
The Influence of Work-Life Balance on Job Satisfaction Among Millennial Employees: The Moderating Role of Work Motivation At PT. PLN (Persero) Lampung Distribution Main Unit

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ABSTRACT: This study aims to examine the influence of Work-Life Balance on job satisfaction among millennial employees at PT PLN (Persero) Unit Induk Distribusi Lampung, and to evaluate the moderating role of work motivation in this relationship. A quantitative approach was employed using a survey method, with data collected from 226 respondents selected through purposive sampling. The analysis was conducted using Moderated Regression Analysis (MRA). The findings reveal that Work-Life Balance has a positive and significant effect on job satisfaction. However, work motivation was found to weaken the relationship between Work-Life Balance and job satisfaction. This indicates that higher levels of motivation do not necessarily strengthen the impact of Work-Life Balance on job satisfaction, particularly in high-pressure organizational contexts such as state-owned enterprises. The results suggest that companies should carefully design motivational strategies that are balanced and responsive to employees' needs for work-life integration, especially among the millennial workforce, to enhance overall job satisfaction.

KEYWORDS: Work Life Balance, Job Satisfaction, Work Motivation, Millennials.

I. INTRODUCTION

The State Electricity Company (PT PLN Persero) plays a vital role as Indonesia's primary provider of electric power. With a vision to become the leading electricity company in Southeast Asia and the number one customer choice for energy solutions, PT PLN is continuously evolving to meet national energy needs. Among its strategic units is the Distribution Main Unit (Unit Induk Distribusi/UID) Lampung, which oversees electricity distribution services across Lampung Province, employing over 500 personnel (PLN, 2025). In recent years, increasing attention has been given to the issue of job satisfaction, a key determinant of organizational success. Job satisfaction is closely linked to employee productivity, loyalty, and retention (Juniar et al., 2025). Organizations are thus challenged to provide a work environment that enables employees to feel valued, supported, and fulfilled. Among the various predictors of job satisfaction, work-life balance (WLB) has emerged as a critical factor, particularly in modern workplaces characterized by heightened demands and expectations (Obrenovic et al., 2021).

Work-life balance refers to an individual's ability to effectively manage responsibilities between their professional and personal roles (Nurendra & Saraswati, 2016). When employees feel they are achieving a healthy balance, they are more likely to be engaged, motivated, and committed to their organizations (Mohamad et al., 2025). Conversely, a lack of balance can lead to work stress, role conflict, and even employee turnover. To address this, PT PLN launched the Corporate Wellness Program, a strategic initiative under its Employee Wellbeing Culture. This program combines health-promoting activities, including physical challenges through the "GERAK Pro" app, educational webinars, medical check-ups, and incentive-based gamification to promote employee engagement and wellness (PLN, 2025). These initiatives are especially significant given the changing demographics of the Indonesian workforce. According to the 2020 Census, the majority of the workforce consists of millennials (Generation Y)—a cohort that highly values flexibility, self-development, and supportive work environments (Deloitte, 2020; PWC, 2019). Millennials bring different expectations and workplace behaviors, including a stronger emphasis on achieving work-life balance compared to previous generations (Rohaeni & Nurdin, 2020).

Despite the implementation of such programs, a preliminary observation and pre-survey conducted among 30 employees at PT PLN (Persero) UP3 Metro revealed indications of ongoing challenges in achieving work-life balance. For instance, only 63% of respondents reported being able to manage their time effectively between work and personal commitments, while a significant

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proportion expressed difficulties in balancing family and work demands. Furthermore, only 53% felt they could meet the expectations of their coworkers, despite a majority stating they were able to meet family expectations. These results indicate that, although corporate wellness programs are in place, a notable proportion of employees still experience imbalances, which may affect their job satisfaction.

Prior research has shown mixed findings regarding the relationship between work-life balance and job satisfaction. Studies such as those by Obrenovic et al. (2021) and Jyothi et al. (2020) found a significant positive relationship, whereas other studies, like Gathogo (2025), reported insignificant effects in different industrial contexts. These discrepancies suggest that the influence of WLB on job satisfaction may vary depending on cultural, generational, and organizational factors. One important variable that may clarify these inconsistencies is work motivation. Motivation has been theorized to moderate the relationship between work-life balance and job satisfaction, as employees with high intrinsic motivation may be better equipped to manage potential role conflicts and derive satisfaction despite challenges (Jyothi et al., 2020). Given the above, this study seeks to examine the influence of work-life balance on job satisfaction among millennial employees, with work motivation as a moderating variable, using the case of PT PLN (Persero) UID Lampung. By focusing on a generational cohort and a specific organizational context, this research aims to contribute to the literature by addressing gaps and contextual inconsistencies in previous findings.

II. LITERATURE REVIEW

A. Work-life balance

Work-life balance (WLB) has been widely recognized as a fundamental factor in supporting employee well-being and job satisfaction. It refers to an individual's ability to balance work responsibilities with personal, familial, and social roles in a way that these roles do not interfere negatively with one another (Sismawati & Lataruva, 2020). Several conceptualizations of WLB include viewing it as a dual-role dynamic, a balance of time and satisfaction across roles, and as perceived control over conflicting demands (Qodrizana, 2018). This multifaceted view emphasizes that WLB is not merely about time allocation, but also involves emotional involvement, personal satisfaction, and the ability to manage multiple roles effectively. Fisher (2001) further breaks down WLB into three dimensions: work interference with personal life (WIPL), personal life interference with work (PLIW), and work-personal life enhancement (WPLE), each reflecting how work and life domains can both compete and complement each other.

Previous studies have identified various internal and external factors affecting work-life balance, such as personality traits, psychological well-being, organizational support, family demands, and demographic characteristics (Poulose & Sudarsan, 2014). From an organizational perspective, initiatives such as flexible work arrangements, remote working, and job sharing have proven to help employees achieve a better balance (Lewison, 2006). These programs not only reduce absenteeism and turnover but also enhance employee productivity and customer satisfaction. In the context of state-owned enterprises such as PT PLN, such interventions have been formalized through wellness initiatives like the Corporate Wellness Program, which integrates physical, psychological, and social components of well-being in the workplace. However, while such programs may facilitate better work-life integration, their effectiveness varies based on employee characteristics—particularly generational cohorts.

Millennial employees, who now dominate the workforce in Indonesia (Deloitte, 2020), have distinct work values and expectations. They seek meaningful work, flexibility, and greater integration of personal life with professional roles (Rohaeni & Nurdin, 2020). Consequently, the ability to maintain work-life balance is considered a major contributor to their job satisfaction. When WLB is achieved, millennials are more likely to remain committed and productive; conversely, the absence of balance can prompt dissatisfaction and turnover intentions (Nurendra & Saraswati, 2016; Sihalohe & Handayani, 2018). Work-life balance has thus become not only a personal aspiration but a strategic priority for organizations aiming to retain top talent.

Given the growing body of research emphasizing the role of WLB in improving workplace outcomes, this study proposes to empirically test its impact on job satisfaction among millennial employees in the context of PT PLN (Persero) UID Lampung. While many studies have found a positive correlation between WLB and job satisfaction, the dynamic nature of WLB necessitates continued investigation across different organizational settings. Accordingly, this study posits the following hypothesis:

Hypothesis 1: Work-life balance has a positive and significant effect on job satisfaction among millennial employees at PT PLN (Persero) Unit Induk Distribusi Lampung.

B. Motivation

Motivation is an internal force that drives individuals to act and achieve specific goals within an organizational context. According to Mangkunegara (2006), motivation refers to a condition or energy that compels employees to act purposefully in

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facing workplace situations to accomplish organizational objectives. Robbins (2006) defines motivation as a willingness to exert high levels of effort to achieve organizational goals, conditioned by the effort's ability to satisfy some individual need. This suggests that motivation arises not only from external stimuli but also from the internal awareness and desires of employees to contribute meaningfully to their work.

From a managerial perspective, understanding what motivates employees is essential. Hasibuan (2012) states that motivation concerns how to direct the energy and potential of subordinates so they are willing to work productively. Robbins (2010) emphasizes that motivation comprises three core elements: energy, direction, and persistence. Energy refers to the internal strength; direction denotes goal-oriented effort; and persistence reflects sustained effort despite challenges. Therefore, organizations that seek to maintain employee performance and engagement must identify and nurture the specific motivational drivers of each individual.

The theoretical foundation of work motivation is often anchored in two classical yet still relevant theories: Maslow's Hierarchy of Needs and Herzberg's Two-Factor Theory. Maslow (1943) proposed that human motivation is driven by five levels of needs, ranging from physiological, safety, social, esteem, to self-actualization. Motivation increases as individuals fulfill needs at each successive level. In contrast, Herzberg (1959) distinguishes between factors that cause job satisfaction (motivators) such as achievement and recognition, and those that prevent dissatisfaction (hygiene factors) such as salary and working conditions. These theories suggest that effective motivation can be fostered by addressing both intrinsic and extrinsic aspects of the job environment.

In practice, Herzberg also outlined leadership strategies for building motivation, including role modeling (exemplify), clear communication, empowerment, coaching, and recognition. He highlighted the value of positive motivation through rewards and appreciation, as opposed to negative motivation based on fear or threats. Positive motivation promotes employee ownership and engagement, whereas negative motivation may only yield short-term compliance. Based on these findings, the following hypothesis is proposed:

Hypothesis 2: Motivation moderates the influence of Work-Life Balance on job satisfaction among millennial employees at PT PLN (Persero) Distribution Unit Lampung.

C. Job Satisfaction

Job satisfaction is a psychological state that reflects the extent to which individuals feel positively about their work. According to Kawiana (2020), job satisfaction is inherently subjective, as each employee holds different expectations and values. Busro (2018) defines job satisfaction as the result of comparing expected outcomes with actual results. Robbins, as cited in Kawiana (2020), explains job satisfaction as a positive emotional response stemming from an evaluation of one's job experiences. Therefore, job satisfaction is shaped by how individuals perceive their working conditions, responsibilities, rewards, and interpersonal relationships in the workplace.

Several theoretical perspectives explain job satisfaction. The Value Theory emphasizes satisfaction arising from the fulfillment of what employees value most. The Equity Theory focuses on perceptions of fairness in the balance between input and outcomes compared to others. The Discrepancy Theory posits that satisfaction depends on the gap between what individuals desire and what they actually experience. The Need Fulfillment Theory suggests that employees feel satisfied when their fundamental needs are met. Additionally, the Social Reference Group Theory asserts that employees evaluate their satisfaction based on the expectations of groups they consider important. Lastly, the Two-Factor Theory differentiates between satisfaction (motivators) and dissatisfaction (hygiene factors), highlighting that both must be managed independently.

Job satisfaction is influenced by various factors, including psychological, social, physical, and financial dimensions. Psychological factors relate to interests, talents, and employee attitudes; social factors involve workplace interactions; physical factors concern the work environment and employee health; and financial factors pertain to compensation, benefits, and career prospects. Herzberg further elaborates on job satisfaction indicators such as compensation, promotion opportunities, physical and non-physical work environment, and job characteristics (Pitasari & Perdhana, 2018). These dimensions offer a holistic approach to understanding what drives satisfaction across different job roles.

The impacts of job satisfaction are extensive and multifaceted. Higher satisfaction is often associated with improved performance, lower absenteeism, and reduced turnover. Conversely, dissatisfaction may lead to disengagement, conflict, and counterproductive behaviors such as workplace theft. To accurately assess satisfaction, organizations can use rating scales, questionnaires, critical incident techniques, and interviews. In the context of millennial workers, job satisfaction is shaped not only by pay or status but also by values such as flexibility, recognition, and meaningful work-life balance. Therefore, job

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satisfaction serves as a key outcome variable in this study, influenced by the dynamics of work-life balance and moderated by employee motivation.

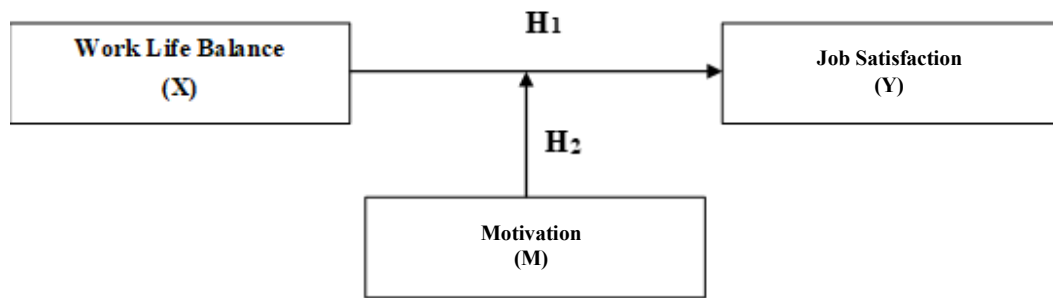


Figure 1. Framework

III. METHODOLOGY

This study adopts a quantitative research design, where data are expressed numerically and analyzed using statistical techniques. Quantitative methods aim to examine causal relationships between variables—specifically, how independent variables affect dependent variables—through hypothesis testing on specific populations and samples (Sugiyono, 2016). Primary data were obtained directly from respondents using structured questionnaires, observations, and field documentation at PT PLN (Persero) Unit Induk Distribusi Lampung. Secondary data were gathered from company archives and official records, both published and unpublished.

The target population includes all employees of PT PLN (Persero) Unit Induk Distribusi Lampung, totaling 519 individuals (HC PLN Bandar Lampung, 2025). Using Slovin’s formula with a 5% margin of error, the sample size was determined to be 226 respondents. A non-probability sampling approach was employed, specifically purposive sampling (Malhotra, 2020), where respondents were selected based on predetermined criteria: being employed at PT PLN (Persero) and categorized as millennials (aged 23–43 years). Data collection was conducted via surveys using a structured Likert-scale questionnaire (Budiaji, 2018).

To ensure the quality of the measurement instruments, validity and reliability tests were conducted using SPSS 25. Validity was assessed using factor analysis with a minimum factor loading threshold of 0.5 (Sekaran & Bougie, 2016). Reliability was evaluated using Cronbach’s Alpha, with coefficients interpreted according to Sugiyono (2016). Prior to hypothesis testing, the data were assessed for normality using the Kolmogorov-Smirnov test (Ghozali, 2016). Hypotheses were tested using simple regression, t-tests, and coefficient of determination (R^2) to evaluate the influence of Work-Life Balance on Job Satisfaction (Creswell & Creswell, 2018; Malhotra, 2019). Furthermore, to analyze the moderating effect of Motivation, a Moderated Regression Analysis (MRA) approach was employed, incorporating interaction terms between independent and moderating variables to assess their joint effect on job satisfaction (Ghozali, 2018)..

IV. RESULT AND DISCUSSION

A. VALIDITY TEST RESULT

The researcher conducted a validity test to evaluate the measurement instrument used in this study. Validity testing is essential to determine whether a questionnaire accurately measures the intended variables (Hair et al., 2019). The validity assessment was based on the Kaiser-Meyer-Olkin (KMO) value, anti-image correlation, and factor loading, where factor loadings ≥ 0.5 are considered acceptable.

Table 1. Validity Test Result

Variable	Items	KMO Measuring of Sampling Adequacy	Loading Factor	Descision (>0,5= valid)
Work Life Balance	X1	0.959	0.860	Valid
	X2		0.843	Valid
	X3		0.850	Valid
	X4		0.858	Valid
	X5		0.854	Valid
	X6		0.855	Valid
	X7		0.876	Valid
	X8		0.864	Valid

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Variable	Items	KMO Measuring of Sampling Adequacy	Loading Factor	Decision (>0,5= valid)
Motivation	M1	0.962	0.862	Valid
	M2		0.849	Valid
	M3		0.843	Valid
	M4		0.836	Valid
	M5		0.841	Valid
	M6		0.849	Valid
	M7		0.852	Valid
	M8		0.850	Valid
	M9		0.834	Valid
	M10		0.837	Valid
Job Satisfaction	Y1	0.983	0.857	Valid
	Y2		0.832	Valid
	Y3		0.871	Valid
	Y4		0.818	Valid
	Y5		0.835	Valid
	Y6		0.857	Valid
	Y7		0.843	Valid
	Y8		0.834	Valid
	Y9		0.838	Valid
	Y10		0.841	Valid
	Y11		0.842	Valid
	Y12		0.837	Valid
	Y13		0.874	Valid
	Y14		0.853	Valid
	Y15		0.865	Valid
	Y16		0.851	Valid

Based on the results presented in the table, all items for the variables Work-Life Balance (X1), Motivation (M), and Job Satisfaction (Y) demonstrated KMO values greater than 0.5 and factor loadings above 0.5. These results indicate that all items are valid and thus suitable for further reliability testing.

B. RELIABILITY TEST RESULT

The reliability of the instrument was evaluated using Cronbach’s Alpha coefficient. According to the criteria, a Cronbach’s Alpha value between 0.8000 and 1.0000 indicates very high reliability, while values between 0.6000 and 0.7999 indicate high reliability.

Table 2. Reliability Test Result

Variable	Cronbach’s Alpha	Cut value	Desc
Work Life Balance	0,949	0,5	Reliabel
Motivation	0,956	0,5	Reliabel
Job Satisfaction	0,974	0,5	Reliabel

As shown in the table, the Cronbach’s Alpha for Work-Life Balance (X1) is 0.943, which falls into the category of very high reliability. Similarly, the Motivation (M) variable shows a Cronbach’s Alpha of 0.956, and Job Satisfaction (Y) shows a Cronbach’s Alpha of 0.974—both of which also fall under the category of very high reliability. These findings confirm that the research instrument is highly consistent and reliable.

C. NORMALITY TEST

The normality test was conducted to assess whether the data distribution for both independent and dependent variables follows a normal distribution pattern, which is a prerequisite for regression analysis (Ghozali, 2016). The researcher applied the One-

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Sample Kolmogorov–Smirnov test, where a significance value (asyp. sig.) greater than 0.05 indicates that the data are normally distributed.

Table 3. Normality Test Result

Unstandardized_Residual	Cut of value	Desc
0,061	0,05	Normal

As shown in the table, the asyp. sig. value is 0.061, which is greater than the threshold of 0.05. Therefore, it can be concluded that the data are normally distributed!

D. Hypothesis Testing

Hypothesis testing in this study was conducted using Simple Linear Regression Analysis and Moderating Regression Analysis (MRA). The simple linear regression was employed to examine the linear relationship between a single independent variable (X) and a dependent variable (Y).

Table 4. Simple Linear Regression Analysis test

Coefficients ^a						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	6.322	1.332		4.744	.000
	Work Life Balance	0.818	0.039	0.951	6.162	.000

a. Dependent Variable: Job Satisfaction

Following this, the researcher applied Moderating Regression Analysis (MRA) to test the moderating role of Motivation (M) on the relationship between Work-Life Balance and Job Satisfaction. According to Ghazali (2018), MRA is used to test the influence of a moderating variable through an interaction approach while maintaining the integrity of the sample. The results of the MRA are presented in the table below.

Table 5. Moderating Regression Analysis test

Coefficients ^a						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	13.031	1.876		6.945	.000
	Work Life Balance	0.890	0.153	0.575	7.209	.000
	X1M	0.912	0.022	0.988	4.858	.000

a. Dependent Variable: Job Satisfaction

The Influence of Work-Life Balance on Job Satisfaction

The hypothesis testing results indicate that Work-Life Balance has a significant and positive influence on job satisfaction, with a t-value of 6.162 > 1.9712 and a significance level of 0.000 < 0.05. The regression coefficient of 0.951 suggests that the better the Work-Life Balance, the higher the level of job satisfaction. Most respondents reported being able to manage time between work and personal life effectively, engage in activities outside work, and maintain harmony between work and family roles. This aligns

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with Qodrizan (2018), who emphasized that quality interaction in both domains enhances satisfaction for employees performing dual roles.

The majority of respondents are married, facing complex dual responsibilities as professionals and family members. According to Kumaraswamy & S (2015), married individuals experience greater role demands but are also more driven to achieve balance due to family expectations. When employees can manage their roles effectively, they experience fewer conflicts and greater job satisfaction (Dhamayantie, 2017). These findings align with Obrenovic et al. (2021) and Jyothi et al. (2020), who found that a well-maintained Work-Life Balance reduces stress and promotes emotional engagement, supporting the proposed hypothesis..

Motivation as a Moderator in the Relationship Between Work-Life Balance and Job Satisfaction.

Moderating Regression Analysis revealed that Motivation significantly moderates the relationship between Work-Life Balance and job satisfaction ($t = 7.209 > 1.9712$; $p = 0.000$). However, the interaction coefficient (0.575) is lower than the main effect, indicating that higher motivation may weaken the influence of Work-Life Balance. While respondents expressed strong ambition and a desire for recognition, they also highlighted the importance of compensation. This suggests that highly motivated individuals may hold higher expectations, making them more sensitive to work-life imbalances.

This result implies that motivation alone does not guarantee higher job satisfaction unless Work-Life Balance is managed in ways that align with employees' expectations. According to Deci & Ryan's Self-Determination Theory (2000), motivation enhances outcomes when individuals feel autonomous, competent, and socially supported. The findings contrast with Jyothi et al. (2020) and Ajayi (2019), who found motivation to be a strengthening factor. In the context of PT PLN's high-pressure public service environment, motivation can instead become a stressor, weakening the positive effect of Work-Life Balance when structural and emotional supports are lacking..

CONCLUSIONS

This study concludes that Work-Life Balance has a significant and positive impact on job satisfaction among employees of PT. PLN (Persero) Unit Induk Distribusi Lampung. Employees who experience a better balance between their professional and personal lives report higher levels of job satisfaction. Furthermore, the findings demonstrate that motivation acts as a moderating variable in the relationship between Work-Life Balance and job satisfaction. However, contrary to expectations, motivation appears to weaken this relationship, indicating that highly motivated employees may be more sensitive to imbalances between work and personal life due to elevated expectations and pressures.

These findings underscore the importance of implementing supportive organizational strategies. PT. PLN (Persero) is encouraged to enhance adaptive Work-Life Balance programs, particularly for married employees managing dual roles. Moreover, while fostering employee motivation remains essential, it should be aligned with structural and emotional support systems to avoid counterproductive effects. Future research is recommended to further explore the role of intrinsic and extrinsic motivation in the context of state-owned enterprises, particularly how motivational factors interact with employee satisfaction and workplace dynamics...

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