

WORK-LIFE BALANCE AND JOB STRESS AS PREDICTORS OF JOB SATISFACTION AMONG EMPLOYEES OF THE NATIONAL SEARCH AND RESCUE AGENCY IN JAKARTA

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ABSTRACT

Research has widely demonstrated the importance of work-life balance and job stress in shaping employees' job satisfaction. However, empirical evidence from employees working in emergency response organizations remains limited. This study aims to examine the effects of work-life balance and job stress on job satisfaction among employees of the National Search and Rescue Agency (BASARNAS) Jakarta. This study employed a quantitative approach using a survey method. The respondents consisted of 116 BASARNAS Jakarta employees, selected using a saturated sampling technique. Data were collected through questionnaires and analyzed using Structural Equation Modeling–Partial Least Squares (SEM-PLS) with SmartPLS 4.0 software. The results indicate that Work-Life Balance has a positive and significant effect on job satisfaction, with a path coefficient of 0.392, while job stress has a positive and significant effect on job satisfaction, with a path coefficient of 0.360. Furthermore, the coefficient of determination (R-Square) of 0.383 indicates that Work-Life Balance and job stress jointly explain 38.3% of the variance in employees' job satisfaction, while the remaining 61.7% is explained by other variables outside the research model. The findings are expected to provide practical insights for organizations in developing policies that promote Work-Life Balance, effectively manage job stress, and improve employee job satisfaction.

Keywords: Work-life balance, Job stress, Job satisfaction, SEM-PLS, BASARNAS

ABSTRAK

Berbagai penelitian telah menunjukkan pentingnya Work-Life Balance dan Job Stress dalam membentuk Job Satisfaction pegawai. Namun, bukti empiris mengenai pegawai yang bekerja di organisasi tanggap darurat masih terbatas. Penelitian ini bertujuan untuk menganalisis pengaruh Work-Life Balance dan Job Stress terhadap Job Satisfaction pegawai pada Kantor Pencarian dan Pertolongan (BASARNAS) Jakarta. Penelitian ini menggunakan pendekatan kuantitatif dengan metode survei. Responden penelitian berjumlah 116 pegawai BASARNAS Jakarta yang ditentukan menggunakan teknik sampling jenuh. Data dikumpulkan melalui penyebaran kuesioner dan dianalisis menggunakan Structural Equation Modeling-Partial Least

Squares (SEM-PLS) dengan bantuan perangkat lunak SmartPLS 4.0. Hasil penelitian menunjukkan bahwa Work-Life Balance berpengaruh positif dan signifikan terhadap Job Satisfaction dengan koefisien jalur sebesar 0,392, sedangkan Job Stress berpengaruh positif dan signifikan terhadap Job Satisfaction dengan koefisien jalur sebesar 0,360. Selain itu, nilai koefisien determinasi (R-Square) sebesar 0,383 menunjukkan bahwa Work-Life Balance dan Job Stress secara bersama-sama mampu menjelaskan 38,3% variasi Job Satisfaction pegawai BASARNAS Jakarta, sedangkan 61,7% sisanya dipengaruhi oleh faktor lain di luar model penelitian. Temuan penelitian ini diharapkan dapat menjadi masukan bagi organisasi dalam merancang kebijakan yang mendukung keseimbangan kehidupan kerja pegawai, mengelola Job Stress secara efektif, serta meningkatkan Job Satisfaction pegawai.

Kata kunci: Keseimbangan kehidupan-kerja, Stres kerja, Kepuasan kerja, SEM-PLS, BASARNAS

INTRODUCTION

The global workplace has undergone rapid transformation over the past two decades due to digitalization, globalization, and the long-term impacts of the COVID-19 pandemic. These changes have fundamentally altered organizational practices and employees' working lives by accelerating hybrid and remote working arrangements, blurring the boundaries between work and personal life, and increasing demands for efficiency and productivity. As organizations continue to adapt to these changes, job satisfaction has become a critical indicator of organizational effectiveness and employee well-being because it reflects employees' attitudes toward their work and influences organizational performance (Sandoval-Reyes et al., 2021). Consequently, maintaining employees' job satisfaction has become one of the primary challenges faced by organizations in today's increasingly demanding work environment.

The growing concern regarding employee job satisfaction is reflected in recent global workforce reports. The World Economic Forum highlights that the transformation of work has not only reshaped organizational structures but has also significantly affected employees' psychological well-being and emotional conditions (Esti, 2025). Likewise, the Gallup State of the Global Workplace 2025 reported that only approximately 21% of employees worldwide are engaged and satisfied with their jobs, indicating that most employees continue to experience dissatisfaction related to motivation, recognition, and work-life balance (Inc, 2025). Furthermore, the ManpowerGroup Global Talent Barometer 2025 revealed that although 89% of the global workforce expressed confidence in their professional capabilities, only 62% reported being satisfied with their current jobs. These findings suggest that job dissatisfaction is increasingly associated with the complexity of modern work demands rather than employees' competencies alone (Julitz, 2025).

A similar phenomenon can also be observed in Indonesia, particularly within public service organizations that require continuous operational readiness. One such organization is the National Search and Rescue Agency (BASARNAS), whose personnel are responsible for emergency response, disaster management, and search-and-rescue operations under conditions characterized by high workloads, unpredictable schedules, and substantial physical and psychological demands. Unlike many conventional workplaces, BASARNAS employees frequently face life-threatening situations, prolonged working hours, and limited opportunities for recovery. These unique working conditions make employee well-being an important organizational concern because prolonged exposure to demanding job characteristics may influence employees' job satisfaction and overall organizational performance.

To obtain an initial understanding of this issue, a preliminary survey was conducted among BASARNAS Jakarta employees prior to the main study. The findings indicated that

several employees experienced relatively low levels of job satisfaction, particularly regarding recognition, work enthusiasm, and satisfaction with their overall working conditions. The preliminary survey also revealed concerns regarding employees' ability to maintain a balance between work and personal life, as well as indications of considerable job-related stress resulting from operational responsibilities and emergency response duties (Handayani et al., 2024). These findings suggest that job satisfaction among BASARNAS employees deserves further investigation, particularly by examining organizational and psychological factors that may explain employees' perceptions of their work.

One factor that has consistently been associated with job satisfaction is work-life balance, which refers to an individual's ability to maintain harmony between work responsibilities and personal life. According to the Job Demands–Resources (JD-R) Theory, work-life balance can be regarded as a valuable job resource that enables employees to manage occupational demands while preserving their psychological well-being (Bakker & De Vries, 2021; Demerouti & Bakker, 2023). Employees who are able to balance their professional and personal roles generally experience greater emotional stability, stronger organizational commitment, and higher job satisfaction. Previous studies have also demonstrated that work-life balance positively influences job satisfaction across various occupational settings (Megaster et al., 2021; Nuraeni, 2022; Saeed & Farooqi, 2014). However, maintaining such a balance may become considerably more difficult in organizations that require continuous operational readiness and emergency response, such as BASARNAS, where irregular schedules and unpredictable missions frequently interfere with employees' personal lives.

Another factor that has received considerable attention is job stress, which represents the physical and psychological strain experienced when job demands exceed an individual's available resources or coping capacity. Within the JD-R framework, excessive job demands are expected to reduce employee well-being and ultimately lower job satisfaction (Bakker & De Vries, 2021; Demerouti & Bakker, 2023). Employees exposed to prolonged work pressure, heavy workloads, and emotionally demanding situations are more likely to experience fatigue, decreased motivation, and dissatisfaction with their jobs. Numerous empirical studies have reported that job stress significantly affects job satisfaction (Bhastary, 2020; Febriani & Handaru, 2022a; Paryanti & Aprianti, 2022; Rachmawati & Susanto, 2021). Considering the operational characteristics of BASARNAS, where employees routinely encounter emergency situations and high-risk rescue operations, job stress is expected to be an important determinant of employees' job satisfaction.

Although the relationships between work-life balance, job stress, and job satisfaction have been extensively investigated, previous studies have primarily focused on private companies, healthcare institutions, educational organizations, manufacturing industries, and other public service sectors (Attar et al., 2020; Barage & Sudarusman, 2022; Paramita, 2023). Consequently, empirical evidence concerning these relationships within high-risk emergency response organizations remains limited. In particular, research involving BASARNAS employees is still scarce, despite the unique working conditions characterized by unpredictable workloads, continuous standby duties, and exposure to physically and emotionally demanding rescue operations. These distinctive characteristics suggest that findings obtained from other occupational settings may not fully explain employee job satisfaction in the BASARNAS context. Based on these considerations, this study aims to examine the effects of work-life balance and job stress on job satisfaction among employees of the National Search and Rescue Agency (BASARNAS) Jakarta. By focusing on a public organization with exceptionally demanding operational characteristics, this study seeks to extend the existing literature on employee well-being within high-risk work environments. The findings are expected to enrich the understanding of how job resources and job demands shape employees' job satisfaction

while providing practical insights for developing human resource policies that promote employee well-being and organizational effectiveness in emergency service organizations.

LITERATURE REVIEW

Work Life Balance

Work-life balance refers to an individual's ability to maintain harmony between work responsibilities and personal life without allowing one domain to interfere excessively with the other. Within the JD-R perspective, work-life balance can be viewed as an important job resource that enables employees to manage work demands while preserving their psychological well-being (Bakker & De Vries, 2021; Demerouti & Bakker, 2023). Employees who successfully balance their professional and personal roles are generally more motivated, emotionally stable, and satisfied with their jobs because they are able to allocate sufficient time, involvement, and energy to both domains.

Most empirical studies have reported that work-life balance positively contributes to employees' job satisfaction by reducing work–family conflict, strengthening organizational commitment, and enhancing psychological well-being (Hasan, 2017; Megaster et al., 2021; Saeed & Farooqi, 2014). However, these findings have largely been derived from employees in educational institutions, private companies, and other conventional organizational settings. Comparatively little evidence is available regarding administrative employees working in emergency response organizations, whose responsibilities involve intensive coordination, strict deadlines, and continuous organizational readiness. These distinctive organizational characteristics may influence how employees perceive work-life balance and its contribution to job satisfaction. Therefore, further investigation within this context is needed to extend existing evidence.

Job Stress

Job stress refers to the physical and psychological pressure experienced when employees perceive that work demands exceed their abilities, resources, or coping capacity. According to Badu and Djafri (2017), job stress originates from pressures associated with work responsibilities, while Fahmi (2016) explains that stress emerges when individuals face demands beyond their capacity to manage them effectively (Barage & Sudarusman, 2022). If prolonged, excessive job stress may lead to emotional exhaustion, anxiety, decreased motivation, and impaired physical and psychological well-being. Consequently, job stress is widely recognized as an important factor influencing employees' attitudes and behaviors in the workplace.

Within the JD-R Theory, job stress represents a consequence of excessive job demands that may negatively affect employees' well-being and job satisfaction (Bakker & De Vries, 2021; Demerouti & Bakker, 2023). Empirical findings regarding the relationship between job stress and job satisfaction remain inconclusive. Numerous studies have shown that excessive job stress reduces employees' psychological well-being and ultimately lowers job satisfaction (Bhastary, 2020; Febriani & Handaru, 2022b; Paryanti & Aprianti, 2022; Rachmawati & Susanto, 2021). However, the Job Demands–Resources (JD-R) Theory suggests that certain job demands may also function as challenging demands, encouraging motivation and work engagement when supported by sufficient organizational resources (Bakker & De Vries, 2021; Demerouti & Bakker, 2023). These contrasting findings indicate that the effects of job stress may vary depending on organizational context. Consequently, examining job stress among administrative employees in BASARNAS provides an opportunity to better understand how work demands influence job satisfaction within an emergency response organization.

Job Satisfaction

Job satisfaction refers to a positive emotional state that arises when employees perceive that their work fulfills their personal and professional expectations. According to the Job Demands–Resources (JD-R) Theory, job satisfaction is influenced by the interaction between job demands and job resources, where excessive demands may reduce employees' well-being, while adequate resources promote motivation and positive work outcomes (Bakker & De Vries, 2021; Demerouti & Bakker, 2023). The theory explains two primary mechanisms: the health impairment process, in which excessive job demands lead to stress and burnout, and the motivational process, in which sufficient job resources enhance work engagement and job satisfaction. Therefore, achieving a balance between demands and resources is essential for maintaining employee well-being and satisfaction.

Furthermore, job satisfaction has been described as employees' positive evaluation of their work experience and organizational environment. Employees who perceive fairness in compensation, supportive supervision, career opportunities, and favorable working conditions are more likely to experience higher job satisfaction (Barage & Sudarusman, 2022; Bhastary, 2020). Conversely, employees who are dissatisfied with their jobs tend to exhibit lower motivation and reduced commitment toward organizational objectives. Accordingly, this study considers job satisfaction as the dependent variable influenced by work-life balance and job stress. Although previous studies consistently recognize job satisfaction as an important indicator of employee well-being, limited evidence is available regarding how job resources and job demands interact to shape job satisfaction among administrative employees in emergency response organizations.

Relationship Among Variables and Research Hypothesis

The relationships among Work-Life Balance, Job Stress, and Job Satisfaction can be explained through the Job Demands–Resources (JD-R) Theory proposed by Demerouti and Bakker. The theory suggests that employees' work outcomes are shaped by the interaction between job resources and job demands. Job resources, such as work-life balance, help employees maintain motivation, psychological well-being, and positive work attitudes, whereas job demands, including job stress, may influence employees' psychological conditions and work-related outcomes (Bakker & De Vries, 2021). In organizations with demanding operational responsibilities, such as BASARNAS, maintaining an appropriate balance between job resources and job demands is essential for enhancing employees' job satisfaction.

Based on the JD-R Theory, work-life balance functions as an important job resource that enables employees to effectively manage both their professional and personal responsibilities. Employees who achieve a healthy balance between these two domains tend to experience greater psychological well-being, stronger work motivation, and more positive perceptions of their jobs, which ultimately contribute to higher job satisfaction (Demerouti & Bakker, 2023). Most previous studies have reported that work-life balance positively influences employees' job satisfaction across various organizational settings (Hasan, 2017; Megaster et al., 2021; Nuraeni, 2022; Saeed & Farooqi, 2014). Nevertheless, the majority of these studies have focused on employees working in conventional organizational settings where work routines are relatively structured and predictable. Comparatively little attention has been given to administrative employees in emergency response organizations, whose responsibilities involve supporting organizational readiness through planning, coordination, human resource administration, legal services, and other operational support functions under dynamic work demands and strict time constraints. These distinctive organizational characteristics may influence how employees perceive work-life balance and, consequently, how it contributes to

their job satisfaction. Therefore, further investigation within this context is needed to extend the existing literature.

Conversely, job stress represents one of the job demands encountered by employees in the workplace. Excessive job stress may reduce emotional well-being, work motivation, and overall job satisfaction because employees experience prolonged psychological and physical strain (Bakker & De Vries, 2021; Demerouti & Bakker, 2023). However, the influence of job stress on job satisfaction may differ depending on organizational characteristics and employees' perceptions of work demands. In occupations characterized by high responsibility and operational pressure, such as BASARNAS, job stress may also be perceived as a challenging demand that encourages employees to perform effectively when supported by adequate organizational resources. Previous empirical findings regarding the relationship between job stress and job satisfaction remain inconclusive. Most studies have reported that higher levels of job stress reduce employees' job satisfaction because excessive work demands impair psychological well-being (Bhastary, 2020; Febriani & Handaru, 2022b; Paryanti & Aprianti, 2022; Rachmawati & Susanto, 2021). However, other studies grounded in the Job Demands–Resources (JD-R) Theory suggest that certain forms of job demands may function as challenging demands rather than hindering demands, thereby encouraging employee motivation and engagement when supported by adequate organizational resources (Bakker & De Vries, 2021; Demerouti & Bakker, 2023). These inconsistent findings indicate that the relationship between job stress and job satisfaction may depend on the organizational context. Accordingly, examining this relationship within BASARNAS, an organization characterized by emergency response duties and high operational demands, offers an opportunity to extend existing evidence.

Based on the theoretical framework and empirical evidence presented above, the following hypotheses are proposed:

H1: Work-life balance has a significant effect on employee job satisfaction.

H2: Job stress has a significant effect on employee job satisfaction.

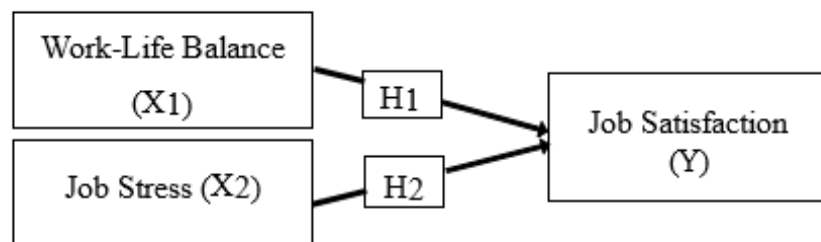


Figure 1. Conceptual Framework

METHOD

This study employed a quantitative research approach using an explanatory survey design to examine the effects of work-life balance and job stress on employee job satisfaction. A quantitative approach was selected because it enables objective measurement of relationships among variables through statistical analysis, while the explanatory design was intended to test the proposed hypotheses regarding the causal relationships between the independent and dependent variables (Kusumastuti et al., 2020; Sugiyono, 2023). The study was conducted at the National Search and Rescue Agency (BASARNAS) Jakarta, specifically involving employees from four bureaus under the Main Secretariat, namely the Bureau of General Affairs, Bureau of Planning, Bureau of Legal Affairs and Cooperation, and Bureau of Human Resources. These units were selected because their employees perform both operational

support and administrative responsibilities that require high levels of coordination, workload management, and organizational readiness, making them relevant for examining work-life balance, job stress, and job satisfaction. The population consisted of employees working in the four bureaus under the Main Secretariat of BASARNAS Jakarta. Given the relatively small population, this study employed a saturated sampling technique (census sampling), whereby all members of the population were included as respondents. Consequently, all 116 employees participated in this study. Data were collected through the direct distribution of structured questionnaires to all respondents.

Primary data were obtained using a structured questionnaire developed from measurement indicators adopted from previous studies. Minor wording modifications were made to ensure that the statements were appropriate for the organizational context of BASARNAS while preserving the original conceptual meaning of each construct. Table 1 presents the research instrument used to measure each construct and its corresponding indicators.

Table 1. Instrument

Variable	Indicators	Source
Work-Life Balance	Time Balance	(Paramita, 2023; Puryana & Ramdani, 2020)
	Involvement Balance	(Paramita, 2023; Puryana & Ramdani, 2020)
	Satisfaction Balance	(Puryana & Ramdani, 2020)
Job stress	Role Demands	(Barage & Sudarusman, 2022; Supriyanto, 2022)
	Task Demands	(Barage & Sudarusman, 2022; Supriyanto, 2022)
	Interpersonal Demands	(Barage & Sudarusman, 2022; Supriyanto, 2022)
	Organizational Structure	(Barage & Sudarusman, 2022; Supriyanto, 2022)
	Leadership	(Barage & Sudarusman, 2022; Supriyanto, 2022)
Job Satisfaction	Pay	(Barage & Sudarusman, 2022; Kayely et al., 2023)
	Promotions	(Barage & Sudarusman, 2022; Kayely et al., 2023)
	Supervision	(Barage & Sudarusman, 2022; Kayely et al., 2023)
	Work Group	(Barage & Sudarusman, 2022; Kayely et al., 2023)
	Working Conditions	(Barage & Sudarusman, 2022; Kayely et al., 2023)

The questionnaire was developed based on measurement indicators adopted from previous studies and subsequently refined through a preliminary instrument assessment. Responses were measured using a five-point Likert scale, ranging from 1 (Strongly Disagree) to 5 (Strongly Agree). The questionnaire responses were assessed using a predetermined scoring scale, as presented in Table 2.

Table 2. Questionnaire Answer Scores

Answer Options	Score	
	Positive	Negative
Strongly Agree (SS)	5	1
Agree (S)	4	2
Neutral (R)	3	3
Disagree (TS)	2	4
Strongly Disagree (STS)	1	5

Secondary data were collected from books, scientific journal articles, official documents, and other relevant literature to support the theoretical framework and interpretation of the findings (Colton & Covert, 2007). The questionnaire measured three latent constructs: work-life balance, job stress, and job satisfaction. Prior to testing the structural model, the measurement model was evaluated to ensure its validity and reliability. Convergent validity was assessed using outer loading values, while discriminant validity was evaluated using the

Fornell–Larcker criterion and the Heterotrait–Monotrait Ratio (HTMT). Instrument reliability was assessed through Cronbach's Alpha and Composite Reliability (CR). Following the recommendations of (Hair et al., 2021), constructs were considered reliable when Cronbach's Alpha and Composite Reliability values exceeded 0.70, whereas indicator validity was confirmed when outer loading values were greater than 0.70.

The collected data were analyzed using Structural Equation Modeling–Partial Least Squares (SEM-PLS) with SmartPLS 4.0 software. SEM-PLS was selected because it is suitable for predictive research, models involving multiple latent constructs, and relatively small sample sizes while imposing fewer distributional assumptions than covariance-based SEM (Avkiran et al., 2018; Hair et al., 2021; Leguina, 2015). The analysis consisted of two stages: evaluation of the measurement model (outer model) and evaluation of the structural model (inner model), followed by hypothesis testing using the bootstrapping procedure.

RESULTS AND DISCUSSION

Outer Model

The outer model analysis will produce a reliability value output, which is used to determine the relationship between variables in a study. The data used by the researchers was the second research model instrument, whose value was valid and met the outer model score requirement of >0.7 . Figure 2 and Table 3, presents the outer model, illustrating the relationships between the latent constructs and their respective measurement indicators.

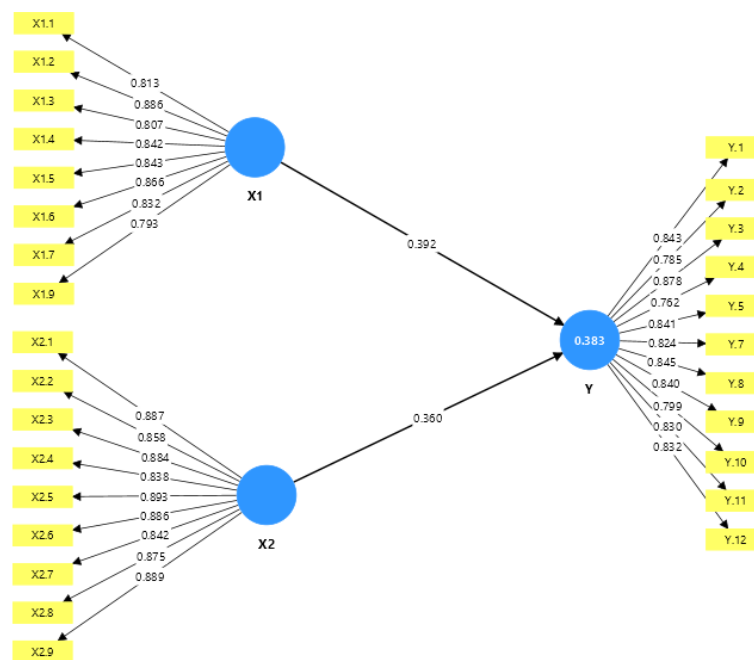


Figure 2 Outer Model

In the process of analyzing the measurement model (outer model), researchers conducted three main types of tests: convergent validity, discriminant validity, and composite reliability. This stage is crucial to ensure the instrument used is able to measure the construct accurately and consistently and can clearly differentiate one construct from another. In the outer model test during the convergent validity assessment process, the required loading factor value must exceed 0.7 (Hair et al., 2021). When the loading factor value exceeds this limit, the indicator can be declared valid, indicating a strong and meaningful relationship with the construct being measured.

Table 3. Outer Loading Results After Calculation

	<i>Work-Life Balance</i> (X1)	<i>Job Stress (X2)</i>	<i>Job Satisfaction (Y)</i>
X1.1	0.813		
X1.2	0.886		
X1.3	0.807		
X1.4	0.842		
X1.5	0.843		
X1.6	0.866		
X1.7	0.832		
X1.9	0.793		
X2.1		0.887	
X2.2		0.858	
X2.3		0.884	
X2.4		0.838	
X2.5		0.893	
X2.6		0.886	
X2.7		0.843	
X2.8		0.875	
X2.9		0.889	
Y.1			0.843
Y.2			0.792
Y.3			0.879
Y.4			0.763
Y.5			0.851
Y.7			0.842
Y.8			0.842
Y.9			0.836
Y.10			0.801
Y.11			0.829
Y.12			0.832

The outer model test revealed that all indicators in the independent and dependent variables had loading factor values exceeding the recommended minimum limit, which is ≥ 0.7 (Musyaffi et al., 2022). This finding confirms that each construct in the research model has met convergent validity, making it suitable for use in subsequent analyses. Convergent validity was further evaluated using the Average Variance Extracted (AVE), where an AVE value above 0.50 indicates adequate convergent validity (Hair et al., 2021).

Table 4. Average Variance Extracted (AVE) Value

	<i>Average Variance Extracted (AVE)</i>
<i>Work-Life Balance (X1)</i>	0.699
<i>Job Stress (X2)</i>	0.762
<i>Job Satisfaction (Y)</i>	0.682

As shown in Table 4, all constructs achieved AVE values above the recommended threshold, with Work-Life Balance (0.699), Job Stress (0.762), and Job Satisfaction (0.682). These results indicate that all constructs satisfy the criterion for convergent validity. Therefore, the constructs used in this study are deemed to have sufficient reliability and are suitable for further analysis, particularly at the stage of evaluating the inner model or testing hypotheses. This good reliability is an important foundation for ensuring that measurement results are stable and reliable, and supports the achievement of validity in the overall research findings.

Table 5. Discriminant Validity HTMT

	<i>Work-Life Balance (X1)</i>	<i>Job Stress (X2)</i>	<i>Job Satisfaction (Y)</i>
X1			
X2	0.366		
Y	0.543	0.512	

Table 5 presents the results of the Heterotrait–Monotrait (HTMT) ratio analysis used to assess discriminant validity among the constructs. The results indicate that all HTMT values are below the recommended threshold of 0.90. Specifically, the HTMT value between Work-Life Balance (X1) and Job Stress (X2) is 0.366, while the value between Work-Life Balance (X1) and Job Satisfaction (Y) is 0.543. Meanwhile, the HTMT value between Job Stress (X2) and Job Satisfaction (Y) is 0.512. These findings indicate that the correlations among the constructs are sufficiently distinct, confirming that discriminant validity has been established and that each construct represents a distinct concept.

Table 6. Discriminant Validity Fornell Larcker

	<i>Work-Life Balance (X1)</i>	<i>Job Stress (X2)</i>	<i>Job Satisfaction (Y)</i>
X1	0.836		
X2	0.353	0.873	
Y	0.519	0.498	0.826

Based on the data presented in the Table 6, it can be concluded that all the square root values of the Average Variance Extracted (AVE) listed on the main diagonal are higher than the correlation values between constructs located off the diagonal. This condition indicates that the discriminant validity requirements as proposed by the Fornell-Larcker criteria have been met. In detail, the AVE root for the Work-Life Balance construct (X1) is 0.836, which is greater than its correlation with the Job Stress construct (X2) of 0.353 and with Job Satisfaction (Y) of 0.519. Similarly, the AVE root value for the Job Stress construct (X2) of 0.873, exceeds its correlation with the Job Satisfaction construct (Y) which is only 0.498. Therefore, it can be concluded that each construct in the model is more closely correlated with its own constituent indicators than with other constructs, thus indicating that the model has met discriminant validity well.

Table 7. Composite Reliability

	<i>Cronbach's alpha</i>	<i>Composite reliability</i>	<i>Average Variance Extracted (AVE)</i>
<i>Work-Life Balance (X1)</i>	0.938	0.949	0.699
<i>Job Stress (X2)</i>	0.961	0.966	0.762
<i>Job Satisfaction (Y)</i>	0.953	0.959	0.682

To assess the reliability and validity of a construct, two main indicators are used: Composite Reliability (CR) and Cronbach's Alpha. According to (Hair et al., 2021), a construct is considered reliable when both CR and Cronbach's Alpha values exceed 0.70. The Table 7 shows that all constructs obtained Cronbach's Alpha values above 0.70, indicating satisfactory internal consistency. Combined with the Composite Reliability values, these results demonstrate that the measurement model meets the required reliability criteria and is appropriate for further structural model evaluation.

Inner Model

Structural model analysis (inner model) is a crucial step in the Partial Least Squares Structural Equation Modeling (PLS-SEM) method, focusing on testing the strength and direction of relationships between latent constructs within a theoretical model. This stage aims to assess the extent to which independent variables influence the dependent variable, as formulated in the research conceptual framework. This inner model evaluation provides an overview of the causal relationships between constructs and tests the predictive validity of the structural model as a whole. The structural model analysis in this study was conducted using SmartPLS software version 4.1.1.2. The analysis process produces a path diagram that visually represents the relationships between latent constructs. This diagram provides a comprehensive overview of the direction of the relationship (positive or negative), the magnitude of the influence (path coefficient), and the level of statistical significance of each relationship between the exogenous (independent) and endogenous (dependent) variables.

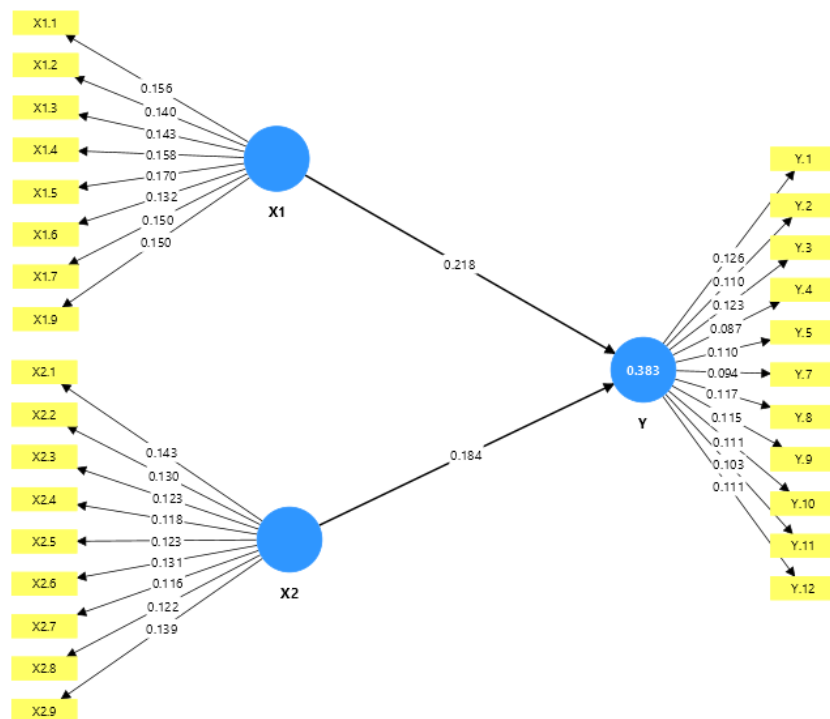


Figure 3. Inner Model

The coefficient of determination (R^2) is used to assess how much of the variance in an endogenous variable can be explained by one or more exogenous variables within a structural model. The R^2 value provides an important indicator of the model's predictive power and also indicates the extent to which the independent variables significantly contribute to explaining the dependent variable. According to (Sarstedt et al., 2022), the general interpretation criteria for the R^2 value in the context of social research are as follows; (a) $R^2 \geq 0.67$ is categorized as strong; (b) R^2 around 0.33 is considered moderate; and (c) R^2 around 0.19 is considered weak. In other words, the higher the R^2 value, the greater the model's ability to explain the construct under study.

Table 8. R-Square

	<i>R-square</i>	<i>R-square adjusted</i>	Description
Job Satisfaction (Y)	0.383	0.372	Moderate

Based on Table 8, it can be seen that the coefficient of determination (R^2) value for the endogenous variable Job Satisfaction (Y) was recorded at 0.383. This value indicates that 38,3% of the variation in employee job satisfaction can be explained by two exogenous variables, namely Work-Life Balance (X_1) and Job Stress (X_2), which were analyzed simultaneously using the structural model of this study. For a higher level of accuracy, it can be seen in the adjusted R^2 score for the Job Satisfaction variable of 0.381 so that researchers can conclude that there is at least a 37,2% influence between the X_1 Work-Life Balance (X_1) and Job Stress (X_2) variables together on the Y Job Satisfaction variable. Based on the interpretation classification by (Hair et al., 2021), this R^2 value is classified as moderate, ranging from 0.33 to 0.67. Thus, both independent variables together have a significant influence on employee job satisfaction. The remaining 61,7% is due to external factors not included in this research framework, thus opening the possibility for further research with additional variables.

The effect size (f^2) test aims to evaluate the role of each independent variable in influencing the dependent variable in the structural model. This procedure aims to determine the extent to which the removal of one independent construct from the model will affect the R^2 value of the dependent (endogenous) construct. Thus, the f^2 value provides information regarding the magnitude of the individual impact of each independent variable on the dependent variable. Interpretation of this f^2 result provides a deeper understanding of the specific influence of each construct on employee job satisfaction, beyond the combined contribution indicated by the R^2 value.

Table 9. F-Square

	<i>Work-Life Balance (X_1)</i>	<i>Job Stress (X_2)</i>	<i>Job Satisfaction (Y)</i>
Work-Life Balance (X_1)			0.218
Job Stress (X_2)			0.184
Job Satisfaction (Y)			

Based on the data listed in the Table 9, it can be seen that the magnitude of the influence of the variable construct X_1 (Work-Life Balance) on the variable construct Y (Job Satisfaction) reached 0.218. This value is in the moderate category, which indicates a significant relationship between the two variables. Meanwhile, the influence of variable X_2 (Job Stress) on Job Satisfaction (Y) shows a value of 0.201, which is also classified as moderate based on the interpretation of the effect size (F^2). These findings indicate that Work-Life Balance and Job Stress each have a moderate contribution to explaining employees' job satisfaction. Although neither variable demonstrates a large effect size, both remain practically relevant in the context of human resource development at BASARNAS. The results highlight the importance of maintaining employees' work-life balance and effectively managing job stress as part of organizational strategies to foster a healthier, more productive, and supportive work environment.

Hypothesis Testing

In quantitative research using the Partial Least Squares Structural Equation Modeling (PLS-SEM) approach, hypothesis testing focuses on evaluating the significant influence between latent variables in the developed model. The primary method in this testing utilizes the P-value generated from the bootstrapping procedure using SmartPLS software. In general, the decision-making criteria for hypotheses are based on the significance value (P-value). If the P-value is <0.05 , the hypothesis is accepted, indicating that the relationship between the variables in the model is considered statistically significant. Conversely, if the P-value is >0.05 ,

the hypothesis is rejected, as the relationship between the exogenous and endogenous variables in the model does not demonstrate statistical significance. The use of P-values as an indicator of significance is crucial in ensuring the empirical validity of the causal relationships formulated in the research model.

Table 10. Hypothesis Testing Results

	Original Sample (O)	Sample mean (M)	Standard deviation (STDEV)	T (O/STDEV)	statistics	P values
Work-Life Balance -> Job Satisfaction	0.392	0.396	0.077	5.058		0.000
Job Stress -> Job Satisfaction	0.360	0.365	0.078	4.622		0.000

Based on Table 10, the results of hypothesis testing using the bootstrapping method yielded a P-value of 0.000 for the first hypothesis, concerning the relationship between Work-Life Balance (X_1) and Job Satisfaction (Y). Because this value is lower than the 0.05 significance threshold, the first hypothesis is accepted, indicating that Work-Life Balance has a significant effect on employee Job Satisfaction. Furthermore, testing the second hypothesis, concerning the effect of Job Stress (X_2) on Job Satisfaction (Y), yielded a P-value of 0.000. Because this value is lower than the 0.05 significance threshold, the second hypothesis is passed. These findings indicate that Job Stress has a significant effect on employee job satisfaction.

Discussion

The Influence of Work-Life Balance on Job Satisfaction of Employees at the Jakarta Search and Rescue Agency (BASARNAS) (H1)

Based on the results of the hypothesis testing, it was found that Work-Life Balance has a positive and significant effect on Job Satisfaction. This is evidenced by the path coefficient (Original Sample/ β) of 0.392, the T-Statistic of 5.058, and the P-Value of 0.000 (<0.05). Therefore, H1 is accepted, meaning the hypothesis that Work-Life Balance has a significant effect on Job Satisfaction among BASARNAS Jakarta employees is proven in this study. The positive relationship between work-life balance and job satisfaction can be interpreted through the Job Demands–Resources (JD-R) Theory, which suggests that job resources enhance employees' motivation and psychological well-being. Although the respondents in this study primarily perform administrative and organizational support functions, their work remains closely connected to BASARNAS' emergency response responsibilities. Administrative employees are required to coordinate organizational activities, process information efficiently, and provide timely operational support, often under strict deadlines and unpredictable work demands. Under these circumstances, maintaining a healthy balance between work and personal life becomes an important resource that enables employees to recover from work-related demands and sustain positive attitudes toward their jobs. The results of this study align with those conducted by (Barage & Sudarusman, 2022; Febriani & Handaru, 2022a; Saeed & Farooqi, 2014) which found that work-life balance has a positive and significant effect on job satisfaction. These studies indicate that a balance between work and personal life can help reduce work-family conflict, thereby increasing individual job satisfaction.

The influence of work stress on job satisfaction of employees of the Jakarta Search and Rescue Agency (BASARNAS). (H2)

Based on the results of the hypothesis testing, it was found that Job Stress has a positive and significant effect on Job Satisfaction. This is evidenced by the path coefficient (Original

Sample/ β) of 0.360, the T-Statistic of 4.622, and the P-Value of 0.000 (<0.05). Therefore, H2 is accepted, indicating that the hypothesis stating that Job Stress has a significant effect on Job Satisfaction among BASARNAS Jakarta employees is proven in this study. The positive relationship between job stress and job satisfaction may reflect the distinctive organizational context of BASARNAS. Although the respondents were administrative employees rather than field rescuers, they play an essential role in supporting emergency response operations through planning, coordination, personnel management, legal administration, and organizational services. Their responsibilities frequently involve strict deadlines, rapid coordination, and high levels of accuracy because administrative decisions directly support operational readiness. Within the JD-R Theory, such demands may function as challenging demands rather than hindering demands when employees possess sufficient organizational resources. Consequently, work pressure may strengthen employees' sense of responsibility, competence, and contribution to organizational goals, which in turn enhances job satisfaction. The results of this study align with those of (Bakker & De Vries, 2021; Demerouti & Bakker, 2023), who stated that specific job demands can increase motivation, work engagement, and individual achievement if supported by adequate resources. These findings demonstrate that work pressure is not always negative; instead, it can motivate individuals to demonstrate their best performance within the organization. Based on these findings and supported by previous research, it can be concluded that Job Stress is a factor influencing Job Satisfaction among BASARNAS Jakarta employees. Work pressure that is manageable by employees tends to be perceived as a work challenge that can increase job engagement and satisfaction. Therefore, H2 can be accepted.

CONCLUSION AND RECOMMENDATION

This study produced two main findings. First, work-life balance has a positive and significant effect on employees' job satisfaction. Second, job stress also has a positive and significant effect on employees' job satisfaction. The coefficient of determination (R^2) indicates that work-life balance and job stress jointly explain 38.3% of the variance in employees' job satisfaction, while the remaining 61.7% is influenced by other factors beyond the scope of this study. This study has several limitations. First, the research was conducted only among employees of BASARNAS Jakarta, which may limit the generalizability of the findings to other organizations or sectors. Second, the study examined only two independent variables, whereas job satisfaction may also be influenced by other factors such as leadership, compensation, organizational culture, work motivation, career development, and work environment. Third, the data were collected using self-administered questionnaires, making the results dependent on respondents' perceptions and honesty, which may introduce response bias. From a practical perspective, BASARNAS is encouraged to strengthen employee well-being by implementing flexible work scheduling where operationally feasible, providing psychological support and stress management programs, and periodically evaluating employees' workloads to prevent excessive fatigue. As administrative employees play a crucial role in supporting emergency response operations through coordination, planning, and time-sensitive organizational processes, promoting employee recovery initiatives and work-life balance policies may help sustain job satisfaction while maintaining organizational readiness and service effectiveness. Beyond these practical implications, the limitations of this study also provide several directions for future research. First, future studies are encouraged to involve respondents from different organizations, industries, or regions to improve the generalizability of the findings. Second, future researchers are recommended to incorporate additional variables or examine mediating and moderating variables that may provide a more comprehensive explanation of job satisfaction. Third, considering that this study found a positive relationship

between job stress and job satisfaction, future studies are encouraged to further investigate this relationship by exploring contextual factors or psychological mechanisms that may influence how employees perceive and respond to job stress. Recommendations for additional variables are also consistent with the study's coefficient of determination, which indicates that 61.7% of the variance in job satisfaction remains unexplained by the current model.

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