *mean* value of 13.54, and also had a level of job satisfaction in the medium category with a *mean* value of 35.83.

Then, in the sample that had 1 child, the number of respondents was 58 people who had a *work life balance* level in the high category with a *mean* value of 23.17, while the *level of*

perception of compensation in the medium category with a *mean* value of 13.60 and also had a level of job satisfaction in the medium category with a *mean* value of 36.10.

Furthermore, in the sample that had 2 children, the number of respondents was 34 people who had a *work life balance* level in the high category with a *mean* value of 23.00, while the perception level of *compensation* in the medium category had a *mean* value of 14.00, and had a job satisfaction level in the high category with a *mean* value of 37.41.

Then, in the sample with 3 children, the number of respondents as many as 10 people had a *work life balance* level in the high category with a *mean* value of 23.70, while the level of *perception of compensation* in the medium category had a *mean* value of 13.90, and had a level of job satisfaction in the high category with a *mean* value of 37.30.

h. Based on whether or not you have an ART (Domestic Assistant)

Of the 143 respondents, in the research sample that had a Domestic Assistant (ART), the number of respondents was 22 people who had a *high category of work life balance* with a *mean* value of 22.50, while the level of *perception of compensation* was in the medium category with a *mean* value of 14.00, and in work satisfaction was in the high category with a *mean* value of 37.77.

Furthermore, in the sample of research samples that do not have a Domestic Assistant (ART), the number of respondents as many as 121 people has a *high category of work life balance* with a *mean* value of 23.28, while the level of *perception of compensation* is in the medium category with a *mean* value of 13.64, and also in the job satisfaction is in the medium category with a *mean* value by 36.17.

B. Discussion

This study aims to find out whether *work life balance* and *perception of compensation* have an effect on job satisfaction in married employees. Based on this study, it shows that there is an influence between *work life balance* and *perception of compensation* on job satisfaction in married employees, with the close relationship between *work life balance* and *perception of compensation* on job satisfaction with an R value of 0.402 and the magnitude of the influence of *work life balance* and *perception of compensation* Job satisfaction of 0.162 (16.2%), the remaining 0.833 (83.3%) was influenced by other factors not studied in this study with a significance value of 0.000 ($P \leq 0.01$) which means that there is a very significant influence. Therefore, the hypothesis proposed in this study is accepted or there is a very significant influence between *work life balance* and *perception of compensation* on job satisfaction in married employees. This is in accordance with the results of research conducted by Pangemanan, et al. (2017), where *work life balance* has a positive or direct influence on job satisfaction, which means that the higher *the work-life balance*, the higher the job satisfaction. Then, the results of this study are also in accordance with the research conducted by Astuti & Mujiasih (2015), that there is a positive and significant correlation between the perception of compensation and job satisfaction in employees with a score of ($r = 0.594$; $p < 0.001$).

Based on the results of the calculation of the empirical *mean work life balance* for employees is in the high category with a value of 23.16. This can be interpreted that the subjects in this study have a high balance of roles between work and personal life or a *high work-life balance* in the workplace. A *high work-life balance* indicates that employees feel that their work life does not interfere with their personal life, and vice versa their personal life does not interfere with their work life. Singh and Khanna (2011), state that *work-life balance* is a broad

\

concept that involves setting the right priorities between work (career and ambition) on the one hand and life (happiness, leisure, family and spiritual development) on the other. In addition, a person who has a high *work-life balance* will also have high job satisfaction and show good work performance in his or her job position. This is in line with research conducted by Rondonuwu, et al. (2018), which stated that *work-life balance* affects job satisfaction with a significance value of 37.4%. Then, it is also supported by research conducted by Kanwar et al. (2009), which found that *work-life balance* has a positive effect on job satisfaction, namely the higher the *work-life balance*, the higher the employee job satisfaction.

Furthermore, based on the *empirical mean* of *perception of compensation* in this study, it is in the medium category with a value of 13.69. Compensation is categorized as one of the components that affect the level of employee job satisfaction, compensation as a form of appreciation for what employees have done to achieve company goals (Permadi & Wayan, 2017). This can be interpreted that the subjects in this study have a level of *perception of compensation* that is in the workplace due to several things, such as employee *performance* at work which does not always receive positive recognition and assessment by the company (*reward*), the incentives and bonuses received are not fully in accordance with what the employee is entitled to, and others. Of course, this can affect employee job satisfaction in the company. This is in line with the opinion of Munandar (2012), who said that *equitable rewards* or rewards that are perceived to be fair will determine employee satisfaction. The intended reward is the financial change that the employee receives as part of the employment relationship. Then, based on research conducted by Setiawan (2004), that compensation components such as salaries, allowances, bonuses, and incentives can affect employee job satisfaction. If the compensation component felt by employees is in accordance with expectations, it will increase job satisfaction in employees. Then, a study also conducted by Rahayu & Pramularso (2019), compensation has a positive and significant influence on employee job satisfaction. However, a different opinion from previous researchers that is in line with the *empirical mean* results in this study is a study conducted by Kadir & Amalia (2017), which states that compensation does not have a significant effect on employee job satisfaction. Where, in this study, the *level of perception of compensation* for employee job satisfaction is in the medium category, while the level of job satisfaction in employees is in the high category.

Then, based on the *empirical mean* of job satisfaction in this study, it is in the high category with a value of 36.42. This can be interpreted that the subjects in this study have high job satisfaction in the company. According to Edy Sutrisno (2019), Job Satisfaction is an employee's attitude towards work related to the work situation, cooperation between employees, rewards received at work, and matters related to physical and psychological factors. If employees feel high job satisfaction in the company, then employees will be effective at work, loyal to the company, have high work motivation, and employees will be happier in doing their jobs. This is in accordance with research conducted by Aamodt (2010), which states that employees with high levels of job satisfaction tend to be committed to the organization, arrive on time, stick with the organization, show good performance and produce positive and beneficial behaviors for the organization, compared to employees with low job satisfaction levels.

The sample of this study is married employees with a demographic comparison of gender, age, marriage age, education, length of employment, place of residence, number of children, and whether or not they have ART (Domestic Assistant). Judging from the level of *work-life balance* based on gender demographics, it is known that employees with the male gender and employees who are female both have a high level of *work-life balance*. However, when viewed from the *empirical mean*, female employees have an *empirical mean value* of 23.57, this value is higher than the *empirical mean value* of male employees with a value of 22.71, meaning that female employees feel that they have more balance of roles between work and personal life. Based on the opinion of Poulouse & Sudarsan (2014), one of the factors in achieving a good *work-life balance* is supported by the ability to *be emotionally intelligent*. This is an ability to express, flow, and regulate emotions towards the environment. Previous research conducted by Hidayah et al., (2020), showed that in terms of *gender* between men and women, good *emotional intelligence* skills are more possessed by women than men. So it can be concluded that if viewed based on *gender* differences, the ability to achieve a good *work-life balance* will be more likely to be achieved by women.

Then, when viewed from the level of *perception of compensation* based on gender demographics, it is known that employees with the male gender and employees who are female both have a moderate level of *perception of compensation*. However, when viewed from the *empirical mean*, female employees are larger than male employees with a *mean value* of 13.71. This is in line with the results of a study conducted by Amanatullah & Morris (2010), which stated that women tend to be more hesitant than men to negotiate their job offers, especially their salary. Therefore, it can be said that women will be more accepting and satisfied with the perception of compensation received in the company compared to men.

Then, when viewed from the level of job satisfaction based on gender demographics, it is known that employees with the male gender have a moderate level of job satisfaction with a mean value of 35.88 and employees who are female have a high level of job satisfaction with a *mean value* by 36.91. This is in line with Harrel's (in Suyatno, 2001) opinion, stating that female employees are more satisfied than male employees in a study involving 635 administrative employees, who stated that only 35% of female employees are dissatisfied with their jobs, while there are 55% of male employees who are dissatisfied with their jobs. Then, the results of a study conducted by Zalensik, Christenson and Roethlisberger (in Suyatno, 2001), also stated that women are more satisfied at work than men, if the group of women receive the same wages and social position as the group of men. In addition, a study conducted by Chirchir (2016), which stated that overall there was no significant difference in job satisfaction levels between men and women. However, there was a difference in the level of satisfaction with administrative tasks and teaching satisfaction, it was found that male teachers were more satisfied with administrative tasks than female teachers. Similarly, male teachers are more satisfied with teaching than female teachers. This explains that female teachers are not very fond of extra administrative tasks at school.

Furthermore, the level of *work-life balance* based on age demographics in employees aged 21-29 years has a high level of *work-life balance*, employees aged 30-35 years have a high level of *work-life balance*, and employees aged 36-40 years have a high level of *work-life balance*. High *empirical mean* results on age-based demographic data, show that a person's age at work can affect the level of *work-life balance*. This is in line with research conducted by

Maulidina & Fairuzzabadi (2019), which is based on the results of *Causal Step analysis*, indicating that age has a positive effect on Work-Life Balance. Then, Choundhary and Shrivastava (2015), also added that age has a significant relationship with *work life balance* in a person.

Then, the level of *perception of compensation* based on age demographics in employees aged 21 – 29 years has a moderate level of *perception of compensation*, employees aged 30 – 35 years have a moderate level of *perception of compensation*, and employees aged 36 – 40 years have a level of *perception of compensation* medium. Then, based on job satisfaction levels based on age demographics, employees aged 21 – 29 years have a moderate level of job satisfaction, employees aged 30 – 35 years have a moderate level of job satisfaction, and employees who are 36 – 40 years old have a high level of job satisfaction with a mean value of 37.73, which means that the older a person is, the more satisfied they will be at work. This is in accordance with the results of research from Mangkunegara (2013), that older employees feel more satisfied with their work compared to younger employees. The relationship with age can be explained by the theory stated by Moekijat (1995), that as workers get older, they tend to be satisfied with their work. There are several reasons for this possibility, such as decreased expectations and adjustments to better work situations due to the abundance of experience. In addition, Super (in Gladding, 2012) states that the age of 24-44 years is the *establishment* stage where individuals will include job choices as an aspect of self-concept and the best opportunity to gain job satisfaction.

The level of *work life balance* in the demographic based on the age range of marriage 1-15 years both have a *high level of work life balance*. In marriage, of course, there is a role between husband and wife who become a couple to contribute to each other in their household. This is because marital satisfaction is one of the components of family satisfaction that can affect *work-life balance*. This is supported by research conducted by Chen and Li (2012) which says that role balance is positively associated with marital satisfaction.

Then, the level of *perception of compensation* based on the demographics of the marriage age range of 1 – 15 years both have a moderate level of *perception of compensation*. However, if you look at the *mean value*, then at the age of 36-40 years there is a higher mean with a value of 14.50. Therefore, based on the opinion of Fuizi Usman (2014), said that compensation is one of the aspects that is meaningful for employees because the amount of compensation reflects the size of their employees' value among the employees themselves, their families, and the community. So the longer the marriage age, there will be adjustments to the work situation and compensation due to the amount of experience.

Then, the level of job satisfaction based on the demographics of the marriage age range of 1-5 years and 6-10 years is both in the medium category, but at the marriage age of 11-15 years has a high level of job satisfaction with a *mean* value of 39.13. In a study conducted by Reinaldi, et al. (2019), marital status has a significant influence on employee job satisfaction. Therefore, the longer the marriage age, the longer the employee, the more satisfied the employee will feel high job satisfaction, because the married employee is forced to be more responsible for the job because he considers the job important and brings job satisfaction.

The level of *work-life balance* in the demographic based on education, employees with high school, D3, S1, S2, and S3 education, both have a high level of *work-life balance*. This is in line with the opinion of Adityawarman et al., (2015), that all employees with different levels

of education can still accept the demands and challenges at work. So this also applies to the balance of life lived in work and personal life.

Then, based on the *perception of compensation*, employees with high school, D3, and S1 education levels have a *perception level of compensation* in the medium category, and employees with S2 and S3 education levels have a high level of *perception of compensation* in the high category. However, when viewed from the *mean* value, employees with a S3 education level have the highest mean value with a value of 38.20. This is in line with research conducted by Desy & Sujianto (2013), which concluded that the provision of compensation has an effect and significant on employee performance if the employee's education level and skills are in a fixed state. This shows that the high level of compensation affects the level of education and skills of employees which has a positive effect on employee performance. The higher the education of an employee, the employee's skills will increase and the compensation given will be according to his performance and expertise.

Then, based on employee job satisfaction with high school and S1 education levels, it is in the medium category. Meanwhile, the education level of D3, S2, and S3 employees is in the high category. When viewed from the *mean* value, S3 education is in the highest category with a *mean* value of 38.20. This is in line with research conducted by Hidayat (2013), The results of the study show that the level of formal education is positive and significant in terms of job satisfaction. The higher the level of education a person with a challenging job and high responsibility, as well as good skills and skills balanced by a high salary, these things can cause job satisfaction for employees. On the other hand, employees who are at a lower level with a high level of education than employees who are at the same level with jobs that are not in accordance with their abilities and skills, will cause dissatisfaction in their work (Rahayuningsih, 2006).

The level of *work-life balance* in the demographic based on the length of work, employees with a working period of 1-5 years, 6-10 years, and 11-15 years both have a *high level of work-life balance*. According to Ayuningtyas (in Amanda, 2018) *work-life balance* is related to other factors, one of which is career path, a clear career path in the organization helps employees to be more optimal at work and is related to the emergence of *work-life balance*. Then, research from Hill, Hawkins, Ferris and Weitzman (2001), stated that long working hours have a strong value and are negatively correlated with *work-life balance*. This means that if the employee's working hours are longer, the *work life balance* felt by employees is lower. Of course, it is not in line with the results of this study, which *is in the* high category.

Then, the level of *perception of compensation* in the demographic based on the length of work, employees with a working period of 1-5 years, 6-10 years, and 11-15 years both have a *perception level of compensation* in the medium category. Then, the level of job satisfaction in the demographic based on length of work, employees with a working period of 1-5 years, 6-10 years both have a level of job satisfaction in the medium category, while in the length of work 11-15 years is in the high category. Based on research conducted by Hadiyani, Karmiyati, and Ingarianti (2013), it shows that there is a very significant difference between organizational commitments when reviewed from the employee's working period. The longer the working period, the stronger the organization's commitment. Conversely, the shorter the working period, the weaker the organization's commitment. This is in accordance with the results of

research from Mizmir (2011), which states that the longer a person's working period, the higher the job satisfaction achieved.

The level of *work life balance* is based on the demographics of the place of residence, employees who live in rented houses have a *moderate work life balance* level with a mean of 21.44. Meanwhile, employees who live with their parents/in-laws, at home, and others are in the high category. This allows that if you live with parents/in-laws, and others, there will be an impact of a pattern of *attachment* that develops a positive view of yourself and others, has confidence when dealing with others, has a good self-concept, feels comfortable sharing feelings with others, cares about anyone. Individuals who have a *secure attachment* will show various positive characteristics, such as being smarter in solving problems and having more social competence, such as being more cooperative, obedient to parents and having better relationships with their peers (Retnaningsih in Purnama & Wahyuni, 2017).

Then, the level of *perception of compensation* in demographics based on the place of residence in the rent, with parents/in-laws, their own house, and others are both in the medium category. Then, the level of job satisfaction in the demographic based on where to live in rent, own houses, and others is in the medium category. Meanwhile, living with parents/in-laws is in the high category with a *mean* value of 37.07. This high category affects the support of the family which is very much needed by working couples. Friedman et al (in Purwaningsih et al., 2013), stated that the family has several functions/types of support, namely informational support in the form of family as a disseminator of information, assessment support where the family acts to guide and mediate problems, instrumental support, namely the family as a source of practical and concrete help, and emotional support, namely the family as a safe and peaceful place for rest and recovery. The results of this study are in line with the research that has been conducted by Adams, et.al (2012) with the title "*Relationships of job and family involvement, family social support, and work family conflict with job and satisfaction*" stating that emotional and instrumental family support has an important effect on job satisfaction and a person's life. Another study conducted by Isnovijayanti (2002) entitled "The effect of social support on work stress and job satisfaction" found that social support, one of which is in the form of support from family, can reduce work stress and increase a person's job satisfaction.

The level of *work-life balance* is based on the demographics of the number of children, the range of 0 – 3 children is both in the high category. Meanwhile, the level of *perception of compensation* is both in the medium category. Then, the level of job satisfaction that has a number of 0 (zero) and 1 child is in the medium category, while the number of 2 and 3 children is in the high category. The results of this study are not in line with the opinion of Guest (2002), who states that couples who work together and have children tend to experience *imbalances* more often and are also not in line with the opinion of Poulouse and Sudarsan (2014), who stated that family factors related to the number of children and responsibilities for children cause imbalances in work and outside of work. It is also not in line with the research from Handayani, Afiati, and Adityanti (2015), which stated that married couples who work together will find it more difficult to achieve a work-life balance and are added to having young children. Because in this study, the level of *work life balance* based on demographics of the number of children is in the high category, and the level of job satisfaction is also in the high category. Employees who have a positive attitude and feelings towards their work will have positive feelings about their personal and family life (Schultz & Schultz in Soeharto, 2010).

The level of *work life balance* is based on the demographics of whether or not you have ART (Household Assistant), employees who have ART (Household Assistant) have a *mean* value of 22.50 which is in the high category and those who do not have ART have a mean value of 23.28 which is in the high category. Then the level of *perception of compensation* for employees who have ART (Domestic Assistant) and those who do not have ART, both have a level of *perception of compensation* in the medium category. Employees who have ART have a *mean* value of 14.00, and employees who do not have ART have a *mean* value of 13.64. Then the level of job satisfaction in employees who have ART (Household Assistant) has a *mean* value of 37.77 which is in the high category, and employees who do not have ART have a *mean* value of 36.17 which is in the medium category. In line with research conducted by Apriani, et al. (2021), which stated that the dominant dimension of *work-life balance* in working mothers is WIPL (*Work Interference with Personal Life*). Working mothers who live with their families, have positions, have domestic assistants and live with husbands, children and parents have the most high *work-life balance*. It will also affect the balance between his personal life and his work life.

CONCLUSION

Based on the results of the research that has been conducted, it can be concluded that the hypothesis proposed in this study is accepted, namely that there is an influence between *work life balance* and *perception of compensation* on job satisfaction in married employees. This study also showed that there was an effect of *work-life balance* on job satisfaction of 0.085 (8.5%), then the effect of *perception of compensation* on job satisfaction of 0.107 (10.7%), and the influence of two variables, namely *work life balance* and *perception of compensation* Job satisfaction was 0.162 (16.2%), the remaining 0.833 (83.3%) was influenced by other factors outside of the study variables. In the *variable of work life balance*, the results of the *calculation of the empirical mean for married employees are in the high category*, while in the variable *perception of compensation*, *the results of the calculation of the empirical mean for married employees are in the medium category*. Then, in the job satisfaction variable, the results of *the empirical mean* calculation of married employees were in the high category.

REFERENCE

- Abadi, S., & Latifah, F. (2016). Decision Support System Penilaian Kinerja Karyawan Pada Perusahaan Menggunakan Metode Simple Additive Weighting. *Jurnal TAM (Technology Acceptance Model)*, 6, 37–43
- Apriani, A. N., Mariyanti, S., & Safitri, S. (2021). Gambaran Work-Life Balance pada ibu yang bekerja. *JCA of Psychology*, 2(04).
- As'ad, M. (2004). *Psikologi Industri*. Yogyakarta: PT. Liberty.
- Astuti, D. E., & Mujiasih, E. (2015). Perception of compensation and job satisfaction on employees of Pt Kuda Inti Samudera, Semarang. *Jurnal Empati*, 4(1), 55-61.
- Bangun, W. (2012). *Manajemen Sumber Daya Manusia*, Erlangga.
- Bachtiar, A. (2004). *Menikahlah, maka engkau akan bahagia*. Yogyakarta: Saujana.
- Chen, L. H., & Li, T. S. (2012). Role balance and marital satisfaction in Taiwanese couples: An actor-partner interdependence model approach. *Social indicators research*, 107, 187-199.
- Choundhary, A. K., & Shrivastava, M. (2015). Work life balance and organization: A conceptual review. *International Journal of Behavioral Social and Movement Sciences*, 4(3), 58-75
- Dewani, F., & Amir, M. (2016). *Hubungan Antara Persepsi Terhadap Kompensasi Dengan Kepuasan Kerja Karyawan Luwes Gading (Doctoral dissertation, Universitas Muhammadiyah Surakarta)*.
- Fefianti, D. PENDIDIKAN FORMAL, KEAHLIAN, PEMBERIAN KOMPENSASI, DAN KINERJA PEGAWAI. *Jurnal Kebijakan Publik*, 4(01), 105-110.
- Ganapathi, I. M. D. (2016). Pengaruh work-life balance terhadap kepuasan kerja karyawan (studi pada PT. Bio Farma Persero). *Jurnal Ecodemica: Jurnal Ekonomi Manajemen dan Bisnis*, 4(1), 125-135.
- Handoko, T. H. (2016). *Manajemen personalia dan sumberdaya manusia*. Bpfe.
- Hariandja, Mariot Tua Effendy. 2013. *Manajemen Sumberdaya Manusia*. Jakarta: PT. Gramedia Widiasarana Indonesia.
- Hasibuan, M. S. (2008). *Manajemen sumber daya manusia*.
- Hidayat, W. (2013). Analisis pengaruh tingkat pendidikan formal dan motivasi terhadap kepuasan kerja karyawan Universitas Muhammadiyah Yogyakarta dengan gender sebagai variabel moderasi. *JBTI: Jurnal Bisnis: Teori Dan Implementasi*, 4(1), 106-119.
- Juliansyah, N. (2011). *Metodologi Penelitian: Skripsi, Tesis, Disertasi dan Karya Ilmiah*. Kencana Prenada Media Group. Jakarta.
- Kadir, M. A. H., & Amalia, L. (2017). The Effect of Job Motivation, Compensation, Organizational Culture Towards Job Satisfaction and Employee Performance of The Ministry of Man Power. *International Journal of Business and Management Invention*, 6(5), 73–80.
- Maulidia, M., & Fairuzzabadi, F. (2021). Pengaruh Usia Terhadap Keseimbangan Kehidupan Kerja Yang Dimediasi Oleh Batasan Pekerjaan di Kantor Dan Batasan Pekerjaan Di Rumah Pada Karyawan Sektor Perbankan di Banda Aceh. *Jurnal Ilmiah Mahasiswa Ekonomi Manajemen*, 6(3), 471-485.
- Nawawi, H. (20011). *Manajemen sumber daya manusia*.

- Novelia, P., Sukhirman, I., & Hartana, G. (2013). Hubungan antara work life balance dan komitmen berorganisasi pada pegawai perempuan. *Jurnal Universitas Indonesia*, 1-19.
- Nyberg, A. (2010). Retaining your high performers: Moderators of the performance–job satisfaction–voluntary turnover relationship. *Journal of applied psychology*, 95(3), 440
- Pangemanan, F, L., Pio, R. J., dan Tumbel, T, M. 2017. Pengaruh Work-Life Balance dan Burnout Terhadap Kepuasan Kerja. *Jurnal Administrasi Bisnis*, 5 (3): 1-8.
- Poulose, S., & Sudarsan, N. (2014). Work-life balance: A conceptual review. *International Journal of Advances in Management and Economic*, 3(2), 1-17.
- Pratama, H. P., & Setiadi, I. K. (2021). Pengaruh Work Life Balance Terhadap Kepuasan Kerja Karyawan Milenial Perusahaan Startup di Jakarta. *Business Management Analysis Journal (BMAJ)*, 4(2), 145-159.
- Rahmawati, Z., & Gunawan, J. (2020). Hubungan Job-related Factors, Work-life Balance dan Kepuasan Kerja pada Pekerja Generasi Milenial. *Jurnal SAINS Dan Seni ITS*, 8(2), D418-D423.
- Rivai, Veithzal & Jauvani Sagala. (2011). *Manajemen Sumber Daya Manusia Untuk Perusahaan Dari Teori ke Praktik*. Jakarta: Rajawali Press.
- Rondonuwu, F. A., Rumawas, W., & Asaloei, S. (2018). Pengaruh work-life balance terhadap kepuasan kerja karyawan pada Hotel Sintesa Peninsula Manado. *Jurnal Administrasi Bisnis (JAB)*, 7(2), 30-39.
- Sandewa, F. (2019). Faktor-faktor yang mempengaruhi kinerja pegawai di Kabupaten Banggai Kepulauan. *Jurnal Clean Government*, 1(2), 90-110.
- Shomad, A. (2017). *Hukum islam: Penormaan prinsip syariah dalam hukum indonesia*. Kencana.
- Suharno, B. (2013). *Langkah Jitu Memulai Bisnis dari Nol*. Niaga Swadaya.
- Suryatie, R. (2010). *hubungan antara persepsi terhadap kompensasi dengan kepuasan kerja karyawan telkom banjarmasin (Doctoral dissertation, University of Muhammadiyah Malang)*.
- Sutrisno, E. 2017. *Manajemen Sumber Daya Manusia*. Kencana, Jakarta
- Spector, P. E. (1997). *Job Satisfaction*. USA: SAGE Publications, Inc
- Tjitrosudibio, R. D., & Subekti, R. (2013). *Kitab Undang-Undang Hukum Perdata*. Jakarta: PT Pradnya Paramita.
- Wibowo. (2016). *Manajemen Kinerja, Edisi Kelima*, PT. Rajagrafindo Persada Jakarta-14240.