



# The Influence of Work-Life Balance, Work Environment, and Work Motivation on Employee Job Satisfaction – A Conceptual Analysis

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**Abstract.** The conceptual study aims to outline and explore the links between work life balance, work environment, and work motivation on job satisfaction, while also proposing a conceptual framework that can be empirically examined in future research. To develop an integrated framework, the methodology entails a conceptual review that synthesizes pertinent literature to address key questions about the influence of the three variables on job satisfaction. The synthesis results show consistent findings: work-life balance is positively correlated with job satisfaction, and a conducive work environment and high work motivation tend to increase job satisfaction. However, there is contextual variability; work stress emerges as an important mediator that can reduce job satisfaction in unsupportive environments. This article makes a theoretical contribution by proposing a conceptual framework that identifies work-life balance, work environment, and work motivation as key factors influencing job satisfaction. It also highlights the potential impact of mediating or moderating factors, such as work stress to account for variations in empirical findings across different settings. This framework is presented as a model ready for testing in future research to verify the proposed relationships and mechanisms.

**Keywords:** Work-Life Balance, Work Environment, Work Motivation, Job Satisfaction, Conceptual Analysis

## 1 Introduction

The growing business world has forced companies to maximize employee performance. Every company competes to achieve high results by minimizing the use of resources, even though the pressure is stronger than before. Human resources (HR) are the most dominant resource in contributing to a company's . Humans always play a major role in every organizational activity because they act as planners, actors, and determinants in achieving organizational goals[1].

According to[2] , human resources (HR) play a very crucial role in helping companies manage and improve all available functions, both in terms of quantity and quality. In order to realize the company's goals, vision, and mission, various measures are undertaken, including evaluating the targets that need to be met to support the

company's future development. The quality of the involved human resources can be reflected in employees' performance and their level of job satisfaction.

According to Handoko, job satisfaction refers to an employee's perception of their job, expressed through feelings of comfort or discomfort. An employee may be satisfied with certain aspects of their work while feeling dissatisfied with others. Job satisfaction emerges from an evaluation of the work conditions they experience. Employees who are satisfied generally develop a stronger liking for their job compared to those who are not, which in turn leads them to perform their tasks more effectively.[1].

PT Cahaya Bumi Musi is a company engaged in the trade of LPG produced by PT Pertamina (PERSERO). PT Cahaya Bumi Musi is situated in Suka Maju Village, Buay Madang Timur District, OKU Timur Regency, South Sumatra Province. The company has observed a decline in employee job satisfaction which could negatively affect overall performance. As a business operating in the oil and gas sector, the company needs to rely on its workforce's optimal contributions. Management must recognize how factors such as work-life balance, work environment, and work motivation affect employee job satisfaction. By understanding these elements, the company can create more effective human resource management strategies that prioritize the well-being of its employees..

One factor contributing to job satisfaction is work-life balance. According to[3] *Work-life* balance refers to the relationship between an individual's work demands and personal life. From the company's standpoint it represents a challenge in establishing a culture that enables employees to remain focused on their tasks. For employees, however work-life balance reflects their ability to manage work duties alongside family or personal responsibilities.

According to the findings of a study by[1] Work-life balance has a positive influence on job satisfaction, meaning that as employees experience better balance between work and personal life, their level of satisfaction with their job increases. A healthy work-life balance promotes positive habits that improve employee well-being. Besides increasing productivity, it can improve employee loyalty and satisfaction. However, research on burnout shows a negative link with job satisfaction. The higher the burnout level within a company, the lower the job satisfaction of employees.

Previous research by [2] Job satisfaction is positively impacted by work-life balance, according to research. Striking a balance between work and personal obligations boosts motivation, loyalty, and job satisfaction. The study by [4] provides a clear understanding of the elements influencing workers' well-being in their personal and professional lives. Work-family conflict (WFC), family-work conflict (FWC), and job satisfaction (JS) are found to be strongly negatively correlated. Higher job satisfaction is correlated with lower WFC and FWC levels.

According to[1], a supportive work environment is crucial for job satisfaction and will have a positive impact on employees' ability to complete their tasks. The work environment has many characteristics that can affect the physical and mental well-being of employees. The work environment can be divided into physical and non-physical aspects. When the work environment is supportive, employees feel safe and comfortable, which enables them to perform at their best.

The work environment refers to the situations and conditions employees encounter within the scope of their work. According to[1], The work environment can

affect how employees perform their tasks, as it encompasses all elements surrounding their workplace, such as ventilation, lighting, cleanliness, and other supporting facilities. Company management must prioritize the work environment, as it is where employees spend most of their working hours and even take short breaks during their activities.

From the results of previous research, namely[5] it was found that the work environment can affect job satisfaction among employees of PT. Carsurin Laboratorium & Marine in Tanah Grogong, with an impact rate of 55.7%, which is considered high. However, research by indicates that the work environment does not have a significant effect on job satisfaction, and thus its mediating role is also negligible. For operational employees at PT KAI, a good work environment acts more as a 'hygiene factor'—a necessary condition for supporting work but insufficient to generate emotional satisfaction. Their job satisfaction appears to be more strongly shaped by psychological factors such as work–life balance and stress levels.

According to[7] ,motivation is a crucial factor that influences employee performance, satisfaction, and loyalty. Each person's actions are driven by specific motives, which often arise from unmet needs, goals, or desired outcomes. Motivation reflects a complex interplay of psychological forces within each individual, and everyone has their own unique motivations.

[7] Human behavior is driven by motivation, which affects the course, ferocity, and perseverance of actions taken in pursuit of objectives. Arousal, direction, maintenance, intensity, continuity, and goal orientation are the essential elements of motivation.

From the results of previous research, namely[8] , work motivation has a positive and significant impact on both job satisfaction and the performance of BMKG employees at the Malang Climatology Station. In government agencies, higher levels of work motivation relate to greater job satisfaction among employees. Work motivation also directly contributes to improving employee performance. Job satisfaction positively influences performance, which means that as job satisfaction rises, employee performance does too. Meanwhile, research conducted by [9] provides important insights into several key areas. First, it shows a strong link between workplace stress and job satisfaction. Stress can negatively impact an employee's sense of satisfaction. Second, there is a pronouncedly negative correlation between job satisfaction and work motivation, according to the study. This demonstrates how motivation affects general job satisfaction. Fourth, the results show that work stress has a significant and negative impact on motivation, indicating that higher stress levels may lower employee motivation.

## **2 Literature Review**

### **2.1 Maslow's Hierarchy of Needs Theory**

Maslow's Hierarchy of Needs is a widely recognized psychological theory introduced by Abraham Maslow in his 1943 paper, 'A Theory of Human Motivation,' and later expanded upon in his book, *Motivation and Personality*[10] . The theory is commonly illustrated as a pyramid with fundamental needs at the base and self-

actualization at the peak. According to Maslow, human needs are organized hierarchically, and people are motivated to satisfy lower-level needs before addressing higher-level ones. Fulfilling basic needs is crucial for individual to pursue more complex psychological needs[10] .

Physiological needs are the most basic requirements for human survival. These include air, water, food, shelter, sleep, clothing, and reproduction. If these essential needs are not met, people cannot move on to higher-level needs. The next level involves the need for safety and security. This includes personal safety, financial stability, health, and protection from harm. After ensuring safety, people look for social connections, like friendships, intimacy, family ties, and a sense of belonging to a group. Esteem needs include self-respect, achievement, confidence, recognition from others, and a feeling of accomplishment. Finally, self-actualization represents the highest level of Maslow's hierarchy, focusing on realizing one's full potential, personal growth, self-fulfillment, and peak experiences, ultimately striving to become the best version of oneself.

## **2.2 Work-Life Balance**

According to[11] Work-life balance means finding the right mix between work duties and personal life. This is a major issue in today's human resource management. In our fast-paced, competitive work environment, achieving balance has become more important than ever. Changes in work patterns, increased work pressure, and the need to juggle personal and professional responsibilities make work-life balance a pressing need. The idea of work-life balance has come up as a way to tackle these challenges, especially for employees as they deal with work demands and personal needs. Keeping this balance affects not only individual well-being but also organizational productivity and performance. The need for work-life balance has increased alongside technological advances and changing work patterns. Employees who manage their professional and personal lives well tend to feel more satisfied with their jobs, stay more motivated, and face a lower risk of burnout. In contrast, the opposite occurs when balance is lacking. According to McDonald in[12]. The indicators of work-life balance are as follows: time balance, involvement balance, and satisfaction balance.

## **2.3. Work Environment**

According to[13] , the work environment can be categorized into two types: physical and non-physical. The physical work environment consists of the real conditions in the workplace that can impact employees directly or indirectly. The non-physical work environment includes the relational and organizational aspects of work, such as relationships with supervisors and coworkers. Building a comfortable and supportive work atmosphere is a good way for companies to improve employee satisfaction and performance. According to [14] , key physical indicators of the work environment include cleanliness and orderliness, workspace layout and facilities, and safety.

## **2.4 Work Motivation**

According to [15], Work motivation is the force that encourages a person in an organization to willingly and enthusiastically use their skills, knowledge, energy, and time to complete tasks and meet responsibilities. The goal is to achieve the organization's objectives. According to [15] the indicators of work motivation include diligence, future-oriented thinking, ambitious goals, focus on tasks or objectives, and the drive for continuous improvement

## **2.5 Job Satisfaction**

According to Handoko in [1], job satisfaction refers to an employee's perception of their work, experienced as either positive or negative feelings. An employee may feel satisfied with certain aspects of their job while being dissatisfied with others. Job satisfaction is based on an evaluation of the work conditions they encounter. Employees who are satisfied generally have a greater appreciation for their work, which encourages better performance. According to Widodo in [16], the indicators of job satisfaction are as follows: the work itself, relationships with superiors and coworkers, promotions, and salary and wages.

## **3 Methodology**

This study uses a conceptual approach to clarify theoretical constructs and develop new interpretations based on existing literature [17]. According to [18], Conceptual reviews help identify research gaps and set up frameworks for future studies. Relevant literature is included to match the research goals, making it easier to understand the relationships between key concepts. This method results in a conceptual framework that can be tested in future research. This framework aims to answer several key questions: (1) Does work-life balance positively affect job satisfaction? (2) Does the work environment affect job satisfaction? (3) Does work motivation affect job satisfaction?

## **4. Results & Discussion**

### **4.1 The effect of work-life balance on job satisfaction**

Multiple studies have identified a direct positive link between work-life balance and job satisfaction. For instance, research in the beauty services sector and among educational staff at Airlangga University indicates that an improved work-life balance can lead to higher levels of job satisfaction [10]. Similarly, a study at PT Ide Kreasi Warna found that an improvement in the balance between work and personal life can increase job satisfaction by 61.9%. [3]

However, research conducted by [19] in the Malaysian banking sector, a negative relationship was found between work-life balance and job satisfaction. This indicates that, in some situations, achieving work-life balance does not always lead to higher job satisfaction. This could be due to the high-pressure nature of the banking industry, where maintaining work-life balance may be seen as a conflict with career

advancement.

#### 4.2 The influence of the work environment on job satisfaction

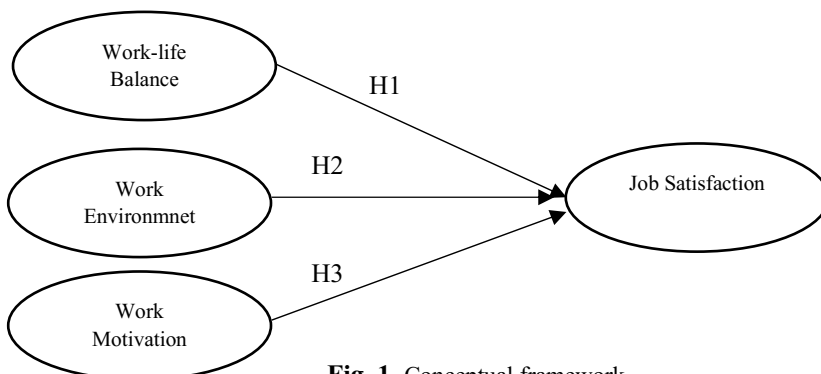
Many studies show that a supportive work environment greatly increases job satisfaction. For example, research at BMC Bireuen General Hospital found that a positive work environment improves employee performance, which closely relates to job satisfaction. Similarly, a study of banks in Malaysia found that effective leadership and management key components of a positive work environment contribute to higher levels of job satisfaction. [19]

However, research conducted by [20] It is noted that work stress, often resulting from a negative work environment, can mediate the relationship between the work environment and job satisfaction. Research on temporary employees in education offices found that work stress has a significant impact on job satisfaction, suggesting that stress arising from an unfavorable work environment can lead to employee dissatisfaction.

#### 4.3 The influence of work motivation on job satisfaction

Numerous studies have demonstrated a direct positive link between work motivation and job satisfaction. For example, research at PT XYZ revealed that work motivation, together with organizational climate and leadership style, has a positive impact on job satisfaction, both individually and collectively [21]. Similarly, a study at the BMKG Malang Climatology Station reported a significant positive effect of work motivation on job satisfaction, with a path coefficient of 0.386 [8].

Although work motivation is an important factor, its influence on job satisfaction can be overshadowed by other factors such as leadership and organizational culture. For example, a study at Bukit Asam Coal Mining Company Ltd. found that leadership has a greater influence on job satisfaction than work motivation [22]. This shows that even highly motivated employees can experience low job satisfaction if leadership and organizational culture are not supportive.



**Fig. 1.** Conceptual framework

Figure 1. This study's framework illustrates the links between work-life balance, work environment, work motivation, and employee job satisfaction. Work-life balance is expected to have a positive impact on job satisfaction. When employees achieve a balance between their personal and professional lives, they tend to feel more comfortable and experience less stress related to work. As a result, this contributes to higher job satisfaction. Additionally, the work environment is anticipated to affect job satisfaction, since a supportive environment both physically, through adequate facilities and workplace comfort, and non-physically, through positive relationships with colleagues and support from supervisors can enhance employee motivation and overall well-being at work. Additionally, Work Motivation is hypothesized to influence job satisfaction because employees who have internal or external motivation to achieve tend to have a positive attitude toward their work. Thus, these three independent variables play an important role in increasing the overall level of employee job satisfaction.

## 5 Conclusion

The conclusion of this article highlights three key factors that strongly influence employee job satisfaction: work-life balance, work environment, and work motivation. A good work-life balance creates harmony between employees' professional and personal lives. This reduces stress and builds greater loyalty to the company. Increased job satisfaction, in turn, positively affects performance. The study found that the more effectively employees balance work and personal life, the higher their job satisfaction. These findings support evidence that managing work-life balance well can improve employees' quality of life, boost their motivation, and increase overall job satisfaction. In addition, a positive work environment, including adequate physical facilities, good lighting, cleanliness, and healthy interpersonal relationships between employees and superiors, has been shown to directly affect job satisfaction levels. A conducive work environment not only helps improve employee comfort in carrying out their duties, but also encourages a more productive work atmosphere. However, this article also notes that an unsupportive or stressful work environment can hinder employee job satisfaction, with the stress arising from tension in the environment affecting their satisfaction and performance.

Work motivation is also a key factor influencing employee job satisfaction. The study shows that higher work motivation is linked to job satisfaction. Motivated employees usually have a more positive attitude toward their work and put in more effort to reach company goals. Employees motivated by both internal and external factors tend to perform better and feel more satisfied with their jobs. Work motivation is influenced not only by external elements, such as incentives and rewards, but also by internal factors, including personal achievements and feeling valued within the organization. Overall, this study shows that these three factors—work-life balance, work environment, and work motivation—are very important elements for companies to consider in their efforts to improve employee job satisfaction. By improving these aspects, companies can create more productive working conditions, lower turnover rates, and boost employee loyalty and performance. Companies need to create better

human resource management strategies that focus on employee well-being. This focus helps employees and boosts the company's long-term performance and success. The study offers useful insights for organizational leaders and HR managers on how to improve these factors to encourage a healthy and productive work environment.

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