



The Influence of Work-Life Balance and Workload on Job Satisfaction by Mediation of Work Motivation in Mining Companies

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Abstract: Job satisfaction is an important aspect of employee welfare and organizational behavior. It reflects the extent to which employees are satisfied with their job and work environment. High job satisfaction is associated with several positive outcomes, such as increased productivity, job performance, and employee retention. On the other hand, low job satisfaction can lead to negative consequences, such as absenteeism and decreased performance. This condition then has implications for employee work-life balance which has the potential to increase workload and reduce motivation. This study aims to analyze the effect of work-life balance and workload on job satisfaction, with work motivation as a mediating variable. This study is expected to contribute to improving the company's human resources considering the factors studied can help related parties to create a positive work environment. The results showed that each work life balance and workload had a positive effect on work motivation. Likewise each, work life balance workload has a positive effect on job satisfaction. Motivation has a positive effect on job satisfaction. Work motivation mediates the effect of work life balance on job satisfaction and work motivation mediates the effect of workload on job satisfaction. The results showed that each work life balance and workload had a positive effect on work motivation. Likewise each, work life balance workload has a positive effect on job satisfaction. Motivation has a positive effect on job satisfaction. Work motivation mediates the effect of work life balance on job satisfaction and work motivation mediates the effect of workload on job satisfaction. The results showed that each work life balance and workload had a positive effect on work motivation. Likewise each, work life balance workload has a positive effect on job satisfaction. Motivation has a positive effect on job satisfaction. Work motivation mediates the effect of work life balance on job satisfaction and work motivation mediates the effect of workload on job satisfaction.

Key words: Work-Life Balance, Workload, Job Satisfaction, Work Motivation.

INTRODUCTION

Job satisfaction is an important aspect of employee welfare and organizational behavior. It reflects the extent to which employees are satisfied with their job and work environment. High job satisfaction is associated with several positive outcomes, such as increased productivity, job performance, and employee retention. On the other hand, low job satisfaction can lead to negative consequences, such as absenteeism and decreased performance.

Understanding the factors that influence job satisfaction is critical for employers to create a positive work environment and retain talented employees, particularly in mining companies. Mining

companies have an important role in the economy, but are a high-risk industry compared to companies in other industries (Aliabadi et al., 2018), and have a direct impact on employees (Yu et al., 2019). Jobs in mining industry organizations are challenging because the environment is often unhealthy and unsafe, and employees face risks specific to the industry (Janovic et al., 2021). In addition, another phenomenon in mining companies is that employees are not adequately trained and equipped to work according to appropriate safety procedures,

This condition then has implications for employee work-life balance which has the potential to increase workload and reduce motivation. Work-life balance makes employees feel job satisfaction because they can work well while in the work environment and do not need to be burdened with problems outside of work (Silaban & Margaretha, 2021). Work-life balance refers to the ability of employees to balance their work responsibilities and personal lives. With increased job demands and less clear boundaries between work and personal life, employees find it difficult to maintain work-life balance (Liu & Lo, 2018). Work-life imbalance then creates a workload as indicated by increased work demands. High workload can cause stress, burnout,

In this study, we investigated the work-life balance of employees and workload on job satisfaction mediated by work motivation in mining companies. Several empirical researchers have identified the factors that lead to employee satisfaction in various industries. Chen, et al. (2022) reported that job satisfaction is positively influenced by employee loyalty, corporate image and employee satisfaction, and work quality. Yusnita et al. (2022) tested the effect of work-life balance and job satisfaction on organizational commitment, and research shows a positive effect of work-life balance on job satisfaction; positive effect of work-life balance on organizational commitment through job satisfaction. Besides that,

However, apart from related scientific studies, the relationship between work-life balance, workload, and job satisfaction mediated by work motivation in the mining industry has been less explored in Indonesia. This study fills the research gap by providing empirical evidence on how these factors affect employee job satisfaction, especially field workers, which provides insight into how the work environment and the relationship between companies in the mining industry and their employees are. Therefore, this study aims to analyze the effect of work-life balance and workload on job satisfaction, with work motivation as a mediating variable.

Research purposes

This study aims to analyze:

1. Effect of work life balance on work motivation.
2. Effect of workload on work motivation
3. Effect of work life balance on job satisfaction.
4. Effect of workload on job satisfaction
5. Effect of work motivation on job satisfaction
6. The influence of work motivation mediates work life balance on job satisfaction
7. The influence of work motivation mediates workload on job satisfaction

LITERATURE REVIEW

Human Resource Management

Management's goal is to increase human resource support to achieve organizational goals, or more specifically to increase productivity, job satisfaction, loyalty, and reduce employee laziness (Marihot, 2007).

According to Hasibuan (2005), the Role of Human Resource Management includes:

1. Determine the number, quality, and effective placement of workers according to company needs based on job descriptions, job specifications, and job evaluations.

2. Determine the withdrawal, selection and placement of employees based on the principle of the right man in the right job.
3. Establish welfare, development, promotion and termination programs.
4. Forecasting the supply and demand for human resources in the future.
5. Estimating the state of the economy in general and the development of the company in particular.
6. Closely monitor labor laws and policies on remuneration of similar companies
7. Monitor technical progress and trade union developments.
8. Carry out education, training, and employee performance appraisal.
9. Manage employee mutations both vertically and horizontally
10. Manage pensions, layoffs, and severance pay.

Human resources are the integrated abilities of the intellect and physical abilities possessed by individuals, their behavior and characteristics are determined by their heredity and environment, while their work performance is motivated by the desire to fulfill their satisfaction. Human resources are assets in all aspects of management, especially those concerning the existence of the organization (Bukit, 2017). According to Arifin (2017), the role of Human Resources (Human Capital) in a company is very important because as a driving force and system manager, so that it can run well, its management must pay attention to important aspects such as training, development and motivation.

Human resource management is seen as a fairly important role in the industrial realm, what is done by the human resource manager describes how the activation of human resource management in the organizational environment. Human resource management is a process that includes evaluating human resource needs, getting people to meet those needs and optimizing the utilization of these important resources by providing appropriate incentives and assignments, to suit the needs and goals of the organization where human resources are humans are (Widodo, 2015: 2).

Work Life Balance

Work-Life Balance or better known as the Work-Life Balance originally appeared in England in the late 1970s which described a balance between individual work and personal life. (Ramya, 2014). Noor (2011) defines work life balance as an effective management of work and activities outside of work such as family, community activities, self-development, tourism and recreation.

Greenhaus and Beutell (1985, in Handini, 2014) argue that work-life balance refers to a person's ability to balance his responsibilities at work and things that are not related to work. Every employee must pay attention to this because if not, there will be consequences as role demands at work and family conflicts in some cases. Permanasari (2017). Work-life balance needs to be considered in companies considering the increasing demands of companies to understand family (personal) life and work which have changed and are difficult to separate. Several factors affect work-life balance, such as flexible work arrangements, childcare support, and working hours. Flexible work arrangements, such as telecommuting, job sharing, and flexible scheduling, enabling employees to better balance their work and personal lives. A study by Spurk, Hirschi, and Kauffeld (2016) found that flexible work arrangements have a positive impact on job satisfaction. Employees with access to flexible work arrangements report higher levels of job satisfaction than those who do not. Work-life balance can be measured by several factors, including Work Interference with Personal Life, Personal Life Interference with Work, Personal Life Enhancement of Work, Work Enhancement of Personal Life (Fisher et al., 2009; Aryateja et al., Susanto et al., 2022) and Kauffeld (2016) found that flexible work arrangements have a positive impact on job satisfaction. Employees with access to flexible work arrangements report higher levels of job satisfaction than those who do not. Work-life balance can be measured by several factors, including Work Interference with Personal Life, Personal Life Interference with Work, Personal Life Enhancement of Work, Work Enhancement of Personal Life (Fisher et al., 2009; Aryateja et al., Susanto et al., 2022) and Kauffeld (2016) found that flexible work arrangements have a positive impact on job satisfaction. Employees with access to flexible

work arrangements report higher levels of job satisfaction than those who do not. Work-life balance can be measured by several factors, including Work Interference with Personal Life, Personal Life Interference with Work, Personal Life Enhancement of Work, Work Enhancement of Personal Life (Fisher et al., 2009; Aryateja et al., Susanto et al., 2022)

Work-life balance is closely related to job satisfaction. A study by Kim et al. (2021) found that work-life balance is positively related to job satisfaction. The study found that employees with a better work-life balance reported higher levels of job satisfaction than those without.

Workload

Workload is a source of pressure based on job requirements, which has attracted a lot of attention in the field of organizational management in recent years (Chen et al., 2022). Workload arises from the interaction between workload task demands that are used as workplaces, skills, and worker perceptions (Sudiarditha & Margaretha, 2019). Workload refers to the utilization of available work time to do work (Fajriana & Septiari, 2016). Work is considered overloaded if the primary energy is fully used and requires energy reserves to complete the work. Jermsittiparsert et al., (2020) explained that workload indicators are time pressure and interruptions at work. Chen et al., (2020) measured workload by working time and work demand, while Ekowati et al., (2021) uses effective working hours, educational background, and type of work in measuring workload. Workload related to job satisfaction. A recent study by Marques-Pinto et al. (2021) found that workload has a negative effect on job satisfaction and employees who have a high workload report lower levels of job satisfaction than those who don't.

Work motivation

Afandi (2017) argues that motivation is a desire that arises from within a person or individual because he is inspired, encouraged, and encouraged to carry out activities with sincerity, pleasure, and sincerity so that the results of the activities he carries out are good and useful. quality results. Thus, motivation in companies must be a serious concern in managing human resources (Village & Asaari, 2020).

Studies find that work motivation is very important for job satisfaction. Li et al. (2020) found that work motivation is positively related to job satisfaction. The study found that employees with high work motivation reported higher levels of job satisfaction than those who were not. Factors that influence motivation in mining companies are summarized by Janovac et al., (2021) which consist of material motivators, personal non-material motivators. It was explained that non-material motivators related to work and non-material motivators related to the environment.

Job satisfaction

Afandi (2018) defines job satisfaction as effectiveness or emotional response to various aspects of work. Job satisfaction is a form of one's feelings towards work, situations, and relationships with co-workers. Therefore, job satisfaction is an important aspect that must be possessed by employees because they can interact with their work environment so that work can be carried out properly and in accordance with company goals. Meanwhile, according to Hasibuan (2012), that job satisfaction is a pleasant emotional attitude and love of work which is reflected in morale, discipline, and work performance. The indicators that form Job Satisfaction in the research of Lok, Peter (2004) and (Celluci and David (1978) in Fuad, Mas'ud (2004)) include Salary, Promotion, Colleagues,

Research Model

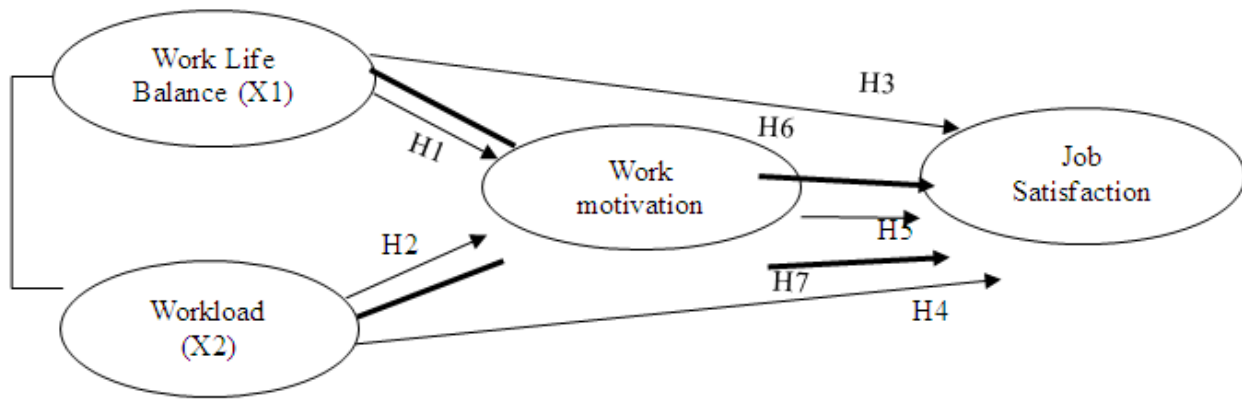


Figure 1. Research Model

hypothesis

H1: It is suspected that work life balance has an effect on work motivation.

H2: It is suspected that workload has an effect on work motivation

H3: It is suspected that work life balance has an effect on job satisfaction.

H4: It is suspected that workload has an effect on job satisfaction

H5: It is suspected that work motivation has an effect on job satisfaction

H6: It is suspected that work motivation mediates work life balance and affects satisfaction

Work

H7: It is suspected that work motivation mediates workload and influences job satisfaction

RESEARCH METHODS

This study uses causal analysis with a quantitative approach. Unlike qualitative studies, quantitative research involves studies that use statistical analysis to arrive at their findings. Its main features include formal and systematic measurements and statistics (Marczyk et al., 2020). Therefore, a quantitative approach is used on numerical data to determine the effect of Work-life Balance, Workload, and Motivation on Job Satisfaction in Obi Island, which is a mining company based in South Halmahera Regency, North Maluku province, Indonesia.

The survey was conducted to collect primary data by distributing questionnaires to respondents. The questionnaire was prepared using a Likert scale, with a scale of 1 (very satisfied) to 5 (very dissatisfied) for the statements given. 100 respondents were selected using the simple random effect method from the total number of employees as a population. Creswell & Creswell (2018) argues that in the random sample method, every individual in the population has the same probability of being selected. In testing the validity of the data used Pearson Product Moment with a 2-tail test at positivity 0.05 (Weathington, Cunningham, & Pittenger, 2012). In addition, a reliability test was carried out using the Cronbach Alpha method. Cronbach Alpha values of 0.7 or more can be declared reliable, and values in the range of 0.6-0.7 are acceptable, while the Cronbach Alpha range is 0.7-0.77 relatively high (Van Griethuijsen et al., 2015; Taber, 2018). The instrument can be declared valid if the r count is more positive than the r table. The data analysis method used in this study is the linear regression method by measuring the independent variables on the dependent variable (Sugiyono, 2017). Data analysis in this study used a positivity level of 0.05. This data will be processed using Amos. Data analysis in this study used a positivity level of 0.05. This data will be processed using Amos. Data analysis in this study used a positivity level of 0.05. This data will be processed using Amos.

RESEARCH RESULTS AND DISCUSSION

Effect of work life balance on work motivation

The results of the study show that there is a positive relationship between work life balance and employee motivation. Based on this, hypothesis 1 is accepted, which means that work life balance has a positive effect on employee motivation. Research shows that if there is a good work life balance, employee motivation will also increase. This is in line with research conducted by Ronaldy (2017) which states that work life balance affects work motivation. These results are also supported by research conducted by Durahman (2016) which states that employee work life balance has a positive effect on motivation levels.

Effect of workload on work motivation

The results of the study indicate that there is a positive relationship between workload and employee motivation. Based on this, hypothesis 2 is accepted, which means that workload has a positive effect on employee motivation. Research shows that if the workload is appropriate, employee motivation will increase. Workload greatly affects employee motivation where workload is an aspect that is not expected by employees in carrying out work. If the workload is high, it is believed that employee motivation can decrease because of the large amount of work that must be carried out. This is in line with research conducted at a hospital showing that workload has a positive effect on work motivation of employees in the hospital medical records department (Ferava et al., 2021).

Effect of work life balance on job satisfaction

The results of the study show that there is a positive relationship between work life balance and employee job satisfaction. Based on this, hypothesis 3 is accepted, which means that work life balance has a positive effect on employee job satisfaction. This shows that a good work life balance will increase employee job satisfaction. The results of this study are in line with a study by Kim et al. (2021) found that work-life balance is positively related to job satisfaction. The study found that employees with a better work-life balance reported higher levels of job satisfaction than those without.

Effect of workload on job satisfaction

The results of the study indicate that there is a positive relationship between workload and employee job satisfaction. Based on this, hypothesis 4 is accepted, which means that workload has a positive effect on employee job satisfaction. Research shows that if the workload is appropriate, employee satisfaction motivation will also increase. The results of this study are in line with research conducted by Li et al. (2020) who found that work motivation is positively related to job satisfaction. The study found that employees with high work motivation reported higher levels of job satisfaction.

Effect of work motivation on job satisfaction

The results of the study indicate that there is a positive relationship between work motivation and employee job satisfaction. Based on this, hypothesis 5 is accepted, which means that work motivation has a positive effect on employee job satisfaction. Another study that is consistent with this research was conducted by Mardiono (2014) entitled "The Influence of Work Motivation and Discipline on Employee Job Satisfaction" from the results of this study showing the results of work motivation have a positive effect on employee job satisfaction.

The role of work motivation in mediating the effect of work life balance on job satisfaction

The results of the study show that work motivation mediates the effect of work life balance on job satisfaction. This is in line with research conducted by Nelva (2022). Based on the results of the analysis and discussion, the authors come to the conclusion that motivation succeeds in mediating the relationship between work life balance and job satisfaction. Improved work life balance, accompanied by better employee motivation and job satisfaction.

The role of work motivation in mediating the effect of workload on job satisfaction

The results showed that work motivation mediates the effect of workload on employee job satisfaction. This is in line with research conducted by Dinda (2022) where work motivation mediates between workload and job satisfaction of employees of PT. Baros Cempaka Hill.

Conclusion

Based on the results of the analysis and discussion, the following conclusions can be drawn:

1. Work life balance has a positive effect on work motivation.
2. Workload has a positive effect on work motivation
3. Work life balance has a positive effect on job satisfaction.
4. Workload has a positive effect on job satisfaction
5. Motivation has a positive effect on job satisfaction
6. Work motivation mediates the effect of work life balance on job satisfaction
7. Work motivation mediates the effect of workload on job satisfaction

Suggestion

Suggestions that can be given as recommendations from this research:

1. To achieve the goals of mining companies, the variables in this study need to be developed and a touch of innovation and technology is needed to maintain the stability of the work of human resources in the company.
2. Commitment and consistency in caring for human resources need to be improved and carried out on an ongoing basis.
3. Consistent control and evaluation of human resources.

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