

Research Article

The Influence of Work-Life Balance and Work Motivation on the Job Satisfaction of Harvest Employees at PT Rezeki Kencana Estate Deras

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ABSTRACT

This study analyzes the influence of work-life balance and work motivation on the job satisfaction of harvest employees at PT Rezeki Kencana Estate Deras. The research aims to understand how the alignment between work responsibilities and personal life, along with motivational conditions, shapes employee satisfaction in a labor-intensive plantation environment. A quantitative associative design was used, involving the entire population of permanent daily workers assigned to harvesting activities, totaling 109 respondents. Primary data were collected through interviews with the personnel department and structured questionnaires, while secondary data were obtained from company reports on production, attendance, and employee composition. All measurement items met the required standards of validity and reliability, and the dataset fulfilled the assumptions for regression analysis. The results indicate that work-life balance and work motivation each have a positive and significant effect on job satisfaction, and both variables collectively explain 30% of its variation. These findings highlight the importance of workplace policies that support a healthy balance between work and personal life, as well as motivational practices that maintain employee engagement and well-being. The study contributes to the literature by providing empirical evidence from the plantation sector, a context that remains underrepresented in job satisfaction research. Future studies are encouraged to include additional organizational and individual factors or employ longitudinal approaches to capture changes in employee attitudes over time.

Keywords: Work-Life Balance; Work Motivation; Job Satisfaction

1. INTRODUCTION

Organizations operate within a dynamic environment that constantly demands the presence of human resources as the primary driving force. Without employees capable of working in a directed and coordinated manner, even the most carefully designed strategies will fail to yield meaningful outcomes. [Hasibuan \(2017\)](#) explains that human resource management is both a science and an art that regulates the relationships and roles of employees so that the goals of the organization, the employees, and society can be achieved effectively. This view highlights that organizational success cannot be assessed solely from its outputs, but also from the quality of the working relationships that develop within it.

In practice, the relationship between employees and the organization is often reflected in the level of job satisfaction. [Wahda et al. \(2022\)](#) note that organizations generally seek to understand how satisfied their employees are, as this provides an important picture of their emotional state and expectations. [Sinambela \(2016\)](#) describes job satisfaction as a feeling that emerges from the interaction between internal and external factors, including working conditions, work results, and daily work experiences. Job satisfaction, therefore, becomes an essential indicator of whether employees feel valued, comfortable, and connected to their roles.

As the world of work grows increasingly complex, the issue of work-life balance has gained prominence as a factor influencing job satisfaction. [Wahda et al. \(2022\)](#) define work-life balance as an organizational policy intended to help employees harmonize job responsibilities with personal life. [Sirgy & Lee \(2018\)](#) portray this balance as a condition in which involvement in work and non-work activities proceeds smoothly without excessive role conflict. [Mendis and Weerakkody \(2017\)](#) argue that organizations can support this balance by adjusting work schedules so employees can manage personal and professional responsibilities more effectively. [Eldon et al. \(2019\)](#) emphasize that work-life balance is rooted in an individual's need to maintain harmony between work and family without sacrificing either one.

The ability to maintain this balance is closely linked to how working hours are structured. [Sinambela \(2016\)](#) reminds that long working hours often deprive employees of the time needed to restore their energy. [Lumunon et al. \(2019\)](#) add that work-life balance is achievable only when workers can allocate their time proportionately across different demands. Imbalances frequently lead to stress, absenteeism, and reduced enthusiasm for work. [Wahda \(2022\)](#) further explains that well-implemented work-life balance policies can help reduce turnover and absenteeism while strengthening the

organization's reputation.

Alongside work-life balance, work motivation is another factor with significant influence. [Hasibuan \(2017\)](#) views motivation as a drive that stimulates individuals to take action. [Sutrisno \(2016\)](#) describes motivation as a force that drives someone to engage in particular activities. [Mangkunegara \(2022\)](#) identifies it as a basic strength that enables employees to meet their needs and adapt to their environment. [Afandi \(2018\)](#) notes that motivation arises from internal desires fueled by inspiration and the willingness to work sincerely. [Sulaeman \(2018\)](#) characterizes motivation as an energy that encourages employees to work hard and apply their abilities to the fullest.

Ultimately, job satisfaction emerges from the interaction between experiences, environments, and personal conditions. [Sunarta \(2019\)](#) defines job satisfaction as a sense of pleasure that arises from carrying out job duties. [Viniartha & Sagala \(2020\)](#) describe it as a positive emotion reflected in how employees perceive their work and working environment. [Edy Sutrisno \(2019\)](#) explains that job satisfaction is an emotional experience shaped by various positive and negative interactions at the workplace. [Palupi & Musoli \(2018\)](#) state that job satisfaction appears when expectations are fulfilled or when employees encounter satisfying moments in their work. [Robbins & Judge \(2019\)](#) conclude that job satisfaction is a positive attitude toward a job based on an evaluation of its characteristics.

These concepts become increasingly relevant when viewed within the context of the palm oil plantation industry, which depends heavily on field labor, especially fruit harvesters. Julong Group Indonesia, a company operating across the upstream and downstream sectors of the palm oil industry, manages units in several provinces, including West Kalimantan. One of these units is PT Rezeki Kencana Estate, located in Sungai Deras Village, Teluk Pa'kedai District, Kubu Raya Regency.

The company manages a plantation area of 2,201 hectares, operating under a community partnership system since 2004. Production data of Fresh Fruit Bunches (FFB) over the last three years show fluctuations. Output reached 158,757,700 kilograms in 2022, declined to 156,490,350 kilograms in 2023, and then rose again to 166,421,720 kilograms in 2024. This pattern suggests instability in productivity, which may relate to the condition of human resources, particularly harvest employees who occupy a central role in determining output. The company employs 616 workers, with harvest employees representing approximately 43.02 percent of the workforce. This group consists of 109 permanent daily workers and 156 non-permanent daily workers. Differences in employment status contribute to variations in rights and entitlements. Permanent workers serve six days a week, while non-permanent workers serve five. Permanent workers receive a holiday allowance equivalent to one month of base salary, whereas non-permanent workers receive Rp1,500,000. Only permanent workers are subject to BPJS contributions. Such differences can influence perceptions of fairness and work motivation. The workday begins at 07:00 and ends at 16:00, with one hour allocated for rest. Employees receive twelve days of annual leave, and any leave exceeding this amount must be compensated by unpaid overtime. This arrangement may create pressure for field workers whose tasks demand significant physical effort.

Absenteeism data indicate a steady increase: 1.60 percent in 2022, 1.61 percent in 2023, and 1.72 percent in 2024. This rise signals underlying issues affecting employee attendance. Conversely, disciplinary violations have declined from 27 cases to 10 and then 11. The inconsistency between absenteeism and disciplinary cases suggests that absenteeism may not stem solely from indiscipline but could also be linked to imbalances in work-life conditions or declining motivation. [Simamora \(2021\)](#) reports that work-life balance, career development, motivation, and discipline simultaneously influence job satisfaction. [Azis \(2016\)](#) also finds that absenteeism negatively affects job satisfaction.

Considering this situation, examining work-life balance and motivation becomes increasingly relevant because both factors may help explain differences in job satisfaction among harvest workers. Their substantial contribution to production highlights the need to pay close attention to their psychological well-being and working conditions. Therefore, this study explores the relationship between these two variables and job satisfaction among harvest employees at PT Rezeki Kencana Estate Deras, under the title "The Influence of Work-Life Balance and Work Motivation on Job Satisfaction of Harvest Employees at PT Rezeki Kencana Estate Deras."

2. RESEARCH METHOD

This study employs a quantitative approach with an associative research design. [Siregar \(2020\)](#) notes that associative research is intended to examine the relationship between two or more variables within a particular phenomenon. This approach is appropriate for the issues examined in PT Rezeki Kencana Estate Deras, as the study seeks to understand how several workplace factors interact. The research uses two types of data, namely primary data and secondary data. Primary data were collected directly from respondents through interviews and questionnaires. Interviews were carried out with the Head of Personnel and General Affairs in the harvesting division to gather information relevant to the issues being investigated. In addition to interviews, questionnaires were distributed to harvest employees at PT Rezeki Kencana Estate Deras. Secondary data were obtained from official company documents, including annual production reports, workforce statistics, attendance records, employee status classifications, work schedules, and disciplinary reports.

The population consists of all harvest employees with the status of Permanent Daily Workers (PHT) recorded in 2025, totaling 109 individuals. According to [Sugiyono \(2022\)](#), a population refers to a generalization area consisting of objects or subjects that possess specific characteristics determined by the researcher. Because the population is relatively small and accessible in its entirety, the study applies saturated sampling. [Sugiyono \(2022\)](#) explains that saturated sampling is used when all members of the population are taken as the sample. The study includes two independent variables, work-life balance (X_1) and work motivation (X_2), and one dependent variable, namely job satisfaction (Y). All variables were measured using a Likert scale. [Sudaryono \(2021\)](#) identifies the Likert scale as an instrument for assessing respondents' attitudes, opinions, and perceptions toward an object. Each statement item is scored from 1 to 5.

Data analysis was carried out in several stages to ensure the quality of the instruments and the suitability of the regression model. Instrument validity was examined using the Product Moment correlation, as outlined by Sugiyono (2022) and Siregar (2020). Reliability was assessed using Cronbach's Alpha based on Sujarweni (2023), with a threshold of 0.60 to classify an instrument as reliable. Before the main analysis, classical assumption tests were performed. Normality was assessed with the Kolmogorov–Smirnov test following Sujarweni (2023) and the criteria set by Purnomo (2016). Linearity was tested using the test for linearity as described by Purnomo (2016). Multicollinearity was examined through Variance Inflation Factor (VIF) and Tolerance values, referring to the guideline that $VIF < 10$ and $Tolerance > 0.1$, as stated by Ghozali (2011) in Purnomo (2016). The relationship among variables was analyzed using multiple linear regression, following the explanation of Siregar (2020), which positions regression as a tool for identifying the influence of independent variables on a dependent variable within one predictive model. Pearson's correlation coefficient was used to measure the strength of relationships between variables, based on Siregar (2020). The coefficient of determination (R^2) was used to determine the proportion of influence contributed by independent variables to the dependent variable, as explained by Siregar (2020). Hypothesis testing consisted of the simultaneous F-test to examine the combined effect of work-life balance and work motivation, following Basuki (2015), and the partial t-test to assess the influence of each independent variable separately, based on Basuki's (2015) procedure. All statistical analyses were conducted using SPSS version 25.

3. RESULTS AND DISCUSSION

3.1 Test Research Instruments

3.1.1 Validity Test

The validity test is used to ensure that each item of the instrument actually measures the variable being studied. The test is conducted by correlating the score of each item with the total score, then comparing the *r*-count values with the table *r*. With 109 respondents, the degree of freedom is determined using the formula $df = n - 2 = 107$. At a significance level of 0.05, the table *r* value used is 0.188. The validity test results for each item on all variables are presented in Table 1.

Table 1. Validity Test Results

Variable	Indicator	r-count	r-table	Description
Work-Life Balance (X1)	X1.1	0.498	0.188	Valid
	X1.2	0.743		
	X1.3	0.704		
	X1.4	0.665		
	X1.5	0.704		
	X1.6	0.754		
	X1.7	0.701		
	X1.8	0.747		
	X1.9	0.703		
	X1.10	0.702		
	X1.11	0.497		
Work Motivation (X2)	X2.1	0.661	0.188	Valid
	X2.2	0.638		
	X2.3	0.605		
	X2.4	0.533		
	X2.5	0.568		
	X2.6	0.668		
	X2.7	0.604		
	X2.8	0.647		
	X2.9	0.295		
	X2.10	0.255		
	X2.11	0.249		
	X2.12	0.388		
	X2.13	0.300		
	X2.14	0.281		
	X2.15	0.346		
	Y.1	0.685		
	Y.2	0.582		
	Y.3	0.607		

Job Satisfaction (Y)	Y.4	0.666	0.188	Valid
	Y.5	0.706		
	Y.6	0.578		
	Y.7	0.663		
	Y.8	0.629		
	Y.9	0.580		
	Y.10	0.778		
	Y.11	0.804		
	Y.12	0.808		
	Y.13	0.709		
	Y.14	0.745		
	Y.15	0.683		

Source: Processed Data, 2025

Based on the validity test results conducted on all variables presented in [Table 1](#), it can be seen that all statement items have r-count values greater than the r-table of 0.188. Thus, it can be concluded that all statement items listed in all variables are valid and can be used as instruments in this study.

3.1.2 Reliability Test

The reliability test is conducted to assess the consistency of each item in the questionnaire as a measurement instrument. This study uses Cronbach's Alpha method, where an item is considered reliable if its alpha value reaches a minimum of 0.60. The reliability test results for each variable are presented in [Table 2](#).

Table 2. Reliability Test Results

Variable	Cronbach's Alpha	Description
Work-Life Balance (X1)	0.878	Reliable
Work Motivation (X2)	0.751	
Job Satisfaction (Y)	0.930	

Source: Processed Data, 2025

Based on the reliability test results for each variable presented in [Table 2](#), Cronbach's Alpha values > 0.60 are obtained. Thus, all statement items in each variable are declared reliable and suitable for use as instruments in this study.

3.2 Classic Assumption Test

3.2.1 Normality Test

The normality test is conducted to determine whether the research data follows a normal distribution. In this study, the Kolmogorov-Smirnov method is used, and the test results based on SPSS analysis are presented in [Table 3](#).

Table 3. Normality Test Results

Test	Value
N (Sample)	109
Test Statistic	.075
Asymp.Sig.(2-tailed)	.159 ^c

Source: Processed Data, 2025

Based on the normality test results presented in [Table 3](#), the test result for the Asymp. Sig. (2-tailed) value is 0.159. Because this value exceeds the normality significance value of 0.05, it can be concluded that the data in this study is normally distributed.

3.2.2 Linearity Test

The linearity test is conducted to ensure that the relationship between the independent and dependent variables is linear. The test is conducted using the Test for Linearity, and the results of the SPSS analysis are presented in [Table 4](#).

Table 4. Result of Linearity

Variable	Deviation from Linearity	Description
Job Satisfaction * Work-Life Balance	0.206	Linear
Job Satisfaction * Work Motivation	0.103	

Source: Processed Data, 2025

Based on the linearity test results conducted on each variable presented in **Table 4**, a Deviation from Linearity significance value of > 0.05 is obtained. Thus, it can be concluded that there is a linear relationship between each variable.

3.2.3 Multicollinearity Test

The multicollinearity test is conducted to see whether the independent variables have too high a correlation with each other, as this condition can influence the accuracy of the regression coefficient estimation and reduce the quality of the model. The results of the multicollinearity test using SPSS are presented in **Table 5**.

Table 5. Multicollinearity Test Results

Variable	Tolerance	VIF
Work-Life Balance	.801	1.248
Work Motivation	.801	1.248
Dependent Variable: Job Satisfaction		

Source: Processed Data, 2025

Based on the multicollinearity test results presented in **Table 5**, it can be seen that the Work-Life Balance (X1) and Work Motivation (X2) variables have a VIF value of 1.248, which is less than 10.00, and a Tolerance value of 0.801, which exceeds the minimum value of 0.10. Therefore, it can be concluded that there is no multicollinearity between the two independent variables in this study.

3.3 Multiple Linear Regression Analysis

Multiple regression analysis is used to examine the influence of two or more independent variables, both jointly and partially, on the dependent variable, while also constructing a predictive model of the relationship between variables. The results of the regression coefficient calculations using SPSS are presented in **Table 6**.

Table 6. Multiple Linear Regression Analysis Results

Research Variable	Coefficients	t Statistic	Significance Value
(Constant)	1.450	3.652	.000
Work-Life Balance	.283	3.639	.000
Work Motivation	.379	3.462	.001
Dependent Variable: Job Satisfaction			

Source: Processed Data, 2025

Based on the results of the multiple linear regression analysis presented in **Table 6** and referring to the multiple linear regression coefficient equation, the results can be explained as follows:

$$Y = 1.450 + 0.283X_1 + 0.379X_2$$

- Job Satisfaction (Y) would have a value of 1.450 when Work-Life Balance (X1) and Work Motivation (X2) are assumed to be zero.
- The regression coefficient (b1) for the Work-Life Balance (X1) variable is 0.283 with a positive direction, indicating that every one-unit increase in Work-Life Balance will cause a 0.283 increase in Job Satisfaction.
- The regression coefficient (b2) for the Work Motivation (X2) variable is 0.379 with a positive direction, indicating that every one-unit increase in Work Motivation will cause an increase of 0.379 in Job Satisfaction.

3.4 Correlation Coefficient Analysis (R)

The correlation coefficient is used to measure the strength and direction of the relationship between variables. This study uses the Product Moment correlation technique, and the test results are presented in **Table 7**.

Table 7. Correlation Coefficient Test Results (R)

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.548 ^a	.300	.287	.40746
Predictors: (Constant), Work Motivation, Work-Life Balance				
Dependent Variable: Job Satisfaction				

Source: Processed Data, 2025

Based on the correlation coefficient test results presented in **Table 7**, a correlation coefficient (R) value of 0.548 is obtained. This means that the relationship between Work-Life Balance and Work Motivation on Job Satisfaction is categorized as Fair, because the value is in the range of 0.40-0.599.

3.5 Analysis of the Coefficient of Determination R^2

Based on the results of the coefficient of determination (R^2) test presented in **Table 7**, an R-Square value of 0.300 is obtained. This means that the variables of Work-Life Balance and Work Motivation in influencing Job Satisfaction are 30.0%. Meanwhile, the remaining 70.0% is influenced by other variables outside the scope of this study.

3.6 Simultaneous Test (F Test)

The simultaneous test (F-test) is used to determine whether all independent variables simultaneously have a significant influence on the dependent variable. The results of the simultaneous test using SPSS are presented in **Table 8**.

Table 8. Simultaneous Test Results (F Test)

Model	Sum of Squares	Mean Square	F	Significance
Regression	7.552	3.776	22.745	.000 ^b
Residual	17.599	.166		

Dependent Variable: Job Satisfaction

Predictors: (Constant), Work Motivation, Work-Life Balance

Source: Processed Data, 2025

Based on the results of the simultaneous test (F test) in **Table 8**, the calculated F value is 22.745 > F table 3.08 and the significance value is 0.000 < 0.05. Thus, it can be concluded that simultaneously there is a positive and significant influence between the variables of Work-Life Balance and Work Motivation on Job Satisfaction.

3.7 Partial Test (t Test)

The partial test (t-test) is used to assess the influence of each independent variable individually on the dependent variable. This test shows whether each independent variable makes a significant contribution separately. The results of the t-test analysis using SPSS are presented in **Table 9**.

Table 9. Partial Test Results (t Test)

Research Variable	Coefficients	t Statistic	Significance Value
(Constant)	1.450	3.652	.000
Work-Life Balance	.283	3.639	.000
Work Motivation	.379	3.462	.001

Dependent Variable: Job Satisfaction

Source: Processed Data, 2025

Based on partial hypothesis testing (t-test) in **Table 9**, the calculated t-value will be compared with the t-table value. The t-table value is 1.659. The results of the t-test (partial) presented in **Table 9** can be explained as follows:

1. The partial test results indicate that the Work-Life Balance variable shows a t-value of 3.639, which is higher than the t-table value of 1.659, with a significance level of 0.000. This outcome demonstrates that Work-Life Balance has a positive and significant influence on the job satisfaction of harvest employees at PT Rezeki Kencana Estate Deras. The finding reinforces the idea that a balanced relationship between work demands and personal needs contributes meaningfully to employees' emotional well-being and their comfort while performing daily tasks. This result is consistent with the study by [Sari & Ahmadi \(2025\)](#), which reports that work-life balance has a positive and significant effect on job satisfaction. Taken together, these findings confirm that creating a balanced work environment plays a direct role in strengthening

job satisfaction, especially in occupations that involve intensive physical activity such as palm oil harvesting.

2. The partial test also shows that the Work Motivation variable has a meaningful effect, with a t-value of 3.462 exceeding the t-table value of 1.659 and a significance level of 0.001. This indicates that work motivation contributes to employees' willingness to perform their tasks more effectively and to experience greater satisfaction with their roles. When both internal and external sources of motivation are fulfilled, employees tend to work with higher enthusiasm and experience better outcomes. This result is in line with the study conducted by Rampi et al. (2024), which found that employee motivation positively and significantly affects job satisfaction, as observed among employees at Hotel Sutanraja Amurang. The similarity across these findings suggests that motivation consistently influences job satisfaction in various sectors, whether in service industries or in plantation-based work environments.

4. CONCLUSION

This study investigated the influence of work-life balance and work motivation on the job satisfaction of harvest employees at PT Rezeki Kencana Estate Deras. The findings demonstrate that both variables contribute positively and significantly to employees' job satisfaction, whether examined jointly or individually. The results further show that work-life balance and work motivation have a moderate relationship with job satisfaction and together account for 30 percent of its variation, while the remaining portion is shaped by other factors outside the scope of this study. From a theoretical standpoint, these findings reinforce previous evidence that highlights the importance of balancing work demands with personal life and maintaining strong motivational drivers, particularly in occupations that involve intensive physical demands such as palm oil harvesting. Practically, the results underline the need for organizational policies that support employees' well-being, including provisions that help them harmonize work responsibilities with personal needs, as well as systems of recognition and rewards that encourage sustained motivation. At the policy level, the study offers an empirical basis for designing human resource strategies that are responsive to the working conditions of field laborers. The study opens opportunities for future research. Subsequent investigations may include additional variables such as workload, health conditions, organizational support, or workplace culture to obtain a broader understanding of the determinants of job satisfaction in plantation settings. Longitudinal designs may also be beneficial to capture changes in job satisfaction over time.

ACKNOWLEDGEMENTS

The authors express their sincere appreciation to PT Rezeki Kencana Estate Deras for granting access to data and facilitating the research process. Gratitude is also extended to the harvest employees who participated as respondents and to the academic supervisors at Universitas Muhammadiyah Pontianak for their valuable guidance. The support and contributions from all parties have been essential to the completion of this study.

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