

The Influence of Work Life Balance and Work Motivation on Employee Job Satisfaction in the Capital Expenditure and Operational Expenditure Departments of PT Bio Farma (Persero) Bandung

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A B S T R A C T

Employee job satisfaction is an important aspect that reflects employees' attitudes and evaluations of their work. Attendance data for 2024 show fluctuations in the level of employee tardiness in the Capital Expenditure and Operational Expenditure Operational Department, indicating that job satisfaction has not been consistently established. Improving employee job satisfaction can be achieved through effective management of work-life balance and support for work motivation. This study aims to examine the effect of work-life balance and work motivation on employee job satisfaction in the Capital Expenditure and Operational Expenditure Operational Department of PT Bio Farma (Persero) Bandung. This research uses a quantitative approach with multiple regression analysis methods. In addition, descriptive analysis is used to describe the conditions of work-life balance, work motivation, and employee job satisfaction based on respondents' perceptions. Prior to hypothesis testing, the research data were first tested using classical assumption tests to ensure the feasibility of the regression model employed. The research respondents consisted of 30 employees, with data processing conducted using IBM SPSS Statistics version 27. The results indicate that partially, work-life balance has a positive effect on employee job satisfaction, and work motivation also has a positive effect on employee job satisfaction. Furthermore, simultaneously, work-life balance and work motivation have a significant impact on employee job satisfaction. The implications of this study are expected to serve as a basis for management in formulating policies to improve work-life balance and strengthen motivation in order to enhance employee job satisfaction sustainably.

A B S T R A K

Kepuasan kerja karyawan merupakan aspek penting yang mencerminkan sikap dan penilaian karyawan terhadap pekerjaannya. Data kehadiran tahun 2024 menunjukkan adanya fluktuasi tingkat keterlambatan karyawan di Departemen belanja modal dan pengeluaran Operasional, yang mengindikasikan bahwa kepuasan kerja belum terbentuk secara konsisten. Peningkatan kepuasan kerja karyawan dapat dicapai melalui pengelolaan keseimbangan kehidupan kerja dan dukungan motivasi kerja. Penelitian ini bertujuan untuk mengetahui pengaruh keseimbangan kehidupan kerja dan motivasi kerja terhadap kepuasan kerja karyawan pada Departemen Belanja Modal dan Pengeluaran Operasional PT Bio Farma (Persero) Bandung. Penelitian ini menggunakan pendekatan kuantitatif dengan metode analisis regresi berganda. Selain itu, analisis deskriptif digunakan untuk menggambarkan kondisi keseimbangan kehidupan kerja, motivasi kerja, dan kepuasan kerja karyawan berdasarkan persepsi responden. Sebelum dilakukan pengujian hipotesis, data penelitian terlebih dahulu diuji melalui uji asumsi klasik untuk memastikan kelayakan model regresi yang digunakan. Responden penelitian berjumlah 30 orang karyawan, dengan pengolahan data menggunakan IBM SPSS *Statistics* versi 27. Hasil penelitian menunjukkan bahwa secara parsial Keseimbangan kehidupan kerja berpengaruh positif terhadap kepuasan kerja karyawan dan motivasi kerja juga berpengaruh positif terhadap kepuasan kerja karyawan. Selain itu, secara simultan keseimbangan kehidupan kerja dan motivasi kerja berpengaruh cukup berarti terhadap kepuasan kerja karyawan. Implikasi penelitian ini diharapkan dapat menjadi dasar bagi manajemen dalam merumuskan kebijakan peningkatan keseimbangan kerja dan penguatan motivasi guna meningkatkan kepuasan kerja karyawan secara berkelanjutan.

1. Introduction

Rapid technological developments have brought about

significant changes in the way the industrial world operates. The advent of the Industrial Revolution 4.0 marks a transformation where the application of digital

systems, automation, and artificial intelligence is beginning to be used in various fields of work. In Indonesia, the Industrial Revolution 4.0 requires every company to be ready to adapt to the various changes that occur rapidly and cannot be avoided. Therefore, companies need to design appropriate strategies for making adjustments and developing innovations to be able to survive and continue to thrive amidst the dynamics of modern progress [1].

These technological developments have also influenced various industrial sectors which are now switching to digital systems to increase efficiency and productivity. The pharmaceutical industry is no exception, which has also experienced significant changes in the way it works and manages its operational activities, which must utilize advances in digital technology through the implementation of smart manufacturing, big data analytics, dan Internet of Things (IoT) in the process of research, production, and distribution of drugs to increase efficiency, accuracy, and competitiveness amidst the rapid transformation of the global health industry [2].

One of the efforts that must be made by industry to increase work efficiency through the use of technology is starting from the capabilities of human resources, including the pharmaceutical sector, which is a field that really needs human resources with high competence, because every developing country needs a strong pharmaceutical industry to support its public health system [3]. One factor contributing to maintaining national health stability and resilience is the existence of state-owned pharmaceutical companies. To support the sustainability and optimal performance of this industry, effective human resource management is required so that each individual can optimally fulfill their role in accordance with organizational goals.

As the most important element in an organization, humans require attention through analysis, coaching and continuous development so that time, energy and competence can be managed wisely for the progress of the organization and the fulfillment of employee satisfaction, thus creating a harmonious and productive work environment [4]. In Indonesia, the pharmaceutical industry plays a very strategic role so that its implementation is regulated and protected through various applicable legal provisions [5]. Supervision of pharmaceutical preparations in Indonesia is carried out based on the authority regulated in various laws and regulations, including Law Number 36 of 2009 concerning Health, Law- Law Number 35 of 2008 2009 concerning Narcotics, Law Number 5 of 1997 concerning Psychotropics, and Government Regulation Number 72 of 1998 concerning the Security of Pharmaceutical Preparations and Medical Devices, all of these regulations aim to ensure that pharmaceutical products circulating in the

community have met strict quality and safety standards [5].

PT Bio Farma (Persero) is a company lifescience (life sciences) on a global scale that has an important role in improving the quality of human life through the provision and development of various products lifescience that meet international standards. Furthermore, PT Bio Farma (Persero), as one of the largest pharmaceutical companies in Indonesia, plays a vital role in producing and distributing vaccines and various other health products to support the sustainability of the national immunization program.

Bio Farma is a state-owned pharmaceutical company founded in 1890 in Bandung, West Java, with the initial name Parc Vaccinogène. After Indonesia's independence, the company became a key part of the government's efforts to strengthen national health resilience. Today, Bio Farma has grown into a globally recognized leader in vaccines and biotechnology, actively contributing to various health programs both nationally and internationally.

As a company operating in the healthcare sector, PT Bio Farma (Persero) Bandung bears a significant responsibility to ensure the quality and sustainability of every product it produces. To achieve this goal, the company must pay attention to the well-being of its employees, particularly in terms of job satisfaction [6]. This view is in line with the opinion of who stated that job satisfaction plays an important role as a factor that drives employee morale and discipline, so that they can work optimally in supporting the achievement of company goals [6]. High job satisfaction not only reflects their ability to carry out tasks and responsibilities effectively, but also reflects their dedication and commitment to achieving the company's vision, mission and strategic goals [6]. In order to achieve these goals, each work unit within Bio Farma is expected to be able to contribute optimally according to their respective roles and functions.

One of the units that plays a crucial role in the smooth operation of a company is the Capital Expenditure (CAPEX) and Operational Expenditure (OPEX) Department. This department is tasked with ensuring that all procurement needs for goods and services are met on time and according to budget with standards applicable regulations, thus directly supporting the smooth running of production and distribution processes. Furthermore, this department plays a role in assessing the quality of incoming goods and ensuring that the entire procurement process follows established procedures to ensure more efficient company operations.

In carrying out its functions, employee satisfaction in this department is a crucial factor to consider. Maintaining employee satisfaction encourages employees to arrive on time and carry out their duties

responsibly, while dissatisfaction is often reflected in behavior that deviates from organizational rules, such as being late for work, deviant or negative behavior is often reflected in organizational rules. To illustrate job satisfaction in the company being studied, data is presented on the percentage of on-time attendance of 30 employees in the Operational CAPEX and OPEX Department of PT Bio Farma (Persero) Bandung from January to December 2024.

Table 1. Percentage of Lateness of Employees in the Capital Expenditure and Operating Expenditure Departments of PT Biofarma (Persero) Bandung

No	Month	Delay Percentage (%)	Total Delays (Persons)
1	January	3.33	1
2	February	0.00	-
3	March	6.67	2
4	April	3.33	1
5	May	3.33	1
6	June	10.00	3
7	July	10.00	3
8	August	6.67	2
9	September	13.33	4
10	October	13.33	4
11	November	10.00	3

Based on the data in the Table 1, it can be seen that the percentage of employee delays in the Operational CAPEX and OPEX Departments experienced unstable fluctuations throughout 2024. The lowest percentage of delays occurred in February (0%), This indicates that all employees were present on time, with no one being late. This demonstrates that the Operational CAPEX and OPEX departments were able to maintain maximum work discipline that month. It is hoped that in the following period, attendance patterns will improve and the number of latenesses will be reduced to a minimum, as demonstrated in the previous month. February where there were no employees experience Lateness. However, after that month, the percentage of lateness increased again, with varying patterns each month. Significant increases in lateness occurred in September and October (13.33 each), reaching its highest point in December (16.67%), indicating an increase in the number of employees arriving late at the end of the year.

High levels of tardiness can be an indicator that employees are facing internal or external issues that are affecting their job satisfaction. Research shows that an employee's tardiness can have a direct impact on coworkers and superiors, with coworkers' productivity declining due to having to shoulder delayed tasks [7]. This indicates that tardiness is not only related to individual discipline but also a factor that disrupts work and reduces collective performance within an organization. This aligns with opinion which states that low job satisfaction often manifests in unproductive behaviors such as lateness, frequent absences, or even intentions to quit [8]. Therefore, it is important for companies to understand the factors that influence employee job satisfaction.

One factor that can drive increased job satisfaction is a company's attention to employee well-being. Workers in various fields, including the pharmaceutical sector, often face pressure to achieve high targets and meet company demands. This situation can impact the balance between professional and personal life, known as work-life balance [9].

This is in line with the conditions found in the field, where based on the results of interviews with a number of employees, namely Mr. Aji and Mr. Rusli, information was obtained that employees often receive work calls after working hours end, even on holidays or weekends. In fact, working hours run from 7:00 or 8:00 AM to 4:00 or 5:00 PM, so the time after that should be used for rest. This situation indicates an irregularity in the division of time between work and personal life. Some employees reported that they still had to respond to work instructions even outside of work hours or rest periods. This situation forced some employees to take on additional work on days that should be used for rest.

This phenomenon reflects that the balance between work and personal life (work-life balance) has not been fully realized. As a result, employee job satisfaction can decline because personal time, which should be used for rest, is instead consumed by work demands. In the long term, this situation has the potential to impact employee comfort and enthusiasm in carrying out their duties.

This is in line with the view maintaining a balance between work and personal life not only has a positive impact on employees, but also brings great benefits to the company [10]. Organizations that Implementing policies to support this balance is generally able to retain the workforce longer, attract qualified candidates, reduce absenteeism rates, and encourage increased overall productivity. Work-life balance is a person's effort to maintain a balance between personal life and work by managing time wisely so as to be able to fulfill responsibilities in both areas in a balanced manner [11]. Thus, maintaining a balance between personal life and work is an important aspect in increasing employee job satisfaction in an organizational environment.

The results of several previous studies show differing findings regarding the influence of work-life balance on employee job satisfaction. Research conducted by shows that work-life balance has a positive influence on job satisfaction [12]. Employees who are able to manage their time in a balanced way between work and personal activities feel more comfortable and enthusiastic in carrying out their duties. However, research conducted before gave different results [13]. In that research, work-life balance did not show any effect on job satisfaction because other factors still influence employee job satisfaction levels. When work-

life balance is well maintained, it can boost work enthusiasm and foster job satisfaction [9].

Another factor that can influence the rise and fall of an employee's job satisfaction in a corporate environment is work motivation. Work motivation serves as a driving force that encourages individuals to strive harder to achieve organizational goals [14]. Therefore, companies need to play an active role in fostering employee work enthusiasm through policies, rewards, and managerial approaches that can stimulate their internal drive.

In the Operational CAPEX and OPEX Department of PT Bio Farma (Persero) Bandung, every employee is required to work at a fast pace and with high precision because procurement activities are directly related to the smooth operation of the company. In their routine, employees are given a break to restore energy before returning to work during the day, the break time starts at 12:00 and ends at 1:00 PM. However, from field observations, it is apparent that not all employees immediately return to their desks after the break ends. From observations it is also apparent that some employees return later than 1:00 PM, and some arrive at 1:15 PM to 1:40 PM, besides that employees are still seen chatting with colleagues, playing games, or simply browsing social media before returning to their duties.

From the results of interviews conducted with Mr. Rusli, Mr. Aji, and Mr. Umam, it was found that delays in returning to work after break time were generally caused by boredom. They are often drawn to routine work because the tasks are the same day after day. Furthermore, some say their current jobs don't fully align with their interests and talents. Some are actually more interested in jobs that require critical and analytical thinking. This mismatch between personal interests and the type of work is thought to lead to decreased work motivation, thus diminishing the urge to return to work immediately after a break.

This phenomenon reflects the situation in the Operational CAPEX and OPEX Department of PT Bio Farma (Persero) Bandung, where some employees appear to be delaying resuming work activities after a break. This situation is believed to be related to the level of work motivation that plays a role in driving their enthusiasm and willingness to immediately focus on work.

This phenomenon shows that employee work motivation does not fully reflect the ideal conditions as stated motivation is a process that explains the level of intensity, direction, and persistence of a person in striving to achieve a particular goal [8]. This motivational drive directly influences an individual's attitudes and behavior at work, which ultimately impacts the level of perceived job satisfaction. This is in line with which states that increased job satisfaction

arises as a result of strong intrinsic motivation that drives individuals to carry out their duties, so that it is also reflected in the quality of their performance [15].

Suboptimal work motivation can lead to decreased employee enthusiasm and engagement in their tasks, potentially impacting overall job satisfaction. This highlights the importance of understanding the factors that can increase work motivation so that employees can feel satisfied in carrying out their responsibilities. In line with this, various previous studies have also confirmed the relationship between motivation and job satisfaction. Research conducted explains that work motivation has a positive and significant effect on job satisfaction, meaning that the higher the motivational drive a person has, the greater the feeling of satisfaction they feel towards their work [16].

Motivation is the main force that drives a person to act and strive to achieve goals, formed from attitudes, values, and inner drives which, although not visible, play a big role in directing an individual's behavior and determining the level of commitment and enthusiasm for work [17]. Without motivation, the capabilities and human resources in an organization will not function optimally, because a person's work behavior is a direct reflection of the level of motivation they have. The higher their motivation, the greater their contribution to achieving organizational goals.

Based on the interview results, it was found that A phenomenon where some employees still frequently receive work calls outside of normal working hours, even on holidays or weekends. Furthermore, some employees tend to arrive late to the office or return past the deadline after their break. This situation illustrates that work motivation has not yet been fully established consistently. Disruptions to personal time, which should be used for rest, coupled with a lack of adherence to work hours, can reduce enthusiasm and effectiveness at work. Therefore, companies need to focus on creating a more balanced work environment to keep employees motivated and able to perform at their best.

Based on this phenomenon, this research was conducted to comprehensively examine the influence work-life balance and work motivation on Job Satisfaction in the Operational CAPEX and OPEX Department of PT Bio Farma (Persero) Bandung. This study is expected to provide a deeper understanding of how the balance between work demands and personal life, accompanied by stable work motivation, can contribute to increased job satisfaction.

2. Research Methods

This study uses a quantitative approach with the aim of measuring the extent to which work-life balance and work motivation influence employee job satisfaction. The research was conducted at PT Bio Farma (Persero) Bandung, with the scope of the Department Capital

Expenditure (CAPEX) and Operational Expenditure (OPEX) Operational. The selection of work units is based on job characteristics that require precision, coordination, and workload management, potentially impacting employee satisfaction levels.

The population in this study was all 32 employees in the Operational CAPEX and OPEX Department. Of this population, this study involved 30 employees as respondents. The determination of respondents was based on the criteria of permanent employees working as executives in the relevant department. This study used primary data collected by directly visiting the research location to obtain information related to the object being studied.

Data collection was conducted through the distribution of questionnaires designed according to the research variables, ensuring that the information obtained was relevant to the research objectives. The collected data were then processed and analyzed using IBM SPSS Statistics software version 27. Data analysis began with descriptive analysis, which aimed to describe the characteristics of respondents and the tendency of respondents' answers to each research variable, namely work-life balance, work motivation, and job satisfaction. Descriptive analysis was conducted using the average value (mean) and score interpretation to determine the level of achievement of each variable.

Next, validity and reliability tests were conducted to ensure that the research instrument was able to measure the variables accurately and consistently [18]. A valid instrument means that the measuring instrument used to obtain data (measure) is valid. Furthermore, A reliable instrument is an instrument that can be used several times to produce the same data [18].

After the research instrument was declared valid and reliable, the analysis continued with multiple linear regression analysis. In multiple regression analysis, several assumptions must be met for the regression model to meet the required characteristics BLUE (Best Linear Unbiased Estimator) so that the resulting data is valid. To fulfill these assumptions, it is necessary to carry out normality tests, multicollinearity tests, and heteroscedasticity tests as part of the classical assumption test [19].

After the regression model is declared suitable for analysis, the next stage is testing the research hypothesis. Hypothesis testing in this study was conducted using multiple regression analysis. Multiple regression analysis is used by researchers when they intend to predict the condition (rise or fall) of a dependent variable (criterion) when two or more independent variables as predictor factors are manipulated (their values are increased or decreased) [18]. Therefore, multiple regression analysis will be conducted when the number of independent variables is at least two.

The influence of each independent variable on job satisfaction was analyzed through a partial test (t-test), while the influence work-life balance and work motivation simultaneously on employee job satisfaction were analyzed using a simultaneous test (F test). In addition, this study also used the coefficient of determination (R²) to determine the extent of the contribution of the variables work-life balance and work motivation in explaining changes in employee job satisfaction Result and Discussion.

3. Result and Discussion

3.1. Descriptive Analysis Results

Based on Table 2, the total average score on the sub-variable work life balance employee on Département Capital Expenditure and Operational Expenditure Operational PT Bio Farma (Persero) Bandung is 4.19, which is in the balanced criteria. Based on Table 3, the total average score for the sub-variable of employee work motivation in the Department Capital Expenditure and Operational Expenditure Operational PT Bio Farma (Persero) Bandung is 4.1, which is in high criteria. Based on Table 4, the total average score for the sub-variable of employee job satisfaction at Département Capital Expenditure amd Operational Expenditure Operational PT Bio Farma (Persero) Bandung is 3,97, which in the satisfied criteria.

Table 2. Results of Descriptive Analysis of Work-Life Balance Variables

Sub Variables	Total Average	Criteria
Time Balance	4.15	Capable
Involvement Balance	4.12	Capable
Satisfaction Balance	4.29	Very Capable
Total	12.56	
Total Average Score	4.19	
Criteria	Balanced	

Table 3. Results of Descriptive Analysis of Work Motivation Variables

Sub Variables	Total Average	Criteria
Achievement	4.15	Capable
Recognition	3.9	Capable
Work Itself	4.15	Capable
Responsibility	4.23	Very Capable
Possibility Of Growth	3.99	Capable
Total	20.42	
Total Average Score	4.1	
Criteria	High	

Table 4. Results of Descriptive Analysis of Job Satisfaction Variables

Sub Variables	Total Average	Criteria
Turnover	4.09	Tall
Absence Rate	4.17	Tall
Age	4.04	Capable
Job Level	3.67	In accordance
Organization Size	3.86	Fluent
Total	19.83	
Total Average Score	3.97	
Criteria	Satisfied	

3.2. IBM SPSS Statistics version 27 Test Results

The data processing results in Table 5 show that all research indicators have a significance value higher than 0.306. This condition indicates that each statement used in the research instrument is able to accurately represent the measured variables. In addition, the value Cronbach's Alpha on each variable is above the limit

of 0.60, which indicates that the instrument has a good level of reliability. An instrument is considered to have adequate reliability if the value Cronbach's Alpha exceed 0,60 [18]. Based on these results, it can be concluded that the research instrument has met the validity and reliability criteria, so it is suitable for use in the next analysis stage.

Table 5. Validity and Reliability Test Results

Variables	Statement	Sig	Status	Cronbach Alpha	Status
Work Life Balance (X ₁)	X _{1.1}	0.721	Valid	0.781	Reliable
	X _{1.2}	0.761	Valid		Reliable
	X _{1.3}	0.774	Valid		Reliable
	X _{1.4}	0.732	Valid		Reliable
	X _{1.5}	0.600	Valid		Reliable
	X _{1.6}	0.560	Valid		Reliable
Work motivation (X ₂)	X _{2.1}	0.788	Valid	0.917	Reliable
	X _{2.2}	0.514	Valid		Reliable
	X _{2.3}	0.782	Valid		Reliable
	X _{2.4}	0.724	Valid		Reliable
	X _{2.5}	0.819	Valid		Reliable
	X _{2.6}	0.836	Valid		Reliable
	X _{2.7}	0.845	Valid		Reliable
	X _{2.8}	0.732	Valid		Reliable
	X _{2.9}	0.781	Valid		Reliable
	X _{2.10}	0.783	Valid		Reliable
Job satisfaction (Y)	Y ₁	0.760	Valid	0.882	Reliable
	Y ₂	0.589	Valid		Reliable
	Y ₃	0.553	Valid		Reliable
	Y ₄	0.707	Valid		Reliable
	Y ₅	0.617	Valid		Reliable
	Y ₆	0.537	Valid		Reliable
	Y ₇	0.629	Valid		Reliable
	Y ₈	0.657	Valid		Reliable
	Y ₉	0.639	Valid		Reliable
	Y ₁₀	0.502	Valid		Reliable
	Y ₁₁	0.679	Valid		Reliable
	Y ₁₂	0.424	Valid		Reliable
	Y ₁₃	0.725	Valid		Reliable
	Y ₁₄	0.674	Valid		Reliable
	Y ₁₅	0.735	Valid		Reliable

The results of data processing in Table 6 show the variables work life balance and work motivation on job satisfaction shows a significance value of 0.200 > 0.05. This indicates that the data in this study is normally

distributed. On normality testing, namely if it has a p-value or significance count > 0.05 then the data is normally distributed [19].

Table 6. Normality Test Results

One-Sample Kolmogorov-Smirnov Test			
		Unstandardized Residual	
N		30.00000000	
Normal Parameters ^{a,b}	Mean	0.00000000	
	Std. Deviation	5.44607564	
Most Extreme Differences	Absolute	0.08900000	
	Positive	0.08400000	
	Negative	-0.08900000	
Test Statistic		0.08900000	
Asymp. Sig. (2-tailed) ^c		0.20000000 ^d	
Monte Carlo Sig. (2-tailed) ^e	Sig.	0.77500000	
	99% Confidence Interval	Lower Bound	0.76500000
		Upper Bound	0.78600000

- a. Test distribution is Normal.
- b. Calculated from data.
- c. Lilliefors Significance Correction.
- d. This is a lower bound of the true significance.
- e. Lilliefors' method based on 10000 Monte Carlo samples with starting seed 2000000.

The results of data processing in Table 7 show the data work life balance and work motivation on job satisfaction showed a tolerance value of $0.696 > 0.10$ and a VIF value of $1.436 < 10$, indicating that there were no symptoms of multicollinearity. This indicates

that there is no correlation between the independent variables in the multiple regression model. If the VIF value is less than 10, then multicollinearity does not occur [19].

Table 7. Multicollinearity Test Results

Model	Coefficients ^a							
	Unstandardized Coefficients		Standardized Coefficients		t	Sig.	Collinearity Statistics	
	B	Std. Error	Beta	Beta			Tolerance	VIF
(Constant)	24.732	12.085			2.047	0.051		
1 WLB	0.573	0.500	0.225		1.147	0.261	0.696	1.436
MK	0.584	0.311	0.368		1.877	0.071	0.696	1.436

a. Dependent Variable: KK

The results of data processing in Table 8 show the data work-life balance and work motivation towards job satisfaction show significance values greater than 0.05, which is the case for the work-life balance variable with a significance value of 0.358. for the work

motivation variable, the significance value is 0.593. This means that there is no heteroscedasticity, indicating that there are no differences in variance and residuals from one observation to another.

Table 8. Heteroscedasticity Test Results

Model	Coefficients ^a					
	Unstandardized Coefficients		Standardized Coefficients		t	Sig.
	B	Std. Error	Beta	Beta		
(Constant)	0.948	7.617			0.125	0.902
1 WLB	0.295	0.315	0.212		0.936	0.358
MK	-0.106	0.196	-0.123		-0.540	0.593

The results of data processing in Table 9 show the results of the partial hypothesis test, where the results of the hypothesis test 1 regarding the influence work life balance on job satisfaction shows a calculated t value of $3.313 > 1.701$ (t table) with a significance value of $0.003 < 0.05$, meaning that H_a is accepted and H_0 is rejected. So, work life balance has a positive influence on employee job satisfaction Department Capital Expenditure and Operational Expenditure Operations of PT Bio Farma (Persero) Bandung. This means that these results indicate that the better work life balance that employees feel, the higher the level of job satisfaction they feel.

The results of the hypothesis test 2 on the influence of work motivation on job satisfaction show a calculated t value of $4.272 > 1.701$ (t table) with a significance value of $0.000 < 0.05$, meaning that H_a is accepted and H_0 is rejected. So, work motivation has a positive effect on employee job satisfaction Department Capital Expenditure dan Operational Expenditure Operations of PT Bio Farma (Persero) Bandung. This means that the higher the level of work motivation of employees, the greater their job satisfaction.

Table 9. Partial Hypothesis Test Results

Model	Coefficients ^a					
	Unstandardized Coefficients		Standardized Coefficients		t	Sig.
	B	Std. Error	Beta	Beta		
(Constant)	44.661	10.051			4.443	0.000
1 WLB	0.881	0.266	-0.488		3.313	0.003
MK	0.998	0.234	0.629		4.272	0.000

a. Dependent Variable: KK

The results of data processing in Table 10 show the results of the simultaneous hypothesis test. For the results of hypothesis test 3, the f test calculation provides a calculated f value of $11,551 > 3,350$ (f table)

with a significance value of $0.001 < 0.05$, which illustrates that H_0 is rejected and H_a is accepted. So, work life balance and work motivation have an effect on employee job satisfaction.

Tabel 10. Simultaneous Hypothesis Test Results

Model	ANOVA ^a				
	Sum of Squares	df	Mean Square	F	Sig.
1 Regression	548.778	2	274.389	11.551	0.000 ^b
Residual	641.389	27	23.755		
Total	1190.167	29			

a. Dependent Variable: KK

b. Predictors: (Constant), MK, WLB

The results of data processing in Table 11 obtained an R square (R²) value of 0.461. In the interpretation guidelines for the coefficient of determination, a value of 46.1% can be interpreted as work life balance and work motivation influence job satisfaction with a significant level of influence. Meanwhile, 53.9% is influenced by other factors outside the research.

Tabel 11. Results of the Determination Coefficient Test

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.679 ^a	0.461	0.421	4.87392

a. Predictors: (Constant), MK, WLB

3.3. Discussion

3.3.1. The Influence of Work Life Balance on Employee Job Satisfaction Department Capital Expenditure and Operational Expenditure Operational PT Bio Farma (Persero) Bandung.

Based on the results of the descriptive analysis, it was found that the variables work life balance has a positive influence on employee job satisfaction Department Capital Expenditure and Operational Expenditure Operational PT Bio Farma (Persero) Bandung, which shows the relationship between work life balance and the level of satisfaction felt by employees. These results indicate that the better work life balance felt by employees, the higher the level of job satisfaction they feel. In line with these findings, the research results show that employees Department Capital Expenditure dan Operational Expenditure PT Bio Farma (Persero) Bandung's operations are in a state of balance. This is evident in high levels of job satisfaction, the ability to manage time effectively between work and personal life, and balanced involvement in both work and social activities, all contributing to a sense of comfort and satisfaction in carrying out their work.

This condition aligns with the view of, who stated that a well-maintained work-life balance can boost work morale and foster job satisfaction [9]. Employees with high levels of job satisfaction are a vital asset to an organization because they tend to deliver the best performance possible, reflecting their abilities. Job satisfaction is greatly influenced by the fulfillment of balance between work and personal life (work life balance), so that when the organization is able to create work life balance good employees will feel comfortable, appreciated, and more satisfied with the company and their work [9].

In line with this, the results of various previous studies show a positive influence between work-life balance on employee job satisfaction. Several studies such as those conducted before as well. Studies show that balancing work and personal life responsibilities can create a more stable and enjoyable work environment [20], [21], [22]. Employees who manage their time well between work and their non-work lives tend to feel

calmer, more enthusiastic, and more satisfied with their jobs.

3.3.2. The Influence of Work Motivation on Job Satisfaction in Department Capital Expenditure and Operational Expenditure Operational PT Bio Farma (Persero) Bandung.

Based on the results of the descriptive analysis, it was found that the work motivation variable has a positive effect on employee job satisfaction Department Capital Expenditure and Operational Expenditure Operational PT Bio Farma (Persero) Bandung, which shows a relationship between work motivation and the level of satisfaction felt by employees. These results indicate that the higher the level of work motivation an employee has, the greater the job satisfaction they feel. In line with these findings based on research results, employee work motivation in Department Capital Expenditure dan Operational Expenditure Operational PT Bio Farma (Persero) Bandung are in good condition. Employees demonstrate a strong drive to achieve work results, complete tasks optimally, accept responsibility, and are committed to developing their skills and careers, thus supporting improved performance and job satisfaction.

This condition is in line with the motivation plays a major role in influencing the level of employee job satisfaction, where stronger work motivation tends to increase job satisfaction, while low motivation has the potential to decrease employee job satisfaction [23]. Furthermore, work motivation is the main factor that influences the level of employee job satisfaction, because it plays a role in supporting the achievement of company or agency goals while also encouraging employee personal growth and development [24].

In line with this, the results of various previous studies indicate a positive influence between work motivation and employee job satisfaction. Several studies, such as those conducted research shows that individuals who have a strong drive to achieve good work results will feel more proud and satisfied with their accomplishments [16], [20], [25]. This illustrates that enthusiasm and intention to work not only impact performance but also contribute to the sense of satisfaction that arises from the work done.

3.3.3. Influence Work-Life Balance and Work Motivation on Job Satisfaction in Department Capital Expenditure dan Operational Expenditure Operational PT Bio Farma (Persero) Bandung.

Based on the results of the descriptive analysis, it was found that the variables work-life balance and work motivation have a positive influence on employee Job Satisfaction in Department Capital Expenditure and Operational Expenditure Operational PT Bio Farma (Persero) Bandung. Employees who can manage work demands in harmony with their personal lives, and are

supported by strong work motivation, generally feel better job satisfaction in carrying out their duties and responsibilities.

This condition is in line with the view work-life balance is a condition that reflects an employee's ability to balance work demands with personal life, which ultimately plays a role in increasing job satisfaction by reducing stress levels and improving psychological well-being [26]. On the other hand, work motivation is seen as an internal drive that drives individuals to achieve self-actualization and achievement, so that employees who have high motivation tend to be better able to align personal interests with organizational goals, which has a positive impact on the level of perceived job satisfaction.

The results of various previous studies show a positive influence between work-life balance and work motivation on employee job satisfaction. Some studies such as those conducted which states that work-life balance and high motivation mutually support job satisfaction [21], [27]. When employees have a balance between their personal and work lives, along with a strong motivation to develop, they tend to be more productive and satisfied with their work environment. Conversely, an imbalance between the two can lead to emotional exhaustion and reduced work morale.

4. Conclusion

Based on the results of this study, it can be concluded that both work-life balance and work motivation have a positive and significant effect on employee job satisfaction in the Capital Expenditure and Operational Expenditure Department of PT Bio Farma (Persero) Bandung, both partially and simultaneously. A better balance between work demands and personal life contributes to higher levels of job satisfaction, while increased work motivation further strengthens employees' positive attitudes toward their work. When implemented together, work-life balance and work motivation interact synergistically to enhance employee job satisfaction more effectively than when considered individually. These findings imply that organizations need to manage workloads more proportionally, provide clear recognition for employee contributions, and foster a supportive and fair work environment to sustainably improve morale and job satisfaction while supporting organizational performance. This study also contributes to the development of theoretical and empirical discussions on work-life balance, work motivation, and job satisfaction, and can serve as a reference for future research. Further studies are recommended to incorporate additional variables such as compensation, organizational culture, or work environment, as well as to examine different departments or organizations in order to enhance the generalizability of the findings.

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