

WORK-LIFE BALANCE AND JOB SATISFACTION AMONG REMOTE EMPLOYEES: THE MEDIATING EFFECT OF ORGANIZATIONAL SUPPORT

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Abstract: This study aims to explore the impact of *work-life balance* on *job satisfaction* among remote employees, with *organizational support* as a mediating variable. The methodology applied in this study is a quantitative approach using survey techniques. The total sample consisted of 74 respondents who were lecturers at POLIMARIM. Data analysis was performed using *Partial Least Squares* (PLS) version 4.0.

The results obtained from this study indicate that work-life balance has a positive and significant impact on job satisfaction. In addition, organizational support plays an important role as a significant mediator in the relationship between work-life balance and job satisfaction. This shows that although work-life balance is important for increasing job satisfaction, support from the organization is a key factor that strengthens this relationship. These findings are in line with social exchange theory, which states that organizational support generates positive interactions, thereby leading employees to experience higher levels of job satisfaction.

Keywords: Work-Life Balance, Job Satisfaction, Organizational Support

1. Introduction

The state of the workplace during the COVID-19 pandemic has drastically changed the way we work. In the context of growing companies, both large and medium-sized, there is a tendency to increase competitiveness in this global era, especially with increasingly fierce competition that drives companies to work more efficiently and productively despite the difficulties caused by the pandemic. Many companies have switched to *remote work* systems to adapt to this situation. Although working remotely provides flexibility and convenience for employees, it also poses new challenges in creating harmony between professional duties and daily life.

The role of human resources in a company is very important, making employees the main focus. Therefore, companies need to pay more attention to employees so that they can carry out their duties and responsibilities properly, as well as increase productivity, which in turn can increase job satisfaction for every individual in the organization. Schemerhorn (2008) explains that *work-life balance* is a way for someone to balance career demands with personal and family needs. In other words, companies implement *work-life balance* to help employees balance their work and personal lives.

Previous studies have shown that a good work-life balance can contribute to increased *job satisfaction* among employees. Noe *et al.* (2006) describe job satisfaction as a positive feeling that arises from the perception that one's work fulfills important values in one's career. Meanwhile, Greenberg (2008: 221) argues that job satisfaction is a positive or negative attitude that individuals have towards the work they do.

Then, Kinicki and Kreitner (2005: 125) define job satisfaction as an attitudinal or emotional response to various aspects of a person's job. This definition shows that job satisfaction is not singular. Moreover, a person can feel satisfied with some aspects of their job while at the same time feeling dissatisfied with one or more other elements.

To continue supporting employee job satisfaction and work-life balance, companies must provide adequate support. Organizational support is defined as all forms of assistance provided by the company to employees so that they are able to perform their jobs well, create a sense of comfort and security, and provide rewards in various forms. In a corporate environment, when employees receive good support at work, they will feel secure, comfortable, and happy because their work needs are being met by the company. This will create an emotional bond between employees and the company, which in turn will strengthen employees' commitment to giving their best at work in order to achieve the company's goals.

From the analysis presented above, it appears that companies are now adapting to remote working models. Therefore, good organizational support can contribute to increased employee job satisfaction within a company. Companies must also pay attention to their employees' work-life balance. However, the role of *work-life balance* and job satisfaction among remote workers, as well as the extent of organizational support in this regard, still needs to be further researched.

2. Literature Review

Job Satisfaction

According to Noe *et al.* (2006), job satisfaction is defined as a pleasant feeling resulting from the perception that one's job meets the principles of work that are considered important. Meanwhile, according to Greenberg (2008:221), job satisfaction is a positive or negative attitude that each individual has towards their work. Furthermore, Kinicki and Kreitner (2005: 125) define job satisfaction as an attitudinal or emotional response to various aspects of a person's job. Job satisfaction is the level of satisfaction employees have with their jobs. Factors that influence job satisfaction include compensation, career development opportunities, and relationships with coworkers and superiors. The indicators of job satisfaction according to Afandi (2018:82) are as follows: (a). work, (b). wages, (c). promotion, (d). supervisors, (e). coworkers.

Work-Life Balance

Work-Life Balance is the ability of each person to find a rhythm that allows them to integrate work responsibilities and responsibilities outside of work, activities, and aspirations regardless of age and gender boundaries (Felstead *et al.*, 2002). According to Preeti Singh and Parul Khanna (2011), work-life balance is a broad concept that involves setting the right priorities between work (career and ambition) on the one hand and life (happiness, leisure time, family, and spiritual development) on the other.

Work-life balance refers to an individual's ability to balance the demands of work and their personal life. Previous studies have shown that good *work-life balance* can increase job satisfaction, reduce stress, and improve employee well-being. The indicators of *work-life balance* according to McDonald and William (2023) are as follows: (a) time balance, (b) involvement balance, (c) satisfaction balance.

H1. Work-life balance has a positive effect on job satisfaction among remote workers.

H2. Work-life balance has a positive effect on organizational support among remote workers.

Organizational Support

According to Eisenberger *et al.* (2020), organizational support can increase job satisfaction, a

sense of belonging to the organization, and reduce stress and burdens felt by employees. *Organizational* support refers to employees' perceptions of the extent to which the organization values their contributions and cares about their well-being. According to Aini and Suhermin (2016), the concept of organizational commitment developed in early studies on the loyalty expected of employees. A strong sense of attachment to work is a condition felt by employees, which leads to strong positive behavior towards their organization. Organizational support can take the form of policies that support *work-life balance*, career development opportunities, and effective communication. Many studies indicate that employee performance.

H3. Organizational support has a positive influence on job satisfaction among remote employees

H4. Organizational support mediates the effect of *work-life balance* on job satisfaction among remote workers.

Conceptual Framework

In summary, the conceptual framework of this study can be outlined as follows:

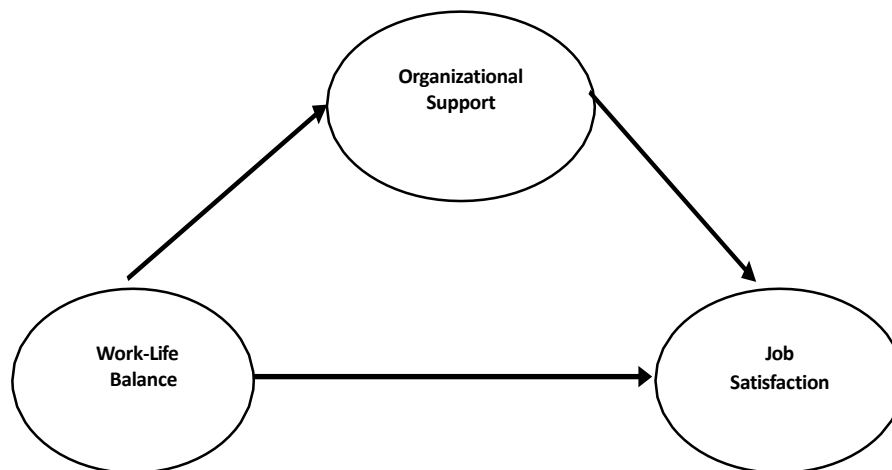


Figure1 Conceptual Framework

3. Method

This study uses a quantitative approach, more specifically a quantitative causality approach. The population of this study is all lecturers working at the AMI Makassar Maritime Polytechnic (POLIMARIM), totaling 74 people. The sampling technique used in this study is *non-probability sampling*. The sample was taken using total sampling. This method is used when the population size is relatively small, so that the entire population is used as the sample. This study was conducted at the AMI Makassar Maritime Polytechnic (POLIMARIM). The data used in this study is primary data, which is data obtained directly from the research object. The data collection procedure used in this study is a questionnaire. The measurement technique for questionnaire responses can be measured using a Likert scale.

This study uses data analysis methods with SmartPLS version 4 software. PLS (Partial Least Square) is a variance-based structural equation modeling (SEM) that can simultaneously test measurement models and structural models. The measurement model is used to test validity and reliability, while the structural model is used to test causality (testing hypotheses with a prediction model).

4. Result and Discussion

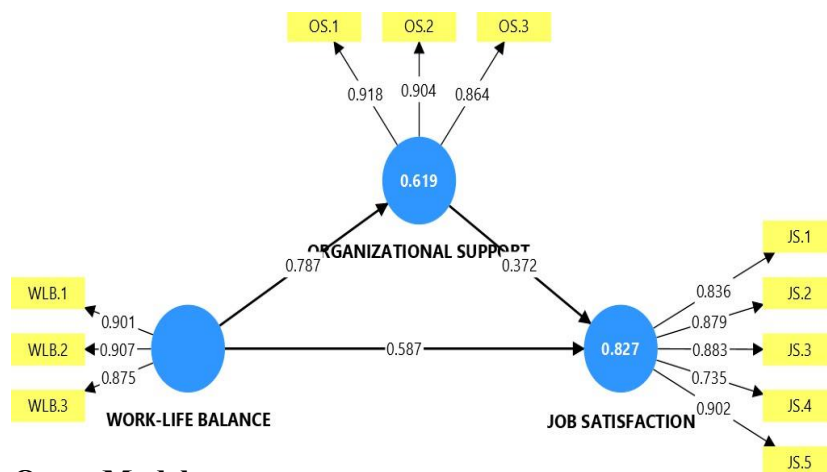


Figure 2. Outer Model

Convergent Validity Test

The following are the results of the convergent validity test in this study:

Table 1. Covergent Validity Test

	JOB SATISFACTION	ORGANIZATIONAL SUPPORT	WORK-LIFE BALANCE
JS.1	0.836		
JS.2	0.879		
JS.3	0.883		
JS.4	0.735		
JS.5	0.902		
OS.1		0.918	
OS.2		0.904	
OS.3		0.864	
WLB.1			0.901
WLB.2			0.907
WLB.3			0.875

Source: Processed Data, 2025

Based on the test results, it shows that the indicators of the *Job Satisfaction*, *Organizational Support*, and *Work Life Balance* variables have all met the *Loading Factor* ≥ 0.7 requirement, so the data in this study can be declared valid.

Discriminant Validity Test

Table 2. Discriminant Validity Test

	JOB SATISFACTION	ORGANIZATIONAL SUPPORT	WORK-LIFE BALANCE
JS.1	0.836	0.724	0.780
JS.2	0.879	0.744	0.772
JS.3	0.883	0.767	0.757
JS.4	0.735	0.471	0.617
JS.5	0.902	0.786	0.791
OS.1	0.791	0.918	0.711
OS.2	0.748	0.904	0.751

	JOB SATISFACTION	ORGANIZATIONAL SUPPORT	WORK-LIFE BALANCE
OS.3	0.698	0.864	0.648
WLB.1	0.857	0.744	0.901
WLB.2	0.744	0.654	0.907
WLB.3	0.750	0.706	0.875

Source: Processed Data, 2025

The cross-loading results show that the correlation values of the constructs with their indicators are greater than the correlation values with other constructs. Thus, all constructs or latent variables have good discriminant validity, where the indicators in the indicator block of the construct are better than the indicators in other blocks. Discriminant validity testing is measured by comparing the AVE (Average Variance Extracted) value of each construct with the correlation between other constructs in the model. The AVE value criterion to be considered acceptable and valid is ≥ 0.5 .

Reliability Test

The reliability test measurement in this study used the *Cronbach Alpha* value criterion ≥ 0.6 to be considered reliable, while a *Cronbach Alpha* value < 0.6 was considered unreliable. The following are the reliability test results:

Table 3. Reliability Test

	Cronbach's alpha	Composite reliability (rho_a)	Composite reliability (rho_c)	Average variance extracted (AVE)
Job Satisfaction	0.902	0.912	0.928	0.721
Organizational Support	0.876	0.880	0.924	0.802
Work-Life Balance	0.875	0.878	0.923	0.799

Source: Processed Data, 2025

Based on the table above, each variable has a *Cronbach Alpha* value ≥ 0.6 , so the variables used in this study are reliable. Thus, it can be concluded that the overall construct has met the reliability requirements, according to the *Cronbach Alpha* criteria.

Inner Model Test

R-Square

R-Square (R^2) can indicate the strength or weakness of a research model. The R-Square value is considered weak if $R\text{-Square} \geq 0.25x < 0.5$, and the R-Square value is considered moderate if $R\text{-Square} \geq 0.5x < 0.75$, and the R-Square value is considered strong if $R\text{-Square} \geq 0.75$. The following are the results:

Table 4. R-Square

	R-square	Adjusted R-square
JOB SATISFACTION	0.827	0.822
ORGANIZATIONAL SUPPORT	0.619	0.614

Source: Processed Data, 2025

After testing with SmartPLS, it was found that Job Satisfaction (JS) had an R-Square value of 0.827, which falls into the "strong" category with a value range of ≥ 0.75 . This indicates that the ability of the variables *Work-Life Balance* (WLB) and *Organizational Support* (OS) to explain the *Job Satisfaction* (JS) variable is quite strong, at 82.7%, while the remaining 17.3% is the influence of other independent variables not measured in this study. Meanwhile, *Organizational Support* (OS) has an *R-Square* value of 0.619, which falls into the "moderate" category with a value range of $\geq 0.5 \times \< 0.75$, meaning that *Work-Life Balance* (WLB) is able to explain its relationship with *Organizational Support* (OS) by 61.9%.

Hypothesis Testing

Hypothesis testing in this study uses the t-test with a significance level of > 1.96 and a P-value of $0.000 < \alpha = 0.05$ (5%).

Path Coefficients

Table 5. Path Coefficient

	Original sample (O)	Sample mean (M)	Standard deviation (STDEV)	T statistics (O/STDEV)	P values
ORGANIZATIONAL SUPPORT → JOB SATISFACTION	0.372	0.371	0.077	4.802	0.000
WORK-LIFE BALANCE → JOB SATISFACTION	0.587	0.589	0.071	8.250	0.000
WORK-LIFE BALANCE → ORGANIZATIONAL SUPPORT	0.787	0.790	0.034	23.303	0.000
WORK-LIFE BALANCE → ORGANIZATIONAL SUPPORT → JOB SATISFACTION	0.293	0.293	0.061	4.776	0.000

Source: Processed Data, 2025

Discussion

Work-life balance has an impact on job satisfaction. The results of the analysis show that work-life balance (WLB) has a positive effect on perceived job satisfaction. This can be seen from the positive regression coefficient value and significance value ($p < 0.05$), which means that hypothesis 1 of the study is accepted. Work-life balance affects employee job satisfaction, as measured by the indicators of time balance, involvement balance, and satisfaction balance. This makes employees more confident in performing their tasks better. The work-life balance program that is implemented is expected to increase employee job satisfaction, thereby motivating employees to perform their duties and obligations to the company. This study also supports Locke's (1976) theory regarding job satisfaction as a positive emotional response to work experience, and is in line with the research by Haar et al. (2014), which found that work-life balance is positively correlated with job satisfaction across cultures and work contexts.

Work-life balance has an impact on organizational support. The results of the analysis show that work-life balance (WLB) has a positive effect on perceived organizational support. This can be seen from the positive regression coefficient value and significance value ($p < 0.05$), which means that research hypothesis 2 is accepted. This means that when employees feel a balance between work and personal life, they tend to assess that the organization pays attention to and supports their well-being. This support can take the form of flexible working hours,

tolerance for personal needs, or family-friendly work policies. This is in line with the Perceived Organizational Support Theory (Eisenberger et al., 1986), which states that when organizations show concern for the personal needs and life balance of employees, employees will feel more valued and supported. From the results of the discussion, it can be concluded that work-life balance has a positive and significant effect on perceived organizational support. Employees who feel a balance between work and personal life tend to feel that their organization cares, is supportive, and values their overall contributions. Thus, work-life balance not only impacts individual aspects but also strengthens the psychological relationship between employees and the organization.

Organizational support was found to have a positive and significant impact on job satisfaction. This finding is reflected in the regression coefficient value, which shows a positive direction and a significance level (p-value) of < 0.05 . This indicates that the greater the support felt by employees from the company, the higher their level of job satisfaction. Organizational support shows the extent to which employees feel that the company cares about their welfare, values their contributions, and provides the necessary resources. This finding is in line with the Perceived Organizational Support Theory (Eisenberger, et al., 1986), which states that when employees feel support from the organization, they tend to respond with positive attitudes such as increased job satisfaction, loyalty, and performance. In this situation, assistance from the organization serves as a motivator that provides employees with a sense of comfort, appreciation, and respect, which in turn enhances their positive view of the work they do.

The support employees receive from their organization contributes to increased job satisfaction. This means that organizational support acts as a link between work-life balance and job satisfaction. The findings of this study show that organizational support serves to reinforce the impact of work-life balance on job satisfaction. In other words, when a good work-life balance is achieved, job satisfaction increases, and this effect is even stronger if the organization provides tangible support to employees. Work-life balance (WLB) is a state in which a person can manage their roles between work and personal life. According to Greenhaus and Beutell (1985), an imbalance in the demands of work and personal life can cause role conflict, leading to work stress and reduced job satisfaction. Conversely, when employees are able to divide their time, energy, and attention evenly, they tend to be more satisfied with their jobs. Job satisfaction is defined by Locke (1976) as a positive or pleasant emotional state that arises from an individual's assessment of their work or work experience. This study supports this concept: a good work-life balance results in a positive emotional atmosphere, which ultimately increases job satisfaction. Perceived organizational support (POS) is defined by Eisenberger et al. (1986) as the degree to which employees believe that the organization values their contributions and cares about their well-being. This support can take the form of flexible work policies, recognition, attention from superiors, and health and welfare facilities. These findings are consistent with Social Exchange Theory (Blau, 1964), which emphasizes that the relationship between employees and organizations is reciprocal based on mutual giving. When organizations provide support for work-life balance, employees respond with positive attitudes such as loyalty, commitment, and job satisfaction. Therefore, it can be concluded that work-life balance has a positive impact on job satisfaction, but its effect is strengthened by organizational support. Organizational support functions as a bridging t that links perceptions of work-life balance with job satisfaction.

5. Conclusions

Work-life balance has a positive effect on job satisfaction. This occurs because the better the balance between work and personal life felt by remote employees, the higher their level of job

satisfaction.

Organizational support has been proven to be a mediating variable in the relationship between work-life balance and job satisfaction. This means that organizations reinforce the positive influence of work-life balance on job satisfaction. Lecturers who feel supported by their organization, whether in the form of flexible policies, good communication, or facilities, will be able to internalize the benefits of work-life balance in the form of job satisfaction.

This study is in line with social exchange theory, whereby a reciprocal relationship between lecturers and the organization is formed when the organization shows concern for employee welfare. The organization's support makes lecturers feel appreciated, prompting them to respond positively.

From a practical standpoint, this study shows that companies implementing remote work must pay attention to the balance between employees' work and personal lives and provide adequate support, such as flexible policies, good communication, and supportive facilities. In this way, employees who work remotely can not only maintain their life balance but also experience an increase in job satisfaction

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