

Work-Life Balance and Job Satisfaction Among Employees at PT Paguntaka Cahaya Nusantara Ambon Branch

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Abstract

In an era of increasingly fierce competition, work development, and ever-increasing demands, maintaining employees' work-life balance has become a strategic imperative for every company. The purpose of this study was to determine the relationship between work-life balance and job satisfaction in employees of PT Paguntaka Cahaya Nusantara Ambon branch. This study used a quantitative, correlational approach. Data were collected through distributing scales to 234 employees selected using an accidental sampling technique. The data obtained is analysed using Pearson's correlation analysis. The results of this study indicate a positive and significant relationship between work-life balance and job satisfaction ($r = .470$, $p < .01$). The greater the perceived balance between work and personal life, the higher employees' job satisfaction. This finding underscores the importance of company policies in supporting employees' work-life balance to increase job satisfaction, which, in turn, will contribute to productivity, employee retention, and overall organisational performance.

Keywords: work-life balance, job satisfaction, employees

Abstrak

Di era persaingan dan perkembangan kerja yang kian ketat dan tuntutan yang terus meningkat, menjaga keseimbangan kehidupan kerja dan pribadi (*work-life balance*) karyawan telah menjadi imperatif strategis bagi setiap perusahaan. Tujuan penelitian ini untuk mengetahui hubungan antara *work-life balance* dan *job satisfaction* pada karyawan PT Paguntaka Cahaya Nusantara area Ambon. Penelitian ini menggunakan pendekatan kuantitatif dengan metode korelasional. Data dikumpulkan melalui penyebaran skala kepada 234 karyawan yang dipilih menggunakan teknik *accidental sampling*. Data yang telah diperoleh dianalisis menggunakan analisis *Pearson correlation*. Hasil penelitian ini menunjukkan adanya hubungan positif dan signifikan antara *work-life balance* dan *job satisfaction* ($r = .470$, $p < .01$). Semakin baik keseimbangan antara kehidupan kerja dan kehidupan pribadi yang dirasakan oleh karyawan, maka semakin tinggi pula tingkat kepuasan kerja mereka. Temuan ini menggarisbawahi pentingnya kebijakan perusahaan dalam mendukung *work-life balance* para karyawan guna meningkatkan kepuasan kerjanya, yang pada akhirnya akan berkontribusi pada produktivitas, retensi karyawan, dan kinerja organisasi secara keseluruhan.

Kata Kunci: *work-life balance, job satisfaction, karyawan*

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INTRODUCTION

This study specifically investigates the intricate relationship between employees' perceptions of work-life balance and their reported levels of job satisfaction within this particular organisational context. Understanding this dynamic is critical, as an imbalance can lead to chronic stress and a significant reduction in productivity, sometimes by as much as 40% (David et al., 2025). Conversely, a well-managed work-life balance is strongly associated with enhanced employee motivation, increased engagement, and overall improved organisational performance (Malek et al., 2025).

This inquiry is further motivated by the recognition that high job satisfaction is a cornerstone for organisational success, directly influencing employee retention, commitment, and overall operational efficiency (Rabbad et al., 2024; Uma & Swasti, 2024). Previous research has indicated that a positive work environment, coupled with a healthy work-life balance, significantly contributes to increased job satisfaction, ultimately enhancing employee performance and overall organisational sustainability (Provita & Nabhan, 2023; Uma & Swasti, 2024; Yanti, 2018). Given that human resources are a critical asset driving organisational goals, understanding these dynamics is crucial for PT Paguntaka Cahaya Nusantara (Nurhasan & Sinambela, 2025).

Thus, exploring the relationship between work-life balance and job satisfaction is paramount for fostering a thriving workforce and ensuring the long-term viability of the company (Wenno, 2018; Yanti, 2018). This study will employ a quantitative research approach, utilising surveys to gather data on employees' perceptions of work-life balance indicators and their reported job satisfaction levels to identify key correlations (Shafariah & Gofur, 2025). The findings from this analysis are anticipated to provide actionable insights for developing targeted interventions to improve employee well-being and bolster organisational productivity (Nugroho et al., 2022).

The era of globalisation presents a world of work that is full of challenges. Tight competition and dynamic changes are realities that companies must face. In this condition, companies no longer rely solely on natural resources, but also on quality human resources (HR). According to Potale & Uhing (2015), a company's success is highly dependent on the quality of its human resources. This is because employees act as the driving force in planning, organising, directing, and mobilising the company's other resources. Bukit et al. (2017) explain that effective HR management is the primary foundation for building high-quality human resources.

A critical aspect of strategic HR management is the effort to increase job satisfaction, especially in the challenges of the globalisation era. According to Robbins & Judge (2015), job satisfaction is not just a person's positive feelings about their job. Still, more than that, job satisfaction is the result of an individual's assessment of the characteristics of the job being undertaken. Job satisfaction is a crucial investment for companies, as it can help increase productivity and achieve optimal work results. Alromaihi et al. (2017) suggest that eight factors affect job satisfaction: supervision, working conditions, workers, salary, policies and procedures, job security, work-related social status, and work-life balance.

According to Nugarah (2019), an employee's job satisfaction is related to the ability to balance his professional and personal life, known as work-life balance (WLB). WLB refers to a situation in which an employee has sufficient time and energy for both work and life outside work. Nugraha et al. (2022) stated that a lack of balance between work and personal life (WLB) can lead to low job satisfaction. This shows that there is a relationship between WLB and job satisfaction. According to a survey conducted by



Jobstreet.com (2014) of 17,623 respondents, the results show that 73% of employees are dissatisfied with their jobs. Many employees are dissatisfied with their jobs because they do not work in line with their interests, have unclear career paths, have leaders with poor character, and lack harmony between work and personal life. Of the four factors that cause employee dissatisfaction, the most influential factor is the absence of work-life balance (WLB), as the survey results show that 85% of respondents do not have work-life balance (WLB).

A similar phenomenon is also found at PT Paguntaka Cahaya Nusantara or abbreviated as PT PCN. Paguntaka (2017) explains that PT PCN is part of PT PLN Nusa Daya (PLN Group), which manages manpower for the operation and maintenance of power plants, transmission, and distribution, as well as providing other supporting services to assist in the tasks of PT PLN Nusa Daya. One of its operational areas is Ambon. Based on the results of internal interviews that have been conducted with the HR and general supervisors of PT PCN Ambon area, it is found that there are several phenomena related to WLB and employee job satisfaction, namely PT PCN Ambon branch employees feel less appreciation for their performance because according to the results of the interview the award is only given once every three months, the award is given to employees who comply with occupational safety and health. Interviews with HR and general supervisors showed that only 10% of employees received a salary increase in 2025. According to his statement, this also affects interpersonal relationships among employees at the PT PCN Ambon branch, as there is often miscommunication, especially regarding duties and responsibilities that do not match the salaries and rewards they receive. Around 300 employees of the PT PCN Ambon branch work overtime, totalling at least 9,600 working hours per month. Data obtained from the HR and general supervisors show that this has led to a 10% increase in employee absenteeism and turnover rates over the past year. At PT PCN Ambon branch, there is a phenomenon that shows an imbalance between work life and personal life that affects job satisfaction in employees, so it is feared that it can have negative impacts, such as stress, fatigue, and decline. This aligns with Fisher's (2001) view that imbalance in WLB is a source of work stress for employees, related to issues of time, energy, goal achievement, and tension.

The balance between work life and personal life (WLB) is one of the determining factors that can affect employee job satisfaction. Fisher et al. (2003) also argue that WLB refers to how a person divides their time between work and other activities outside of work. Activities outside of work can include family, hobbies, art, education, and so on. When employees can balance the demands of work with their personal lives, they will be happier and more productive. Companies with a high WLB culture tend to have more satisfied employees.

Research conducted by Singla (2018) shows that WLB and job satisfaction are essential factors in maintaining employee relations with the company. Employees with a balance between work and personal life will feel satisfied with their jobs, in line with research by Shabrina and Ratnaningsih (2019), which found that 61 permanent employees of PT Pertani showed a positive correlation between WLB and job satisfaction. Another study by Sary (2022) found that 231 salespeople with a balance between work and personal life were more satisfied with their jobs, suggesting a positive relationship between WLB and job satisfaction. Of the many studies that show a positive correlation, several studies show contradictions, such as research conducted by Pranindhita and Wibowo (2020) in examining WLB and job satisfaction in vocational high school



teachers in Pati Regency, which found different results from previous studies. The study found no relationship between WLB and teacher job satisfaction.

Although numerous studies have explored the relationship between work-life balance (WLB) and job satisfaction, the findings remain inconclusive. Some studies report a significant positive correlation, while others find no meaningful association between the two variables. This inconsistency indicates a critical gap in the literature that merits further investigation. Additionally, the majority of existing research has been conducted in global settings or concentrated within Java, Indonesia, predominantly in the manufacturing, education, or sales sectors. Limited empirical attention has been given to the utility service industry, particularly in regions outside Java, such as Eastern Indonesia. In response to this gap, the present study examines the relationship between WLB and job satisfaction among employees at PT Paguntaka Cahaya Nusantara (PT PCN) in the Ambon branch, a subsidiary of the PLN Group that provides energy support services. By situating this research in a non-Java, non-manufacturing context, the study offers a novel contribution to the literature on employee well-being. The findings are expected to advance the understanding of WLB and job satisfaction within the utility sector in Eastern Indonesia and provide valuable insights for organisational policy and human resource strategies aimed at enhancing employee performance and retention.

METHOD

This study uses a correlational design within a quantitative research framework, to determine the relationship between work-life balance and employee job satisfaction at PT PCN Ambon branch. The population in this study were 600 employees of PT PCN Ambon branch. To determine the appropriate sample size, a table from Krejcie & Morgan (1970) was used, with a 5% margin of error. The sample used comprised 234 employees. The criteria apply to active employees of PT Paguntaka Cahaya Nusantara. Given the company's widespread locations for cost-effectiveness and efficiency, the sampling technique used is accidental sampling, in which the researcher selects anyone encountered and deemed suitable as a respondent in the study. A limitation of this sampling technique is that it is less representative of the research sample.

Two instruments are used by researchers, namely the WLB measurement tool developed by Fisher et al. (2009). This scale includes four aspects it, namely work interference with personal life (WIPL), individual life interference with work (PLIW), work enhancement of personal life (WEPL), and personal life enhancement of work (PLEW). This scale consists of 17 items: 7 favourable and 10 unfavourable. The answer options use a 5-point Likert scale: TP (Never), J (Rarely), T (Sometimes), S (Often), and SS (Very Often). Good item criteria show the rix coefficient value ≥ 0.30 . The results of the WLB scale validity test showed a coefficient above the standard (0.30), with item values ranging from 0.321 to 0.552, indicating that all items were valid. The measuring instrument can be said to be reliable if the Cronbach alpha coefficient (α) > 0.7 . The reliability test results on the WLB scale show that the Cronbach's alpha coefficient, $\alpha = 0.832$, is greater than 0.7, indicating that the scale is reliable.

In addition, for the job satisfaction variable, the scale used is the Job Satisfaction Survey (JSS) proposed by Spector (1997), which contains nine aspects: salary, promotion, leadership, benefits, appreciation from the company, work procedures, coworkers, nature of work, and communication. This scale consists of 36 items, 16 of which are favourable and 20 unfavourable. The answers to this scale are based on a Likert scale with 6 answer options, namely STS (Strongly Disagree), TS (Disagree), S (Slightly Disagree), SS (Neutral), T (Slightly Agree), and S (Agree).



(Slightly Agree), S (Agree), and SS (Strongly Agree). The validity results ranged from 0.302 to 0.63. So that all items are declared valid because they get a coefficient value above the standard (0.30). The reliability test results show a coefficient of $\alpha = 0.92 > 0.7$, indicating that the job satisfaction scale is reliable.

Data collection for the sample was conducted from February 11, 2025, to March 14, 2025. The scale distribution was conducted online via the Google Forms platform among employees of PT Paguntaka Cahaya Nusantara in the Ambon branch, yielding 234 respondents. The data obtained were analyzed using the Statistical Program for Social Science (SPSS). The data were processed into two stages, namely the assumption test, which included a normality test using the one-sample Kolmogorov-Smirnov test and a linearity test using the linearity test. The next stage is hypothesis testing using the Pearson product-moment correlation technique.

RESULT AND DISCUSSION

Demographic data obtained from the samples collected included gender, length of service, and division. The gender classification shows that there are more female participants than male participants, with 55.56% women and 44.44% men. The participant's length of service classification section is dominated by participants with a length of service of 3 years, totalling 68 participants (29.06%), and employees with a length of service of less than 1 year are the least represented, with only 22 participants. In the division classification section, the administration division has the most participants with 85 participants (36.32%), followed by the Billman division with 72 participants (30.77%), and the division with the fewest participants is cleaning service and security, each with 3 participants.

Table 1.
Demographic Results of Research Participants

No.	Classification of Participants	Description	N	Percentage
1.	Gender	Male	104	44.44%
		Female	130	55.56%
	Total		234	100%
2.	Legth of Service	< 1 Year	22	9.40%
		1 Year	58	24.79%
		3 Year	68	29.06%
		5 Year	41	17.52%
		> 5 Year	45	19.23%
	Total		234	100%
3.	Division	Human Capital	4	1.71%
		Yantek	50	21.37%
		Billman	72	30.77%
		Administrasion	85	36.32%
		Operastional	17	7.26%
		Security	3	1.28%
		Cleaning Service	3	1.28%
Total		234	100%	



Descriptive data is presented to support the analysis. Before the data were analysed and a correlational test was carried out, the researcher conducted classical tests, namely the normality and linearity tests. In the normality test, the Kolmogorov-Smirnov Test technique was used. The results show that the data is usually distributed. These results are evident from the significance values of the WLB and job satisfaction variables. The WLB variable has a significance value of $.060 \geq .05$, then for the job satisfaction variable, it gets a significance value of $.200 \geq .05$. Based on the results of the significance values of the two variables, both of which show a significance value of more than .05, meaning that the two variables are normally distributed.

Table 2.

Normality Test One-sample Kolmogorov-Smirnov Test

		Work-life balance	Job Satisfaction
N		234	234
Normal Parameters a,b	Mean	39.31	87.49
	Std. Deviation	7.610	17.891
Most Extreme Differences	Absolute	.057	.046
	Positive	.057	.046
	Negative	-.050	-.031
Test Statistic		.057	.046
Asymp. Sig. (2-tailed)		.060	.200

In the linearity test, the results obtained show that the Linearity significance value, $p = .000 \leq .05$. These results mean that the significance value is less than .05, so that the two variables WLB and job satisfaction are linearly related.

Table 3.

Linearity Test

		F	Sig
Job Satisfaction	(Combined)	3.310848	.000
Work-life balance	Linearity	68.323349	.000
Deviation from Linearity		1.279207	.158

Furthermore, categorisation was carried out on the WLB and job satisfaction variables, which were divided into three categories: low, medium, and high. In the WLB variable, the results showed that the average score was in the low category (12.8%, 30 participants), the medium category (70.1%, 164 participants), and the high category (17.1%, 40 participants). This means that the WLB variable with the highest percentage is in the medium category.

Then, for job satisfaction variables in the low category, 16.2% (38 participants), 68.4% (160 participants) in the medium category, and 15.4% (36 participants) in the high category. This means that the job satisfaction variable with the highest percentage is in the moderate category.



Table 4.
Scale Categories Work-life balance and Job Satisfaction

	Interval	Category	Frequency	Percentage
Work-life balance	$17 \leq X < 31$	Low	30	12.8%
	$31.7 \leq X < 46$	Moderate	164	70.1%
	$46.92 \leq X \leq 58$	High	40	17.1%
	Total		234	100%
Job Satisfaction	$45 \leq X < 69$	Low	38	16.2%
	$69.599 \leq X < 105$	Moderate	160	68.4%
	$105.381 \leq X \leq 138$	High	36	15.4%
	Total		234	100%

The next test conducted was a hypothesis test using the Pearson correlation coefficient. The results showed a positive and significant relationship between WLB and job satisfaction, as indicated by $r = .470$ and a p-value of .00 ($p \leq .01$). Thus, it can be interpreted that the higher the WLB, the higher the level of job satisfaction. Conversely, the lower the WLB, the lower the level of job satisfaction. The coefficient of determination (R^2) is 0.22. This explains 22% of the total variation in the Job Satisfaction variable through the Work-Life Balance (WLB) variable. In other words, Work-Life Balance accounts for 22% of changes in Job Satisfaction, while the remaining 78% is influenced by other variables not examined in this study.

Table 5.
Pearson Correlation Test

		Work-life balance	Job Satisfaction
Work-life balance	Pearson Correlation	1	.470
	Sig. (2-tailed)		.000
	N	234	234
Job Satisfaction	Pearson Correlation	.470	1
	Sig. (2-tailed)	.000	
	N	234	234

This study aims to analyse the relationship between WLB and job satisfaction in employees of PT Paguntaka Cahaya Nusantara Ambon branch. Before the correlation analysis, a normality and linearity test was conducted to ensure the data met the required statistical assumptions. The results of the normality and linearity tests indicate that the data are approximately normally distributed and linearly distributed, as shown in Tables 2 and 3. Because the data are typically distributed and linearly related, the analysis can continue using the Pearson correlation test, with the results shown in Table 5. The results of this study indicate a positive and significant relationship between the WLB variable and job satisfaction among employees of the PT Paguntaka Cahaya Nusantara Ambon branch. Thus, the study's hypothesis is accepted. That is, the better the balance between an employee's work and personal life, the higher the level of job satisfaction.

Meanwhile, the analysis of the relationship between Work-Life Balance (WLB) and Job Satisfaction (JS) and the respondents' demographic characteristics, namely gender and working period, was conducted using cross-tabulation. From a total of 234 respondents, 44.44% are male and 55.56% female, with the overall majority (60.3%) reporting a "High" WLB. Men showed a slightly higher percentage of WLB (62.5%)



compared to women (58.5%), this difference needs to be tested further statistically. In terms of working period, the "<1 year" group has the highest percentage of High WLB (77.3%). In comparison, the "1 year" working period has the highest Low WLB rate (48.3%) among the working period categories. For job satisfaction (JS), the majority of respondents reported "Low" JS (60.3%), with a relatively even distribution between men (60.6% "Low" JS) and women (60.0% "Low" JS). Interestingly, the "5-year" working period group showed the highest "Low" JS percentage (68.3%). In comparison, the "> 5-year" group had a higher "High" JS proportion (48.9%) than the 1-5 year working period group, suggesting the possibility of fluctuations in job satisfaction throughout the career. Overall, the data showed that most respondents had good WLBs. Still, job satisfaction tended to be lower, with significant variation by working time, though there was no noticeable difference by gender. It means that employees have been able to balance work and personal life well, even though they do not have overall satisfaction at work.

The results of this study are consistent with previous research by Shabrina and Ratnaningsih (2019) on 61 employees of PT Pertani, which found a positive relationship between WLB and job satisfaction. This is reflected in the salaries received, cooperation among coworkers, opportunities for promotion, and the guidance and supervision of superiors that make employees feel calm at work. So that employees can divide their time and roles between work and their personal lives. Another study by Sary (2022) among 231 saleswomen found a positive relationship between WLB and job satisfaction. Thus, it can be inferred that the higher the balance between work and personal life (WLB), the higher the level of employee job satisfaction, and vice versa.

This finding is supported by several previous studies that have highlighted a positive correlation between WLB and job satisfaction. Purwati (2016) found that WLB not only improves employees' job satisfaction but also contributes to their happiness, productivity, and physical and mental health. In line with this, Singla (2018) stated that WLB and job satisfaction are two crucial factors for companies in maintaining good relations with employees. Employees who can balance work life and personal life tend to be more satisfied at work. Furthermore, Bakker et al. (2008) argue that the ability of employees to manage time between work, personal life, and social activities effectively correlates with strong employee engagement, thereby affecting employee job satisfaction.

According to Hasibuan (2009), job satisfaction is a person's emotional attitude towards their job. In their study, Yulianti et al. (2025) identify an essential role in the work environment that can affect performance and job satisfaction, encompassing both positive and negative emotions. When employees feel motivated and appreciated, they tend to be more productive and satisfied at work. At the same time, negative emotions cause stress, anger, and frustration, resulting in decreased performance. Therefore, companies need to create a work environment that supports the increase of positive emotions, such as concrete forms like WLB. According to Maslichah and Hidayat (2017), when WLB is applied, job satisfaction is formed, which supports performance and productivity. This certainly has a positive influence on the company and its workers.

However, there is an inconsistency with another study conducted by Pranindhita and Wibowo (2020), which found no significant relationship between WLB and job satisfaction in vocational school teachers. The teachers did not feel disturbed and unaffected when running their personal lives and carrying out their roles at work. This difference can be attributed to the unique characteristics of the Vocational High School teacher population, such as job demands and a work environment distinct from that of company employees in general.



The relationship between work-life balance (WLB) and job satisfaction has been extensively studied and demonstrates a generally positive correlation. Azeem and Akhtar (2014) indicate that WLB enhances not only job satisfaction but also overall employee well-being, encompassing happiness, productivity, and health. Stefanovska echoes this assertion (Stefanovska–Petkovska et al., 2019), who underscore the importance of WLB and job satisfaction in maintaining robust employee relations within organisations. Employees who successfully balance their professional and personal lives report higher job satisfaction (Wu et al., 2018). Bakker et al. Yu et al. (2020) suggest that effective time management among employees enhances engagement, ultimately leading to higher job satisfaction levels.

Additionally, Soomro et al. (2018) offer a more nuanced understanding, emphasising the importance of emotional factors in the work environment. Their study highlights that positive emotions stemming from WLB, such as motivation and happiness, contribute significantly to job satisfaction and productivity. Conversely, negative emotions from poor work-life integration may lead to stress and decreased performance. This is supported by findings from Krishnan and Koe (2018), who articulate that the application of WLB directly contributes to job satisfaction, enhancing both employee performance and overall productivity within the organisation.

Nonetheless, it is crucial to address contrasting findings, like those from Haar et al. (Haar et al., 2014), which identify a lack of a significant relationship between WLB and job satisfaction among vocational school teachers. This dissonance may stem from the distinct professional experiences and demands this demographic faces, suggesting the relationship may not be universally applicable across professions.

The current study extends the literature by confirming a positive, statistically significant relationship between WLB and job satisfaction among employees at PT Paguntaka Cahaya Nusantara. It reinforces the notion that successful personal life balance positively impacts workplace mood and energy, enhancing overall job satisfaction, as noted by Dewi et al. (2021). Additionally, the local context offers granular insights into employee dynamics, advocating for better-designed WLB initiatives to optimise productivity.

However, the limitations of this study are evident. The correlational design limits the ability to infer causation, and the research's limited geographic scope restricts its general applicability. Future research should employ robust methodologies and broader sample populations to yield comprehensive insights into the intricate dynamics between WLB and job satisfaction, potentially examining mediating and moderating variables to deepen understanding of these relationships.

Based on the results of this study, it not only confirms the existence of a positive and significant relationship between WLB and job satisfaction among employees of PT Paguntaka Cahaya Nusantara at the Ambon branch, but also provides additional strengths. It is a strategic step that the company can manage and maintain the positive relationship between WLB and job satisfaction. This is shown in the respondents' conclusions: when they can balance their personal lives, it brings a good mood and energy to work, and vice versa. Of course, the mood and energy are also obtained from a work environment that supports and appreciates what has been done.

The findings of this study reinforce those of previous studies, which consistently demonstrate a strong correlation and underscore the importance of WLB as a crucial factor in improving employee job satisfaction. Furthermore, this study makes a significant contribution in the local context by providing an in-depth understanding of the dynamics



of the relationship between WLB and job satisfaction among employees of PT Paguntaka Cahaya Nusantara in the Ambon branch. The findings provide practical implications for companies, enabling them to design more effective interventions or policies to improve WLB among their employees, which, in turn, is expected to increase employee productivity and job satisfaction.

Despite its strengths and significant findings, this study still has some limitations that need to be considered, such as only using a correlational design that cannot conclude a causal relationship, this study is not varied because it only focuses on one location, thus limiting its generality, and it does not consider other variables that may affect job satisfaction in employees. Therefore, future research is recommended to use a more robust research design, to provide a wider variety of samples and a broader coverage of research locations, and to further examine the roles of mediating and moderating variables to provide a deeper, more comprehensive understanding of the relationship between WLB and job satisfaction.

CONCLUSIONS

Based on the research conducted, it is concluded that there is a positive and significant relationship between work-life balance and job satisfaction. The greater the balance between an employee's work and personal life, the higher the level of job satisfaction, and vice versa. Thus, this research hypothesis is accepted. As a development suggestion, companies can prioritise the development and implementation of programs to improve the balance between work and personal life for employees, including working conditions, salaries, and work policies and procedures, as well as appreciation, such as wages or awards, that should be tied to employee performance. Then, as a form of development advice for employees, they can be open and communicate their needs at work. It is also essential for employees to be able to establish a time management priority scale, which helps balance work and personal life. Furthermore, suggestions for future researchers can explore broader variables. In addition, it can involve more companies across sectors, thereby yielding more varied and representative research results.

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