The Influence of Work-Life Balance and Compensation on Employee Job Satisfaction at PT. XYZ
(A Study on The Internal Monitoring Division, Corporate Secretaries, and Quality Assurance and Regulatory Division)

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ABSTRACT

This study is focused on assessing the level of employee satisfaction at PT XYZ, particularly in the three divisions, namely internal unit supervisors, company secretaries, and quality assurance & regulation. This study aimed to investigate and assess how Work-life balance and Compensation impact the employees' level of Job Satisfaction in the three divisions. In this study, a quantitative method was employed, utilizing a fully saturated sample comprising 100 respondents. Data analysis was conducted through descriptive analysis and multiple linear regression using the SPSS 26 application for windows. The findings of this descriptive study indicate that Work-life balance falls into the good category, compensation is rated as very good, and job satisfaction is also very good. Furthermore, In this study, the findings indicate that both Work-life balance and compensation have a significant and simultaneous impact on job satisfaction.

Keywords: Work-life balance, Compensation, Job Satisfaction

INTRODUCTION

In the contemporary age of globalization, there is a notable proliferation of countless companies, leading to intense competition among them. In order to ensure the sustainability of the company and achieve its predetermined goals to the fullest extent, one crucial aspect to consider is effective resource management. Companies that excel in resource management are those that comprehend how to efficiently and effectively utilize resources to gain a competitive advantage. Effective resource management involves the identification, utilization, and development of existing resources in an optimal manner, As a result, this surge in companies enhances distinct aspects that differentiate an organization from its competitors, facilitating more effective achievement of strategic objectives. Resources that need to be well-managed by a company include human resources, finances, physical assets, technology, and information. Essentially, when issues related to company resources are well-handled, there is a high likelihood that the company's performance will improve.

According to Armstrong (2020), effective human resource management can aid companies in gaining a competitive advantage by producing skilled employees. As stated by Armstrong & Taylor (2020: 54), all organizations bear the responsibility to carry out tasks effectively for their stakeholders. To achieve this, companies rely on individuals working at various levels with high qualities, dedication, enthusiasm, expertise, and skills. Human resource issues will always be a consideration, and human resource management plays a crucial role within a company. Each company aspires to have a workforce that operates with efficiency and effectiveness to reach their desired objectives.

In the research by Batjo & Shaleh (2018), human resource management can be described as the systematic and artistic process of strategizing, coordinating, leading, and appraising the workforce, including recruitment, development, compensation, integration, maintenance, and termination, to achieve organizational goals, employee desires, and societal needs. On the other hand, according to Winarti's study (2018), human resource management is a way of managing human resources within an organization to achieve maximum organizational goals, including self-development of human resources. Premisari's research (2022) also emphasizes that the creation of a strong human resource requires effective management and development of human resources within the company.

According to the study by Giovani et al. (2021), positive job satisfaction among employees is positively influenced by a favorable work-life balance. It is crucial for companies to recognize that employees face challenges not only in their work but also in their personal lives. T Hence, in order to boost employee job satisfaction, companies should strive to establish a healthy work-life balance.

In summary, it can be inferred that employee satisfaction is influenced not only by work-life

balance but also by compensation. Compensation encompasses wages, benefits, incentives, and various allowances offered to employees as a form of appreciation for their valuable contributions and dedication to the organization. Adequate and appropriate remuneration enhances employee job satisfaction.

When employees feel appropriately valued, they tend to be happier with their work and more motivated to achieve good results. According to the research by Herispon & Safitri (2022), In order to attain elevated levels of job satisfaction, companies must foster an environment that motivates employees to continuously develop and improve their abilities and skills. One crucial measure to be taken in this regard is ensuring sufficient and appropriate compensation. This level of compensation reflects the status, recognition, and level of satisfaction obtained by employees. When employees receive better compensation, they also experience greater fulfillment of their needs. As a result, employee job satisfaction increases.

The conclusion drawn is that insufficient work-life balance and compensation can result in job dissatisfaction, higher turnover rates, and reduced employee productivity. Therefore, from a human resources perspective, understanding the factors affecting work-life balance and appropriately rewarding employees helps companies create a balanced, motivating, and encouraging work environment. Through research and a deep understanding of work-life balance and compensation issues, organizations can develop appropriate policies and strategies to enhance employee job satisfaction, Enhance employee performance and gain a competitive edge in human resource management.

PT XYZ is one of the companies in Indonesia operating in the field of life sciences. Established in 1890, PT XYZ focuses on providing and

developing internationally standardized life science products to improve the quality of life. Over the years, PT XYZ has been dedicated to creating vaccines and antisera that meet high international standards. The production of vaccines and antisera is aimed at supporting the national immunization program to create a healthier Indonesian society (Official Website of PT XYZ). With over a century of experience and collaborations with various globally scaled companies, PT XYZ has played a vital role in building the nation's health. In 2023, PT XYZ became a holding company with its subsidiaries, PT DEF operating in the pharmaceutical field, and PT GHI in pharmaceuticals and medical devices. The performance of PT XYZ has shown a significant increase during the COVID-19 pandemic that affected Indonesia, which consequently had an impact on the company's net revenue. The notable improvement in performance is undoubtedly related to the presence of a strong human resource foundation.

LITERATURE REVIEW
1. Work Life Balance

According to Jones et al. (2013), the blurring of boundaries between work and household life and the increasing difficulties in

maintaining a balance between these two domains are now more recognized.

According to McDonald & Bradley, as cited in Pambudi (2020), work-life balance comprises three key aspects, which are:

a. *Time Balance*
b. *Involvement Balance*
c. *Satisfaction Balance*

2. Compensation

According to Afandi (2021), Compensation pertains to the monetary or non-monetary rewards an employee receives, either directly or indirectly, as remuneration for the services rendered to a company or organization. The concept of compensation can be seen as a reward given to employees as an appreciation for their work.

According to Badriyah (2015), there are dimensions of compensation, namely:

a. Salary/wages
b. Incentives
c. Allowances
d. Facilities

3. Job Satisfaction

According to Afandi (2021), providing appropriate compensation will encourage employees to feel satisfied with their work, as in reality, the majority of employees work with the goal of obtaining adequate compensation from the company they work for. Job satisfaction is a state where an individual can psychologically perceive a gap between expectations and reality. In other words, the implementation meets the desired expectations.

According to Widyanti (2019), there are five dimensions that can influence job satisfaction, namely:

a. *Work Itself*
b. *Supervision*
c. *Workers*
d. *Promotion*
e. *Pay*

RESEARCH METHODS

The researcher use a descriptive research design in this essay. According to Sugiyono (2018: 64), descriptive research is a technique used to ascertain the characteristics and values of a particular variable, whether it involves a single or multiple variables, without comparing or associating them with other variables. The research focuses on the employees working within the Internal Monitoring Division, Corporate Secretaries, and Quality Assurance & Regulatory Division of PT XYZ as its target population. The researcher utilizes a saturation sampling technique, involving employees from these divisions of PT XYZ.

In this study, the researcher employs a saturation sampling technique, which involves selecting all available employees from the specified divisions of PT XYZ, totaling 100 employees.

Sugiyono (2018), Data analysis is the process that occurs subsequent to data collection from all respondents or other data sources. This process encompasses the grouping of data according to variables and respondent types, consolidating data based on variables from all respondents, presenting data for each researched variable, and performing calculations

to address and test the proposed hypotheses. The research methods utilized in this study include descriptive research and causality research, with the assistance of SPSS 26 for Windows application.

RESEARCH RESULTS
1. Validity and Reliability

According to Sugiyono (2018), validity is defined as the degree of accuracy between the actual data present in the research object and the data reported by the researcher. Valid data are those that do not differ between the reported data and the actual data from the research object. Validity indicates the accuracy of the measuring instrument in performing its measurement function, and a questionnaire can

be used to accurately measure what it intends to measure.

There are standard criteria for validity testing, If the calculated r-value is equal to or greater than the tabled r-value, the questionnaire item is deemed valid and can be utilized. Conversely, if the calculated r-value is less than or equal to the tabled r-value, the questionnaire item is considered invalid and should not be used..

To test the validity of each claim in the questionnaire, prior to distributing the survey to the actual respondents, a pilot survey is conducted on 30 respondents to determine its quality. The tabled r value for n = 30 at a confidence level of 5% (α=0.05) is obtained as 0.361. This will be processed using SPSS 26 software for Windows.

Table 1. Validity Test

Variable	No. Item	R Count	R Table	Description
Work Life Balance (X1)	1	0,783	0,361	Valid
	2	0,592	0,361	Valid
	3	0,698	0,361	Valid
	4	0,736	0,361	Valid
	5	0,373	0,361	Valid
	6	0,784	0,361	Valid
	7	0,778	0,361	Valid
	8	0,770	0,361	Valid
	9	0,378	0,361	Valid
	10	0,753	0,361	Valid
	11	0,550	0,361	Valid
	12	0,647	0,361	Valid
Compensation (X2)	13	0,688	0,361	Valid
	14	0,665	0,361	Valid
	15	0,724	0,361	Valid
	16	0,747	0,361	Valid
	17	0,839	0,361	Valid
	18	0,744	0,361	Valid
	19	0,518	0,361	Valid
	20	0,493	0,361	Valid
Job Satisfaction (Y)	21	0,542	0,361	Valid
	22	0,532	0,361	Valid
	23	0,663	0,361	Valid
	24	0,385	0,361	Valid
	25	0,493	0,361	Valid
	26	0,433	0,361	Valid

	27	0,584	0,361	Valid
	28	0,477	0,361	Valid
	29	0,475	0,361	Valid
	30	0,802	0,361	Valid

Sumber: Data Olahan Penulis (2023)

Furthermore, the reliability test was conducted using the SPSS 26 program with the Cronbach's alpha method. The table below presents the results of the reliability test, demonstrating the reliability of work-life balance, compensation, and job satisfaction:

Table 2. Reliability Test

Variabel	*Cornbach Alpha*	Conclusion
Work Life Balance	.740	Reliabel
Compensation	.643	Reliabel
Job Satisfaction	.625	Reliabel

Sumber: Data Olahan Penulis (2023)

The data analysis from the reliability test, which involved 30 respondents, leads to the conclusion that the entire instrument, including variables X, Z, and Y, exhibits a Cronbach's Alpha value of > 0.6. This finding signifies that each instrument consistently serves as a reliable measurement tool.

2. **Classical Assumption Test Normality**

As stated by Ghozali (2018), the Normality Test is utilized to investigate whether the disturbance variable or residuals in a regression model follow a normal distribution. In this study, the normality test was conducted using a normal probability plot. The normality test is carried out to determine whether the residual values can be normally distributed or not. The normality test in this research was performed using

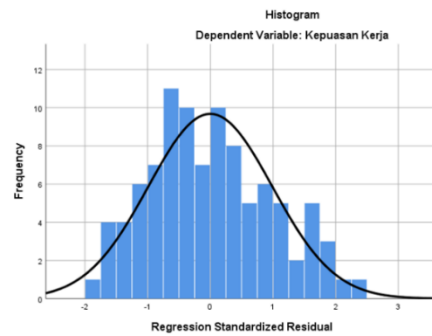SPSS 26 and the results obtained are as follows:

Figure 1. Normality Test

The histogram depicted in Figure 1 from the normality test indicates that all data used to assess job satisfaction variables have successfully passed the normality test. This can be observed from the line on the histogram graph, which is symmetric in shape.In this study, Figure 2 below illustrates the conduction of the normality test by observing the data dispersion along the diagonal line of the P-P Plot:
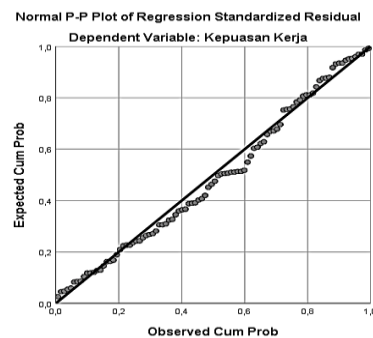

Figure 2. Graphic P-P Plot of Regression Standardized Residual

The findings from the Normality Plot (P-P Plot) of Regression Standardized Residuals in Figure 2 indicate that

the data points are scattered around the diagonal line, following its pattern, which suggests a normal distribution. The researcher employed a normality test using the Kolmogorov-Smirnov (K-S) test at a significance level (α) of 0.05. If the p-value is greater than 0.05, it indicates that the data follows a normal distribution. The results of the normality test using the Kolmogorov-Smirnov test are presented in the table below:

Table 3. Kolmogrov-Smirnov Test

N		100
Normal Parameters[a,b]	Mean	,00000000
	Std. Deviation	,32085546
Most Exteme Differences	Absolute	,086
	Positive	,086
	Negative	-,048
Test Statistic		,086
Asymp. Sig. (2-tailed)		,075[c]

According to the data presented in Table 3, the Kolmogorov-Smirnov test indicates a significant value greater than the chosen alpha level (0.075 > 0.05). Thus, it can be inferred that all data points of the variable follow a normal distribution. The Kolmogorov-Smirnov test complements the interpretation of the earlier histogram and normality plot graphs.

3. Multicollinearity Test

The purpose of the Multicollinearity Test in this study is to investigate potential correlations among the independent variables. The presence of such correlations, known as multicollinearity, may indicate an issue with multicollinearity. In an ideal regression model, independent variables should not exhibit correlations. The outcomes of the Multicollinearity Test are presented in Table 4 below:

Table 4. Multicollinearity Test

Model	Collinierity Statistics	
	Tolerance	VIF
(Constant)		
Work-life Balance (X1)	,373	2,678
Compensation (X2)	,373	2,678

According to the data presented in Table 4, the VIF values are all less than 10.00, indicating the absence of multicollinearity issues. Additionally, the Tolerance values in the table, being greater than 0.10, also signify the lack of multicollinearity problems.

4. Heteroskedasticity Test

The purpose of conducting the heteroskedasticity test in this study is to assess whether the data exhibits equal variance. This test is performed using the Scatterplot method. The outcomes of the heteroskedasticity test, employing the Scatterplot, are visualized in Figure 3 below:
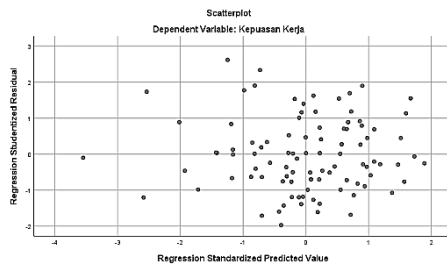
Figure 3. Scatterplot

Based on Figure 3, it can be observed that the scatterplot points do not form a clear pattern, and the points are scattered both above and below the value of 0 on the Y-axis.

Therefore, it can be concluded that there is no heteroskedasticity

5. Multiple Linear Regression

Multiple Linear Regression Analysis in this study is employed to determine the influence of the two independent variables, Work-life balance and compensation, on the dependent variable, job satisfaction. The outcomes of the multiple linear regression analysis are displayed. as follows:

The analysis could be observed in Table 4 as follows:

Table 4. Table of Multiple Linear Regression

	Coefficients[a]				
	Unstandardized Coefficients		**Standardized Coefficients**		
Model	**B**	**Std. Error**	**Beta**	**t**	**Sig.**
(Constant)	1,447	,182		7,964	,000
Work-life Balance	,243	,080	,342	3,053	,003
Compensation	,325	,080	,452	4,039	,0000
a. Dependent Variabel Job Satisfaction					

Using the data provided in Table 4 the study utilizes a multiple linear regression analysis model with the following equation to assess the impact of Work-life balance and compensation on job satisfaction:

Y = 1,447+0,243X1+0,325X2

The interpretation of the multiple linear regression equation is as follows:

a. Constant (a) = 1.447, implying that when the values of Work-life balance (X1) and Compensation (X2) are both 0, in turn, the job satisfaction of employees within the Internal Monitoring Division, Corporate Secretaries, and Quality Assurance & Regulatory Division of PT XYZ will be 1.447.

b. The coefficient value of X1 (Work-life balance) is positively significant at 0.243. This indicates that there is a positive linear correlation between variable X1 and Y, and for every one-unit increase in Work-life balance (X1), job satisfaction (Y) at PT XYZ's office in the Internal Monitoring Division, Corporate Secretaries, and Quality Assurance & Regulatory Division will increase by 0.243.

c. The coefficient value of X2 (Compensation) is 0.325, showing a positive and statistically significant relationship with Y (Job Satisfaction). This implies that Compensation has a positive linear impact on Y (Job

Satisfaction), and for every one-unit increase in X2 (Compensation), job satisfaction (Y) at PT XYZ's office in the Internal Monitoring Division, Corporate Secretaries, and Quality Assurance & Regulatory Division will increase by 0.325.

6. Hypothesis Testing Results Partial Test (T)

In this study, the T-test is utilized for partial hypothesis testing to evaluate the impact of each independent variable, namely Work-life balance and pay in relation to job satisfaction, the

dependent variable. The objective is to assess the extent to which each independent variable contributes to the variation in the dependent variable. A significance value less than 0.05 (sig < 0.05) indicates a significant partial effect of the independent variable on the dependent variable.

a. Degrees of freedom (df) = (n-k-1)
b. Degrees of freedom (df) = n-k-1 = 100-2-1=97
c. T-table = 1.985

The outcomes of the partial hypothesis test are presented in Table 5 below:

Table 5. Partial Test (T)

Coefficients^a					
	Unstandardized Coefficients		**Standardized Coefficients**		
Model	**B**	**Std. Error**	**Beta**	**t**	**Sig.**
(Constant)	1,447	,182		7,964	,000
Work-life Balance	,243	,080	,342	3,053	,003
Compensation	,325	,080	,452	4,039	,0000
a. Dependent Variabel Job Satisfaction					

Based on the data presented in Table 5 earlier, The results of the t-test uconducted on each independent variable are as follows:

a. The calculated t-value for the Work-life balance variable (X1) is 3.053, which is less than the t-table value of 1.985, and the significance level is 0.003, which is smaller than 0.05. Consequently, the null hypothesis (H0) is rejected, and the alternative hypothesis (Hα) is accepted. Thus, it can be concluded that there is a significant partial effect of Work-life balance (X1) on job satisfaction (Y).

b. the calculated t-value for the Compensation variable (X2) is 4.039, which exceeds the t-table value of 1.985, and the significance level is 0.002, which is less than 0.05. As a result, the null hypothesis (H0) is rejected, and the alternative hypothesis (Hα) is accepted. Thus, it can be concluded that there is a significant partial effect of Compensation (X2) on job satisfaction (Y).

7. Hypothesis Testing Results Simultaneous Test (F)

The F-test is used to evaluate the collective significance of the independent variables on the dependent variable. The author has

chosen a significance level of 5% (0.05) for this F-test. If the significance value is less than 0.05, it indicates that the independent variables have a significant impact on the dependent variable. On the other hand, if the significance value is greater than 0.05, it suggests that the independent variables do not significantly influence the dependent variable.

To determine the F-value, the degrees of freedom for the numerator and denominator are needed, calculated using the following formula:

a. Significance level (α) = 5% and degrees of freedom (df) = (k-1);(n-k)
b. Degrees of freedom numerator = k-1 = 2-1 = 1
c. Degrees of freedom denominator = n-k-1 = 100-2-1 = 97
d. F-table = 3.09

Table 6. Simultaneous Test (F)

ANOVA[a]					
Model	Sum of Squares	df	Mean Square	F	Sig.
1 **Regression**	12,714	2	6,357	60,450	,000[b]
Residual	9,780	93	,105		
Total	22,494	95			
a. Dependent Variable: Job Satisfaction					
b. Predictors: (Constant), Compensaion, *Work-life balance*					

Based on the calculations in Table 6 that have been conducted, the obtained F-value is 60.450, The obtained F-test value is higher than the critical F-table value (3.09), and the significance level is 0.000, which is smaller than the chosen significance level of 0.05. Therefore, As a result of rejecting the null hypothesis (H0) and accepting the alternative hypothesis (Hα), it can be inferred that both Compensation and Work-Life Balance variables significantly influence Job Satisfaction simultaneously.

8. Coefficient of Determination Test

The Coefficient of Determination (R2) is used to assess the degree of contribution or the capability of the independent variables to impact the dependent variable. The results of the Coefficient of Determination (R2) The test results in this study are presented in Table 7 as follows:

Table 7 Coefficient of Determination Test

Model Summary[b]				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	,752[a]	,565	,565	,324
a. Predictors: (Constant), Compensaion, *Work-life balance*				
b. Dependent Variable: Job Satisfaction				

Based on Table 7, it is evident that the value of R is 0.752 and the R square (R2) is 0.565. These figures are utilized to assess the magnitude of the influence of Work-life balance and Compensation on job satisfaction. The calculation of R square (R2) employs the coefficient of determination (Kd) using the following formula:

KD = r2x 100%
= 0,565 x 100%
= 56,5%

These figures indicate a coefficient of determination (Kd) of 56.5%. This signifies that the influence of the independent variables, namely Work-life balance and Compensation, on the dependent variable, job satisfaction, accounts for 56.5%, while the remaining 43.5% is influenced by other factors not examined in this study.

CONCLUSION AND SUGGESTION
Conclusion

Based on the investigation conducted by the researcher regarding "The Influence of Work-life Balance and Compensation on Job Satisfaction at PT XYZ in the Internal Supervision, Corporate Secretaries, and Quality Assurance & Regulation Division," conclusions can be drawn from the results of the descriptive analysis. The findings indicate that Work-life balance among employees at PT XYZ in the Internal Supervision, Corporate Secretaries, and Quality Assurance & Regulation Division is generally categorized as good. Furthermore, based on the descriptive analysis, the compensation for employees in the mentioned division is overall categorized as excellent.

Additionally, the job satisfaction of employees at PT XYZ in the Internal Supervision, Corporate Secretaries, and Quality Assurance & Regulation Division is also categorized as excellent according to the descriptive analysis. Moreover, both the simultaneous and partial results of the analysis reveal that both Work-life balance and Work-life balance, as well as Compensation, positively and significantly influence job satisfaction on PT XYZ in the Internal Supervision, Corporate Secretaries, and Quality Assurance & Regulation Division.

Suggestion

The results of the analysis indicate that within the variable of Work-life balance, the dimension of "Time Balance" scored the lowest, particularly in response to the statement "I feel that the time allocated for personal matters (hobbies or personal enjoyment) is sufficient." This implies that some employees at PT XYZ in the Internal Supervision, Corporate Secretaries, and Quality Assurance & Regulation Division feel that the time allocated for personal activities is not yet sufficient. If feasible, the company or organization may consider providing work flexibility to the employees. This flexibility could encompass adjustable working hours, remote work options, or the arrangement of additional personal days off.

The analysis results indicate that within the compensation variable, the "Facilities" dimension had the lowest score, particularly in response to the statement "I feel that the office facilities can enhance my work motivation," with a score of 81%. This implies that some employees feel that the facilities are not fully contributing to their motivation. To ensure that employees feel motivated by the available facilities, a comprehensive review and evaluation of the existing office facilities is necessary. Identification of areas that require improvement or enhancement is crucial in creating a more comfortable and enjoyable environment for the employees.

Additionally, involving employees in the facility improvement process by gathering their input and feedback can contribute to more accurate and employee-centric improvement planning. This approach ensures that the planned improvements are aligned with the employees' needs and preferences.

The analysis results reveal that within the job satisfaction variable, specifically within the "Supervisor" dimension, the lowest score was recorded for the statement "I feel my supervisor responds promptly when it comes to work-related issues," with a score of 81%. This suggests that some employees still feel that their supervisors are not quick to respond when it comes to work-related problems.

To address this issue, providing managerial training and skill development to supervisors is recommended. This training can help them become more responsive and effective in addressing work-related challenges. Skills such as conflict management, interpersonal communication, and inclusive leadership can significantly impact their ability to handle challenges effectively. Additionally, supervisors should offer regular feedback to their subordinates, both in terms of performance and task progress. This practice will aid subordinates in understanding the alignment of their performance with expectations, and it will provide supervisors with opportunities to identify any issues that require further attention.

This study solely examined The impact of Work-life balance and compensation on job satisfaction at PT XYZ within the divisions of internal supervision, corporate secretaries, and quality assurance & regulation. For future researchers, it is recommended to explore additional variables that might impact job satisfaction. Furthermore, conducting research on the same variables with different subjects could provide valuable comparative insights.

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