

THE IMPACT OF WORK LIFE BALANCE AND WORKLOAD ON JOB SATISFACTION THROUGH EMPLOYEE WORK MOTIVATION IN PRIVATE UNIVERSITY IN TEBING TINGGI

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Abstract

This study aims to analyze the influence of Work-Life Balance and Workload on Job Satisfaction through Work Motivation among administrative staff at private higher education institutions in Tebing Tinggi City. The research employs a quantitative approach with an explanatory research design, which seeks to explain causal relationships between variables through hypothesis testing. The population in this study consists of 38 administrative staff members, with a total sampling technique used: 24 from STIE Bina Karya and 14 from STAI Tebing Tinggi Deli. The data analysis technique applied is Structural Equation Modeling (SEM) based on Partial Least Squares (PLS). The analysis process includes the evaluation of the outer model to assess instrument validity and reliability, and the inner model to examine the relationships among latent variables, supported by t-tests and R². The findings reveal that Work-Life Balance and Workload significantly influence Work Motivation. Additionally, Workload has a direct positive effect on Job Satisfaction, while Work-Life Balance does not have a significant effect on Job Satisfaction. Moreover, Work Motivation does not significantly affect Job Satisfaction, nor does it mediate the relationship between either Work-Life Balance or Workload and Job Satisfaction.

Keywords: *Work-Life Balance, Workload, Work Motivation, Job Satisfaction*

INTRODUCTION

Human resource management is a form of effort made by the organization in controlling each member of the organization so that it can achieve organizational goals. In line with the opinion according to Robbins, (2015) is the process of coordinating and integrating work activities so that they are completed efficiently and effectively with and through other people. So that human resource management is the most important part of the organization including in the world of education. Education is a place to invest in the long term, this can be seen in various aspects that include individuals, society, and the economy as a whole. Education equips individuals with the knowledge, skills, and competencies needed to enter the job market and adapt to changes in technology and industry. With a good education, individuals can increase their potential to get better jobs and higher incomes, which in turn improves welfare and family. So that the education sector will continue to develop and will not experience a decline in the long term (Hendrizal et al., 2024).

Higher education is a form of education that greatly determines a person's ability to obtain economic improvement for its students. This is because higher education is the main source of community formation after going through general education starting from Elementary School, Middle School and High School which is continued with Higher Education in the form of Colleges, Institutes, Polytechnics to Universities. Currently, Tebing Tinggi City has established several private universities that contribute to the community and local government. However, the ability of universities to survive the current high competition cannot be separated from the ability of employees at each university to attract prospective students and provide services to students. In a study conducted by Anggraini, (2020) high job satisfaction felt by employees indicates that the performance produced is in accordance with the expectations of the company or agency. Meanwhile, in a study conducted by (Sianipar et al., 2023) satisfaction is one of the factors that can be a benchmark for the balance between work and life outside the world of work which affects the performance produced in line with research conducted by (Siregar & Manurung, 2023). So that job satisfaction can be a special concern in a company or educational institution. According to Afandi, (2018), job satisfaction is a positive attitude of workers including feelings and behavior towards their work through the

assessment of one of the jobs as a sense of appreciation in achieving one of the important values of the job. From the results of a pre-survey conducted on private university employees in Tebing Tinggi City, out of 30 employees, 19 stated that they would not get a promotion if they showed good performance results, and 18 people stated that they did not agree that superiors always supervise their work and routinely conduct checks and assessments of their employees' work results. From these answers, it shows that the job satisfaction of employees at private universities in Tebing Tinggi City is quite low.

This can be caused by various factors, one of which is work motivation. According to Ritonga, (2015), motivation is an urge that arises in a person, either consciously or unconsciously, to do something with a certain purpose. In a study conducted by Heryadi & Sukmalana, (2020) employee job satisfaction can be influenced by their work motivation, furthermore in previous research conducted by Fathudin, R. (2023) showed that work motivation can mediate the relationship between workload and job satisfaction. From the results of a pre-survey conducted by researchers on employees at a university in Tebing Tinggi City, it showed that out of 30 employees, 17 employees answered that they did not work responsibly in every job they did and 16 answered that they did not always do their work according to their respective duties and functions. The employee pre-survey answers explained that the work motivation of employees was quite low so that it affected their job satisfaction. These results are in line with the results of the evaluation and monitoring carried out by universities that the job satisfaction and work motivation of employees tend to be low where the results show that the level of minor and major errors increases every year.

The decrease in work motivation and job satisfaction felt by university employees can occur due to the Work-Life Balance that employees have at work, supported by research conducted by Nawarcono & Setiono, (2021) which shows that Work-Life Balance can increase employee job satisfaction. Hutcheson, (2014) explains that work-life balance is the ability of a person or individual to fulfill their work duties and remain committed to their family, as well as other responsibilities outside of work. From the results of the pre-survey conducted, 22 people agreed that the workload makes it difficult for employees to live their personal lives. Furthermore, 24 people answered that they lost a lot of time to live their personal lives because of work. Based on the results of the pre-survey conducted by researchers on employees, it shows that employees cannot manage their work time and personal life which is burdened with a high workload so that the employee's work-life balance is not good. Another factor that can affect job satisfaction is the workload felt by employees, in a study conducted by Fathudin, (2023) and Putri et al., (2023) that high workload causes low employee work motivation and decreases employee job satisfaction. According to Mangkunegara, (2015), workload can be defined as a difference between the capacity or ability of workers and the demands of the work that must be faced. The results of a pre-surveillance conducted on 30 private university employees in Tebing Tinggi City showed that 20 people stated that the work they received during work did not match their expertise and 18 people answered that they often received work outside of working days or hours.

The results of the pre-surveillance showed that employees had a fairly high workload so that it could affect job satisfaction and work motivation. To prove the results of the pre-surveillance that had been conducted by the researcher, it is necessary to do further research and explain that work motivation can function as a mediator in the relationship between work-life balance and workload on job satisfaction. Research by Bakker et al., (2020) shows that good work-life balance can increase work motivation, which in turn leads to higher job satisfaction. Conversely, excessive workload can reduce work motivation, leading to low job satisfaction. This finding is supported by Sonnentag, (2020) who found that work motivation mediates the influence between work-life balance and workload on job satisfaction. In this context, work motivation acts as an intermediary that explains how work-life balance and workload affect job satisfaction.

Theory Study

Job Satisfaction

According to Afandi, (2018), job satisfaction is a positive attitude of workers including feelings and behavior towards their work through the assessment of one of the jobs as a sense of appreciation in achieving one of the important values of the job. Meanwhile, according to Sutrisno, (2017) job satisfaction is an employee's attitude towards work related to work situations, cooperation between employees, rewards received in work, and matters concerning physical and psychological factors. According to Afandi, (2018), indicators of job satisfaction are as follows:

1) Work

The content of the work that someone does has satisfying elements.

2) Wages

The amount of payment that someone receives as a result of the implementation of the work is in accordance with the needs that are felt to be fair.

3) Supervisor

A person who always gives orders or instructions in the implementation of work.

4) Coworkers

A person always interacts in the implementation of work. A person can feel that his coworkers are very pleasant or unpleasant.

Work-Life Balance

According to Hutcheson (2017), work-life balance is the ability of a person or individual to fulfill their work duties and remain committed to their family, as well as other responsibilities outside of work. Another explanation of work-life balance by Burhanuddin (2016), is the extent to which individuals feel satisfied and involved in a balanced way in their roles at work and other lives outside of work. Hutcheson (2017), argues that there are several indicators in measuring work-life balance, namely:

1) Time Balance

Equal amount of time for work and family roles.

2) Involvement Balance

Equal level of psychological involvement in work and family roles.

3) Satisfaction Balance

Equal level of satisfaction with work and family roles.

Workload

According to Mangkunegara, (2015), workload can be defined as a difference between the capacity or ability of workers and the demands of the work that must be faced. According to Munandar (2019), workload is the tasks given to workers or employees to be completed at a certain time using the skills and potential of the workforce. According to Munandar (2019), workload indicators include the following:

1) Targets to be achieved

The individual's view of the magnitude of the work target given to complete his work. Views on the results of work that must be completed within a certain period of time.

2) Working Conditions

Includes how the individual views his work conditions, for example making quick decisions when processing goods, and dealing with unexpected events such as doing extra work outside the specified time.

3) Use of Working Time

Time used in activities directly related to production (circle time, or standard or basic time).

4) Work Standards

The impression that the individual has about his work, for example feelings about the workload that must be completed within a certain period of time.

Work Motivation

Work motivation is the result of a collection of internal and external forces that cause work to choose the appropriate path of action and use certain behaviors. According to Ritonga, (2015), motivation is an urge that arises in a person either consciously or unconsciously to do something with a certain purpose. Meanwhile, according to Sarang Uno & Koni, (2014) defines work motivation as a force within a person that influences the direction, intensity and persistence of a person's voluntary behavior to do work. Wibowo, (2014), states that as an indicator of motivation are:

1) Responsibility in doing work

Responsibility is an attitude that arises to be ready and accept an obligation or task given.

2) Achievements achieved

Achievement is the ability to achieve good results in terms of quality and quantity produced by an employee.

3) Self-development

Development is a process or way to develop something that already exists in order to improve quality to be more advanced.

4) Independence in acting

Behavior that arises within oneself to act without bothering others.

Research Methods

The type of research used in this study is Explanatory Research with quantitative methods, According to Sugiyono, (2015) explanatory research is research that explains the relationship between one variable and another through a formulated hypothesis test. The population in this study were 38 educational staff at private universities in Tebing Tinggi City, so the sample used in this study were all educational staff at private universities in Tebing Tinggi City with details of 24 educational staff at the Bina Karya College of Economics, then at the Tebing Tinggi Deli Islamic College of Religion as many as 14 people.

Data analysis in this study is a quantitative analysis using the Structural Equation Model (SEM) method based on Partial Least Square (PLS) which is used for the data calculation process. According to Santoso (2018), SEM is a multivariate analysis technique that combines factor analysis and regression analysis (correlation). PLS aims to help researchers obtain latent variables in research. As a test sense of analysis, PLS uses 2 modeling assessments, namely measurement examples (outer examples) for validity and reliability tests and structural examples (inner examples) for testing hypotheses using prediction examples (Ghozali et al., 2019). The data analysis techniques used in this study are as follows:

a. *Measurement Model (Outer Model)*

Outer model (measurement model) is how each variable in the form of an indicator relates to its latent variable. The outer model is used to assess validity and reliability tests. Outer model analysis is carried out to ensure that the measurement used is suitable for measurement (valid and reliable).

b. *Structural Model (Inner model)*

The structural model or inner model aims to see the correlation or relationship between latent variables in the study through the t-test. Evaluation of the inner model can be seen from several indicators including the coefficient of determination (R^2), Predictive Relevance (Q^2) and Goodness of Fit Model (GoF) (Ghozali, 2021).

c. *Pengujian Hipotesis*

After obtaining the regression equation, it is necessary to conduct a hypothesis test to determine whether the regression coefficient obtained is significant, then the hypothesis test is carried out using the t-test (partial) and the indirect effect test.

In this study, seven hypotheses were proposed, including the following: 1) Work-Life Balance influences work motivation, 2) workload influences work motivation, 3) Work-Life Balance influences job satisfaction, 4) workload influences job satisfaction, 5) work motivation influences job satisfaction, 6) Work-Life Balance influences job satisfaction through work motivation, 7) workload influences job satisfaction through work motivation.

RESULTS AND DISCUSSION

Outer Model Testing (Measurement Model)

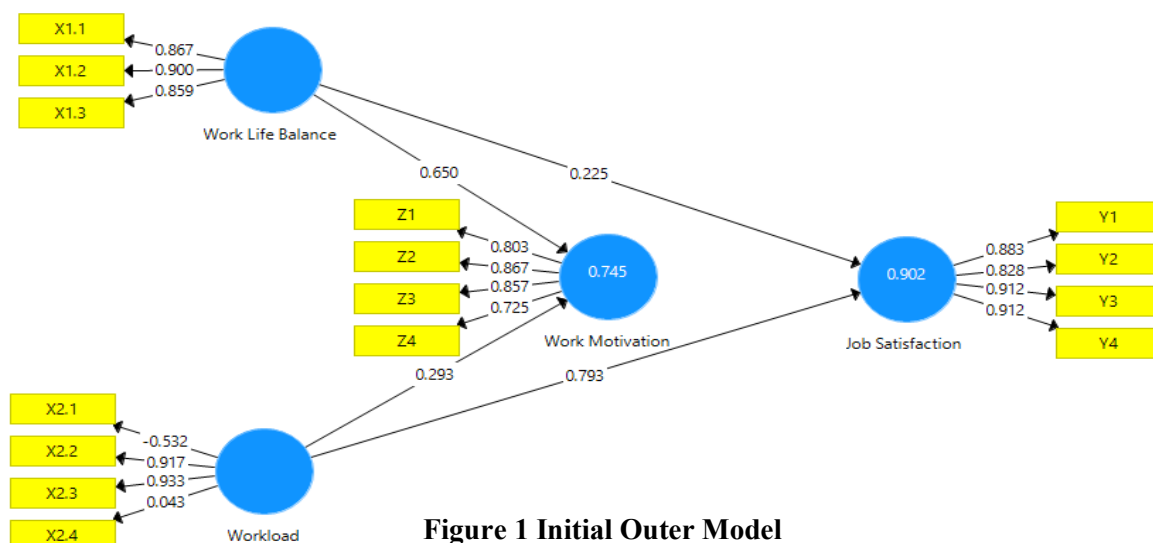


Figure 1 Initial Outer Model

Source: Data Analysis Using SmartPLS

Based on the image and the results of the loading factor calculation, it can be seen that items X2.1 and X2.4 have loading factor values below 0.7 so that these items must be removed from the model, and retested. The results of the image after items that have loading factors below 0.7 are removed are as follows:

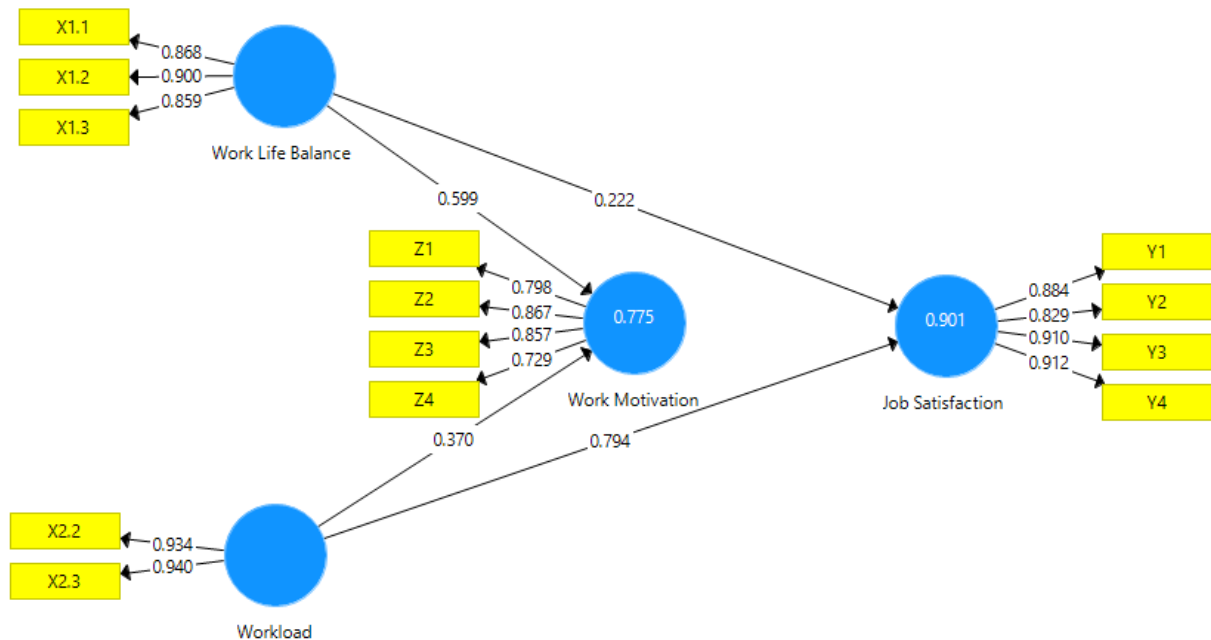


Figure 2 Outer Model

Source: Data Analysis Using SmartPLS

1. Validity Test

This study uses the help of Smart PLS 3.0 software to test the validity and reliability of the research instrument. To test the validity of data, convergent validity can be used to see the loading factor value and discriminant validity by looking at the cross loading value.

a. Convergent Validity

The convergent validity of the measurement model with the reflective indicator model is assessed based on the correlation between the item score/component score and the construct score calculated by PLS. In this study, a loading factor of 0.5 was used with the algorithm calculation in Smart PLS 3.0. The following are the results of the convergent validity measurement model test using the loading factor which can be seen in Table 2.

Tabel 2
Validity Test Results Using Loading Factor

	Work Life Balance	Workload	Job Satisfaction	Work Motivation
X1.1	0.868			
X1.2	0.900			
X1.3	0.859			
X2.2		0.934		
X2.3		0.940		
Y1			0.884	

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Y2			0.829	
Y3			0.910	
Y4			0.912	
Z1				0.798
Z2				0.867
Z3				0.857
Z4				0.729

Based on Table 2 above, it can be seen that all loading factor values have passed the limit of 0.5 so that it can be concluded that each indicator in this study is valid. Therefore, these indicators can be used to measure research variables.

b. Discriminant Validity

Discriminant validity compares the Average Variance Extracted (AVE) value of each construct with the correlation between other constructs in the model. If the AVE root value of each construct is greater than the correlation value between the construct and other constructs in the model, then it is said to have a good discriminant validity value. The following are the results of testing the discriminant validity measurement model using cross loading which can be seen in Table 3:

Table 3
Cross Loading Value

	Work Life Balance	Workload	Job Satisfaction	Work Motivation
X1.1	0.868	0.754	0.831	0.749
X1.2	0.900	0.427	0.530	0.777
X1.3	0.859	0.410	0.470	0.642
X2.2	0.591	0.934	0.836	0.700
X2.3	0.586	0.940	0.912	0.699
Y1	0.644	0.739	0.884	0.720
Y2	0.755	0.727	0.829	0.708
Y3	0.582	0.873	0.910	0.699
Y4	0.586	0.940	0.912	0.699
Z1	0.718	0.416	0.465	0.798
Z2	0.725	0.723	0.794	0.867
Z3	0.681	0.583	0.590	0.857
Z4	0.582	0.690	0.723	0.729

Source: Processed Primary Data

Based on Table 3 above, it can be seen that all cross loading values of each targeted indicator have a higher correlation with each variable compared to other variables. It can be concluded that the indicators above are valid as a whole.

2. Reliability Test

An instrument can be said to be reliable by looking at the value of Average Variance Extracted more than 0.5, Cronbach Alpha more than 0.6 and Composite Reliability more than 0.7. The following are the results of the calculation of reliability through Average Variance Extracted (AVE), Cronbach Alpha and Composite Reliability can be seen in the following table:

Table 4
Calculation of AVE, Cronbach Alpha, and Composite Reliability

Variabel	Cronbach's Alpha	rho_A	Composite Reliability	Average Variance Extracted (AVE)
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Job Satisfaction	0.907	0.913	0.935	0.782
Work Life Balance	0.850	0.868	0.908	0.766
Work Motivation	0.829	0.836	0.887	0.664
Workload	0.861	0.863	0.935	0.878

Source: Primary Data

Based on Table 4 above, it can be seen that the Cronbach Alpha value of the Work Life Balance variable is 0.850, the Workload variable is 0.861, the work motivation variable is 0.829 and the job satisfaction variable is 0.907. From the calculation results above, it can be seen that all indicators are reliable in measuring their latent variables.

Inner Model Testing (Structural Model)

Evaluation of the inner model can be seen from several indicators including the coefficient of determination (R²), Predictive Relevance (Q²) and Goodness of Fit Index (GoF) (Hussein, 2015). The results of the structural model displayed by Smart PLS 3.0 in this study are as follows:

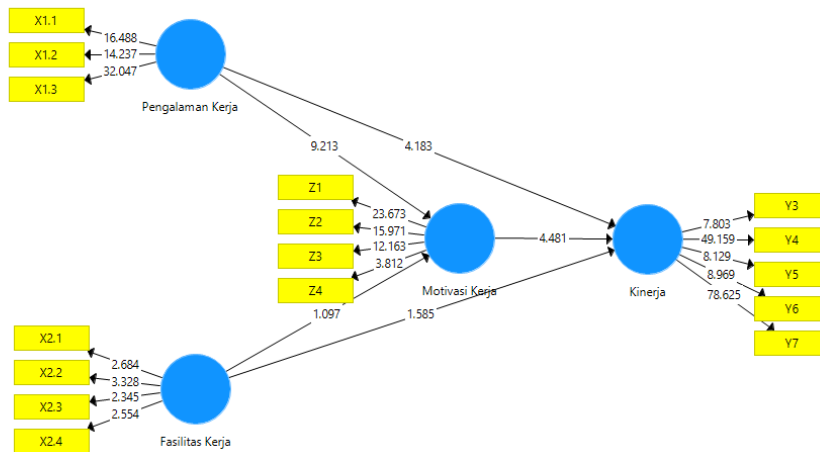


Figure 3. Inner Model

Source: Data Analysis Using SmartPLS

1. R²(R-Square) Results

In assessing the model with PLS, it begins by looking at the Adjusted R-square for each dependent latent variable. The results of the r² calculation in this study are as follows:

Table 5
Correlation Values

	R Square	R Square Adjusted
Job Satisfaction	0.903	0.895
Work Motivation	0.780	0.767

Source: Processed Primary Data

Based on the calculation results using bootstrapping in Table 7. above, it is known that the r² value of the work motivation variable is 0.767 which means that work motivation is influenced by Work Life Balance and workload by 76.7% or in other words the contribution of Work Life Balance and workload is 76.7% while the remaining 23.3% is the contribution of other variables not discussed in this study such as intensive references, health insurance and others. The r² result of the job satisfaction variable is 0.895 which means that job satisfaction is influenced by Work Life Balance, workload and work motivation by 89.5% or in other words the contribution of Work Life Balance, workload and work motivation is 89.5% while the remaining 10.5% is the contribution of other variables not discussed in this study such as incentives, work systems and others.

HYPOTHESIS TEST

1. Testing the Direct Effect Hypothesis

Direct influence testing is used to explain hypotheses 1,2,3,4 and 5 through path coefficients. The path coefficient value can be seen through the t-statistic value which must be above the t-table, namely 1.96, which means that there is an influence of exogenous variables on endogenous variables in each hypothesis that has been determined. The t-statistic value ≥ 1.960 or the probability value \leq level of significance ($\alpha = 5\%$), has the conclusion that the hypothesis is accepted, namely there is a significant influence between the variables tested. Table 6 shows the results of direct hypothesis testing with bootstrapping on Smart PLS 3.0 software. Below is an explanation of each hypothesis in this study.

Table 6
Path Coefficients Results

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (O/STDEV)	P Values
Work Life Balance -> Job Satisfaction	0.162	0.164	0.136	1.192	0.234
Work Life Balance -> Work Motivation	0.585	0.552	0.174	3.358	0.001
Work Motivation -> Job Satisfaction	0.104	0.105	0.166	0.628	0.530
Workload -> Job Satisfaction	0.753	0.747	0.100	7.546	0.000
Workload -> Work Motivation	0.389	0.428	0.166	2.334	0.020

Source: Processed Primary Data

Based on Table 6, the test results for each hypothesis are as follows:

a. *Work-Life Balance On Work Motivation*

Based on the test results in Table 6, it can be seen that the t-statistic value of the relationship between Work-Life Balance and work motivation is 3.358 with a sig. of 0.001. The test results show that the t-statistic ≥ 1.96 and the sig. value \leq level of significance ($\alpha = 5\%$). This shows that Work-Life Balance has an effect on work motivation, thus hypothesis 1 is accepted.

b. *Workload On Work Motivation*

Based on the test results in Table 6, it can be seen that the t-statistic value of the relationship between workload and work motivation is 2.334 with a sig. of 0.020. The test results show that the t-statistic ≥ 1.96 and the sig. value \leq level of significance ($\alpha = 5\%$). This shows that workload has an effect on work motivation, thus hypothesis 2 is accepted.

c. *Work-Life Balance On Job Satisfaction,*

Based on the test results in Table 6, it can be seen that the t-statistic value of the relationship between Work-Life Balance and job satisfaction is 1.192 with a sig. of 0.234. The test results show that the t-statistic ≤ 1.96 and the sig. value \geq level of significance ($\alpha = 5\%$). This shows that Work-Life Balance does not affect job satisfaction, thus hypothesis 3 is rejected..

d. *Workload on Job Satisfaction*

Based on the test results in Table 6, it can be seen that the t-statistic value of the relationship between workload and satisfaction is 7.546 with a sig. of 0.000. The test results show that the t-statistic ≥ 1.96 and the sig. value \leq level of significance ($\alpha = 5\%$). This shows that workload has an effect on job satisfaction, thus hypothesis 4 is accepted.

e. Work Motivation On Job Satisfaction

Based on the test results in Table 6, it can be seen that the t-statistic value of the relationship between work motivation and job satisfaction is 0.628 with a sig. of 0.530. The test results show that the t-statistic is ≥ 1.96 and the sig. value is \leq level of significance ($\alpha = 5\%$). This indicates that work motivation does not affect job satisfaction, thus hypothesis 5 is rejected.

2. Indirect Hypothesis Testing

Table 7
Results of Indirect Effect Test

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (O/STDEV)	P Values
Work Life Balance -> Work Motivation -> Job Satisfaction	0.061	0.046	0.096	0.634	0.526
Workload -> Work Motivation -> Job Satisfaction	0.040	0.057	0.084	0.482	0.630

Sumber: Data Primer

a. Work-Life Balance On Job Satisfaction Through Work Motivation

Based on the test results in Table 7, it can be seen that the t-statistic value of the relationship between Work-Life Balance and job satisfaction through work motivation is 0.634 with a sig. of 0.526. The test results show that the t-statistic ≤ 1.96 and the sig. value \geq level of significance ($\alpha = 5\%$). This shows that Work-Life Balance does not affect job satisfaction through work motivation, thus hypothesis 6 is rejected.

b. Workload On Job Satisfaction Through Work Motivation

Based on the test results in Table 7, it can be seen that the t-statistic value of the relationship between work facilities and performance mediated by work motivation is 0.482 with a sig. of 0.630. The test results show that the t-statistic ≤ 1.96 and the sig. value \geq level of significance ($\alpha = 5\%$). This shows that workload does not affect job satisfaction through work motivation, thus hypothesis 7 is rejected.

DISCUSSION

1. Work-Life Balance Affects Work Motivation

The results of the study showed that work-life balance has a significant effect on work motivation. This means that when employees feel able to balance the demands of work with their personal lives, employees tend to have a stronger drive to work optimally.

According to Hutcheson (2017), work-life balance is a person's ability to fulfill work tasks without neglecting responsibilities outside of work, including family. When this balance is achieved, employees will feel calmer and more focused, so they are motivated to do their jobs.

This finding is reinforced by Fathudin (2023) who found that work stress and high workload can reduce work motivation, but if work-life balance is maintained, work motivation can increase significantly. Work-life balance plays an important role in creating psychological conditions that support work enthusiasm and passion.

2. Workload Influences Work Motivation

Based on the results of the analysis, workload affects work motivation. If the workload is given proportionally according to employee capacity, it will be a positive challenge that can increase work motivation. However, if the workload is excessive or does not match the ability, it will actually decrease motivation. Mangkunegara (2015) stated that workload is the difference between individual abilities and the demands of the work that must be completed. A workload that is too heavy will cause stress and fatigue, while the right workload will increase work enthusiasm. Fathudin's research (2023) also shows that an unbalanced workload is the main cause of decreased work motivation in nurses at Ciamis Regional Hospital. Therefore, workload management is one of the keys to maintaining a high level of motivation.

3. Work-Life Balance Has No Effect on Job Satisfaction

The results show that work-life balance does not have a significant effect on job satisfaction. This may occur because even though employees have a balance between work and personal life, other factors such as salary, career path, work relationships, and work environment do not necessarily support it. Burhanuddin (2016) stated that work-life balance focuses on the extent to which individuals are satisfied with their roles in work and personal life. However, job satisfaction has a broader scope, including work situations and rewards received (Sutrisno, 2017). These results are in line with research by Putri et al. (2023) which concluded that organizational culture and career development have a greater influence on job satisfaction than work-life balance factors.

4. Workload Influences Job Satisfaction

This study proves that workload has a significant effect on job satisfaction. Workload that is in accordance with employee capabilities creates a sense of achievement and responsibility, which ultimately increases job satisfaction. Munandar (2019) explains that workload is tasks that are given to be completed within a certain time according to the capacity of the workforce. An appropriate workload creates ideal working conditions, while an excessive workload actually causes stress and job dissatisfaction. The results of this study are in line with research conducted by Putri et al. (2023) also stated that workload is one of the dominant factors that influences job satisfaction, especially when associated with work pressure and achievement of organizational targets.

5. Work Motivation Has No Effect on Job Satisfaction

The results of the study showed that work motivation did not have a significant effect on job satisfaction, which explains that even though employees have a work spirit or internal drive to complete tasks, this does not necessarily reflect the level of employee satisfaction with the work they do. According to Afandi (2018), job satisfaction is a positive attitude of workers that includes feelings and behaviors towards work that reflect appreciation for achieving important values. Sutrisno (2017) also stated that job satisfaction is closely related to factors such as work situations, cooperation between employees, rewards, and physical and psychological aspects in the workplace. These results are supported by research by Heryadi & Sukmalana (2020) which explains that although motivation plays a role in job satisfaction, its influence can be insignificant without being supported by other factors such as discipline and a conducive work environment.

6. Work-Life Balance Does Not Affect Job Satisfaction Through Work Motivation

Work motivation does not mediate the relationship between work-life balance and job satisfaction. This means that although work-life balance can increase work motivation, this motivation is not enough to significantly influence job satisfaction.

According to mediation theory, the indirect effect will only occur if the mediator variable (work motivation) has a significant effect on the dependent variable (job satisfaction). Because in the previous results, motivation was not proven to be significant for job satisfaction, then its role as a mediator becomes ineffective.

Hutcheson (2017) defines work-life balance as an individual's ability to fulfill work tasks and responsibilities outside of work. This balance can indeed increase work enthusiasm (motivation), but if employees do not feel appreciated, do not get proper compensation, or are in a less supportive work environment, then job satisfaction will not be built. Furthermore, Fathudin's research (2023) shows that work-life balance has an effect on motivation, but in the context of this study, this motivation is not strong enough to be a link to job satisfaction.

7. Workload Has No Effect On Job Satisfaction Through Work Motivation

Based on the research results, work motivation also does not mediate the relationship between workload and job satisfaction. This means that although an appropriate workload can encourage work motivation, this motivation has not been able to significantly encourage the creation of job satisfaction.

According to Mangkunegara (2015), a workload that is appropriate to capacity can create challenges that generate motivation. However, if working conditions are not supported by other factors such as recognition, appreciation, and a good work environment, then the results of this motivation will not be strong enough to create job satisfaction.

In the study of Putri et al. (2023), workload was indeed found to directly affect job satisfaction, but the role of mediating variables such as motivation will be effective only if the motivation really has a real impact on job satisfaction. Because previous results showed that work motivation had no effect on job satisfaction, the mediation effect in this path was also insignificant.

CONCLUSION

Based on the results of the study on the influence of Work-Life Balance and Workload on Job Satisfaction through Work Motivation on employees of Private Universities in Tebing Tinggi City, it shows that: Work-Life Balance affects work motivation, workload affects work motivation, Work-Life Balance does not affect job satisfaction, workload affects job satisfaction, work motivation does not affect job satisfaction, Work-Life Balance does not affect job satisfaction through work motivation, workload does not affect job satisfaction through work motivation. Based on the results of the study, it is recommended that higher education institutions not only focus on the balance of work time and personal time, but also pay attention to other aspects that have a greater influence on job satisfaction, such as giving awards, clarity of career paths, and a conducive work environment. Life balance needs to be accompanied by factors of appreciation and work comfort in order to have a real impact on employee satisfaction.

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