

THE EFFECT OF WORK-LIFE BALANCE AND JOB SATISFACTION ON EMPLOYEE WELL-BEING AT PT JEKAEL INVESCO

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Abstract

In an increasingly competitive business environment and a rapidly changing workplace, companies are required to continuously improve employee productivity and performance. This study aims to provide empirical evidence of the effect of work-life balance on employee well-being among employees of PT Jekael Invesco and to provide empirical evidence of the effect of job satisfaction on employee well-being among employees of PT Jekael Invesco. This study involved 108 respondents, who were employees of PT Jekael Invesco. The sampling technique used was non-probability sampling. The data analysis technique employed was multiple linear regression analysis to examine the effects of work-life balance and job satisfaction on employee well-being. Based on the results of data processing and hypothesis testing, it can be concluded that work-life balance has a significant effect on employee well-being among employees of PT Jekael Invesco. Job satisfaction also has a significant effect on employee well-being among employees of PT Jekael Invesco.

Keywords: *Work-Life Balance, Job Satisfaction, Employee Well-Being.*

A. INTRODUCTION

In an increasingly competitive business environment and amid the increasingly dynamic development of the workplace, companies are required to continuously improve employee productivity and performance (Purnomo & Kuswinarno, 2024). However, excessive focus on achieving targets and meeting job demands often leads to increased work pressure experienced by employees. This condition can affect employee well-being, which has currently become one of the important issues in human resource management (Hulu, 2026).

In various companies, human resource management often faces several challenges, such as high job demands, difficulties in maintaining a balance between work and personal life, and low levels of employee job satisfaction (Gunarti & Lestari, 2025). These conditions can affect

employee well-being in carrying out their work. In many cases, an organization's inability to create a work environment that supports work-life balance and provides optimal job satisfaction can lead to increased work stress, fatigue, decreased motivation, and lower levels of employee well-being. Consequently, employee productivity and performance may decline, which ultimately affects the achievement of organizational goals.

One important aspect of human resource management that has received considerable attention is employee well-being. Employee well-being reflects the physical, psychological, and social well-being experienced by employees while performing their jobs (Laoli et al., 2025). A high level of well-being indicates that employees are able to perform their roles optimally, maintain a balance between work and personal life, and experience satisfaction in their jobs. This condition is important for organizations because it can support productivity, increase work engagement, and create a positive work environment (Sukmara, 2026). Therefore, companies need to pay attention to factors that can influence employee well-being, including work-life balance and job satisfaction.

PT Jekael Invesco is a company engaged in property management and integrated facility services (Integrated Property Management & Facility Services). The company is responsible for managing various aspects of property operations, including building maintenance, security, cleanliness, technical services, property administration, and services for building occupants or users. The company requires human resources who are able to work professionally, responsively, and with a strong service orientation (Tanasya et al., 2025). The characteristics of jobs in the property management sector often require employees to work toward specific targets, deal with various customer complaints, and have flexible working hours according to operational needs. These conditions may affect employees' work-life balance, job satisfaction, and employee well-being.

In the property management and facility services industry, employee well-being is a very important aspect in supporting the continuity of company operations (Tanasya et al., 2025).

Employees at PT Jekael Invesco often face various job demands, such as handling customer complaints, maintaining facilities, coordinating operations, and providing fast and responsive services. During periods of high operational activity, employees may experience increased work pressure, which has the potential to affect their physical and psychological conditions. On the other hand, when the workload is relatively lower, employees have greater opportunities to recover their energy and maintain a balance between work and personal life (Rubiyanti & Dewi, 2025).

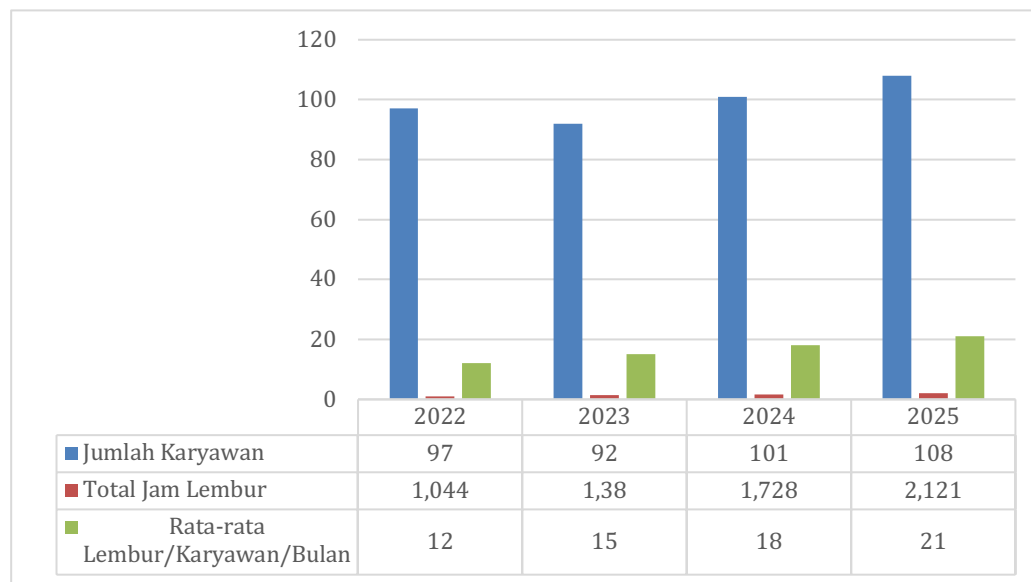
Work-life balance is an important factor that can help employees manage work demands and personal needs in a balanced manner (Sukmara, 2026). A good balance between work and personal life can reduce stress, improve mental health, and create a sense of comfort at work (Sari et al., 2025). In addition, job satisfaction also plays an important role in shaping employee well-being. Employees who are satisfied with their jobs, whether in terms of the work environment, relationships with colleagues and supervisors, or rewards they receive, tend to have more positive psychological conditions (Sinuhaji, 2025).

PT Jekael Invesco, operating under the name Premium Integrated Property Management, is a company engaged in property and building management (Property and Building Management). The company provides various integrated services, including facility management, building maintenance, property asset operational management, and other supporting services. In carrying out its operational activities, PT Jekael Invesco relies heavily on the quality of its human resources, as the company's success in providing optimal services to clients is largely determined by the condition and well-being of its employees.

Like other service-oriented companies, PT Jekael Invesco also faces various challenges in maintaining and improving employee well-being. High job demands, responsibilities for maintaining service quality, and the need to meet customer expectations can create work pressure that may affect employee well-being. Furthermore, employees' ability to balance their work and personal lives (work-life balance), as well as the level of satisfaction they experience in their jobs

(job satisfaction), are important factors that can influence their physical, mental, and emotional conditions.

The phenomenon occurring at PT Jekael Invesco indicates that employees' work-life balance continues to face various challenges. As a company engaged in property management and facility services, the company is required to provide optimal services to customers while ensuring that all operations run effectively. High job demands often require employees to work beyond normal working hours in order to complete various assigned tasks and responsibilities. According to Zahra et al. (2024), work-life balance is a condition in which individuals are able to balance work demands and personal life harmoniously, thereby preventing excessive conflict between the two roles.



Gambar 1. Jam Lembur

Based on Figure 1, the number of employee overtime hours shows an increasing trend over the past four years. In 2022, the total overtime hours were recorded at 1,044 hours, with an average of 12 hours per employee per month. This figure increased to 1,380 hours in 2023, with an average of 15 hours per employee per month. Subsequently, in 2024, the total overtime hours increased to 1,728 hours, with an average of 18 hours per employee per month, and increased again in 2025 to

2,121 hours, with an average of 21 hours per employee per month. The increase in overtime hours indicates that the workload borne by employees has become progressively higher from year to year.

The increase in overtime hours may reduce the amount of time employees have available to rest, spend time with their families, or engage in other personal activities. This condition has the potential to create an imbalance between work and personal life. According to Guest (2002), an imbalance between work demands and personal life can lead to increased work stress, fatigue, and a decline in employees' quality of life. Therefore, companies need to pay attention to employees' working conditions to prevent prolonged conflict between work and personal life.

Among employees at PT Jekael Invesco, some employees still frequently bring work home and experience difficulties in managing their time between work and personal life. This condition indicates that the boundaries between work and personal life are becoming increasingly blurred. According to Marecki (2024), an individual's inability to manage work and personal life roles can reduce the quality of working life and negatively affect overall individual well-being.

The issue of work-life balance is important because it is closely related to the level of employee well-being. Employee well-being encompasses not only physical health but also positive psychological and emotional conditions. According to Suhartini et al. (2025), individual well-being is characterized by high life satisfaction, the presence of positive emotions, and low levels of stress and negative emotions. When employees have a good work-life balance, they tend to have higher levels of well-being than employees who experience conflict between work and personal life.

Research conducted by several researchers has shown that work-life balance has a positive and significant effect on employee well-being (Fadhila & Satriansyah, 2025). A good balance between work and personal life can improve employees' physical and psychological health, enabling them to perform both their work and personal roles more optimally (Putri & Nugroho, 2023). In addition, employees who experience a good work-life balance tend to have lower levels

of stress and higher levels of happiness than employees who experience conflict between work and personal life (Prasetyo et al., 2024).

Other studies have shown that work-life balance contributes to improving employees' quality of life and well-being by creating healthier and more comfortable working conditions (Sari & Kurniawan, 2023). Employees who have sufficient time for family, social activities, and self-development are better able to maintain their mental health and achieve greater life satisfaction (Rahmawati & Hidayat, 2024). Conversely, an imbalance between work and personal life can lead to emotional exhaustion, prolonged stress, and an overall decline in well-being (Wibowo et al., 2025).

Job satisfaction also plays a significant role in improving employee well-being. According to Kurniawati and Pratama (2024), a high level of job satisfaction can improve employee well-being both physically and psychologically. Job satisfaction refers to a positive emotional state that arises when employees feel that the work they perform fulfills their expectations, needs, and personal values (Handayani & Saputra, 2024). High job satisfaction creates feelings of comfort, happiness, and motivation at work, thereby improving employees' overall well-being.

High job satisfaction creates positive feelings, comfort, and employee attachment to their work (Lestari et al., 2024). Job satisfaction established through fair compensation, a conducive work environment, harmonious relationships with colleagues and supervisors, and opportunities for career development can improve employee well-being because employees feel valued and cared for by the company. Among employees at PT Jekael Invesco, job satisfaction can be reflected in comfort at work, support from the company, and opportunities for career development. These conditions can foster positive feelings toward work and support the achievement of better employee well-being.

In addition to work-life balance issues, another phenomenon occurring at PT Jekael Invesco indicates that employee job satisfaction also continues to face various challenges. One of the factors influencing job satisfaction is the compensation received by employees. Compensation

that is perceived as not being in accordance with employees' needs and expectations may affect their perceptions of their jobs and reduce their level of job satisfaction.

Table 1. Average Salary

Year	Number of Employees	Average Monthly Salary	Surabaya Minimum Wage (UMK)	Difference from UMK
2022	95	Rp4.150.000	Rp4.375.479	-Rp225.479
2023	98	Rp4.280.000	Rp4.525.479	-Rp245.479
2024	102	Rp4.420.000	Rp4.725.479	-Rp305.479
2025	108	Rp4.580.000	Rp4.725.479	-Rp145.479

Source: Olah Data, 2026

Based on Table 1.1, the average employee salary during the 2022–2025 period remained around or even below the Surabaya City Minimum Wage (UMK). In 2022, the average employee salary was IDR 4,150,000, while the Surabaya UMK was IDR 4,375,479, resulting in a difference of IDR 225,479. In 2023, the average salary increased to IDR 4,280,000, but it was still below the UMK of IDR 4,525,479, with a difference of IDR 245,479. Subsequently, in 2024, the average salary was IDR 4,420,000, which remained below the UMK of IDR 4,725,479, resulting in a difference of IDR 305,479. Although the average salary increased to IDR 4,580,000 in 2025, it was still lower than the Surabaya UMK of IDR 4,725,479.

This condition indicates that the increase in employee salaries has not fully kept pace with the increase in the applicable minimum wage standard. According to Spector (1997), fair and appropriate compensation is one of the important factors that can increase employee job satisfaction. When employees feel that the compensation they receive is not commensurate with the contributions they make, their level of job satisfaction tends to decline, which may subsequently affect their psychological well-being.

The research conducted by Nasution and Prabowo (2024) shows that job satisfaction has a positive effect on employee well-being. The higher the level of job satisfaction experienced by

employees, the higher their level of well-being. Employees who are satisfied with their jobs tend to have better psychological conditions, lower levels of stress, and higher life satisfaction.

B. METHOD

The method used in this study is a quantitative descriptive method. The population in this study consisted of all employees of PT Jekael Invesco. The sampling technique considered most appropriate for this study was a saturated sampling technique. The sampling method used in this study was non-probability sampling. In this study, data processing was conducted using a computer with SPSS (Statistical Package for the Social Sciences) software.

C. RESULTS AND DISCUSSIONS

In this study, the researcher used the *One-Sample Kolmogorov-Smirnov Test*, in which the instrument is considered normally distributed if the probability value is $\alpha > 0.05$ (Ghozali, 2018). The results of the normality test are presented below.

Tabel 2. Tabel Normalitas		
One-Sample Kolmogorov-Smirnov Test		
		Unstandardized Residual
N		108
Normal Parameters ^{a,b}	Mean	,0000000
	Std. Deviation	7,21608324
Most Extreme Differences	Absolute	,129
	Positive	,046
	Negative	-,0129
Kolmogorov-Smirnov Z		1,344
Asymp. Sig. (2-tailed)		,054
a. Test distribution is Normal.		
b. Calculated from data.		
Source: SPSS, 2026		

Based on Table 2, the results of the normality test using the *One-Sample Kolmogorov-Smirnov Test* show that the *Asymp. Sig. (2-tailed)* value is 0.054, which is greater than $\alpha = 0.05$. This indicates that the data are normally distributed.

The partial test is a statistical test used to determine the effect of an individual regression coefficient on the dependent variable (Y) (Ghozali, 2018). The results of the partial test are presented below.

Tabel 3. Hasil Uji Parsial t (Uji t)

Model	Coefficients ^a			T	Sig.
	Unstandardized Coefficients		Standardized Coefficients		
	B	Std. Error	Beta		
(Constant)	5.900	3.433		1.719	.000
X1	.505	.130	.416	3.887	.000
X2	.203	.079	.273	2.553	.012

a. Dependent Variable: Y

Source: Data di Olah, 2026

The criteria for the t-test are as follows: H_0 is accepted if $t_{\text{count}} < t_{\text{table}}$, and H_0 is rejected if $t_{\text{count}} \geq t_{\text{table}}$. The critical value is determined at a significance level of 5%. To obtain the t_{table} value, a two-tailed test is used with a level of significance (α) = 0.05 (5%) and degrees of freedom = $n - k - 1 = 108 - 3 - 1 = 104$. Thus, the t_{table} value is 1.983. Based on the results of the t-test using SPSS, the results are as follows:

1) The Effect of Work-Life Balance on Employee Well-Being

The test results presented in Table 4.20 show that the t_{count} value is 3.887, which is greater than the t_{table} value of 1.983, with a *Sig.* value of 0.000 < 0.05. Therefore, H_0 is rejected and H_1 is accepted. This means that the hypothesis is accepted. Thus, *Work-Life Balance* has a significant effect on *employee well-being*.

2) The Effect of Job Satisfaction on Employee Well-Being

The test results presented in Table 4.20 show that the t_{count} value is 2.553, which is greater than the t_{table} value of 1.983, with a *Sig.* value of 0.015 <

0.05. Therefore, H_0 is rejected and H_2 is accepted. This means that the hypothesis is accepted. Thus, *job satisfaction* has a significant effect on improving *employee well-being*

D. CONCLUSIONS

Work-Life Balance has a significant effect on *Employee Well-Being* among employees of PT Jekael Invesco. These results indicate that the better employees are able to balance work demands with their personal lives, the better their perceived *Employee Well-Being*. Employees who are able to manage their time between work and personal life, have sufficient time to spend with their families, and perform their jobs without sacrificing their personal happiness tend to experience better levels of well-being.

Job Satisfaction has a significant effect on *Employee Well-Being* among employees of PT Jekael Invesco. These results indicate that the higher the level of job satisfaction experienced by employees, the better their *Employee Well-Being*. Satisfaction with work that provides meaningful experiences, matches employees' abilities, involves guidance and support from supervisors, provides opportunities for promotion, and fosters good relationships with colleagues can create positive work experiences and support employee well-being.

E. SUGGESTIONS

Based on the limitations of the study described above, several suggestions can be provided as follows.

1) For PT Jekael Invesco

It is recommended that the company continue to improve employees' *Work-Life Balance* by creating work arrangements that provide a better balance between job demands and personal life. The company can pay greater attention to workload distribution, working hours, and adequate rest periods so that employees have sufficient time to fulfill their

personal and family needs. This is important because *Work-Life Balance* has been proven to have a stronger effect on *Employee Well-Being* than *Job Satisfaction*.

2) For future researchers

It is recommended to develop further research by adding other variables that may influence *Employee Well-Being*, such as *Work Environment*, *Organizational Support*, *Work Stress*, *Emotional Exhaustion*, or *Psychological Capital*. Future studies may also use different research objects, respondent characteristics, or company sectors so that the findings can provide a broader understanding of the factors influencing *Employee Well-Being*.

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