

The Influence of Quality of Work Life, Work Life Balance, And Financial Reward on Employee Job Satisfaction (Case Study at PT. Nayfisha Bintang Jaya)

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Abstract

The purpose of this study is to analyze the influence of Quality of Work Life (X1), Work Life Balance (X2), and Financial Reward (X3) on employee job satisfaction (Y). The data in this study were collected using a questionnaire method administered to 60 respondents to determine their responses to each variable. The data were analyzed using quantitative analysis. The analytical technique employed in this study is multiple linear regression analysis to test the research hypotheses. Based on the results, it is concluded that Quality of Work Life has a significant effect on employee job satisfaction; Work Life Balance has a significant effect on employee job satisfaction; and Financial Reward has a significant effect on employee job satisfaction. Simultaneously, Quality of Work Life, Work Life Balance, and Financial Reward significantly affect employee job satisfaction. The coefficient of determination test shows that job satisfaction is influenced by these three variables by 42.1%, while the remaining 57.9% is influenced by other factors not included in this study.

Keywords: Quality of Work Life, Work Life Balance, Financial Reward, Job Satisfaction.

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I. Introduction

Job satisfaction refers to an employee's attitude, behavior, and perception in performing their work. It is inherently personal, meaning that levels of job satisfaction may vary among employees, and such satisfaction significantly influences their work performance (Bhastary, 2020). Job satisfaction is closely related to the Quality of Work Life (QWL), which

encompasses both physical and psychological aspects of the work environment. Meanwhile, Work Life Balance (WLB) is also a vital component of employee satisfaction. Furthermore, job satisfaction is highly dependent on financial rewards, which include competitive base salaries, performance bonuses, and additional benefits such as health insurance and pension plans—all of which form part of a financial reward system.

The concept of Quality of Work Life (QWL) encompasses various aspects of employees' perceptions regarding their physical and mental well-being in the workplace, including fair compensation, a safe and comfortable work environment, and clear opportunities for career development. Work Life Balance (WLB) refers to an individual's ability to manage responsibilities in both personal and professional life while also maintaining commitments to activities outside of work (Asari, 2022). Financial reward is a form of compensation or remuneration granted to employees as recognition for their performance, contributions, and achievements within the company.

PT. Nayfisha Bintang Jaya is a company engaged in the poultry slaughterhouse industry, producing animal protein food products derived from broiler chickens. The company began its operations in September 2023. Although it is a newly established company, it has already set forth a vision and mission to prioritize commitment, utilize the best available resources, and adopt the latest technology to produce high-quality products that are Safe, Healthy, Whole, and Halal.

Table 1.1
Employee Data at PT. Nayfisha Bintang Jaya

Gender	Marital Status	Number	Percentage (%)
Male	Unmarried	8	15,09%
Male	Married	34	64,15%
Female	Unmarried	3	5,66%
Female	Married	15	15,09%
Total		60	100%

Source: PT. Nayfisha Bintang Jaya, 2025

This study was conducted because 64.15% of male employees and 15.09% of female employees are married, resulting in a total of 79.24% of all employees being married. This indicates a specific need among married employees for an adequate quality of work life, work life balance, and financial reward. PT. Nayfisha Bintang Jaya has made efforts to meet quality of work life standards by implementing working hours in accordance with the provisions of the Manpower Act and the Job Creation Law, namely 8 hours per day or 40 hours per week (5 working days). However, there are aspects that lead to employee dissatisfaction, particularly regarding career development opportunities, as the company is still in its early stages of growth and has not yet provided clarity on career advancement prospects.

The majority of employees in this company are married. Although the working hours comply with legal regulations, the company has not yet implemented policies that support

employee work life balance programs. This condition may lead to employee stress and fatigue. The company also provides financial rewards in the form of incentives and religious holiday allowances (THR) in accordance with existing regulations. However, despite providing appropriate wages and THR, the company has not offered bonuses or rewards for employees' contributions or achievements. As their living expenses and financial responsibilities continue to increase, employees tend to feel a lack of motivation and job satisfaction.

Despite the various efforts that have been made, challenges in maintaining employee job satisfaction still persist. As a newly established company, PT. Nayfishha Bintang Jaya needs to gain a deeper understanding of the factors that influence employee job satisfaction, particularly those related to quality of work life, work life balance, and financial reward.

Based on the aforementioned background, the researcher is interested in conducting a study entitled "The Influence of Quality of Work Life, Work Life Balance, and Financial Reward on Employee Job Satisfaction (A Case Study at PT. Nayfishha Bintang Jaya).

II. Literature Review

2.1. Job Satisfaction

Job satisfaction refers to an employee's sense of fulfillment with their work, which is measured by factors such as workload, salary, coworkers, leadership, and work environment (Puspitawati & Atmaja, 2020). Essentially, job satisfaction is an individual matter, as each person has a different level of satisfaction based on their personal values (Rulianti & Nurpribadi, 2023). Every individual working in an organization has their own expectations and needs, resulting in varying levels of perceived job satisfaction. According to Lesmana et al. (2024), the indicators of job satisfaction include turnover rate, absenteeism, job level, and organization size.

2.2. Quality of Work Life

According to Tanoto & Tji Beng (2024), Quality of Work Life is described as a process by which an organization responds to employee needs by developing mechanisms that provide them with the opportunity to participate or be involved in decision-making in designing their work life. Quality of Work Life encompasses environmental and human principles, and also refers to strategies implemented by organizations to improve working conditions and benefit both the organization and its employees (Nugraha & Suhariadi, 2021). According to Febrian et al. (2022), the indicators of Quality of Work Life include growth and development, participation, reward systems, and the work environment.

2.3. Work Life Balance

Work Life Balance refers to an employee's ability to balance work and personal life (Darmawan, 2023). It is the ability of an individual to fulfill all responsibilities at work and in personal life without compromising their physical and mental well-being (Hendra & Artha, 2023). According to (Putri & Frianto, 2023), the indicators of Work Life Balance include time balance between work and personal life, responsibility toward both the

company and family, having a social life outside of work, and having time to engage in hobbies.

2.4. Financial Reward

Financial reward is compensation granted for work that has been performed, provided by the company as an incentive to enhance employee satisfaction in the form of salaries and wages (Devitasari, 2023). Financial reward includes various forms of payment such as overtime pay, fixed salaries, bonuses, tips, and commissions (Akubom et al., 2020). Financial reward indicators are used to assess an organization's reward system. According to Hanif (2022) the indicators of financial reward include salary value, incentives, overtime rates, and compensation.

2.5. Conceptual Framework and Hypothesis

Based on the research background, relevant theories, and previous studies, the conceptual framework of this research can be illustrated as follows:

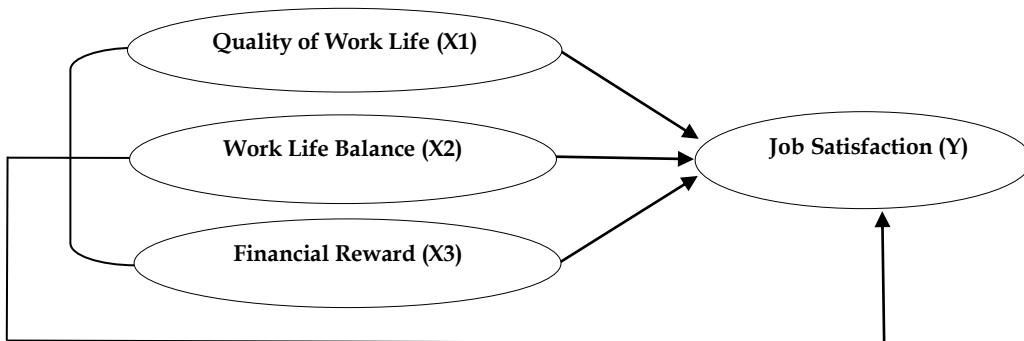


Figure 1. Conceptual Framework

Based on the conceptual framework above, the research hypotheses are as follows:

H1: Quality of Work Life has a positive effect on the job satisfaction of employees at PT. Nayfisha Bintang Jaya.

H2: Work Life Balance has a positive effect on the job satisfaction of employees at PT. Nayfisha Bintang Jaya.

H3: Financial Reward has a positive effect on the job satisfaction of employees at PT. Nayfisha Bintang Jaya.

H4: Quality of Work Life, Work Life Balance, and Financial Reward collectively have a positive effect on the job satisfaction of employees at PT. Nayfisha Bintang Jaya.

III. Methodology

This study employed a quantitative research approach. The independent variables in this study are Quality of Work Life (X1), Work Life Balance (X2), and Financial Reward (X3), while the dependent variable is Job Satisfaction (Y).

The population in this study consisted of all employees of PT. Nayfisha Bintang Jaya in 2024, totaling 60 employees. The sampling technique used was saturated sampling, which is a sampling method where all members of the population are used as the sample (Amin et al., 2023). The data were processed using SPSS version 26. The analytical methods employed in this research include multiple linear regression analysis, F-test, t-test, and coefficient of

determination. Prior to conducting the analysis, instrument testing was carried out, including validity and reliability tests.

IV. Results and Discussion

4.1. Validity and Reliability Test

Based on Table 1, all items are declared valid except for WLB6, as it loaded onto two factors simultaneously during the analysis. Furthermore, Table 2 shows that the Cronbach's alpha values for all variables are greater than 0.7. Therefore, the measurement model for these variables demonstrates good reliability.

Tabel 1
Rotated Component Matrix^a

	Component			
	1	2	3	4
KP1		.841		
KP2		.838		
KP3		.837		
KP4		.786		
KP5		.782		
KP6		.795		
KP7		.768		
KP8		.872		
QWL1			.802	
QWL2			.690	
QWL3			.742	
QWL4			.845	
QWL5			.854	
QWL6			.817	
QWL7			.778	
QWL8			.820	
WLB1				.694
WLB2				.781
WLB3				.933
WLB4				.781
WLB5				.682
WLB7				.910
WLB8				.861
FR1	.801			
FR2	.876			
FR3	.799			
FR 4	.804			
FR 5	.853			

FR6	.841		
FR7	.870		
FR8	.869		

Source: Processed Data, 2025

Based on Table 1, it can be concluded that the results of the Confirmatory Factor Analysis (CFA) show that all factor loadings are above 0.50 and each item loads onto a single factor, indicating that all items are suitable for further testing.

Table 2
Reliability Test Results

Variable	Cronbach's Alpha	Description
<i>Job Satisfaction</i>	0,962	Reliable
<i>Quality of Work Life</i>	0,939	Reliable
<i>Work Life Balance</i>	0,914	Reliable
<i>Financial Reward</i>	0,948	Reliable

Source: Processed Data, 2025

The Cronbach's alpha values for each variable indicate strong reliability, meaning that all questionnaires used for each variable in this study are reliable instruments. Therefore, these questionnaires can be used in future research with equally valid and consistent results.

4.2. Multiple Linear Regression Analysis

Multiple linear regression analysis was used to determine the effect of quality of work life, work life balance, and financial reward on employee job satisfaction at PT. Nayfisha Bintang Jaya.

Table 3

Model	Unstandardized Coefficients		Standardized Coefficients
	B	Std. Error	Beta
1 (Constant)	-.707	.733	
QWLR	.567	.118	.496
WLBR	.371	.131	.282
FRR	.292	.119	.255

a. Dependent Variable: KPR

Source: Processed Data, 2025

The multiple linear regression analysis produces the following equation:

$$Y = -0.707 + 0.567 X1 + 0,371 X2 + 0,292 X3$$

Based on the results above, it is evident that variables X1, X2, and X3 have positive coefficients. This indicates that all three independent variables – quality of work life, work life balance, and financial reward – positively influence the dependent variable, which is employee job satisfaction. Although the constant has a negative value, this does not pose an

issue as long as the regression model meets the necessary assumptions (e.g., normality test or other classical assumptions) (Dougherty, 2002).

4.3. Hypothesis Test

The F-test is conducted to determine whether the independent variables simultaneously influence the dependent variable (Mardiatmoko, 2020). The results of the F-test are presented in the following table:

Table 4
ANOVA^a

Model	Sum of Squares	df	Mean Square	F	Sig.
1 Regression	20.990	3	6.997	15.283	.000 ^b
Residual	25.638	56	.458		
Total	46.628	59			

- a. Dependent Variable: KPR
b. Predictors: (Constant), FRR, WLBR, QWLR

Source: Processed Data, 2025

Based on the data in the table above, it can be seen that the calculated F-value is 15.283, while the critical F-table value is 2.77, with a significance level of 0.000. Since the calculated F-value is greater than the F-table value ($15.283 > 2.77$) and the significance level is less than 0.05 ($0.000 < 0.05$), it can be concluded that the independent variables simultaneously have a significant effect on the dependent variable. This means that quality of work life, work life balance, and financial reward significantly influence employee job satisfaction at PT. Nayfisha Bintang Jaya.

The partial t-test was conducted to determine the individual influence of each independent variable – quality of work life, work life balance, and financial reward – on the dependent variable, namely job satisfaction. The t-test results are presented as follows:

Table 5
Coefficients^a

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	-.707	.733		.964	.339
QWLR	.567	.118	.496	4.794	.000
WLBR	.371	.131	.282	2.829	.006
FRR	.292	.119	.255	2.454	.017

- a. Dependent Variable: KPR

Source: Processed Data, 2025

The partial t-test was conducted to determine the effect of the independent variables – quality of work life, work life balance, and financial reward on the dependent variable, namely job satisfaction. The results of the t-test are presented in Table 3 below:

- a. The variable Quality of Work Life shows a calculated t-value of 4.794 and a t-table value of 1.672 (df = 56), with a significance level of 0.000. Since the t-value is greater than the t-

table value ($4.794 > 1.672$) and the significance level is less than 0.05 ($0.000 < 0.05$), it can be concluded that H1 is accepted, which means:

“Quality of Work Life has a positive and significant effect on employee job satisfaction.”

- b. The Work Life Balance variable shows a calculated t-value of 2.829 and a t-table value of 1.672 ($df = 56$), with a significance level of 0.006. Since the t-value is greater than the t-table value ($2.829 > 1.672$) and the significance level is less than 0.05 ($0.006 < 0.05$), it can be concluded that H2 is accepted, which means:

“Work Life Balance has a positive and significant effect on employee job satisfaction.”

- c. The Financial Reward variable shows a calculated t-value of 2.454 and a t-table value of 1.672 ($df = 56$), with a significance level of 0.017. Since the t-value is greater than the t-table value ($2.454 > 1.672$) and the significance level is less than 0.05 ($0.017 < 0.05$), it can be concluded that H3 is accepted, which means:

“Financial Reward has a positive and significant effect on employee job satisfaction.”

4.4. Determination Coefficient Test

The coefficient of determination test aims to measure the model's ability to explain the relationship between independent variables and the dependent variable. This test is used to assess the extent to which the independent variables influence the dependent variable (Latifah, 2024). The results of the coefficient of determination test (R^2) are presented in the following table:

Table 6
Model Summary^b

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.671 ^a	.450	.421	.676623

a. Predictors: (Constant), FRR, WLBR, QWLR

b. Dependent Variable: KPR

Source: Processed Data, 2025

Based on the table above, the coefficient of determination test shows an Adjusted R Square value of 0.421. This indicates that employee job satisfaction is influenced by the variables Quality of Work Life, Work Life Balance, and Financial Reward by 42.1%, while the remaining 57.9% is influenced by other variables outside the model that were not examined in this study.

4.5. Discussion

4.5.1. The Influence of Quality of Work Life on Employee Job Satisfaction at PT. Nayfisha Bintang Jaya

The results of this study indicate that Quality of Work Life has a positive and significant effect on employee job satisfaction. This is evidenced by the calculated t-value of 4.794 and a t-table value of 1.672 ($df = 56$), with a significance level of 0.000. Since the t-value is greater than the t-table value ($4.794 > 1.672$) and the significance level is less than 0.05 ($0.000 < 0.05$), it can be concluded that the higher the Quality of Work Life in the company, the higher the

level of job satisfaction among employees. This finding is consistent with other research, which suggests that optimal quality of work life leads to higher levels of employee satisfaction (Pramudya, 2020).

4.5.2. The Influence of Work Life Balance on Employee Job Satisfaction at PT. Nayfisha Bintang Jaya

The results of this study indicate that Work Life Balance has a positive and significant effect on employee job satisfaction. This is evidenced by a calculated t-value of 2.829 and a t-table value of 1.672 (df = 56), with a significance level of 0.006. Since the t-value is greater than the t-table value ($2.829 > 1.672$) and the significance level is less than 0.05 ($0.006 < 0.05$), it can be concluded that the greater the balance between personal and professional life, the higher the level of job satisfaction. This finding is consistent with previous research showing that employees who maintain a balance between their personal and professional lives tend to experience greater satisfaction in their work (Aliya & Saragih, 2020).

4.5.3. The Influence of Financial Reward on Employee Job Satisfaction at PT. Nayfisha Bintang Jaya

The results of this study indicate that Financial Reward has a positive and significant effect on employee job satisfaction. This is supported by a calculated t-value of 2.454 and a t-table value of 1.672 (df = 56), with a significance level of 0.017. Since the t-value is greater than the t-table value ($2.454 > 1.672$) and the significance level is less than 0.05 ($0.017 < 0.05$), it can be concluded that the higher the financial reward received by employees, the higher their level of job satisfaction. This is in line with previous research which found a significant relationship between financial rewards and job satisfaction (Zaraket & Saber, 2017).

V. Conclusion

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

1. Quality of Work Life has a positive and significant effect on employee job satisfaction at PT. Nayfisha Bintang Jaya.
2. Work Life Balance has a positive and significant effect on employee job satisfaction at PT. Nayfisha Bintang Jaya.
3. Financial Reward has a positive and significant effect on employee job satisfaction at PT. Nayfisha Bintang Jaya.
4. Quality of Work Life, Work Life Balance, and Financial Reward collectively have a positive and significant effect on employee job satisfaction at PT. Nayfisha Bintang Jaya.

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